



Well-Run Concepts Leadership Index™

Sample Report

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Assessment Duration: 12 Minutes

Well-Run Concepts Inc.
Job Matching and Developing Top Talent

www.well-run.com

YOUR Leadership Index:

You are a unique individual and many aspects make up your “personality”. The foundation of **YOU** in your leadership role is made up of your values of yourself and the world around you. In this leadership profile we look specifically at your understanding and feelings about the world around you (The World View) and yourself (Self View) from a leadership perspective. Together this will show **YOU** insights into **WHY** you do the things you do as a leader, **HOW** you go about doing them and **WHAT** you can do when you are fully engaged in leading others.

LEADERSHIP WORLD VIEW:

This measures how much you understand and how you feel about the external world around you from a leadership perspective. Do you understand people and do you tend to over-value relationships, treat them situationally or manipulate them to get what you want? Do you know how to get things done as a leader and do you tend to be a doer or a delegator? Do you understand the value of having a mission, rules and systems and do you rely heavily on them in your leadership role?

LEADERSHIP SELF VIEW:

This measures how much you understand and how you feel about yourself. Do you understand where you have come from, where you are in your leadership role and where you are going in your leadership career? How do you feel about your potential to grow and develop, your current role and your direction toward the future? Are you focused on the past, the present or the future and how does that affect you today as you lead others?

COMBINED ATTRIBUTES:

These attributes are measured by combining your Leadership World View and Leadership Self View to get a complete picture of **YOU** from a leadership perspective.



Your Leadership Report

Your Leadership Index is made up of two worlds:

LEADERSHIP WORLD VIEW:

This measures how much you understand and how you feel about the external world of work around you. Do you understand people and do you tend to over-value relationships, treat them situationally or manipulate them to get what you want? Do you know how to get things done and do you tend to be a doer or a delegator? Do you understand rules and systems and do you rely heavily on them or tend to be a maverick and bend or break them?

LEADERSHIP SELF VIEW:

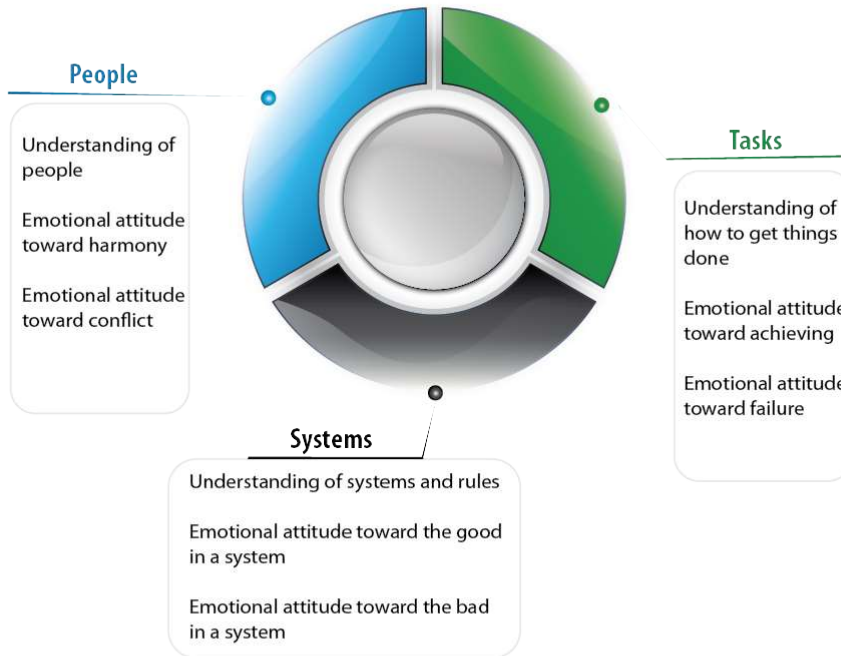
This measures how much you understand and how you feel about yourself on the job. How well do you understand your strengths and weaknesses, where you are in your leadership role and where you are going? How do you feel about your potential to grow and develop in your career, your current job role and your direction toward the future? Are you focused on the past, the present or the future and how does that affect you today?

COMBINED LEADERSHIP ATTRIBUTES:

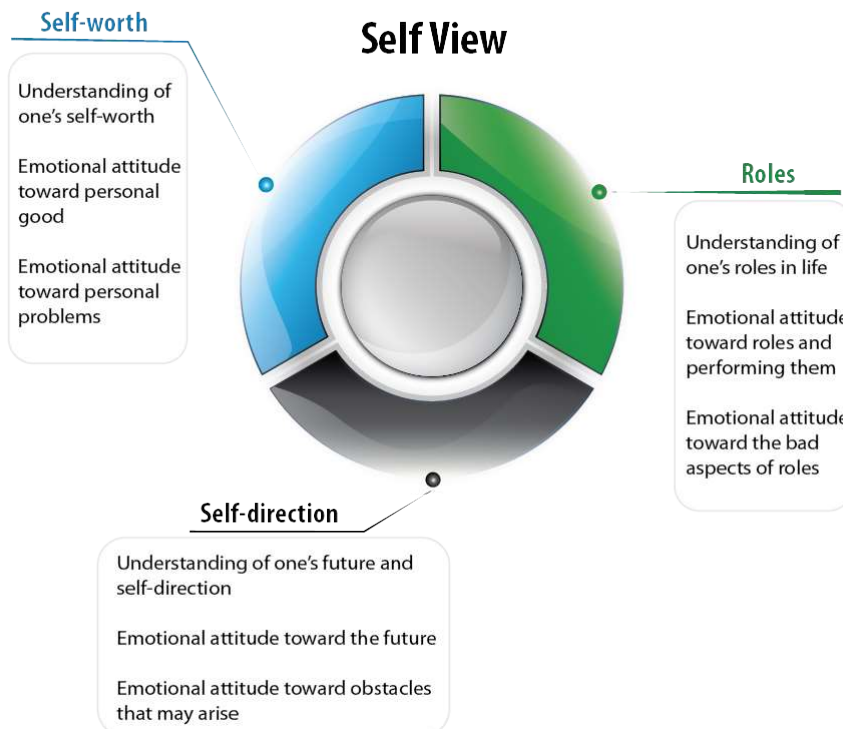
These attributes are measured by combining your Leadership World View and Leadership Self View to get a complete picture of YOU on the job.

6 Cognitive Dimensions 12 Emotional Intelligence Factors

World View



Self View



Attribute		Reliability : 0.888 : 0.682	Score
Leadership World View			
People	1. Leadership Judgment:		7.6
	2. Interpersonal Relations:		7.6
	3. Interpersonal Harmony:	Under-Valued	
	4. Interpersonal Conflict:	Over-Valued	
Tasks	5. Team-Task Cohesion:		6.4
	6. Attitude toward Team Achievement:		Neutral
	7. Attitude toward Team Problems:	Under-Valued	
Systems	8. Organizational Knowledge, Vision and Purpose:		8.8
	9. Attitude toward System Benefits:	Over-Valued	
	10. Attitude toward System Problems:	Over-Valued	

Leadership Self View			
My Self	11. Self-judgment:		6.3
	12. Intuitive Awareness of Self-worth:		4.0
	13. Attitude toward Personal Potential:	Under-Valued	
	14. Attitude toward Personal Problems:	Over-Valued	
My Roles	15. Leadership Role Engagement:		6.8
	16. Attitude toward Peak Performance:	Over-Valued	
	17. Attitude toward Performance Problems:	Over-Valued	
My Future	18. Leadership Identity and Self-direction:		8.2
	19. Attitude toward Personal Growth:	Over-Valued	
	20. Attitude toward Personal Setbacks:	Under-Valued	

Attribute	Reliability : 0.888 : 0.682	Score
SOFT SKILLS		
21. Accountability for Others:		7.6
22. Concentration:		7.6
23. Conceptual Thinking:		7.9
24. Conflict Management:		7.3
25. Continuous Learning:		8.1
26. Customer Focus:		7.0
27. Decision Making Ability:		6.9
28. Developing Others:		6.7
29. Diplomacy and Tact:		8.1
30. Emotional Control and Composure:		7.1
31. Empathy toward Others:		7.5
32. Flexibility:		6.4
33. Goal Achievement:		7.4
34. Growth Mindset:		7.9
35. Influencing Others:		7.9
36. Interpersonal Skills:		6.4
37. Intuition:		8.0
38. Leading Others:		8.3
39. Objective Listening:		8.1
40. Personal Accountability:		6.4
41. Planning and Organizing:		7.6
42. Practical Problem Solving Ability:		6.7
43. Resiliency:		5.9
44. Results Orientation:		8.2
45. Self-control:		5.3
46. Self-management:		7.9

Attribute	<i>Reliability : 0.888 : 0.682</i>	Score
47. Self-starting Ability:		5.6
48. Teamwork:		7.6

Attribute	Reliability : 0.888 : 0.682	Score
SCORES FROM HIGHEST TO LOWEST		
Organizational Knowledge, Vision and Purpose:		8.8
Leading Others:		8.3
Leadership Identity and Self-direction:		8.2
Results Orientation:		8.2
Continuous Learning:		8.1
Diplomacy and Tact:		8.1
Objective Listening:		8.1
Intuition:		8.0
Conceptual Thinking:		7.9
Growth Mindset:		7.9
Influencing Others:		7.9
Self-management:		7.9
Accountability for Others:		7.6
Concentration:		7.6
Interpersonal Relations:		7.6
Leadership Judgment:		7.6
Planning and Organizing:		7.6
Teamwork:		7.6
Empathy toward Others:		7.5
Goal Achievement:		7.4
Conflict Management:		7.3
Emotional Control and Composure:		7.1
Customer Focus:		7.0
Decision Making Ability:		6.9
Leadership Role Engagement:		6.8
Developing Others:		6.7
Practical Problem Solving Ability:		6.7
Flexibility:		6.4
Interpersonal Skills:		6.4
Personal Accountability:		6.4
Team-Task Cohesion:		6.4
Self-judgment:		6.3

Attribute	Reliability : 0.888 : 0.682	Score
Resiliency:		5.9
Self-starting Ability:		5.6
Self-control:		5.3
Intuitive Awareness of Self-worth:		4.0

Leadership World View



This measures how much you understand and how you feel about the external world around you from a leadership perspective. Do you understand people and do you tend to over-value relationships, treat them situationally or manipulate them to get what you want? Do you know how to get things done as a leader and do you tend to be a doer or a delegator? Do you understand the value of having a mission, rules and systems and do you rely heavily on them in your leadership role?

1. Leadership Judgment:

How well do you understand the demands of guiding, mentoring, and developing others?



This is a general measure of your ability to identify and judge relative value in the context of your leadership role and in executive management and supervision. This summarizes your clarity about the three primary dimensions of external leadership value:

1. Interpersonal Relations
2. Team-Task Cohesion
3. Organizational Knowledge, Vision, and Purpose (including regulatory laws, rules, plans, innovation, and expertise)

A **high score** indicates a clear understanding of leadership, and how to best adapt to organizational demands and changing situations. You are knowledgeable about how business, organizations, and markets interface and work. In addition, you are open to change, and quickly grasp the underlying structure of virtually everything related to leadership.

2. Interpersonal Relations:

How important are interpersonal relationships to you?



This score measures your understanding of others, and your mental clarity regarding the importance of people and relationships in your leadership sphere (superiors, peers, subordinates, and customers). It measures how you generally esteem and appreciate other people. Your clarity score expresses your judgment about how high or how low you value relationships within the full spectrum of leadership values.

A **high score** indicates you are a leader who is capable of managing interpersonal relationships well. You tend to be sensitive to, and supportive of, others within your area of leadership influence. You usually demonstrate that co-workers and subordinates are a number one priority for you.

Note: The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range**, then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

3. Interpersonal Harmony:

How well do you generally get along with co-workers and others?



This score is a measure of your attitude toward effective, harmonious relations with others, and includes the emotional satisfaction and fulfillment you gain from your personal interactions. It shows your attitude and feelings toward the positive aspects of interacting with people as well as the benefit they can bring into your life, and to work projects.

An **under-valued** attitude indicates varying degrees of emotional distance from others on a personal level. You, like many professionals, may choose to do this on purpose, to better maintain objectivity and control over co-workers and subordinates, or to manipulate them to get desired outcomes. However, you may feel a lack of community or team spirit with co-workers as well, or are reluctant to get too personal with others at work.

However, this is only a slight tendency and may be due to your overarching focus on results or operational efficiencies, while working under great duress or demand. Some leaders with this score may feel it is more important to focus on delegation and team-task cohesion, or organizational vision and purpose versus focusing on interpersonal harmony.

4. Interpersonal Conflict:

How well do you handle disputes or mistakes made when interacting with colleagues and co-workers?



This score measures your attitude toward interpersonal conflict and discord with people. It shows your attitude toward the negative aspects of interacting with colleagues and co-workers and the potential harm others can do.

An **over-valued** attitude reflects that you clearly see deficiencies and weaknesses in others (like making mistakes, lack of discipline or respect, failing to do what they promised, or being lazy or careless, which can harm a project or critical processes), and you tend to magnify their shortcomings or faults, making them worse than they really are. You think it is appropriate or routine to critique others, and to hold them accountable, especially if there is good reason.

You are a leader who not only recognizes others' strengths and talents, but their deficiencies and faults as well. You are not in the habit of ignoring people's shortcomings, including someone who is disrespectful, or team members who may be careless or disengaged, but prefer to address their deficiencies directly, in an effort to resolve them. You tend to be more concerned with getting the project, or the work, done efficiently, or according to plan versus sparing others' feelings, or letting them get by.

5. Team-Task Cohesion:

How well do you understand team cohesion, effective procedures, and the processes involved in leading others?



This dimension reveals your mental grasp of tangible, observable leadership realities (actions, causal relations between efforts and results, social and professional responsibility, project flow routines and how they all fit together in actual leadership situations). This score measures your capacity to understand tangible things and events, and how they relate to each other comparatively (with particular focus on creating and maintaining proactive, competent work teams, and managing team dynamics and efficient operations). This includes understanding how to separate, and combine, tasks into efficient workflow, and prioritizing processes, and strategies, to achieve goals and objectives. All the while looking for opportunities for synergy and integration.

A **moderate score** indicates that you generally know what to do, or how to lead, in a given professional situation. However, you may occasionally take things for granted, overlook certain details, or get impatient with processes.

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6. Attitude toward Team Achievement:

Do you thrive in your professional leadership setting?



This score reflects your attitude toward the benefits of practical leadership actions, adaptability, and project completion successes. It measures your level of engagement in routine leadership procedures used in project management and control, and the degree of familiarity, and involvement, with diagnostics and project guidance. This score indicates how you relate to the good, constructive, aspects of project management and team leadership.

A **neutral** attitude shows objectivity and fair judgment toward established leadership norms and standards. You are likely a leader who builds competent work teams, and spot checks their progress in a balanced objective manner. You tend to empower co-workers and subordinates, and keep them on track without micro-managing them. You know how to build, and maintain, strong professional relationships, and tend to be balanced, and realistic, with respect to managing team dynamics efficiently.

7. Attitude toward Team Problems:

What is your response when processes/procedures do not go as you would like?



This score reflects your attitude toward conflicts and problems often encountered in the course of team leadership, and project management. It shows how you relate to the negative, destructive, and disruptive aspects that often emerge during active team processes.

An **under-valued** attitude shows you judge “bad” aspects as less bad than they really are. This indicates an acceptance of conflicts and problems. In your mind, sloppy procedures, errors, and omissions are all part of leadership practice, and are to be accepted as such.

8. Organizational Knowledge, Vision and Purpose:

How well do you apply your knowledge skills in leading others?



This dimension is about the world of leadership in terms of the organization’s purpose and mission, precise communication, strategic planning, and common vision. It is concerned with how organizational leadership is structured through established policies, regulations, rules, and expert authoritative knowledge. It involves standards, principles, planning, and all elements establishing definition, structure, and order.

A **high score** reflects conscientiousness (as well as devotion to and clear understanding) of rules, standards, proper planning and innovation schedules. You are a leader with the capacity to create, and share, a compelling and inspiring vision (or sense of core purpose) with an entire organization. You also understand how to set objectives, determine strategy, and implement a plan that supports achieving the strategic direction. High scores also indicate that you generally have productive relationships with other leaders who are authority figures (including financial officers and administrative regulators), as well as those who may be in a peer or higher- level position than you are.

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9. Attitude toward System Benefits:

How well do you accept and enforce established authority in systems and organizations?



This score measures your attitude toward the benefits of effective leadership and management (including your own) as governed by structure, and effective established regulatory systems and standards. This score is about leadership knowledge, and experience learned by coping with systems organization, through compliance and planning, for holistic project needs.

An **over-valued** attitude shows an amplification of the “good” or beneficial aspects of organizational systems and order, making them even better than they really are. You are dedicated to, and seek to, promote a common vision and purpose. You understand the importance of strategic planning, as well as loyalty and cooperation, toward established systems, and compliance with organizational and regulatory requirements. You also tend to be a creative, and innovative, leader of work teams. You promote common goals and aspirations, and you diligently strive for continuous discovery and a strong innovation schedule. You are likely in the habit of seeking beneficial partnerships and affiliations, and using outsource resources that excel in quality. You care a great deal about maintaining an impeccable reputation, and staying a step ahead of the competition.

10. Attitude toward System Problems:

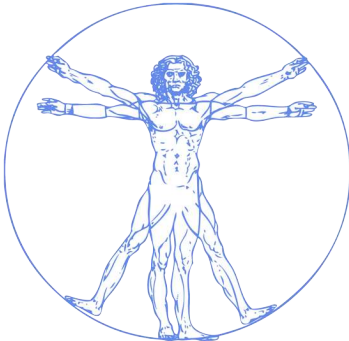
To what extent do you accept or reject going against the system?



This score measures your attitude toward disorganization, and deficiencies, in management systems, and planning.

An **over-valued** attitude toward the “bad”, or deficient aspects, in systems reflects that you magnify them as worse than they really are. You will tend to point out any deficiencies, or problems, you see in systems as they affect the organization. You do your best to avoid misunderstandings, by being very clear when giving, or getting, instructions, or directives. This is because you desire to avoid giving, or getting misleading information. You are a leader who consistently follows up on responsibilities you have delegated, and have a hard time tolerating others who are inefficient in their delegation, or follow-up efforts. You may be corrective, or critical, of people, as well as other leaders, and colleagues, who cheat, break the rules, make diagnostic errors, engage in “backstabbing”, or do not plan well enough for managing the project (causing waste and extra cost). You also are opposed to authority figures, or corporate/regulatory officials, who do not live up to reasonable expectations.

Leadership Self View



This measures how much you understand and how you feel about yourself. Do you understand where you have come from, where you are in your leadership role and where you are going in your leadership career? How do you feel about your potential to grow and develop, your current role and your direction toward the future? Are you focused on the past, the present or the future and how does that affect you today as you lead others?

11. Self-judgment:

How clearly do you understand the linkage between being, doing and thinking as a leader?



This is a summary score of your clarity regarding the three primary dimensions of leadership self-understanding:

1. Intuitive Awareness of Self-worth
2. Leadership Role Engagement
3. Leadership Identity and Self-direction

A **moderate score** indicates you have reached a relatively clear level of self-understanding and appreciation, which is generally better developed in two areas as opposed to all three self dimensions.

12. Intuitive Awareness of Self-worth:

How well do you understand the value you bring to leadership - as a unique individual?



This score measures your intuitive sense of self-worth, an awareness of your “being there,” apart from what you can do and achieve.

A **low score** reflects you may not know exactly who you are, or you may not enjoy being your authentic self. You also may not clearly understand your strengths and weaknesses or your leadership potential or purpose in life. This can result in your being passive, allowing others to take advantage of you, or be easily manipulated. A low score may also indicate that your primary focus is on doing and achieving, vs. being.

Note: The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range**, then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

13. Attitude toward Personal Potential:

Do you have the inner desire to improve and get better through accessing and drawing out your potential?



This score reflects your emotional orientation toward your inner potential and the degree to which you desire to tap into your undeveloped potential in leadership and bring it into reality. It is a measure of the quality of your internal motivation.

An **under-valued** attitude indicates you agree you have a lot of undeveloped potential within and you desire to make it real and actual.

You have varying levels of dissatisfaction with yourself. You judge yourself as not being a “born” leader. You have to work hard at it and you may feel varying levels of discomfort in certain leadership situations. You may feel you do not communicate as well or as clearly as you could, and you may not be very excited about your leadership life at its current stage. This tends to fuel your internal motivation to improve yourself and become a better leader and communicator.

14. Attitude toward Personal Problems:

What is your attitude concerning personal problems?



This score reflects your orientation toward personal problems or obstacles that may stand in your way to achieving success in life.

An **over-valued** attitude reflects you feel that you currently have some personal problems (e.g. you may feel restricted from developing other areas of your life (aside from work), you may feel you don't communicate well with others, you may feel overwhelmed or depressed by everything that is expected of you, or your life may lack purpose and joy, etc.). However, you strongly desire to overcome these problems.

15. Leadership Role Engagement:

Do you feel your talents are being fully utilized within the demands of your leadership position?



This score measures your ability to achieve and maintain the harmonious integration of your personal and leadership roles. This score indicates the degree to which you are getting personal fulfillment from your leadership role as well as your identification with your various roles in life.

A **moderate score** indicates a moderate level of identification with your leadership role, and could mean that you experience role conflict at times. Perhaps your current job is not fully utilizing your talents, or some other factors may be involved, like too much time spent traveling or away from family. You may also feel that you are currently in a position that offers little or no potential for advancement, or you may be in a new position you are still learning about.

Note: The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range**, then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

16. Attitude toward Peak Performance:

How well do you believe you can excel as a leader of others?



This score reflects your attitude toward professional role success, and the degree to which you enjoy your leadership role, as well as your other responsibilities in the sense of consistently working toward your professional goals.

An **over-valued** attitude indicates that you get a strong sense of personal satisfaction and achievement from your leadership role, and you welcome the opportunities and challenges you are presented with. You know you are competent, and you love encouraging and developing or mentoring others. You are generally a high achiever who sees no problems in your leadership role. You love your work and you feel that your performance is enhanced by your innovative and creative thinking skills.

17. Attitude toward Performance Problems:

How do you respond when problems arise or things go wrong?



This score reflects your attitude toward problems in your leadership performance, work ethic, professional management preparedness and engaged participation.

An **over-valued** attitude indicates that you feel there are some problems at work (or in your leadership role) which may include poor working conditions, negative executives or administrators, an overwhelming workload, or too many details to handle with quality.

18. Leadership Identity and Self-direction:

How clear are you about your future – do you have definite goals?



This score measures your self-identity in terms of where you are going in the future. This score is about the definition of your “comfort zone” in your leadership career, and your understanding of the mental planning and discipline necessary to best organize your life and prepare for the future.

A **high score** indicates you have a clear, strong and mature self concept in terms of what you do in life, as well as definite plans for your future. You understand productive work principles and you have clear performance goals, as well as the discipline to reach your targeted destination.

Note: The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range**, then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

19. Attitude toward Personal Growth:

What is the quality of your mental self image and how do you project yourself into the future?



This score reflects your attitude about your positive goals and aspirations, and your leadership career goals for the future.

An **over-valued** attitude indicates you have a high level of drive, ambition and discipline, and you continuously try to learn and achieve more.

You are clear about your leadership goals, with definite future plans in mind. You also demonstrate a passion for increasing your knowledge to stay on the cutting edge of leadership, and your consistent efforts, clear sense of self direction, and strong self-discipline virtually guarantee you will achieve your future goals. It is your persistent drive together with your mental tenacity and resilience that results in your high level of accomplishment.

20. Attitude toward Personal Setbacks:

How do you handle personal setbacks and potential failures?

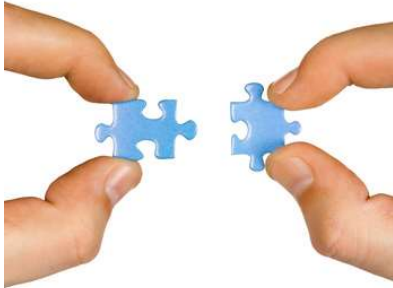


This score reflects your attitude towards barriers, difficulties and “loss of direction” on the road to success in your leadership career.

An **under-valued** attitude indicates you are not focused on potential issues and setbacks that may arise in your leadership role and have few fears about the future.

You feel very clear about where you are going, and you certainly know where you do not want to be. You see very few, if any obstacles or barriers to your leadership success. You think clearly and tend to be full speed ahead, with well-defined plans for your future. Your performance is consistent and disciplined, and you make very few mistakes. You manage your workload well, have realistic expectations and feel a strong sense of purpose in everything you do. This gives you a high level of optimism with respect to your self-direction.

Combined View



These attributes are measured by combining your Leadership World View and Leadership Self View to get a complete picture of YOU from a leadership perspective.

21. Accountability for Others:

Do you take responsibility for the actions of others?



This score measures the degree to which a leader will take responsibility for the actions of others. One who is accountable for other people will say “the buck stops here” for all errors, omissions, or poor performance. This means the individual takes the job seriously, and will assume responsibility for results for his or her entire team or organization.

A **high score** indicates you are accountable for others in virtually all circumstances, without trying to make excuses. You do not lay the blame on other people publicly. As a leader, you accept the consequences of your team’s actions head-on because you understand that you provide the vision and direction. Ultimately, the responsibility for results is yours.

22. Concentration:

How well can you maintain focus throughout a given task or project?



This is the measure of your ability to focus full attention on the task at hand.

A **high score** indicates you are not easily distracted; you are one who works with intensity. A high score also indicates you focus well – you do not like to be disturbed or interrupted.

23. Conceptual Thinking:

How well are you able to visualize a plan or model conceptually from start to finish?



This score measures how well a person can mentally envision a big picture (comprehensive, long-range plans or goals), or visualize models, methodologies or processes. It includes the capacity to identify, evaluate and allocate resources that will be needed to implement and achieve the specific plans or long-range goals, while accurately visualizing the potential results.

A **high score** indicates you definitely have the capacity to mentally envision models, methodologies, and processes, as well as the execution of a long-range plan or projection. You also tend to make accurate predictions concerning the potential results.

24. Conflict Management:

How well do you manage conflict as a leader?



This score measures the capacity to identify and resolve differences of opinion, disagreements, contention and opposition, through making the adjustments necessary to bring them into accord. Conflict management includes gathering relevant information through appropriate questioning and listening. Then ensuring each party fully understands the other's views, in an open and candid manner. This entails presenting well-documented, relevant data, and options for reaching the best resolution with personal conviction to gain consensus.

A **high score** indicates you are very sensitive to conflicts, and utilize integrity and diplomacy to achieve a work group that functions together harmoniously as a team, although each individual may have differing perspectives. You tend to promote collaboration versus competition by destroying the "I-you" or "we-they" barrier, with a focus on teamwork. This includes resolving conflict in a constructive way that insures the parties can work together in a positive atmosphere of openness, trust and mutual respect.

25. Continuous Learning:

How motivated are you to keep learning?



This score measures the degree of a person's desire and motivation to consistently learn more.

A **high score** indicates you have a passion for knowledge in general, and you enjoy learning new skills as well. You like to keep up with what is happening in the world (news), as well as innovations in your industry or profession, and take advantage of continuing education courses or training opportunities.

26. Customer Focus:

How well do you focus on your customers and their needs?



This score measures the strength of a person's focus on, and engagement with customers.

A **high score** indicates you are a leader who is highly sensitive to customer needs and desires. You are good at building trust and personal rapport, listen well, and do your best to fulfill customer expectations and ensure they are satisfied. This generally results in repeat business and referrals.

27. Decision Making Ability:

How well do you make decisions as a leader?



This score measures the ability to make consistently sound, accurate, and timely decisions in your leadership role.

A **moderate score** indicates you generally make good decisions, but you may make some poor decisions at times, especially if you are under pressure, act too quickly, or don't take the time to weigh the pros and cons. You may also be unable to make a decision because you fear the consequences, or want to collect more data before deciding on a course of action.

28. Developing Others:

Do you take time to develop the potential of others?



This score measures a person's desire to help others develop their talents and potential, and is closely linked to the clarity and identity with one's own professional role and self-direction. Developing others requires a solid understanding of people, as well as the ability to accurately evaluate their strengths and weaknesses, and what motivates them.

A **moderate score** indicates you have reached a relatively good level of insight into what each member of your team may need for improvement. You will try to facilitate each person's professional growth through helping them find ways to develop and apply more of their potential. This is especially true when a person asks you directly for help or guidance.

29. Diplomacy and Tact:

Do you maintain poise under pressure and promote cooperation and understanding?



This score measures a person's sensitivity to others and appreciation of their feelings. It also focuses on the sensibility and tact it takes to promote cooperation and understanding on all sides, without causing conflict.

A **high score** indicates you have developed a keen sense of what to do or say in difficult or delicate situations, to maintain good relations with others and avoid offending them. You tend to create a good impression when meeting strangers, are socially adept, and maintain poise even under the stress of potentially embarrassing, or volatile situations. If you are called upon to criticize or correct someone, you do your best to raise receptivity and keep the interaction constructive.

30. Emotional Control and Composure:

How well do you maintain emotional control under situational stress?



This score reflects your capacity to face problem situations in an appropriate and rational manner, without loss of objectivity or emotional control.

A **high score** indicates a balanced attitude and the tendency to cope well and stay calm, cool and collected, even when faced with stressful situations. This indicates you generally do not show frustration or allow your personal feelings to unduly influence you when resisted or blocked, and are not knocked off balance by the unexpected. As your score approaches high levels, you have likely developed the tendency to repress some of your feelings, and do not vent or express them consistently.

31. Empathy toward Others:

Do you understand and empathize with people?



This score measures a person's capacity and capability for managing interpersonal relationships in a sensitive manner, with care, appreciation and respect for the other person and their thoughts, feelings, and point of view.

A **high score** indicates you are able to effectively understand and empathize with other people, with genuine sensitivity to their needs and desires; putting yourself in their shoes. You are perceived as a caring leader who is concerned about taking care of the people in the organization. At times, you may even put a person's needs ahead of getting things done or the established rules of the organization.

32. Flexibility:

How adaptable are you as a leader?



This score measures a person's capacity to adapt easily to different types of people, new situations and changing environments.

A **moderate score** indicates you have developed a relatively high level of versatility. This enables you to adapt well to change most of the time.

33. Goal Achievement:

How well do you focus on achieving your leadership goals?



This score measures the capacity to concentrate one's full attention on the project or goal(s) at hand. It calls for unwaveringly staying on target, in spite of potential difficulties or distractions, until the project or goal is achieved. This requires clarity and dedication to the goal itself, as well as personal commitment and discipline.

A **high score** indicates you have the ability to stay focused and on track when engaged in a specific project. You always keep the goal before you, while ignoring potential problems or interruptions. You stick with it, are resourceful, and guide the project to completion, come what may.

34. Growth Mindset:

Do you believe that talent and intelligence are fixed, or that you can/should continually develop them?



Those who hold a growth mindset believe that they can get better at something by dedication of time, effort and energy. Working on one's flaws, and the process—not the outcome—are the most important components. With time and practice, people with a growth mindset believe they can achieve what they want. The opposite of a growth mindset is a fixed mindset.

A **High score** indicates you feel your skills and intelligence can be improved with effort and persistence. You embrace challenges, persist through obstacles, learn from criticism and seek out inspiration in others' success.

35. Influencing Others:

Are you able to influence people to your point of view?



This score measures the capacity to convincingly present one's position, opinions, feelings, or views to others in such a way that they will listen, and be won over to adopt the same position. This usually requires good intuition, listening and communication skills, appealing to another's feelings, or sense of reason, while trying to demonstrate or prove that something is true, credible, essential, commendable, or worthy of doing or believing.

A **high score** indicates you demonstrate sensitivity and intuition in understanding the views, concerns, and potential objections, or defenses of others. You then respond to them effectively, while using the right tone and language, to positively influence their minds, or opinions.

36. Interpersonal Skills:

Do you have the skills to effectively communicate with others?



This score measures your ability to interact well with others through your sensitivity and understanding of interpersonal relationships and team dynamics, coupled with your ability to effectively communicate with others, while maintaining your emotional control (even during times of pressure and stress).

A **moderate score** indicates that you feel comfortable and demonstrate sensitivity when dealing with others most of the time, whether the context is personal, professional or social. You generally listen and communicate well, but if you are under pressure or have deadlines to meet, this could impact your emotional control, and you may not always be as skillful or adept as you could be.

37. Intuition:

How well can you “feel into the situation” and process without needing to think or have all the facts about it?



This is the capacity to sense the most important aspects of complex situations and problems, with the ability to take appropriate action when all the facts are not available.

A **high** score indicates you can make accurate intuitive decisions. You have the ability to “shoot well from the hip” – a few important elements are enough for you to work with. You can feel into the core of situations without knowing or analyzing all the facts and take the right action.

38. Leading Others:

How effective are you at guiding and leading others?



This score is a measure of leadership ability, and the potential effectiveness of leadership efforts. A leader is an individual who understands how to motivate and organize others, and their performance, in such a way that everyone feels a sense of clear direction toward a common goal. A leader plays the directing role in exercising responsible authority, and a commanding influence over others in a way that inspires trust, followership, and motivates people to get things done.

A **high score** indicates you are highly developed as a leader. You identify with your leadership role, have self-confidence, and are able to project a clear mission, purpose, and vision to others. You have developed a genuine understanding for others, and enjoy guiding and influencing them toward common goals and organizational objectives.

39. Objective Listening:

Are you able to listen to what is being said and evaluate it in an objective manner?



This is the capacity to objectively listen, understand, and accurately interpret what someone else is saying. Listening requires focusing one's full attention on the other person and hearing not only the content of what is being said, but also discerning the other person's feelings and motives for what they are saying. Personal opinions and mental criticisms must be withheld while listening to objectively evaluate what was said.

A **high score** indicates you have the capacity to realistically evaluate what you hear, because you tend to be open-minded, can suspend your own judgment, and genuinely care about others' opinions. You likely pay attention to people's body language, tone, and content. You also have present moment awareness in conversations, rather than thinking about the work you have to do or another agenda.

40. Personal Accountability:

Do you take personal responsibility for your actions?



This score measures a person's capacity to take responsibility for their own actions, conduct, obligations, and decisions and the consequences thereof. This requires an internal willingness to be answerable for oneself and one's actions, without shifting focus or blame on anything or anyone else.

A **moderate score** indicates that most of the time, you are willing to take personal responsibility for successes as well as failures. However, there are times when you do not feel responsible for a problem or error that occurred, which may have been out of your control. At those times, you may not be willing to stand behind your actions and decisions 100%.

41. Planning and Organizing:

Are you able to envision the future and plan accordingly?



This score measures the capacity to see the big picture and envision a different, better future as well as the ability to forge clear, realistic plans to bring this picture of the future into the present.

A **high score** indicates you are able to clearly “see into the future” as if it were in the present. Then, you see exactly how to make this futuristic picture real and actual by establishing clear goals and organizational policies and procedures to fulfill your vision for the business.

42. Practical Problem Solving Ability:

How well are you able to solve routine problems in a practical manner?



This score measures the ability to understand a problem or problem situation, and solve it. This requires the ability to identify exactly what needs to be done to actually resolve the problem, which can range from solving a customer complaint to a organization wide issue.

A **moderate score** indicates you are able to understand most aspects of a problem well, and generally, you are good at identifying workable options for resolving the problem. You may at times be quick to solve a problem and at other times you may want additional time or data before you make a decision on a solution and take action.

43. Resiliency:

How resilient and persistent are you?



This score measures the capacity to steadily pursue any project or goal that a person is committed to, in spite of difficulties, opposition or discouragement. This requires inner strength, perseverance and determination to stay on course in the face of adversity, regardless of problems or obstacles.

A **moderate score** indicates you have a well-developed level of commitment, inner strength and persistence to stay focused on your goal or project and see it through to the end, although there may be times when you are confronted with opposition or unexpected obstacles. This may throw you off track for a brief period, but you have the drive and determination to get back on course.

44. Results Orientation:

How focused on results are you as a leader?



This score measures the capacity to clearly and objectively understand and implement all variables necessary to obtain defined or desired results, including specific people/talents, work processes, speed, or whatever it takes to get the job done. This is generally demonstrated by the ability to complete work tasks efficiently, meeting deadlines, performance goals, or quotas as expected.

A **high score** indicates you tend to be efficient and productive in organizing your tasks toward achieving results. For you, reaching the destination is much more important than enjoying the journey. You may be highly driven or demanding, if you consider the results much more important than the process or people necessary to achieve it.

45. Self-control:

How well do you handle and respond to situational stresses that directly affect you?



This is a measure of your ability to handle the challenges of everyday life in leadership. It is the capacity to keep your emotions and actions under control when confronted with personal problems, and your ability to respond to these problems in a calm, rational manner.

A **low score** indicates that you may not possess good coping skills. You tend to be easily upset and overcome by stress, becoming emotionally reactive. You may show irritability, frustration or anger and lose your grip on how to make objective, rational decisions.

46. Self-management:

Are you able to manage and organize yourself effectively?



This score measures a person's identity with their job or career plus their clarity of self-organization in terms of a well-defined self-image and clear personal expectations. The combination of career involvement and self-organization reveals how people manage themselves. This requires role responsibility, personal accountability, and goal clarity, as well as self-discipline, organization, and a personal commitment to live and work up to one's self-imposed standards.

A **high score** indicates you are very good at managing and organizing yourself, and you are also a good role model for others. You are clear and definite about your leadership role, and you have the necessary discipline to focus your abilities, time, and energy on achieving your future goals. You tend to take responsibility and are accountable for results, because you are good at planning your work and working your plan.

47. Self-starting Ability:

Are you motivated to jump right in and get going?



This score measures a person's sense of urgency in linking a desired future outcome to the present. If a person has the desire to achieve a future goal, this score reveals the degree to which they feel compelled to bring it about as soon as possible. Once the goal has been defined, or the plan has been created, self-starters do not need additional motivation or prodding to get going. They have the internal motivation and drive necessary to get to work.

A **moderate score** indicates you generally demonstrate a strong sense of internal motivation and drive. Much of the time, you will take the personal initiative necessary to start a project, as opposed to having someone else directing or telling you what to do. However, if your goals or future plans change or become less clear, you may develop a lower sense of urgency, because you do not have a clear target in mind.

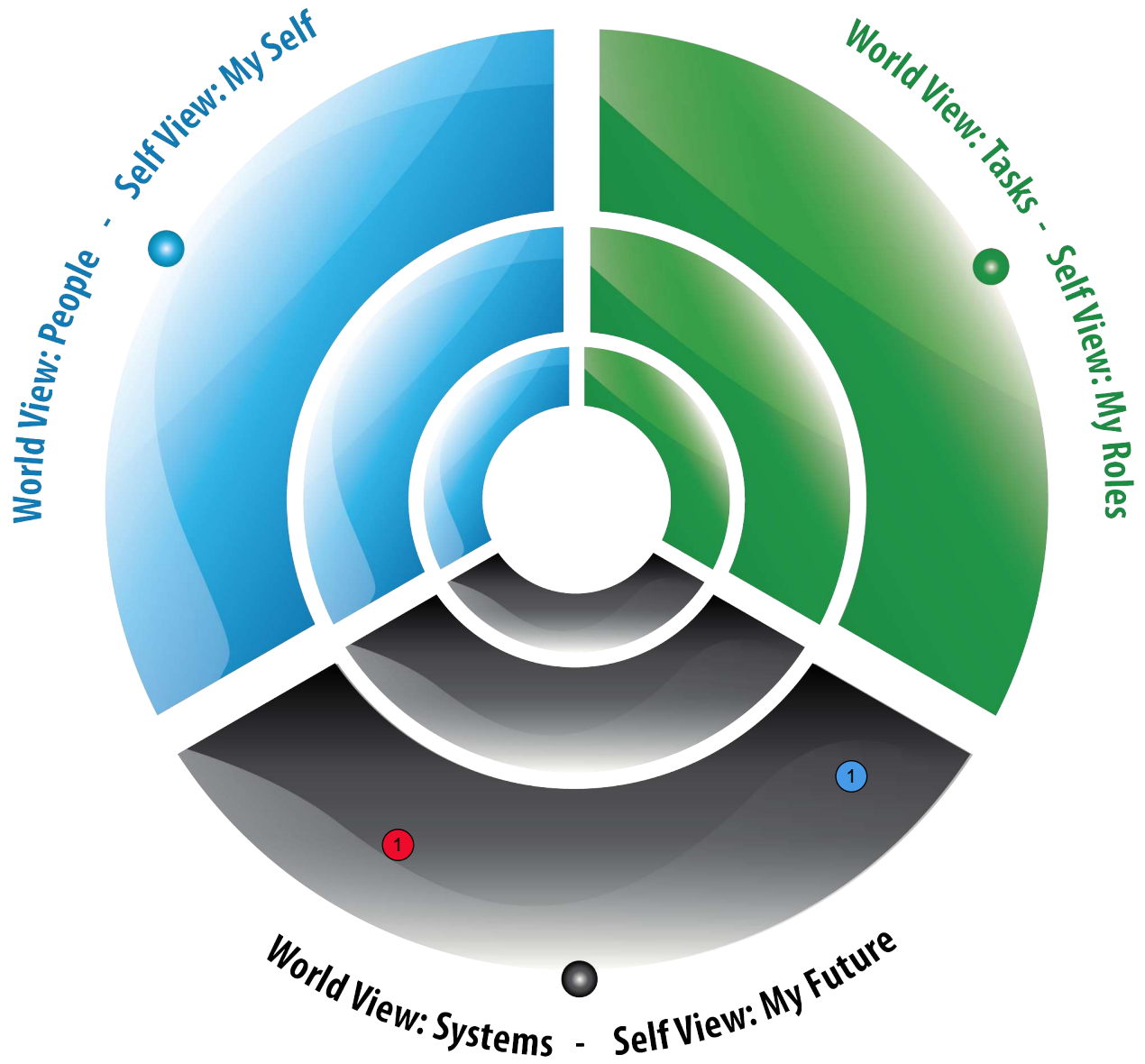
48. Teamwork:

Are you focused on all aspects of teamwork as a leader?



This score measures a person's attitude toward the cooperative aspects of working closely with others, and being a contributing team member. There is no "I" in team, and good teamwork consists of surrendering, or subordinating one's personal prominence as an individual or employee, to the efficiency of the whole, ensuring that the team functions as a collaborative harmonious unit to successfully achieve a mutual goal.

A **high score** indicates you find it easy to relate to, work with, and share well with others, as opposed to being a maverick, the "star" producer, or keeping power and control to yourself. You feel comfortable being a team member and demonstrate a willingness to do your part. This includes being the leader, while also contributing to the work needing to be done, and being supportive and helpful to the team members to achieve results. You believe "together, we can achieve more."



World View = 

Self View = 

Profile Notes: