

Leadership Report

JANE DOE

Introduction

These observations are based on this person's responses to a well-researched and valid personality inventory developed specifically for use in business organizations. This measurement instrument (the Business Check List, or BCL) was developed and validated by licensed psychologists and is used in a broad range of companies to help them select the right people for their organizations in a wide variety of jobs. It also helps people reach their potential on the job by providing useful feedback to assist in the introspection process which can generate the insights necessary for growth and positive behavior change.

This report focuses on leadership and influence. As with the results of any personality inventory, this information should be interpreted with care. Although this is a very reliable instrument which has been validated in many work settings, it should not be the sole basis for making hiring, promotional or career decisions. Rather, it should be considered as another data point and as a source of information and focus for further interviews, reference checks and other valid assessment and/or developmental procedures. These observations may be of benefit in planning for this person's growth and development as a leader and to suggest ways in which he or she might develop more effective skills of persuasion and influence. They can also be used to help make selection decisions, but a full psychological assessment is more appropriate for high-level managerial and executive roles due to their complexity.

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General Observations

Her dominance in combination with her procedural and rule-oriented makeup is generally found in people who have both a strong sense of urgency and a perfectionistic manner. They tend to be orderly in their approach and expect others to operate in a similar manner. They often have a strong sense of right and wrong and can quickly display frustration when others do not meet their expectations. The procedural components of their personality temper their potential impetuosity and allow them to build an image of credibility and steadiness of purpose. They tend to focus more on task accomplishment than on people or emotional issues and they may try to overmanage other people. Occasionally they will be seen as militaristic, holding themselves and others to high and inflexible standards.

People with this profile tend to be keenly aware of social rules and expectations, and they may appear to lack social self-confidence as they try to live up to others' expectations. Their conservative, sincere approach and willingness to sacrifice their own needs for others usually makes people like them. They tend to work hard to win acceptance and approval by conforming to standards and expectations. They are typically agreeable and oriented toward procedure. They may have difficulty dealing with negative emotions. They tend to become worrisome and self-conscious under negative circumstances.

Her combination of assertiveness and agreeableness is sometimes found in people who experience conflict between their inherent aggressiveness and their need for acceptance and approval by others. They generally strive to be friendly, likeable and persuasive rather than directly aggressive or forceful in their attempts to influence others. Their agreeableness can balance some of the abrasiveness associated with high social boldness and may allow them to function well in leadership roles. While they are likely to make concessions to group needs, they tend to be relatively independent in their outlook. They are likely to have strong needs for recognition. They can be sensitive to feedback from others, yet they may not be sufficiently aware of their impact. However, they may be highly effective in persuasive or customer contact roles.

She is not particularly similar to managers as far as her self-perceptions are concerned and she is not likely to get particularly good marks from her own superiors on ratings of leadership skill. She may be more productive, happier and more comfortable as an individual contributor over time, but coaching and appropriate training may be of benefit to her if she is placed into a supervisory role.

She is likely to approach leadership with an attitude of moderation and compromise. She should be able to balance an orientation towards people with adequate intensity. She is not likely to be seen as excessively demanding nor as overly easygoing when leading others. People with similar scores typically try to get along with others while maintaining their focus on the task. They usually balance tolerance with drive. At their worst, their attempts to focus equally on task and people issues can cause them to appear inconsistent.

Probable Assets

The following paragraphs describe some of the most likely strengths of people who have similar profiles, at least as far as their approach to influence and leadership is concerned. This is not meant to be a complete list of probable strengths, but it may provide some insights into this person's positive attributes in a leadership role.

Discipline.

She shows indications of being disciplined and focused. In a leadership role, she should be able to add structure and definition to the efforts of her subordinates. She can provide the oversight and control which often helps people achieve a sense of focus and mission. She is unlikely to come across as passive or lax in her approach to detail. People with similar profiles typically have a keen sense of order and they add a sense of direction and structure to their organizations.

Technical orientation.

She has a technical orientation and is likely to have much in common with technologists. People with similar results are often seen as good practical and technical problem solvers. If they have the proper knowledge and information, they are often seen as valuable resources for their subordinates.

Easygoing and accepting.

She has a pattern of results which is often seen in people who are easygoing, patient and laid-back when dealing with others. They are typically accepting, approachable and affable when leading people. She is likely to be seen as a peaceable, relaxed and patient supervisor. She tends to have a leisurely approach and to accept subordinates as they are. This helps her create an atmosphere of support and relatively low pressure.

Reserved style.

She is not likely to come off as pushy or aggressive in a leadership role. Her subordinates are not likely to be threatened by her. She is not likely to hog the spotlight or to attract attention to herself. People with similar profiles usually let others take the credit. They don't move in quickly to persuade others nor do they usually push for their own advantage.

Potential Derailers

The following paragraphs are meant as developmental suggestions. These are not necessarily fatal flaws or clear indications that there are major problems in these areas. However, they may point out factors which could impede this person's leadership development if not addressed appropriately. Some people derail because of an overuse of their strengths and some people run into trouble because of the downsides of their assets. Negative outcomes can be a product of an interaction effect between two or more normally positive attributes. Although there may be no behavioral indications of trouble in these areas, this material should be used as a roadmap to highlight potential opportunities for further growth and development.

Rigidity.

There are some signs that she may be disciplined, rule-bound or structure-oriented to the point of inflexibility. People with such patterns are often highly motivated to be successful but run the risk of sabotaging their efforts by being too rigid. Leaders with this characteristic may be successful in highly structured, routine and task-centered environments but lose effectiveness when the situation changes and becomes more fluid or ambiguous. She may need help loosening up to some extent and becoming more comfortable with a lack of structure and definition.

Slow decisions.

She may need to consciously speed the pace when making decisions. Leaders with similar patterns of results sometimes move too slowly in response to problems requiring immediate attention. They tend to take too long in their analyses when a quick decision is necessary. Her profile suggests that she may be at risk for missing opportunities due to this pattern of behavior if she does not monitor herself.

Overmanaging.

She is likely to focus on the details of the task, possibly to the point at which she becomes perfectionistic and begins to manage too closely. Leaders with this profile need reminders of the importance of delegation. They tend to try to take up the slack for others and run the risk of overloading themselves and/or becoming a bottleneck.