

CPI 260®
CLIENT
FEEDBACK
REPORT

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Report prepared for

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August 2, 2011

Interpreted by
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XYZ Ltd.



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This report is based on your answers to the CPI 260® instrument. It includes information about your approach to life, how you see yourself, and how you compare to others on characteristics that are important at work and in everyday living. The goal of the report is to provide as accurate a picture as possible, one that will help you to understand yourself and to achieve your own personal objectives.

YOUR APPROACH TO THE INSTRUMENT

There are certain ways in which most people respond to the instrument. For example, most people answer all or nearly all of the questions and also acknowledge at least a few personal problems and worries. Departures from general tendencies like these can affect the validity of the information presented below. For this reason, your responses are first screened for indications of unusual trends.

No indication of anything unusual was found.

THREE BASIC ORIENTATIONS

Interpretation of the CPI 260 instrument begins with three basic orientations:

1. Toward other people and interpersonal experience
2. Toward conventional rules and values
3. Toward one's inner feelings

The first two orientations are expressed in observable behavior. The third deals with feelings of self-realization and level of satisfaction. Each of these orientations is assessed by a separate measure.

On the first measure, implications range from a liking for social participation, pleasure in the company of others, and an active interpersonal style at one pole, to a desire for privacy and a reserved and quiet social manner at the other. The second goes from rule-testing and even rule-breaking behavior at one end, to rule-respecting and even conformist behavior at the other. The third measure shows how you feel about yourself and how sure or unsure you are about your ability to cope with the problems and opportunities you encounter in your own life.

FOUR WAYS OF LIVING

Scores on the first two measures, when considered together, define four ways of living or lifestyles, as indicated below:

The **IMPLEMENTER LIFESTYLE** includes people who are interpersonally active and comfortable with social rules. *Implementers* step forward, take part, and do not hesitate to act. They believe that social rules are proper and should be obeyed. They are ambitious, goal-directed, strong in leadership potential, and well-organized.

At their best, *Implementers* can be charismatic leaders and initiators of constructive endeavors. At their worst, they can be opportunistic, manipulative, and hostile toward those who behave in rule-violating ways.

The **SUPPORTER LIFESTYLE** includes people who are reserved in their behavior and supportive of social norms. *Supporters* are caring, conscientious, patient, and well-organized. They value and protect their internal, private feelings, avoiding public display or disclosure. Their role is to preserve values and humanize the ways in which social rules are enforced.

At their best, *Supporters* can be inspirational models of goodness, virtue, and tolerance. At their worst, they may be self-denying, lacking in self-esteem and confidence.

The **INNOVATOR LIFESTYLE** includes people who are interpersonally active, but who see flaws and even absurdities in the way many things are done. *Innovators* are imaginative and often creative in their work. Their values are personal, not traditional or conventional.

At their best, *Innovators* are insightful creators of new ideas, new products, and new social forms. At their worst, they are rebellious, intolerant, self-indulgent, and disruptive.

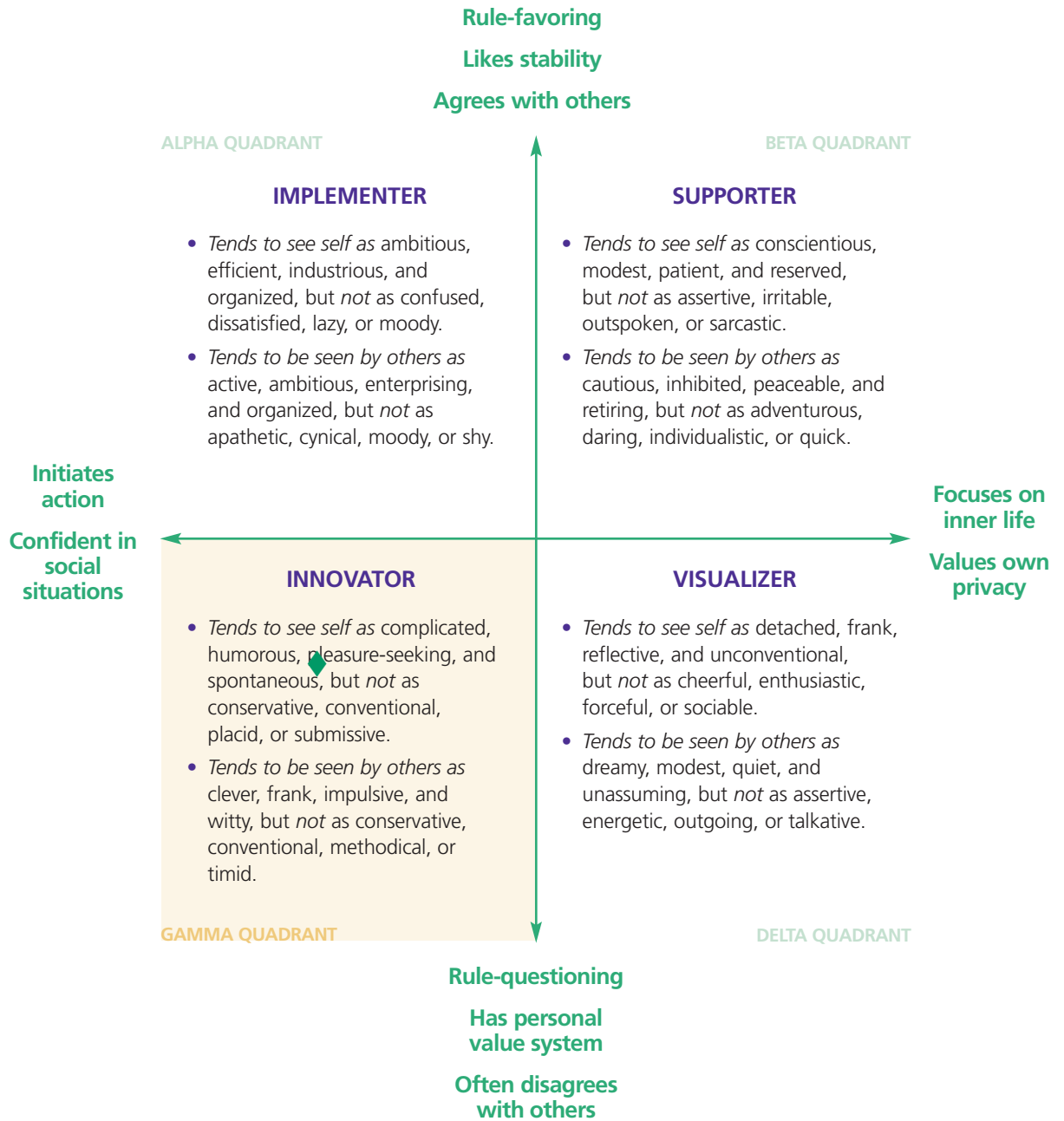
The **VISUALIZER LIFESTYLE** includes people who value their own privacy and who see many of society's conventions as arbitrary and unduly restrictive. *Visualizers* are reflective and nonconforming. They see things differently from others, but for the most part keep these perspectives private. They are most comfortable working alone in fields such as the arts and abstract sciences.

At their best, *Visualizers* are imaginative, are aesthetically perceptive, and have a rich inner life. At their worst, they feel fragmented, alienated from others, and internally in conflict.

In the general population, approximately 25 percent of the people are classified in each of the four ways of living.

LIFESTYLE DIAGRAM

The following diagram gives specific information as to how persons in each lifestyle see themselves and as to how they are viewed by others. The diagram also shows how the interpersonal and norm-favoring orientations are combined to define the four ways of living. Your answers to the instrument place you in the Gamma quadrant, where the basic lifestyle is that of the *Innovator*. The plotting of your lifestyle score is shown by the diamond in that quadrant.



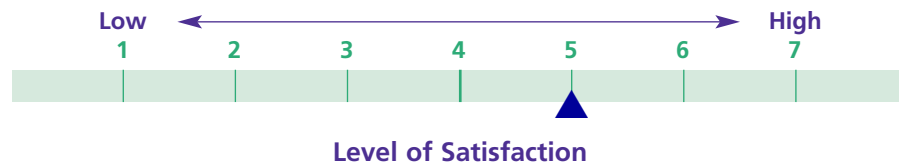
YOUR LIFESTYLE

Innovators have strong, individualized systems of values, and tend to be critical of ordinary, conventional beliefs. They are self-confident and persuasive in presenting their own ideas.

Innovators want things to change and to improve and at their best are capable of creative thinking about new products and new ways of doing things. When under stress or functioning poorly, *Innovators* can be rebellious, self-indulgent, and prone to rule-breaking behavior.

LEVEL OF SATISFACTION

The third basic theme of this instrument pertains to one's sense of satisfaction in living and feelings of self-realization or fulfillment. Those who rank low on this measure tend to be dissatisfied with their current status and feel that their potentialities are not being fulfilled or realized. Those who score high tend to feel that they are living up to their own potentialities and also that they can cope effectively with the demands of living. Your score on this dimension is indicated by the blue triangle on the line below.



This score suggests that you are moderately satisfied with your current circumstances and your lifestyle.

The information above gives an overview of your way of living and of broad, general trends in your personal style. In the next section, more detailed and specific information will be presented.

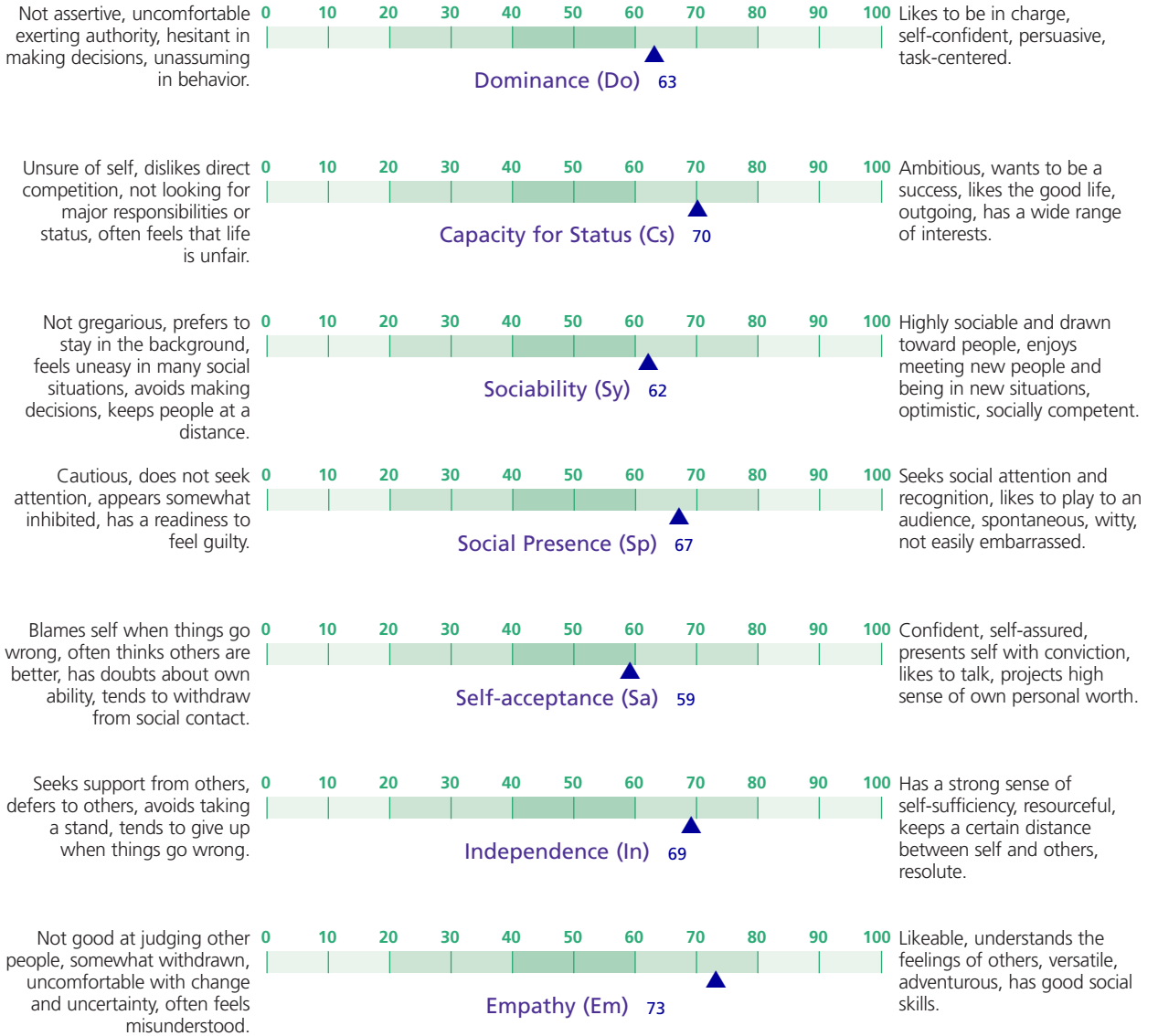
DETAILED RESULTS

In this section, your scores on 26 separate measures are reported, grouped into five broad categories:

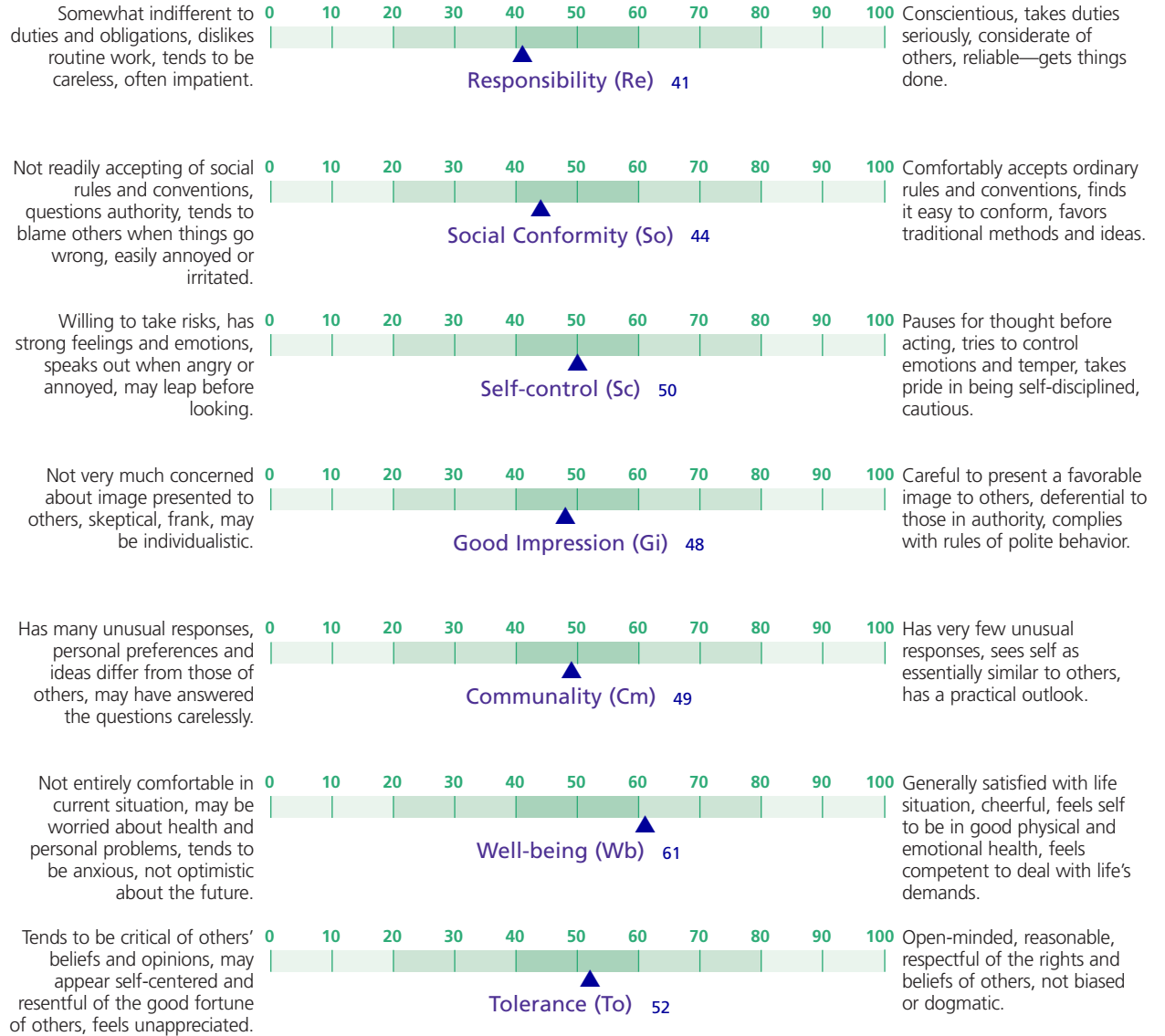
1. Dealing with others
2. Self-management
3. Motivations and thinking style
4. Personal characteristics
5. Work-related measures

Scores are reported in standardized form, based on a norm sample of 6,000 persons (3,000 men, 3,000 women). For each scale, 50 is the norm-based midpoint. The lower the score, the more relevant the comments to the left of the graph will be; the higher the score, the more relevant those to the right of the graph will be.

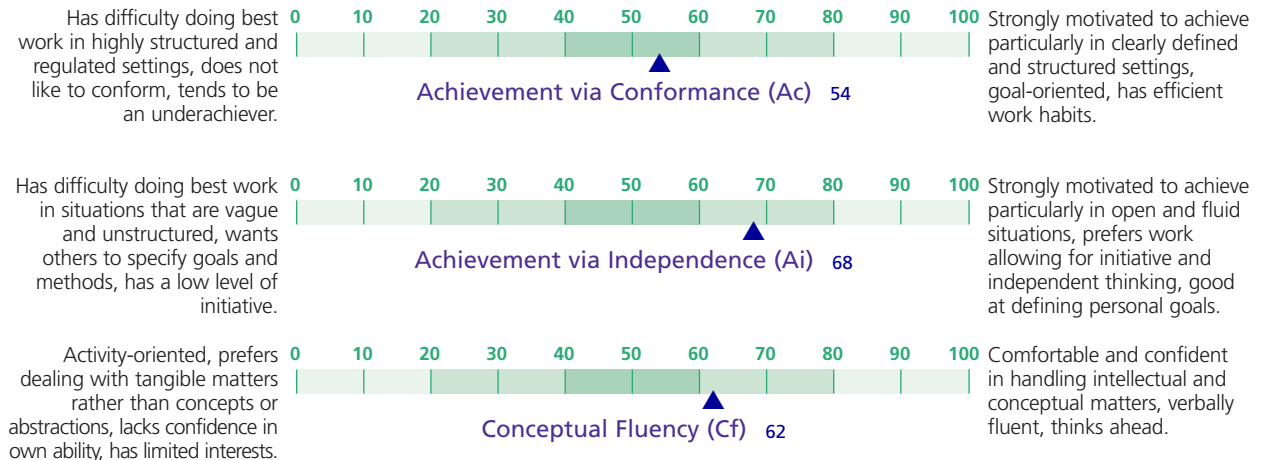
DEALING WITH OTHERS



SELF-MANAGEMENT



MOTIVATIONS AND THINKING STYLE



PERSONAL CHARACTERISTICS

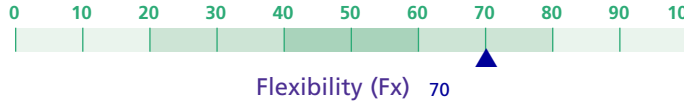
Has difficulty predicting how others will feel and react, not very interested in the dynamics of behavior, looks more at what people do than at what they think.



Insightfulness (Is) 61

Has analytic insight into people and their motivations, forms impressions quickly, not always warm or sympathetic.

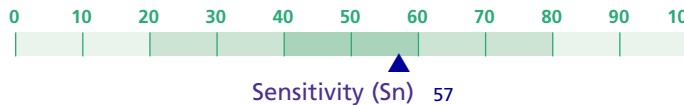
Prefers predictability and consistency, uncomfortable with ambiguity, programmed and planful, well-organized.



Flexibility (Fx) 70

Likes change and variety, finds ordinary routine boring, quick-thinking and clever.

Tough-minded, action-oriented, somewhat insensitive to others' feelings, aggressive.



Sensitivity (Sn) 57

Sensitive to others' feelings, tends to interpret events from a personal perspective, often feels vulnerable, has a strong need for affiliation.

WORK-RELATED MEASURES

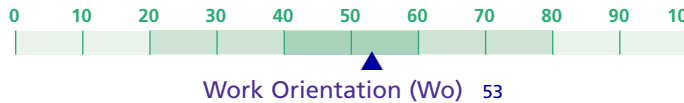
Not very ambitious, may be erratic in decision-making, puts own interests first, reacts defensively to criticism.



Managerial Potential (Mp) 59

Deals effectively with people, shares credit with others, good at explaining decisions, has good judgment.

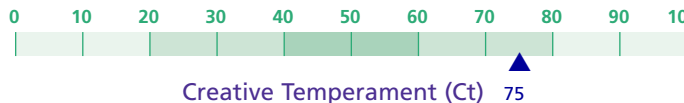
Restless, distractible, often careless, not a steady worker, has fluctuating moods.



Work Orientation (Wo) 53

Reliable worker, readily accepts subordinate roles, not self-seeking, has modest aspirations, seldom complains.

Prudent, avoids risk, prefers the traditional ways of doing things, dependable at work.



Creative Temperament (Ct) 75

Likes what is new and different, thinks in unconventional ways, likes to think "outside the box," has a rapid personal tempo.

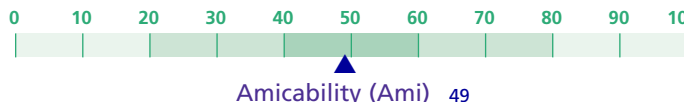
Avoids positions of leadership, low in persistence, doubts own competence, has trouble dealing with stress.



Leadership (Lp) 63

Has good leadership skills, likes to take positions of leadership, deals effectively with stress and pressure, forceful and self-assured.

Impatient, not tactful, questions the motives of others, easily annoyed, not a team worker.



Amicability (Ami) 49

Cooperative, appreciative of others, not assertive or aggressive, tries hard to get along well with coworkers, not self-seeking or self-promoting.

Sees law enforcement practices as too strict and severe, likes to take chances, tends to be nonconforming, somewhat pessimistic and dissatisfied.



Law Enforcement Orientation (Leo) 34

Supports firm and strict law enforcement practices, well-suited for work in the law enforcement field, evaluates problems from a practical and commonsense standpoint.

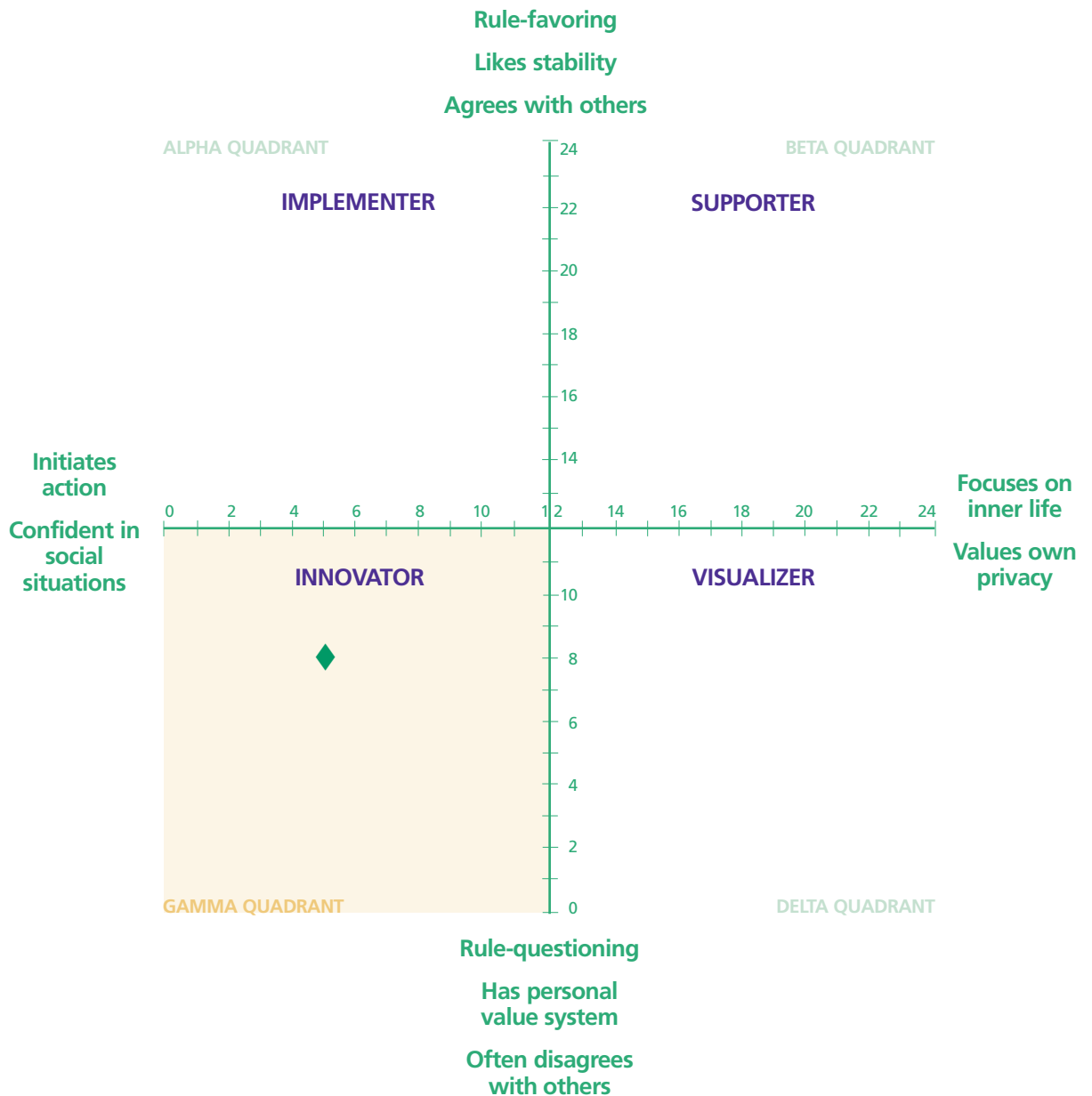
RECOGNIZING YOUR PERSONAL PERSPECTIVE

Psychological measurements are always approximations and estimates, not precise indicators. Because of this margin of uncertainty, you should use your own judgment as you review your results on this instrument. The report suggests what higher and lower scores on each scale signify about your temperament and behavior, but these remarks must be viewed in the context of what you know about yourself. Of course, there would be no reason to take the inventory if nothing new or unanticipated turned up. The goal of this report is to give a balanced, true-to-life picture to help you in gaining a better understanding of yourself. If anything in the report seems strange or incorrect, you should discuss these matters with the person who arranged for you to take the CPI 260 instrument.



LIFESTYLE DIAGRAM SUPPLEMENT

The Lifestyle diagram plots the respondent's scores on two measures of the CPI 260® instrument. On the first measure, vector 1, lower scores indicate that the respondent tends to be more self-confident, sociable, and gregarious, while higher scores on this measure suggest that the respondent is more detached and protective of his or her privacy. On the second, vector 2, lower scores indicate that the respondent is more adventurous, unconventional, and independent, whereas higher scores indicate a respondent who is more rule oriented, conscientious, and cautious. The intersection of these two vectors creates four quadrants, or lifestyles, into which the respondent's scores can be plotted. The scores for the vectors are in raw score units ranging from 0 to 24, while most other measures on the CPI 260 are reported in standardized scores, ranging from 0 to 100.



CPI 260™
COACHING
REPORT for
LEADERS

B Y S A M M A N O O G I A N

IN CONSULTATION WITH

HARRISON GOUGH • ROBERT DEVINE • DAVID DONNAY



Report prepared for
Jane Sample
August 15, 2011



UNDERSTANDING YOUR REPORT

This report will help you better understand your preferences, attitudes, and behaviors in key dimensions of management and leadership. It will help you capitalize on your strengths, target areas for further development, set goals, and plan action steps. It is intended for your use and should not be considered a selection or placement tool.

This report is based on an instrument that has been used and validated in a wide variety of management and leadership development programs. Empirical research extending over five decades demonstrates that a person's responses to the instrument—when taken all together—are highly predictive of managerial competencies as determined by independent observers. Your responses to the items in the Coaching Report for Leaders booklet have been compared to those from a large group of managers and executives, both male and female. It is a group of experienced and by many standards successful individuals who are on track for continued success and career advancement.*

WHAT INFORMATION DOES MY REPORT INCLUDE?

In addition to this introductory section, your report contains three sections: Your Leadership Characteristics, the Snapshot page, and Next Steps.

Your Leadership Characteristics is the heart of the report. For each Leadership Characteristic, we compare your results on key measures with those of the comparison group of managers and executives. Based on this comparison, the report analyzes your strengths and developmental needs and, where appropriate, offers *Suggested Action Steps* you can take to gather more information or develop a new behavior. Suggested Action Steps may suggest ways to further develop strengths as well as address developmental needs. Not all Leadership Characteristics will have Action Steps related to them.

The Leadership Characteristics are organized into the following Core Performance Areas:

1. SELF-MANAGEMENT
2. ORGANIZATIONAL CAPABILITIES
3. TEAM BUILDING AND TEAMWORK
4. PROBLEM SOLVING
5. SUSTAINING THE VISION

Management and leadership are increasingly complex endeavors, requiring an evolving repertoire of competencies and behaviors. The five Core Performance Areas are not exhaustive but are key indicators of managerial success. While they do not form a rigid hierarchy, competence in one Core Performance Area does tend to underlie effectiveness in the next. They are arranged in this report from the most basic level (Self-Management) to the highest level (Sustaining the Vision).

The **Snapshot** page offers a quick overview of your results.

The **Next Steps** section offers advice on planning your next steps in leadership development.

*This report is based on data collected at the Center for Creative Leadership® (CCL®). Data from more than 5,600 workshop participants enrolled in CCL's Leadership Development Program from 1995 to 1996. Center for Creative Leadership and CCL are registered trademarks owned by the Center for Creative Leadership.

WHAT DO THE ICONS MEAN?

In addition to providing comments for each Leadership Characteristic, your Coaching Report for Leaders offers at-a-glance guidance for prioritizing your developmental efforts:



CHECK THESE OFF AS YOUR STRENGTHS

A **Check Mark** indicates a strength in that your preferences, attitudes, and behaviors on that Leadership Characteristic *compare favorably* to those of the reference group of managers and executives who are generally on track for continued advancement. For *most* people, in *most* situations, the attitudes and behaviors indicated will contribute to effectiveness and be perceived by others as contributing to a strength. These are areas in which you are probably comfortable and in which you perform effectively.



TAKE A CLOSE LOOK AT THESE POTENTIAL DEVELOPMENTAL NEEDS

A **Magnifying Glass** suggests that you should look closely at the Leadership Characteristic: It may represent a developmental need for you in that your preferences, attitudes, and behaviors seem to *contrast* somewhat unfavorably with those of the comparison group. For *most* people, in *most* situations, the attitudes and behaviors indicated will hamper effectiveness and be perceived negatively by others.



EXAMINE WHETHER THESE WORK TO YOUR ADVANTAGE OR DISADVANTAGE

An **Arrows** symbol indicates simply that your preferences, attitudes, and behaviors in that Leadership Characteristic *differ* from those of the comparison group. This difference may represent *either* a strength *or* a potential developmental need, depending on your functional area, your role in the organization, and your organizational culture. You may want to assess whether your behavior in this area works to your advantage or disadvantage.

HOW DO I GET THE MOST OUT OF MY REPORT?

As you examine your Coaching Report for Leaders, keep the following points in mind:

1. Keep your own role and situation at the forefront. What the report characterizes as strengths and limitations is not absolute. An asset in one job, level of management, or organization might be a liability in others.
2. Pay as much attention to your strengths as to possible developmental areas. After all, you have achieved your current position because of your strengths.
3. Remember, above all, that you are the ultimate expert—the only one who can verify these results. This report cannot describe every nuance of your style or capture every competency relevant to your success in your job.

YOUR LEADERSHIP CHARACTERISTICS

SELF-MANAGEMENT

Effective leaders are first of all effective in managing themselves—their time, their focus of attention, and their emotions. They know their strengths and weaknesses, their habits of thought and biases, their likes and dislikes.



1. SELF-AWARENESS

Because they are able to monitor and manage their own feelings and their effect on others, successful leaders can respond to people and events in an authentic, appropriate, and genuine manner.

- Like other effective leaders, you are generally secure with yourself; you are likely to be in touch with and accepting of who you are and can respond authentically to people, events, and situations.
- More so than other leaders, you tend to be sensitive to the needs and feelings of other people, with an unusually well developed capacity to understand them intuitively. You can be highly effective in social and interpersonal interactions, and others find it easy to work with you.
- Your sensitivity to others may affect your ability to maintain objectivity in handling people problems and applying objective measures of work performance. Others may experience you as inconsistent or playing favorites even though you are only trying to take into account each person's different circumstances.
- **SUGGESTED ACTION STEP:** If you find yourself serving as a counselor to others, objectively assess whether this is adversely affecting your ability to function in your role as leader.



2. SELF-CONTROL

Effective leaders are disciplined and think before acting. Their self-control may come at the expense of some spontaneity and the free expression of feelings and emotional reactions, but it does not mean they are overly reserved or inflexible. See also *4. Use of Power and Authority*.

- More than other managers and executives, you likely tend to question and challenge the rules, customs, and traditions of organizations and mainstream society. Others may question your commitment or loyalty to the work group or organization; you may be seen as a rebel or maverick or simply as hard to get to know.
- You are unlikely to be satisfied with maintaining the status quo or fine-tuning a well-running system and are more likely to seek out and enjoy a turnaround assignment. You appear to be more willing than most other leaders to take risks, but others may see you as acting impulsively or imprudently at times.
- If you share your views too freely, you may strike others as rather controversial, disloyal, or unnecessarily provocative.
- **SUGGESTED ACTION STEP:** Have a frank and open discussion with the person to whom you report about ways you can improve your leadership behaviors. Since you may be defensive when receiving negative feedback from others, make a concerted effort to listen and ask clarifying questions rather than defending yourself and challenging the data.



3. RESILIENCE

Leaders who succeed are able to manage stress, bounce back from frustration and setbacks, and devote time to important areas of life outside work. They are realistically optimistic and show a healthy degree of independence and self-reliance.

- Like other effective leaders, you generally display a confident and mostly optimistic approach to work and working with others; you tend to be buoyant, recovering quickly from setbacks and persisting even in the face of adversity and roadblocks.
- You likely understand the importance of good morale and tend not to let doubt or worries drain your reserves of energy. Others probably see you as dealing effectively with pressure and stress.

ORGANIZATIONAL CAPABILITIES

An important requirement for effective leadership is skill in handling the roles, rules, and structures of organizational life: using power and authority appropriately, holding others (and oneself) accountable, working within a framework of policies and established procedures, making tough decisions, and the like.



4. USE OF POWER AND AUTHORITY

Effective leaders exercise formal and informal power, influence, and authority without overwhelming coworkers. They adapt the style and intensity of their leadership to fit the situation and are able to function in a subordinate role when necessary.

- You seem to be as confident, assertive, and forceful as most other executives and managers.
- You likely are able to command the attention of other people and are willing to make decisions and take action that involves other people.
- You appear to be reasonably well disciplined and judicious in using both your formal and informal authority, matching it to your perception of what is appropriate to each situation.



5. COMFORT WITH ORGANIZATIONAL STRUCTURES

Effective managers and executives work productively within organizational structures, such as formal policies and rules, chains of command, organizational processes, and unwritten norms. They must articulate and support these structures while at the same time supporting individual initiative and the need for flexibility. See also *2. Self-Control*.

- You are likely to have less respect for the prevailing customs of the organization than most other managers and executives. Your willingness to take chances or bend the rules may lead others to question your value as a team player.
- You may find that you are a more effective leader in a young or small organization with a fluid culture than in an established or large organization with a stable or mature culture.
- You may need to accept more structure in order to function at your highest level. On those occasions when you plan the work and work the plan, you can probably make substantial contributions, even though it may go against some of your preferences.
- **SUGGESTED ACTION STEP:** Consider the pros and cons of being more accepting of structure in exchange for greater effectiveness or career advancement. Using performance feedback and input from trusted colleagues may be helpful.



6. RESPONSIBILITY AND ACCOUNTABILITY

Successful leaders welcome the personal responsibility and accountability that go with positions of authority. Valuing dependability, honesty, and forthrightness, they hold others accountable for the commitments they have made, accept fault or criticism when it is deserved, and expect others to do the same.

- You seem to consider yourself about as well suited for positions of leadership and decision-making responsibility as are other executives and managers, and you are probably inclined toward accepting leadership roles.
- Others are likely to experience you as less responsible, conscientious, and dependable than most other executives and managers, as well as less willing or able to take responsibility for the actions of others. These perceptions may affect the type and level of responsibility you are given in your work assignments.
- **SUGGESTED ACTION STEP:** Ask others who know your work style whether issues of responsibility, conscientiousness, or dependability may be affecting your effectiveness and potential for leadership advancement.



7. DECISIVENESS

Effective managers and executives make decisions expediently and take appropriate action. In making their decisions, they take into account a large number of potentially contradictory factors and bits of information, seek and accept the participation of others when appropriate, and are not overly burdened by the effect of their decisions on others. See also *4. Use of Power and Authority* and *14. Action Orientation*.

- You are likely more willing than most other executives and managers to make unpopular decisions or decisions that go against the prevailing sentiment.
- You tend to be more independent, initiating, and aggressive in your decision making than most other executives and managers and less inclined to invite or allow others to participate. Others may experience you as being overly competitive or lacking a cooperative spirit.
- Others may experience you as persistent, resourceful, and extremely self-sufficient; further, they may see you as setting and maintaining high standards for yourself and others.
- **SUGGESTED ACTION STEP:** Look for ways to engage others in your decision-making process, especially less vocal and less assertive coworkers and the ones who typically have views and opinions different from your own. Seek compromise and win-win solutions.

TEAM BUILDING AND TEAMWORK

Whether leading a project team or sharing leadership with others on an executive team, today's managers and executives must possess the people skills needed to forge united, smoothly functioning, goal-oriented teams made up of people with disparate skills, motivations, and personalities.



8. INTERPERSONAL SKILL

In their interactions with team members, effective leaders listen attentively, send clear signals, and convey openness, friendliness, and cooperation. They are approachable, in spite of the formal or informal authority that goes with a management position. See also *17. Influence*.

- Like most other executives and managers, you are probably reasonably comfortable meeting other people, and others likely experience you as outgoing and sociable.
- You appear to be unlike most other executives and managers in that your coworkers are likely to experience you at times as argumentative and challenging rather than friendly, approachable, and conciliatory. Others may perceive you as acting competitively or out of self-interest.
- You can probably confront people and tackle task-related issues without concern for how your actions will affect your likability or popularity.
- **SUGGESTED ACTION STEP:** Ask each of several trusted coworkers to suggest three specific ways you can become a better and more cooperative team player, and then act on the two most common suggestions.



9. UNDERSTANDING OTHERS

Strong team leaders have a cognitive understanding of personality differences, individual behavior, interpersonal dynamics, and group process, as well as an ability to empathize with others—to understand their feelings and subjective reactions on an intuitive level. See also *1. Self-Awareness*.

- You likely have stronger people skills than most other executives and managers. Others probably experience you as warm, sensitive, caring, and perceptive. Coworkers and team members are apt to value your ability to respond effectively to highly charged interpersonal situations.
- Coworkers probably seek you out to take advantage of your coaching skills, possibly overutilizing your time.
- You tend to empathize with others better than most managers and executives, but some people may see you as not being sufficiently tough minded or objective or as unable to hold people accountable.
- **SUGGESTED ACTION STEP:** Through self-assessment and feedback from colleagues, determine whether your empathy and focus on people create challenges in the areas of time management, managerial objectivity, and meeting business goals and objectives.



10. CAPACITY FOR COLLABORATION

Aware that the input of diverse ideas can facilitate problem solving, effective leaders welcome the participation of others. They encourage the open discussion of ideas, opinions, and suggestions while maintaining a healthy skepticism and keeping the pressure on for results. See also *4. Use of Power and Authority*, *7. Decisiveness*, and *15. Self-Confidence*.

- You are likely less inclined than other executives and managers to be trusting of and receptive to other people.
- You are probably highly creative internally—able to easily generate original and innovative ideas and solutions—but your distrust of and disregard for other people’s ideas may limit opportunities for creatively exploring options in a group.
- Some people or groups may feel that you are particularly unreceptive to their suggestions or ideas.
- **SUGGESTED ACTION STEP:** Ask coworkers if they think you are sufficiently open and receptive to the ideas and inputs of others. Try to identify any pattern of bias for or against types and sources of information, and work on taking other people’s ideas more seriously by trying to determine why you might previously have rejected them out of hand.



11. WORKING WITH AND THROUGH OTHERS

To accomplish bigger and more complex tasks than any one person could hope to do alone, effective leaders work both with others, by soliciting input and sharing decision making, and through others, by delegating work and responsibility.

- You probably place a higher value than most other executives and managers on competition, independence, and self-reliance. You might feel more personally satisfied with the role of an individual performer than with the role of a manager at the present time.
- You may have found—or may be seeking—a managerial or executive position that has a high degree of autonomy and lacks many of the traditional managerial responsibilities related to working with and through others.
- **SUGGESTED ACTION STEP:** If you are currently in a managerial role over other people, assess your degree of job satisfaction. If you are less satisfied than you want to be, consider whether this may be due to a poor fit between your needs and interests and the demands of managerial tasks or whether you need to enhance your fundamental managerial skills through coursework or coaching.

PROBLEM SOLVING

Handling problems well and finding effective solutions for them demand a multifaceted array of talents and skills, including political finesse, and an understanding of the motivations and feelings of others. Many of the skills assessed in this report bear on solving problems, but here we focus on three areas most directly related to problem solving: being creative, handling sensitive issues, and taking decisive action.



12. CREATIVITY

Effective managers and executives are willing and able to generate creative and innovative ideas and to take calculated risks. When necessary, they challenge standard procedures or the status quo, and they formulate novel actions or solutions.

- You are likely very imaginative and independent, able to put forth unpopular or unusual ideas even when group support is absent; others probably experience you as clever and resourceful.
- You may prefer a higher rate of change and innovation than others within the organization. When others challenge your ideas, you may react impatiently.
- You may not fully appreciate the need to manage the politics of innovation and persuasively sell your ideas and suggestions to key constituents.
- **SUGGESTED ACTION STEP:** Solicit feedback from coworkers as to whether you adequately and effectively sell your ideas. If necessary, solicit suggestions for ways to enhance your persuasiveness and thus more fully leverage your high creativity.



13. HANDLING SENSITIVE PROBLEMS

Successful leaders confront rather than avoid sensitive issues and problems, such as infringements of corporate policy or subpar work performance. They deliver difficult messages or critical feedback directly and frankly while maintaining a sensitivity and concern for those receiving the news. See also *1. Self-Awareness*.

- You seem to be as willing as other executives and managers to confront employees' performance problems and similar issues in a direct and timely manner, but you may find these duties to be somewhat draining.
- Even more than other executives and managers, you may be interested in trying to understand other people's feelings and viewpoints; you likely modify the delivery, tone, and timing of difficult news according to the other person's situation and emotional state.
- In delivering critical feedback, you may at times understate difficult messages to the point that the importance and urgency of corrective action is unclear.
- **SUGGESTED ACTION STEP:** Consider asking direct reports what, if any, changes might increase the effectiveness with which you deal with sensitive issues or problems.



14. ACTION ORIENTATION

Effective leaders take action after reflecting on the pros and cons of all the available options, often without resolving every unanswered question. Although they are curious and patient, and take into account the effects their decisions may have on people, they have a bias for results and act decisively.

- You appear to be more inclined than most other executives and managers to enjoy change and more likely to seek out new ideas and innovative solutions to problems.
- You are probably more likely than other managers and executives to be concerned about how others will evaluate or criticize your actions.
- Your flexibility, adaptability, and openness to new ideas may challenge you to set priorities and to stay focused on one set course of action.
- **SUGGESTED ACTION STEP:** Solicit feedback from coworkers that will allow you to evaluate what, if any, changes might be needed to improve the effectiveness of your decision making: Do you focus too much on analyzing problems and generating creative solutions? Does it take too long for you to make up your mind and act?

SUSTAINING THE VISION

Strong leaders have a clear vision for the organization and a coherent set of organizational goals. They are able to sustain the vision by inspiring the confidence of others through their own self-confidence, by using well developed communication skills to influence and motivate others, and by being visible embodiments of organizational values and goals.



15. SELF-CONFIDENCE

Leaders who can rally others to pursue a vision are self-confident and optimistic. They project this confidence and optimism and use it to inspire others, despite having normal doubts, worries, and stress.

- You seem to be highly self-confident, probably more dominant, assertive, forceful, and self-initiating than most other executives and managers. You probably have the confidence to go against the prevailing or majority view and to stand alone for an idea, project, or direction that you are committed to; in the extreme, others might see you as a maverick.
- You likely have the confidence necessary to be an entrepreneur and to thrive in competitive, challenging, and fast-paced environments.
- Others are apt to see you as highly poised and outspoken, but some may also see you as too strong willed, independent, and self-promoting.
- **SUGGESTED ACTION STEP:** Solicit informal feedback from trusted colleagues about others' view of you as a team player: Are you sufficiently compromising, collaborative, and cooperative? Are you so self-confident that you do not value other people's ideas? Are you sufficiently in tune with the needs of others and the best interests of the overall enterprise?



16. MANAGING CHANGE

Most managers and executives face a constantly changing environment. To be effective, they balance the benefits of order and stability with the benefits of flexibility, change, and growth. Leaders maintain focus while remaining open to exploring new approaches and new priorities.

- You are probably even more adept than most executives and managers at approaching situations from many different perspectives. You seem to be flexible, open to change, and able to easily generate a variety of different solutions to problems.
- You are likely as comfortable as other executives and managers discussing your own and others' emotional or subjective reactions to change and transitions.
- You seem to have a large appetite for change, but you may need to monitor your ability to maintain consistency and focus; your approach to change may place a premium on your ability to communicate these changes to others.
- **SUGGESTED ACTION STEP:** You might survey your direct reports and other coworkers about your approach to change: Are you focused, consistent, and communicative in your approach to change initiatives? Are you overwhelming your team or organization with your zeal for change? Are you adequately balancing risk and potential reward?



17. INFLUENCE

Strong leaders naturally want to influence others and are skilled in doing so. They are generally poised, outgoing, and socially and professionally confident and have well developed communication skills that allow them to be persuasive without being overbearing. See also *4. Use of Power and Authority*.

- Like most other executives and managers, you probably have a strong desire to influence other people and the outcome of events and are sociable, outgoing, and extroverted.
- Your well-developed communication skills likely allow you to present your ideas persuasively without being overbearing.
- You seem to be able to push for your own agenda while also seeking to accommodate the agendas of others and appreciate their views and opinions.






18. COMFORT WITH VISIBILITY

Leaders seek out responsibility and enjoy the visibility that comes with it. Comfortable speaking in public and acting to exemplify the organization's values, they confidently meet new people, sustain working relationships, and seek out opportunities to make formal and informal presentations to people in high positions.

- Your ambitions for positions of high visibility—in terms of level, title, salary, and size of organization—are apt to be stronger than those of most other executives and managers.
- Others likely describe you as charismatic or having a commanding presence. You are probably comfortable being "center stage," but others may see you as needing to be the center of attention.
- With your well-developed communication skills, you are likely an effective networker and presenter of both yourself and your vision. Less extroverted, verbal, or confident people might experience your communication style as too verbal or forceful.
- **SUGGESTED ACTION STEP:** With the help of informal feedback from coworkers, consider whether you need to better manage your visibility. Can you enhance your effectiveness by asking more questions of others and actively listening to their responses? Are there times when you should share the spotlight with others?

SNAPSHOT OF YOUR LEADERSHIP CHARACTERISTICS

YOUR LEADERSHIP CHARACTERISTICS	 CONSIDER THESE YOUR STRENGTHS	 EXAMINE THESE POTENTIAL DEVELOPMENTAL OPPORTUNITIES	 ASSESS WHETHER THESE BEHAVIORS WORK TO YOUR ADVANTAGE
SELF-MANAGEMENT			
1. Self-Awareness	■		
2. Self-Control		■	
3. Resilience	■		
ORGANIZATIONAL CAPABILITIES			
4. Use of Power and Authority	■		
5. Comfort with Organizational Structures			■
6. Responsibility and Accountability		■	
7. Decisiveness	■		
TEAM BUILDING AND TEAMWORK			
8. Interpersonal Skill		■	
9. Understanding Others	■		
10. Capacity for Collaboration		■	
11. Working with and Through Others		■	
PROBLEM SOLVING			
12. Creativity	■		
13. Handling Sensitive Problems	■		
14. Action Orientation			■
SUSTAINING THE VISION			
15. Self-Confidence	■		
16. Managing Change	■		
17. Influence	■		
18. Comfort with Visibility	■		

NEXT STEPS

So what does all this mean? How can you further develop yourself as a manager or executive? There are two alternative ways to begin planning your next steps: (1) You can start with what you have learned about yourself from this report and then move on from there. (2) You can start with the challenges you are currently facing as a leader and then look to this report for some insight in meeting these challenges. Below, we offer some guidance on both approaches. They are not mutually exclusive, and you may want to consider both.

STARTING WITH YOURSELF

CONSIDER YOUR STRENGTHS

First, look at your strengths as indicated on your Snapshot page. In addition to the Leadership Characteristics listed in the Check Mark column, which of the characteristics in the Arrows column do you consider to be personal strengths?

In the left column of the table below, list the three strengths that you tend to rely on most. These represent skills or competencies that you exercise frequently and comfortably. In the right column, list three characteristics that you were surprised to discover were strengths or that you use less comfortably or less frequently.

STRENGTHS I RELY ON	STRENGTHS I COULD USE MORE
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____

The strengths in the first column are those that, in your own judgment, already work well for you. Most managers and executives will realize the greatest benefit by focusing on those areas of strength that they are *less* comfortable using—those in the right column.

- Mark these strengths from the right column on your Snapshot page and then go back and read the detailed comments printed for you in the body of this report.
- Consider your functional area, your role and level in the organization, and the written and unwritten rules in your organization as you assess the analysis presented. Do you agree with the observations and descriptions as reasonably accurate?
- Consider ways in which you can develop these strengths further. For example, you can accept a new assignment, find a mentor or role model, or just make a mental note to yourself to practice the skills or behaviors conscientiously.

CONSIDER YOUR DEVELOPMENTAL NEEDS

In addition to exercising underused strengths, you may also want to consider addressing certain skills or behaviors that may be currently limiting your effectiveness as an executive or manager. Look again at your Snapshot page, and examine the Leadership Characteristics listed in the Magnifying Glass column. Also consider those characteristics listed in the Arrows column that you consider to be limitations or developmental needs.

On the left side of the table below, list up to three characteristics that you were least surprised to find were not your strengths. On the right side, list up to three characteristics that you were most surprised to see described as areas of developmental need.

LEAST-SURPRISING DEVELOPMENTAL NEEDS	MOST-SURPRISING DEVELOPMENTAL NEEDS
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____

These two categories of developmental needs represent very different challenges for most leaders. Your least-surprising developmental areas are, by definition, ones you know very well. You may have developed strategies that compensate for them; perhaps you have moved to a position in which they seem less important or less critical. In any case, they are probably known quantities for you.

Your most-surprising developmental areas, in contrast, are potentially more troubling in that they could represent blind spots. Your preferences, attitudes, and behavior in such an area may be somewhat hidden from you but visible to others and may hamper your effectiveness.

- Mark your potential blind spots on your Snapshot page and then go back and read the detailed comments printed for each of these Leadership Characteristics.
- Consider the formal and informal feedback you have received from others (especially the person to whom you report) and your career aspirations. How do the behaviors related to your potential blind spots show up in your work? How do others react to you when they do show up? What can you do to change?
- Read the Action Step suggested for each potential blind spot. If it fits your own assessment, consider what practical measures you can take to act on it.

STARTING WITH YOUR CURRENT SITUATION

Another way to use this report is to consider some of the major challenges you are facing at work. Perhaps you are trying to pull together a new team for an important project. Or maybe you are leading or assisting in a major change initiative. Or perhaps your challenge is to be effective in an organization whose structures and lines of authority are hazy and indistinct (or rigid and bureaucratic). You can use this report to help you gain some insights into meeting some of these key challenges.

CONSIDER THE FOLLOWING STEPS

1. Write down the major challenge you are facing. (Pick only one challenge at first and repeat this process to consider others.)
2. Scan this report and mark the Core Performance Areas and/or Leadership Characteristics that seem most relevant to your challenge.
3. Among the areas you marked, identify the Leadership Characteristics for which you received a Check Mark. These are generally your strengths. It may be more advantageous to you to capitalize on one of these strengths than to strengthen a less-developed characteristic. Make a list of the strengths you want to capitalize on.
4. Go back and carefully reread the areas you marked, paying most attention to those in which you have a Magnifying Glass. Do you agree that the observations and descriptions are reasonably accurate? Do you see the behaviors playing out as developmental areas for you?
5. Next, reread any marked areas in which you have an Arrows symbol. Do you agree with the observations and descriptions? Do you see the behaviors playing out as strengths for you, or do you see developmental areas? Where mixed, does the behavior generally serve you more as a strength than a limitation? Make a list of the Suggested Action Steps that seem most relevant.
6. As you reflect on your list, does it seem reasonably accurate and descriptive? Are the results or descriptors relatively consistent with each other? Are the results consistent with what you have heard before in the way of formal and informal feedback?
7. Focus on the two or three key action areas that you want to pursue.

We hope that by reading this report you have gained some added personal awareness and insight and have grown more sensitive to some of the unique strengths and limitations of your particular style and how they affect your work as an executive or manager. We encourage you to use your enhanced self-awareness to embark on a self-directed process of continual personal and professional development.

