



Well-Run Concepts Regulatory Affairs Index™

Sample Report

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

www.well-run.com

Welcome to YOUR Regulatory Affairs 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.

RA 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?

RA 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.



RA World View



This measures how much you understand and how you feel about the external world around you from a regulatory affairs 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. 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.

2. 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.

Combined with a **high** clarity score in Interpersonal Relations, an under-valued attitude here is much less significant, 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.

Combined with a **low** clarity score in Interpersonal Relations, this may mean that the good in people is under-valued and made less important, as well as a devaluation of others' strengths, abilities, and contribution potential. You may lack empathy and sensitivity for others, have weak listening skills, and be passive, or unwilling to engage, with others on the personal level. You may also have been hurt by someone close to you, and fear taking the risk again.

3. 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 **under-valued** attitude shows that you think it is appropriate, or routine, to critique others. You tend to hold them accountable, especially if there is good reason.

Combined with a **high** clarity score in Interpersonal Relations, an under-valued attitude here is less significant. It likely means that 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, but prefer to directly address them. You tend to be more concerned with getting the project, or the work, done efficiently, or according to plan versus sparing others' feelings.

Combined with an **over-valued** attitude in Interpersonal Harmony, you tend to be very clear and supportive of people's strengths, as well as trying to help them overcome their weaknesses.

Combined with a **low** clarity score in Interpersonal Relations, you may not even be aware that others have problems or personal deficiencies. You may think it is okay, or routine, to blame, criticize, and point fingers at others (even if this is counter-productive and puts relationships in jeopardy) or, you may be passive and reluctant to connect with others on a personal level. You may not even be aware that you, or other people, could end up destroying relationships, because you may be overly concerned with getting the work done efficiently, or according to plan.

4. 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 high score indicates you know what to do, and when to do it, in any given leadership situation. You tend to clearly communicate, and assign responsibility for tasks and decisions. You are also good at recognizing cause and effect, and links between components and tasks, within a work team or company department.

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5. 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.

An **over-valued** attitude shows sensitivity to, and reliance on, practical efficiency. It reflects your attitude toward team success. You are socially adept, and highly value your interactions with colleagues and co-workers. You are also a good communicator, who enjoys networking and building competent work teams. You do your best to establish, and maintain, strong professional relationships, and to manage team dynamics in a way that results in efficiency and successful project completion. You tend to get fully, and actively, involved in your leadership position, and may overemphasize meeting or exceeding success standards. You are a proactive leader, who is also a good role model, and you try to ensure that your co-workers and employees feel enriched and fulfilled. You do your best to keep your team focused and on track.

6. 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.

A **neutral** attitude shows realism, and objectivity, with regard to inefficient, destructive, and/or non-productive aspects of project or team management. You generally cope well when something goes wrong. You are able to handle problem situations as they arise, and you try to prevent them from re-occurring.

7. 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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8. 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.

A **neutral** attitude toward the beneficial aspects of leadership shows realism, and objectivity, toward the “good” or beneficial aspects of rules, systems, and purpose. You are willing to comply with (and enforce) rules, regulations and policies you think work well, but you also speak up if you believe something is wrong or dysfunctional. You are also willing to bend the rules if it serves a practical purpose. You are comfortable letting things manage themselves, without constant intervention, and you are dynamic, and flexible, enough to recognize when a mission statement no longer serves its purpose. While you embrace diversity, you try to ensure that everyone is focused on the same goals and aspirations, though each member of your team may have a different approach. You clearly recognize the importance of strategic planning, and know that the best way to stay ahead of the competition is through a continual emphasis on innovation and discovery.

9. Attitude toward System Problems:

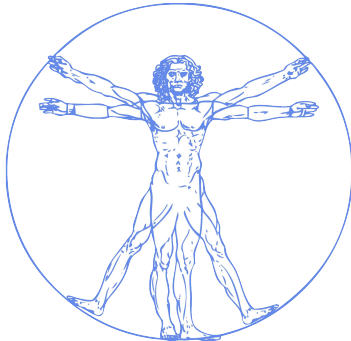
To what extent do you accept or reject going against the system?



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.

RA 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?

10. 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 **high score** reflects a strong, clear understanding of the self-worth you have as an irreplaceable human being - an awareness of your unique, individual self (who you are), without defining yourself through what you can achieve. A high score indicates you have faith in yourself and your leadership potential, and understand your strengths and weaknesses very well. You enjoy just being yourself and feel your life has definite purpose, which makes you excited about your life in general.

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11. 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.

Combined with a **high** score in Intuitive Awareness of Self-worth, this attitude is less significant, but it still implies that you have a strong desire for further improvement.

Combined with a **moderate** or **low** score in Intuitive Awareness of Self-worth, this attitude indicates 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.

12. 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.

Combined with a **high** score in Intuitive Awareness of Self-worth, any obstacles or problems you may face are likely temporary or situational, and you should have no difficulty resolving them.

13. 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.

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14. 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.

A **neutral** attitude indicates an objective, balanced view of your leadership role, and a clear understanding of why you are engaged in your current position. You have a realistic attitude toward role involvement and success, and you tend to see the pros and cons of your leadership job equally well. You are good at developing and encouraging others, and tend to be an innovative thinker.

15. 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 **under-valued** attitude indicates you do not see many, if any, problems or obstacles in leading others and you have achieved a high level of harmony in your roles. You are proud of your work, and you feel you have good work habits. You feel you are doing the very best you can. Your workload may be overwhelming, but you always find a way to handle the demands of project or team control.

16. 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.

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17. 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.

A **neutral** attitude indicates you have an objective and realistic view about yourself in terms of the definition of your leadership identity, goal-achievement, and self-direction. You are open to performance improvement suggestions, and you may also be keeping your future somewhat open to capture the best opportunity that may come along. A neutral score here can also indicate that most of your time and energy is focused on what you are doing in the present, or what you have accomplished in the past, and you tend to see the future as a continuation of the past or present. You may be so engaged in fulfilling the responsibilities of your current position that you tend to put any new plans or goals for the future on the back burner.

18. Attitude toward Personal Setbacks:

How do you handle personal setbacks and potential failures?



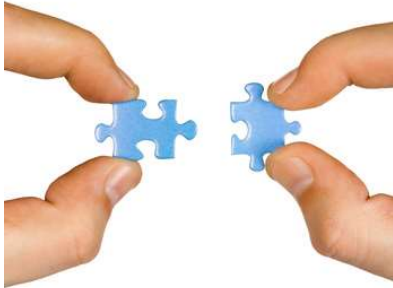
This score reflects your attitude towards barriers, difficulties and “loss of direction” on the road to success in your leadership career.

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.

Combined with a **high** clarity score in Leadership Identity and Self-direction, 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 with a **low** clarity score in Leadership Identity and Self-direction, you do not fear what the future holds indicating a strong sense of optimism, but you may be somewhat unclear or confused about the actual details of your long-term future, or you may take it for granted. The same holds true for your expectations; you may believe they are realistic, but if they are vague or poorly defined, others may view them as unachievable or unrealistic, unless you clarify, define, and explain the rationale behind your expectations. There is no doubt you are working and trying hard, but you may feel like you are spinning your wheels at times, because your efforts are not being sufficiently recognized, or you may not be advancing as you expected. You could most benefit from clearly defining the future you want to bring about; then, when you work toward your clearly defined and prioritized goals and objectives, you will definitely make progress.

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.

19. 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.

20. 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.

21. 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.

22. 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.

23. 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.

24. 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.

25. 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 **high score** indicates that you are a leader who can effectively make decisions that are consistently appropriate, productive, and efficient. This enables you to have a dynamic organization that can respond better to the needs of your customers, innovation and market changes.

26. 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 **high score** indicates you have insight into what each member of your team needs for improvement. You evaluate these needs relative to the norm of "better performance", and do your best to initiate and facilitate each individual's professional growth. You find ways to help them unfold more of their potential in such a way that it will contribute to the growth and improvement of the entire organization.

27. 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.

28. 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.

29. 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.

30. 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.

31. 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 **moderate score** indicates that you have a relatively high level of sensitivity when it comes to listening and understanding others' views, concerns, potential objections, and defenses. Most of the time, you will respond to them effectively to positively influence their minds, and opinions.

32. 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 **high score** indicates you have natural or outstanding talent in this area. You feel comfortable interacting with others and put them at ease, because you are personally, professionally, and socially adept, with excellent listening and communication skills. You know how to relate to people, and can adapt well to virtually anyone.

33. 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.

34. 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.

35. 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.

36. 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 **high score** indicates you will take personal responsibility for successes as well as failures, with no excuses. You are willing to stand behind your actions and decisions. If you have made an error, your focus will be on correcting that error and moving ahead.

37. 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.

38. 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 **high score** indicates you are able to understand and interpret the problem in all its aspects. You have the mental capacity and experience to dissect the problem, discern the essential aspects of it, identify the best option for problem resolution, given available resources, and then apply this knowledge to solve the issue.

39. 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 **high score** indicates you have a strong capacity to stay focused, motivated and committed to see the project through, or to achieve the goal you are working toward. You have the inner strength, drive and determination it takes to stay on course and bounce back, no matter what circumstances may occur.

40. 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.

41. 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.

42. 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 **high score** indicates you feel compelled to “get started now” in working toward your immediate goal or, in general, toward your envisioned, better future. You are self-reliant and demonstrate strong personal initiative and motivation to start working. People with this capacity do not need anyone else or external factors to motivate them. Your strong sense of self-motivation and drive indicates you also have the ability to lead others; you are the one who gets the mission off the ground and keeps it going forward.

43. 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.”

Profile Notes: