



*Professionally Developed
and Validated Assessment Systems*

Leadership Report

Created for:



Candidate Name	SAM SMITH
Remote/In-House	Remote Candidate
Company	ABC Storage Company
Position	Facility Manager
Hiring Manager	Bob Jones
Phone #	999-999-9999
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File #	18090037Lp

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.

His results suggest a deliberate, cautious and thorough approach to his work. People with this pattern of scores tend to function at their best as specialists who can apply well-known procedures. They often have a high degree of conscientiousness and persistence. Socially, they tend to be emotionally controlled, reserved and relatively serious. They are not motivated to be in the limelight. They tend to have high standards for their own performance and may worry and second guess themselves. In general they tend to be tougher on themselves than on others and they often strive to be more capable in their chosen field than others. They sometimes gravitate towards teaching roles.

He is likely to be a relatively deep thinker who uses his conceptual and reasoning skills in a deliberate and reflective manner. A high degree of introspection and self-examination is likely. People with this profile run some risk of seeing too many shades of gray. They usually have a private and self-sufficient style. While they are often accommodating and work well with most others, it may take some time to get to know them. They can be articulate in expressing themselves although they are often too brief in their communication or slow to intervene. They may have difficulty giving tough feedback or bad news.

His combination of scores is often seen in people whose judgment is marked by prudence and conservatism. They tend to be highly introspective, self-examining and sometimes self-critical. They come across as private, reserved or self-sufficient but are typically able to relate well to most people. While they may have a broader fund of knowledge and the ability to operate on a more strategic level, they tend to be orderly and perfectionistic in their day-to-day functioning. They can sometimes hamstring their own creativity by being overly critical of the new and different.

He is not particularly similar to managers as far as his self-perceptions are concerned. Also, he is not likely to get particularly good ratings from his own superiors on measures of leadership. He may be happier and more comfortable as an individual contributor over time, but he may benefit from coaching and appropriate training if he is placed into a supervisory position.

He is likely to be nurturing, supportive and tolerant in a leadership role. He is motivated to build and maintain good relationships. At their best, people with similar profiles are perceived to be warm, caring and people oriented. However, at their worst, they tend to be non-confrontational, softhearted and passive when they need to assume a more aggressive or authoritarian stance. They seek to be well-liked leaders and they don't usually push people past their comfort zones without encouragement and/or direction to do so. They tend to be more concerned with running happy ships rather than tight ships.

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.

Technical orientation. He 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.

Tolerance. He has a pattern of results which is generally seen in people who are tolerant, good-natured and warm-hearted in dealing with others. As leaders, they seek to build and maintain harmonious and supportive relationships. He is likely to be generous, flexible, gentle and forgiving when supervising others. He will be prone to trust his subordinates.

Planful and analytical. People with similar patterns of results are often seen as intellectual, reflective, planful and methodical in their analyses. He shows signs of being thinking oriented and precise when handling complex problems. He is likely to be deliberate and focused in his leadership style and he should be able to develop clear and well-defined goals for his subordinates.

Not overbearing. In a leadership role, he is unlikely to be seen as dominant or overbearing. He is generally reflective and prone to think before he speaks. He is not likely to waste time with too much chit-chat or irrelevant social interaction. People with similar profiles seldom seek credit or attention for themselves. When they speak, it is usually after reflection. They are not prone to come off as overly aggressive.

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.

Overly positive or optimistic. His profile is one of optimism. While this can clearly be an asset, when overdone it can interfere with a leader's ability to quickly, clearly and realistically assess potential problems and difficulties. He may need to discipline himself to avoid putting too much of a positive spin on things and to make sure he is looking deeply enough beneath the surface. Left to his own devices, he may overlook or minimize threats, problems or obstacles.

Slow decisions. He 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. His profile suggests that he may be at risk for missing opportunities due to this pattern of behavior if he does not monitor himself.

Rigidity. There are some signs that he 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. He may need help loosening up to some extent and becoming more comfortable with a lack of structure and definition.