



POTENTIAL

STRENGTHS AND COMPETENCIES FOR LEADERSHIP

Report for: John Smith

ID: HK256924

Date: 11.01.2023

PERSONALITY
GUIDANCE



INTRODUCTION

The Leadership Forecast Potential Report describes your strengths and developmental needs as a manager and executive. The report is based on the Hogan Personality Inventory (HPI), and is organized in terms of seven dimensions; each dimension addresses a different component of leadership performance. Leadership concerns building and maintaining a high-performing team, while getting people to forego individual goals to take on group goals.

Page 3 defines the dimensions of the HPI; once again, this report is organized in terms of these seven dimensions.

Page 4 presents your HPI profile. The pages following the profile describe the behavioral and leadership implications of your scores on each HPI dimension. The last section of the report provides developmental recommendations associated with your competencies. This information will be helpful as you move forward in your career.

BACKGROUND

There are some points you should keep in mind while reading this report. First, there is no such thing as a "good" score. There are positive and negative implications for both high and low scores, although certain scores are more important for some competencies than others. Thus, you should interpret your scores in terms of your own career aspirations and goals rather than in absolute terms.

Second, you can change your typical behavior, but change depends on three things. First, you need to know what you want to change. Second, you must decide to change it. And third, you need to know how to change it. The information in this report will be important for any effort toward change and development.

Third, the results in this report are based on leadership research conducted for over 20 years with working adults and leaders. The implications discussed here are intended for professionals and leaders.

Finally, as noted above, the most essential feature of leadership is the ability to build and maintain a high-performing team. The various parts of the report all concern your potential for doing this.





DEFINITIONS

The seven scales of the Leadership Forecast Potential Report are defined as follows:

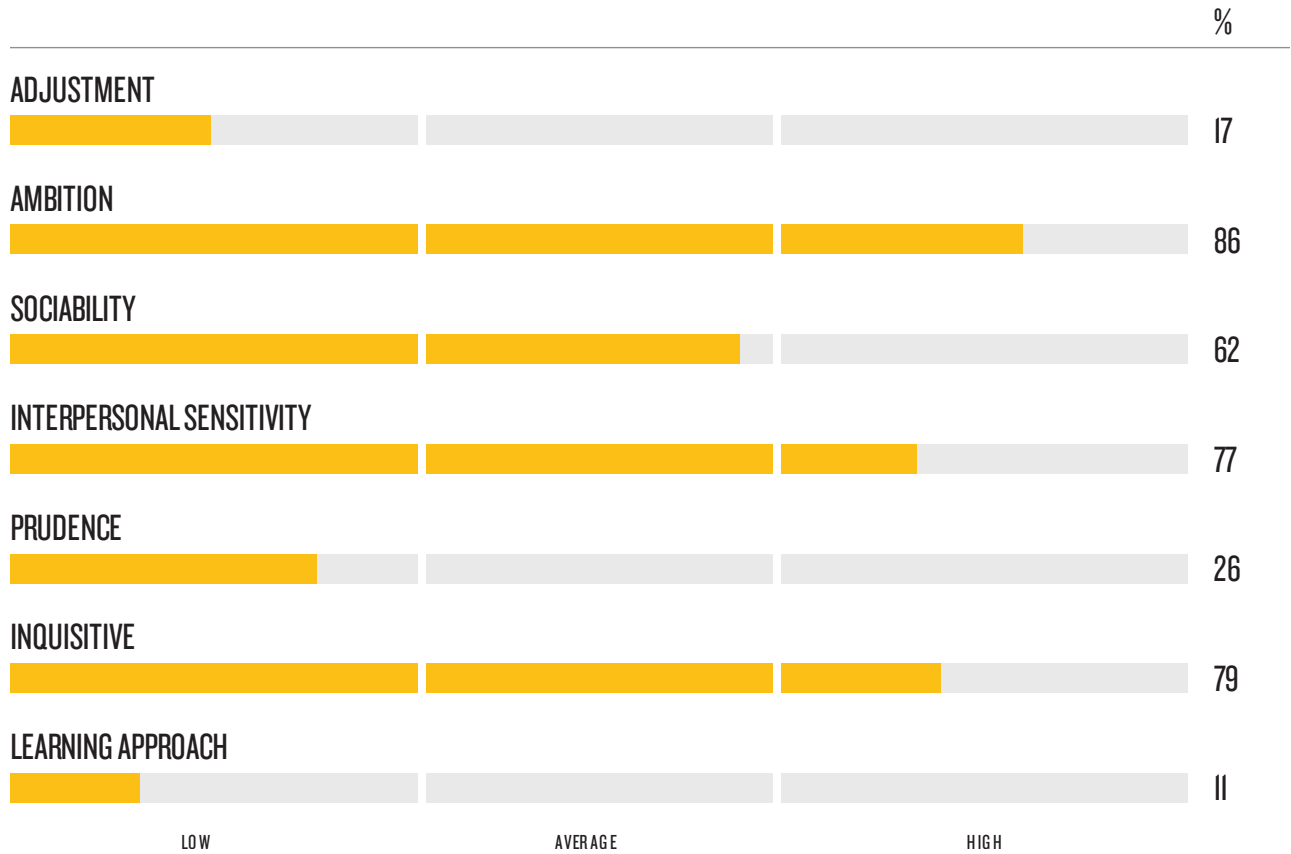
ADJUSTMENT	The Adjustment scale reflects the degree to which a person is calm and even tempered or conversely, moody and volatile. High scorers seem confident, resilient, and optimistic. Low scorers seem passionate, energetic, and self-critical.
AMBITION	The Ambition scale evaluates the degree to which a person seems leaderlike, seeks status, and values achievement. High scorers seem competitive and eager to advance. Low scorers are good team players and seem comfortable letting others lead but may appear complacent.
SOCIABILITY	The Sociability scale assesses the degree to which a person appears talkative and socially self-confident. High scorers seem outgoing, colorful, and impulsive, and they dislike working by themselves. Low scorers seem reserved and quiet; they avoid calling attention to themselves and do not mind working alone.
INTERPERSONAL SENSITIVITY	The Interpersonal Sensitivity scale reflects social skill, tact, and perceptiveness. High scorers seem friendly, warm, and popular. Low scorers seem independent, frank, and direct.
PRUDENCE	The Prudence scale concerns self control and conscientiousness. High scorers seem organized, dependable, and thorough; they follow rules and are easy to supervise. Low scorers seem impulsive and flexible. They tend to resist rules and close supervision; however, they may be creative and spontaneous.
INQUISITIVE	The Inquisitive scale reflects the degree to which a person seems curious, adventurous, and imaginative. High scorers tend to be quick-witted and visionary, but they may be easily bored and not pay attention to details. Low scorers tend to be practical, focused, and able to concentrate for long periods.
LEARNING APPROACH	The Learning Approach scale reflects the degree to which a person enjoys academic activities and values education as an end in itself. High scorers tend to enjoy reading and studying. Low scorers are less interested in formal education and more interested in hands-on learning on the job.





LEADERSHIP POTENTIAL PROFILE

Scales



This report shows a regular assessment pattern.





ADJUSTMENT

Concerns composure, optimism, and stable moods.



BEHAVIORAL IMPLICATIONS

Leaders with similar scores tend to:

- Admit their shortcomings and try to fix them
 - Remember their mistakes
 - Seem driven and intense
 - Take criticism personally
 - Have a sense of urgency
-

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you approach your work with passion and intensity and care deeply about performing well. In addition, you may be easily annoyed with unexpected delays and staff mistakes. On the other hand, you understand when your staff is stressed, you can admit your mistakes, listen to feedback and coaching, and try to improve your performance.

COMPETENCY ANALYSIS

COMPOSURE: You may seem tense or edgy when under pressure, when faced with deadlines, or when others make mistakes, and this, in turn, could affect your team's concentration.

LISTENING: When you are facing deadlines or heavy work pressure, you may tend to stop communicating and listen only for bad news. You can relieve some pressure by planning and delegating before a job starts.

LEARNING AND PERSONAL COACHABILITY: You are open to feedback and interested in improving your performance; however, you may tend to pay more attention to the negative than to the positive feedback.

BUILDING RELATIONSHIPS: Your occasional moodiness, unpredictability, negativism, and tendency to worry can impede your ability to build trusting alliances.

STRESS MANAGEMENT: You tend to be self-critical and intense. You need to learn to be kinder to yourself.





ADJUSTMENT

DEVELOPMENTAL RECOMMENDATIONS

COMPOSURE:

- Because unexpected events may bother you, plan for the interruptions, delays, and difficult people that you may encounter. Doing so will help you stay focused and composed.
- Realize that others may not react the way you think they will. When this happens, have alternative responses ready. Mentally rehearse what is likely to occur and how you would ideally respond. This will help you maintain your composure when unpleasant surprises occur.
- When things don't go as you planned, carefully review what happened. Identify ways to prevent these problems from occurring in the future.

LISTENING:

- When you are annoyed, try to take a break or think about something else. Resist the tendency to be defensive, and don't take feedback personally.
- Try to understand that others will make honest mistakes while they are learning; find some good news in the information your staff provides you, and applaud it..

LEARNING AND PERSONAL COACHABILITY:

- Give yourself credit for the things you do well and note the areas in which you need to improve. Document your strengths and those areas in which you need to improve. Create an action plan that capitalizes on your strengths while allowing you to work on your developmental needs.

BUILDING RELATIONSHIPS:

- If you find yourself being critical or negative, try to identify what triggers this behavior and be alert for those circumstances in the future.
- Remember that, as a leader, part of your job involves leading by example and staying positive.
- Ask a trusted colleague for feedback regarding your behavior. Talk to them about how you might improve your performance.

STRESS MANAGEMENT:

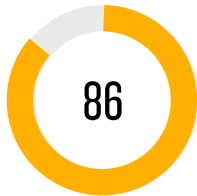
- Identify the situations in which you become irritated or upset, and develop plans to deal with them.
- Do not let troublesome issues fester until they erupt. Instead, discuss them and ask for help from others to resolve them.





AMBITION

Concerns taking initiative, being competitive, and seeking leadership roles.



BEHAVIORAL IMPLICATIONS

Leaders with similar scores tend to:

- Enjoy taking charge and making decisions
 - Accept difficult challenges
 - Enjoy public speaking
 - Intimidate inexperienced or more junior people
 - Seem eager to advance
-

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you are active, hard working, competitive, and eager to get ahead. You like leadership positions and enjoy being in charge. With the appropriate experience and interpersonal skills, you will be able to assume lead roles on complex projects. On the other hand, you may tend to compete with or intimidate colleagues without intending to do so.

COMPETENCY ANALYSIS

ACTION ORIENTATION: You are hard working, competitive, and want to succeed. People can depend on you to take initiative, solve problems, and get things moving.

CAREER ADVANCEMENT: You have a sense of what you can accomplish, and you have the energy and confidence to make things happen. You seem willing to push projects through to completion.

INITIATIVE: You have the confidence and desire to lead during a crisis. Others often look to you for direction and you like to provide it. Others expect you to do what needs to be done when problems arise, without being asked.

ACHIEVING RESULTS: You take pride in getting things done; others expect that you will push yourself and your staff to finish projects and exceed goals.

DECISION MAKING: You are not afraid to make decisions, even when all the information isn't available. However, you may need to practice delegating decision making when it is appropriate.





AMBITION

DEVELOPMENTAL RECOMMENDATIONS

ACTION ORIENTATION:

- Part of being a leader involves developing the skills of other employees. Be careful not to compete with your staff, or even seem to do so.
- Although being action-oriented is desirable, careful planning frequently leads to better decisions. As a leader, be careful not to treat every issue as urgent—use rapid responses in situations that require it.

CAREER ADVANCEMENT:

- Given your intensity and competitiveness, be careful not to alienate your peer group. When possible, gain consensus on your plan(s), communicate with your peer group, delegate to others, and share successes with all.
- Ask someone whom you trust for feedback about your work as a team member. If the feedback is not positive, create an action plan for improvement.
- Support the careers of your staff and colleagues. Involve others in projects, delegate tasks when possible, and look for opportunities to partner with other groups on projects.

INITIATIVE:

- Don't take on more than you can handle. Unfulfilled promises can erode others' trust.
- Realistically evaluate what your team can accomplish and resist the tendency to over-commit your team's resources.
- Remember that not everyone has your level of intensity. Be careful not to burn out your staff. Being goal-oriented is desirable, but be aware of signs of disengagement and/or burnout on the part of others.

ACHIEVING RESULTS:

- You have high expectations for staff performance, but not everyone shares this orientation. Be sure to let others know what your expectations are, and then manage them accordingly.
- Be careful when pushing others--their capacity and/or skills may not equal yours.

DECISION MAKING:

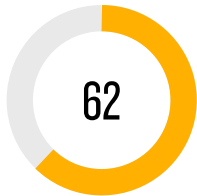
- Before making a decision, make sure you review all the relevant information regarding the decision. Remember the carpenter's adage: "Measure twice, cut once."
- You probably make decisions quickly and confidently. As a result, others may rely on you to make decisions, which won't enhance their skills. Therefore, delegate down, make your subordinates responsible for the decisions in their work area.





SOCIABILITY

Concerns seeming talkative, socially bold, and entertaining.



BEHAVIORAL IMPLICATIONS

Leaders with similar scores tend to:

- Seem approachable, not distant
 - Be comfortable either working alone or with others
 - Prefer formal rather than casual meetings
 - Provide staff relevant feedback
 - Balance listening with talking
-

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you are flexible with your time, and don't mind working either alone or as part of a team. You meet the public well, but you don't need to be the center of attention or constantly on stage.

COMPETENCY ANALYSIS

INITIATING INTERACTIONS: You are able to initiate and build good relations with others in your organization, including people you don't already know.

ENERGY: Others see you as having appropriate energy and enthusiasm for new people and projects.

APPROACHABILITY: Your ability to initiate interactions with new people is an important skill for leaders. Continue developing contacts in the organization, and include your staff in the interactions.

INTERPERSONAL NETWORK: Your networking skills are sufficient to keep you in touch with the organization.

TEAM ORIENTATION: Others see you as participating appropriately in team tasks.





SOCIABILITY

DEVELOPMENTAL RECOMMENDATIONS

INITIATING INTERACTIONS:

- Be sure to talk with each member of your staff everyday in his/her work place.

ENERGY:

- You seem to be an active person who can energize the work group, which is an important quality for leaders. Maintain your energy during interactions, particularly if you tend to become bored or disengaged.

APPROACHABILITY:

- Make sure that you are accessible to all members of your team, and that you don't unconsciously "play favorites" with some team members.

INTERPERSONAL NETWORK:

- Be sure that your network covers the relevant portions of your organization.
- Even though you may have a good organizational network, try to establish a relationship with at least one new department or work unit each quarter.
- Recognize that your network is changing, and that it needs to be nurtured to be sustained. If you haven't talked to a particular person recently, call them. Don't let relationships become stagnant or distant

TEAM ORIENTATION:

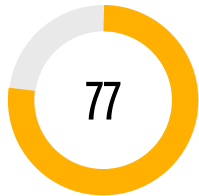
- You seem to be comfortable either working as part of a team or by yourself. This balance is healthy because some tasks are best done as part of a team, while others are best done individually.





INTERPERSONAL SENSITIVITY

Concerns being agreeable, considerate and skilled at maintaining relationships.



BEHAVIORAL IMPLICATIONS

Leaders with similar scores tend to:

- Be pleasant and rewarding to deal with
 - Be socially appropriate and good team players
 - Read social and political cues easily
 - Promise more than they can deliver
 - Avoid confrontations
-

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you dislike conflict, and try to maintain cordial relations with others. You are a good team player and value encouraging and helping others. Your staff should like and trust you, but just might try to take advantage of your good nature.

COMPETENCY ANALYSIS

COMPASSION: You are a thoughtful and considerate person, you appreciate how your actions will affect others, and you avoid offending people unnecessarily.

COOPERATION: You value cooperation, you are a great team player, and you provide a model for your staff and others regarding how to accomplish goals through collaboration.

SEEKING INPUT: You respect others and seek their input, especially regarding issues that will affect them personally.

CONFRONTING SUBORDINATES: Because you value cooperation and you dislike upsetting people, you may find it difficult to confront problem performers.

STANDING ALONE: You seem uncomfortable taking unpopular positions, especially when doing so may annoy others, and you tend to avoid confrontations.





INTERPERSONAL SENSITIVITY

DEVELOPMENTAL RECOMMENDATIONS

COMPASSION:

- As a leader, you will sometimes have to make tough decisions. Learn that although you may have to confront others, you can still remain friends.
- Because you are a considerate and tolerant person, some people will try to take advantage of your good nature.

COOPERATION:

- In trying to be helpful, don't promise more than you can deliver. Evaluate your current situation before taking on additional tasks or requests from others.
- Management by consensus is not always appropriate. Learn when to consult your staff and when to make independent decisions.

SEEKING INPUT:

- When asking others for feedback, don't focus solely on the positives or the negatives--try to walk away with 2-3 of each.
- Be selective about whom you ask for feedback, because giving feedback can be an emotionally draining task for others.

CONFRONTING SUBORDINATES:

- Giving your staff timely feedback will produce better results. Not giving it causes inefficiencies and can create perceptions of favoritism.
- Make your performance expectations clear up front. That way, you will set standards and feel comfortable addressing future shortcomings.

STANDING ALONE:

- Your staff counts on you to express their concerns to the senior management in the organization. If you don't, then your work group will begin to doubt your leadership. Stick up for your staff.
- Your tendency to avoid confrontations and contentious situations may undermine your effectiveness as a leader. Be prepared to endure occasional unpleasantness.





PRUDENCE

Concerns being conscientious, dependable, and rule-abiding.



BEHAVIORAL IMPLICATIONS

Leaders with similar scores tend to:

- Be comfortable with ambiguity and lack of structure
 - Be able to change directions quickly
 - Be flexible about rules and open to change
 - Not plan ahead
 - Become bored with repetitive or detailed tasks
-

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you will be comfortable working in fluid and ambiguous circumstances, you are willing to challenge rules, you can work on several tasks at the same time, and you don't mind being interrupted. Others will see you as flexible and spontaneous, but also as impulsive and unpredictable.

COMPETENCY ANALYSIS

HANDLING AMBIGUITY: You seem comfortable working without much structure or direction, and you are able to shift gears quickly, refocus your attention, and take action without having access to all the data relevant to the problem.

FLEXIBILITY: You seem able to change directions quickly and handle multiple projects simultaneously, and you don't mind bending the rules to get things done.

PLANNING: Planning is not your strength, primarily because you tend to dislike being required to pay careful attention to rules and procedures.

ATTENTION TO DETAIL AND TIMELINES: You tend to get bored with details; you prefer to concentrate on overall objectives rather than the specific steps needed to achieve those objectives, and you tend to see timelines as arbitrary rather than important..

RULE ORIENTATION: You are willing to work around rules and procedures in order to achieve your goals--it is easier to ask forgiveness than to get permission.





PRUDENCE

DEVELOPMENTAL RECOMMENDATIONS

HANDLING AMBIGUITY:

- Although you may not need a lot of structure for your work, your subordinates do, and may find working without structure to be a challenge, particularly when they are learning their jobs. Take the time to explain the rules, procedures, and expectations up front.
- Although you may thrive in times of uncertainty, your staff may not. Make sure issues get resolved and the decisions get communicated to those who need to know.

FLEXIBILITY:

- You enjoy change and probably adopt new strategies and ideas quickly. Recognize that others may not be as adaptable as you are. Watch others' body language for clues regarding when to slow down and restate your ideas before proceeding.
- As a leader, be sure not to promote change simply for change's sake. Understand that changing business practice requires new strategies and assumptions. You risk staff burnout by making unneeded changes.
- Encourage others who are not as flexible and adaptable as you are. Coach them to use new strategies and help them find new solutions to old problems.

PLANNING:

- Although you may not enjoy developing precise action plans and timetables, devoting some attention to this area will make you more efficient. Determine the feasibility of different strategies beforehand, and rule-out schemes that are simply impossible.

ATTENTION TO DETAIL AND TIMELINES:

- As a leader, you prefer to think about outcomes rather than details. However, you should try to understand the details of the work in your area. Doing so will enhance your ability to represent your team to others.
- Although you may not like details, paying attention to them and to deadlines can improve the quality of outcomes.

RULE ORIENTATION:

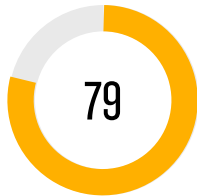
- Talk to people and make sure you are on the same page concerning what rules need to be followed. Ignoring rules that superiors consider important can have serious consequences.
- Your indifference to rules may annoy some people. Moreover, some members of your group may follow your example. Be careful about the kind of role model you become.





INQUISITIVE

Concerns being curious, imaginative, visionary, and easily bored.



BEHAVIORAL IMPLICATIONS

Leaders with similar scores tend to:

- Be seen as visionary about business
 - Think quickly on their feet and help solve problems
 - Understand and talk about the "big picture"
 - Be seen as worldly and sophisticated
 - Become easily bored with implementation or repetitious tasks
-

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you think quickly on your feet, generate lots of ideas, and are curious about how things work. You understand the big picture and can be creative and even visionary. Others will see you as original and imaginative, but easily bored, especially with the details of implementation.

COMPETENCY ANALYSIS

CREATIVITY: You should be a resource for your organization when it needs to solve problems that require thinking outside the box.

MANAGING INNOVATION: You seem interested in trying new technology, processes, and problem-solving methods to improve the speed and quality of your work.

CURIOSITY: You are an open-minded person with a wide range of interests; as a result, you like to have more than a superficial understanding of how things work.

VISION: You think about the future of the business and enjoy reviewing strategies for getting there.

PROBLEM SOLVING: Your ability to think "outside the box" and in terms of the big picture is a competency that should enhance your career within the organization.





INQUISITIVE

DEVELOPMENTAL RECOMMENDATIONS

CREATIVITY:

- You are likely to be good at developing novel approaches to solving problems. However, not every problem requires a new solution. Try to determine whether an acceptable solution to the problem at hand already exists.
- Innovation and creativity have a price--namely, the time needed to develop unique solutions is time away from other duties. Keep track of the ROI for any rework, changes, or new strategies you adopt. Set a time and dollar limit for new projects and when you exceed them, learn to move on.

MANAGING INNOVATION:

- Technology may not be the answer to every problem. Identify the best practices on a topic before adopting new technology as a solution.
- Don't become so taken by technology that you miss straightforward logical solutions.

CURIOSITY:

- Effective leaders like to understand how things work, and they ask lots of questions. You probably do this, too. At some point, however, further questioning has little ROI. Therefore, continue seeking information about "hows" and "whys", but put some limits on your investigations, so that you have sufficient time to complete projects.

VISION:

- You probably enjoy thinking about long range issues and problems. Be sure that you also spend time on important current problems.
- Make sure that you have a sound rationale for your ideas, and present it carefully--you need to "sell" your ideas to others to ensure their commitment and support. Ask colleagues for feedback on your ideas and how well you are communicating them.

PROBLEM SOLVING:

- Be sure that your organization is aware of your strengths—visioning and strategic planning—and be a resource to other groups in these areas.
- Understand when a problem can benefit from a down-to-earth solution.





LEARNING APPROACH

Concerns enjoying formal education and actively staying up-to-date on business and technical matters.



BEHAVIORAL IMPLICATIONS

Leaders with similar scores tend to:

- Prefer hands-on learning over traditional educational instruction
 - Be more concerned with improving existing skills than acquiring new ones
 - Make sure others are on board before taking action
 - Ignore training opportunities for their staff
 - Not spend much time reading, especially technical material
-

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you are only moderately interested in education for its own sake. You want it to have a pragmatic payoff—that is, you tend to see training as a means to an end rather than an end in itself. You may be interested more in solving today's problems than getting ready for problems of the future.

COMPETENCY ANALYSIS

STAYING CURRENT: If you put off training activities because of your demanding schedule, you may not use new technology efficiently or understand how it can impact your business.

LEARNING QUICKLY: You seem willing to learn new techniques and procedures, but often when it becomes clear that you have no alternatives.

LEARNING STYLE: You seem to be a hands-on learner, developing new skills only when you are confronted with a problem.

COMMUNICATING ACCURATELY: Your communication style seems problem-oriented, practical, and to the point. Others will appreciate your clarity and patience when explaining things.

INTELLECTUAL MOTIVATION: You seem interested in learning when there is a clear payoff for having the information.





LEARNING APPROACH

DEVELOPMENTAL RECOMMENDATIONS

STAYING CURRENT:

- Begin a program of reading topical publications (i.e., Business Week, Fortune, Wall Street Journal, Harvard Business Review). If you are unsure of what to read, ask someone who seems up-to-date for suggestions.
- Use the Internet to help you keep up on new developments in the business world.

LEARNING QUICKLY:

- Remind yourself to keep up with new business techniques, including computer applications and software. It is easy to become outdated if you don't continually try to stay up to date.
- As a leader, you set the tone for your work team. If you are not improving your skills, they are less likely to enhance theirs.

LEARNING STYLE:

- You may not enjoy courses and seminars, but they can help make you a stronger leader. Many topics cannot be taught in a hands-on manner, particularly the skills and perspective that leaders are expected to demonstrate.
- Establish a learning environment in your work group by identifying one or two seminars that would be of value to you and your staff. Attend these seminars, and then discuss them with your staff.

COMMUNICATING ACCURATELY:

- As a leader, encourage your staff to ask you about written memos that they find unclear. It's better to spend some time up front discussing the memo rather than spending more time later correcting mistakes that resulted from the misunderstanding.

INTELLECTUAL MOTIVATION:

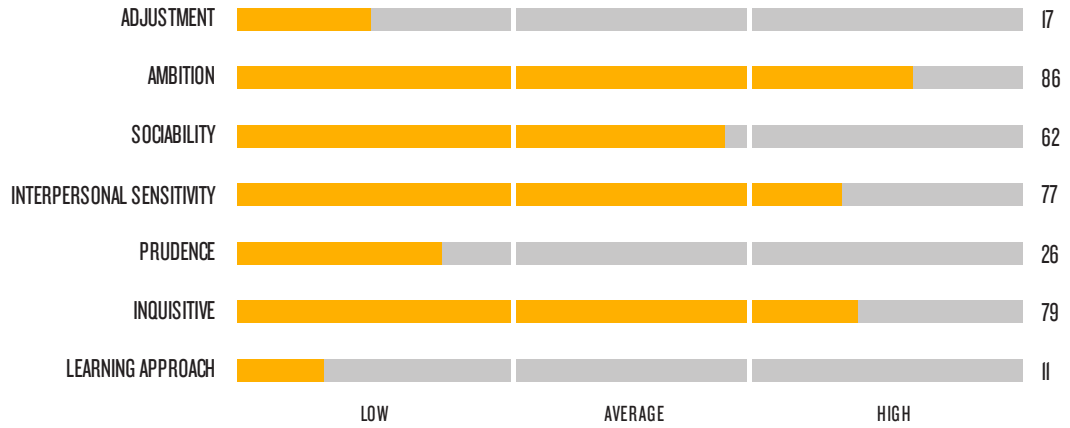
- You may enjoy learning practical skills which can be applied immediately to your job, but you also need to learn more abstract skills to enhance your performance as a leader and manager. Leadership and management seminars can broaden your perspective, and improve judgment and decision-making skills.





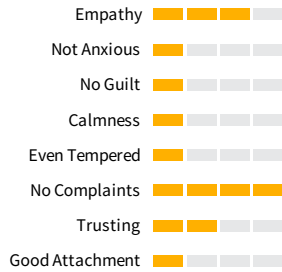
Scales

%

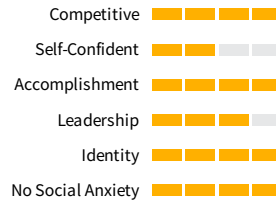


Subscale Scores

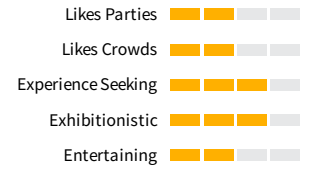
Adjustment



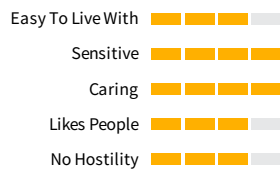
Ambition



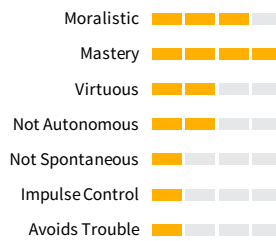
Sociability



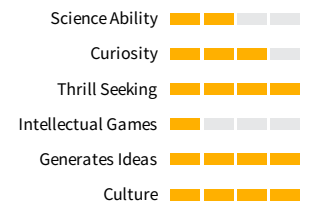
Interpersonal Sensitivity



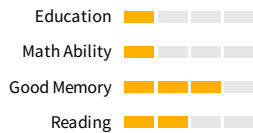
Prudence



Inquisitive



Learning Approach





CHALLENGE

DERAILERS AND PERSONALITY-BASED PERFORMANCE RISKS

Report for: John Smith

ID: HK256924

Date: 11.01.2023

PERSONALITY
GUIDANCE



INTRODUCTION

The Leadership Forecast Challenge Report is designed to help you develop as a leader. It will provide insights about your behavior that could potentially undermine or inhibit your performance. It then offers suggestions for leading people more effectively.

Leadership involves building and maintaining a high-performing team. Anything that detracts from your ability to build a team also detracts from your performance as a leader.

This report is based on the Hogan Development Survey (HDS). The results are based on our global leadership research, and are written for professionals and leaders.

BACKGROUND

When under pressure, most people will display certain counterproductive tendencies. We refer to these as "risk factors." Under normal conditions these characteristics may actually be strengths. However, when you are tired, pressured, bored, or otherwise distracted, these risk factors may impede your effectiveness and erode the quality of your relationships with customers, colleagues, and direct reports. Others may be aware of these tendencies but may not give you any feedback about them. Your boss may even ignore them.

This report is divided into three sections. First, there is a graphic representation of your profile. Second, you will find a scale-by-scale interpretation of your scores. Scores between the 90th and 100th percentile are in the High Risk Zone, scores between the 70th and 89th percentiles are in the Moderate Risk Zone, scores between the 40th and 69th percentile are in the Low Risk Zone and scores between the 0 to 39th percentile are in the No Risk Zone. The third section provides developmental recommendations for areas where you scored in the Moderate and/or High Risk Zones. No developmental recommendations are provided for scores in the No Risk and Low Risk Zones.

HOW DO RISK FACTORS DEVELOP?

Research indicates that leaders develop risk factors while learning to deal with parents, peers, relatives and others early in life. Behavior developed while you were young may become habitual and you may be unaware that you behave in certain ways.





INTRODUCTION

WAYS TO USE THIS INFORMATION

First, read the report carefully and decide which developmental suggestions apply to you. Mark those items with a plus (+), and put a minus (-) by those items to which you cannot relate. Second, invite feedback from peers, direct reports, and even family. Discuss your insights with them, and ask for reactions. A key ingredient for developing new leadership skills is enlisting the support of your direct reports, peers, and boss. Finally, study the developmental suggestions provided at the end of the report. These suggestions are offered for scores in the Moderate or High Risk Zones (i.e., scores at or above the 70th percentile).

DEFINITIONS

The eleven scales for the Leadership Forecast Challenge Report are defined below.

Excitable Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them. Result: seems to lack persistence.

Skeptical Concerns being socially insightful, but cynical and overly sensitive to criticism. Result: seems to lack trust.

Cautious Concerns being overly worried about being criticized. Result: seems resistant to change and reluctant to take chances.

Reserved Concerns lacking interest in or awareness of the feelings of others. Result: seems to be a poor communicator.

Leisurely Concerns being independent, ignoring others' requests, and becoming irritable if they persist. Result: seems stubborn, procrastinating, and uncooperative.

Bold Concerns having inflated views of one's competency and worth. Result: seems unable to admit mistakes or learn from experience.

Mischievous Concerns being charming, risk-taking, and excitement-seeking. Result: seems to have trouble maintaining commitments and learning from experience.

Colorful Concerns being dramatic, engaging, and attention-seeking. Result: seems preoccupied with being noticed and may lack sustained focus.

Imaginative Concerns thinking and acting in interesting, unusual, and even eccentric ways. Result: seems creative but possibly lacking in judgment.

Diligent Concerns being conscientious, perfectionistic, and hard to please. Result: tends to disempower staff.

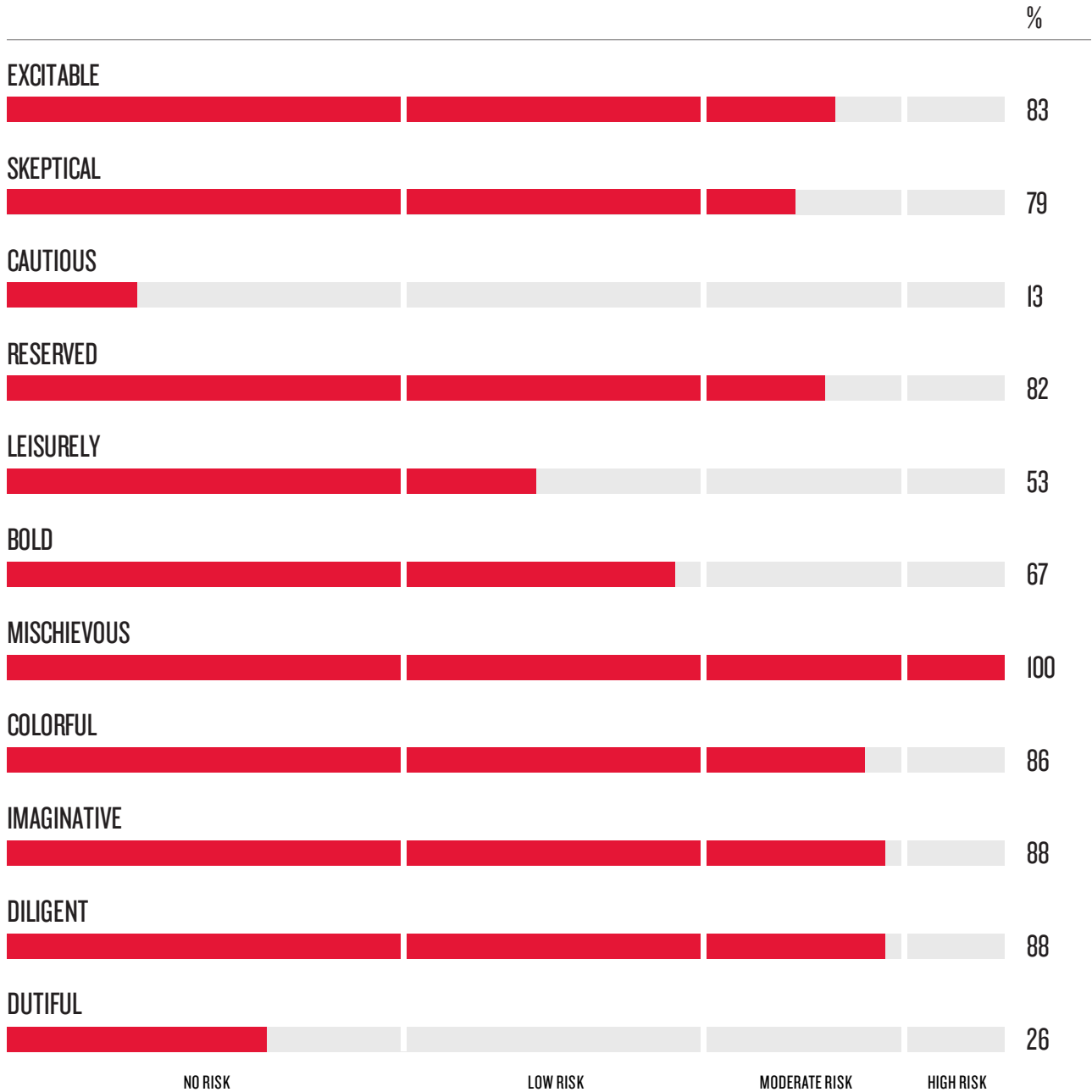
Dutiful Concerns being eager to please and reluctant to act independently. Result: tends to be pleasant and agreeable, but reluctant to support subordinates.





LEADERSHIP CHALLENGE PROFILE

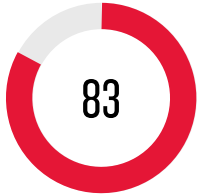
Scales





EXCITABLE

Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them.



MODERATE RISK

BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Seem energetic and active, but moody and irritable.
 - Can be easily frustrated and annoyed.
 - Tend to be irritable when frustrated.
 - Tend to become disappointed with projects or people.
 - Seem, in principle, sympathetic to the problems of others.
-

LEADERSHIP IMPLICATIONS

You tend to approach new projects with enthusiasm and energy, and this can create a strong initial impact in an organization. However, you may be easily frustrated and then lose your enthusiasm. Your changes in mood may put others on edge, because they do not know how you will react next. This can undermine your ability to manage and coach others, and reduce your influence as a member of a team. Your boss should admire your energy, but may be puzzled if you tend to become discouraged and give up on projects. A tendency to "run hot and cold" may also impair your ability to provide a consistent strategic direction for your organization.

COMPETENCY ANALYSIS

COMPOSURE Coworkers will see you as enthusiastic about new projects. If you then give up, your enthusiasm may lead to false starts and hinder productivity.

FAIRNESS TO OTHERS When you become frustrated with or disappointed in people, you may tend to give up on them, leading to a history of failed relationships.

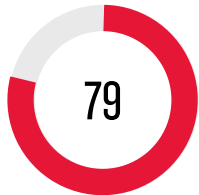
PERSEVERANCE Under stress and pressure, you may tend to become discouraged with projects and stop working on them. If so, then this could leave your team confused about its direction.





SKEPTICAL

Concerns being socially insightful, but cynical and overly sensitive to criticism.



MODERATE RISK

BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Seem insightful about others' motives and about office politics.
 - Take criticism personally.
 - Tend to hold grudges.
 - Can be argumentative.
 - Can be hard to coach.
-

LEADERSHIP IMPLICATIONS

You are good at evaluating the talents and motives of others and this is a potentially valuable leadership skill. However, your skepticism regarding others' intentions may inhibit your ability to build and maintain relationships. People may perceive you as argumentative, and the feedback you provide subordinates may focus on their flaws, which could affect your impact. Your business strategy may tend to reflect a 'worst case scenario' and you may plan your career from a similar perspective.

COMPETENCY ANALYSIS

INFLUENCING AND PERSUADING OTHERS At times, you may seem suspicious and spend more time thinking about politics than core business issues. As a result, others may find you hard to deal with and it may be difficult for you to persuade them to cooperate with you.

OPENNESS TO IDEAS When presented with new ideas or suggestions, you tend to raise doubts and to bring the underlying political issues to the surface. At times this could cause you to seem resistant to new ideas. Others may see you as being better at identifying problems than finding alternative solutions.

OBJECTIVITY On certain issues, you may seem somewhat inflexible and set in your views. Others may not realize that you have reasons for your views and that you can be objective and see things from multiple perspectives.





CAUTIOUS

Concerns being overly worried about being criticized.



NO RISK

BEHAVIORAL IMPLICATIONS

You scored in the NO RISK ZONE on this scale. Leaders with similar scores:

- Seem confident and willing to speak up.
 - Are willing to try new methods and technology.
 - Make decisions easily.
 - Seem unafraid to make mistakes.
 - Seem willing to state their views.
-

LEADERSHIP IMPLICATIONS

You are a confident person whose decisive manner is an important leadership skill. You should be open to new ideas and willing to accept difficult challenges. You tend to speak up, try new methods and procedures, and are not afraid of failure. Also, you are eager to take on tough assignments to develop your own career. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

DECISIVENESS You tend to be confident in your judgment and willing to make decisions. Be sure to explain the rationale for your decisions to others.

ACTION ORIENTATION You seem action oriented, willing to set high goals for yourself and others, and willing to persist in pursuing them, even in the face of adversity.

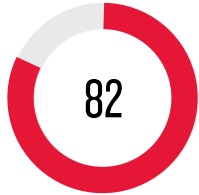
LEADING WITH CONFIDENCE Your optimism and confidence should inspire others. Make sure that your decisions are well thought out because others will tend to follow you based on your confidence.





RESERVED

Concerns lacking interest in or awareness of the feelings of others.



MODERATE RISK

BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Seem independent, tough, reserved, and detached.
 - Tend to act without consulting others.
 - May misinterpret feedback.
 - Seem stiff around strangers.
 - Handle criticism and pressure with ease.
-

LEADERSHIP IMPLICATIONS

You are not thin-skinned and you can tolerate conflict and criticism better than most people. However, you may also seem indifferent to others' problems. If so, then this will inhibit your ability to build relationships and manage people. Bosses and subordinates may find you hard to read, and they may not know where they stand with you. Moreover, under pressure you may stop communicating, leaving your staff confused about what you want.

COMPETENCY ANALYSIS

MOTIVATING OTHERS Your direct and straightforward manner may sometimes seem blunt and could de-motivate your subordinates.

RELATIONSHIP BUILDING Under stress, you may seem withdrawn and aloof, which will put a strain on relationships.

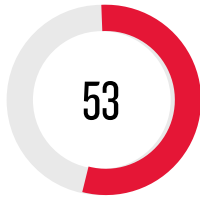
APPROACHABILITY Under pressure, you may tend to be difficult to reach. As a result, you may be perceived as an "absent leader" when the pressure mounts, even though you think you are fully engaged.





LEISURELY

Concerns being charming, but independent, stubborn, and hard to coach.



LOW RISK

BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Seem cooperative and coachable.
 - Respect corporate policy.
 - Seem patient even when interrupted.
 - Help others when they fall behind.
 - Support the management team.
-

LEADERSHIP IMPLICATIONS

Your score on this dimension suggests that you are cooperative and positive, and should be able to coach and develop others. You will work well with a variety of bosses and be responsive to feedback. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

FOSTERING TEAMWORK You tend to be helpful and understand the importance of working together towards common goals and following through.

COOPERATION AND TIMELY RESULTS Your subordinates will appreciate your efforts to meet commitments and deliver timely results.

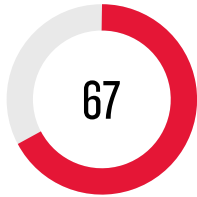
BUILDING TRUST Your desire to deliver on commitments and willingness to disagree openly, but respectfully, will make you a trustworthy and dependable leader.





BOLD

Concerns having inflated views of one's competency and worth.



LOW RISK

BEHAVIORAL IMPLICATIONS

You scored in the **LOW RISK ZONE** on this scale. Leaders with similar scores:

- Seem confident in their abilities.
- Have a realistic view of their competencies.
- Have reasonable career goals.
- Seem willing to listen to negative feedback.

LEADERSHIP IMPLICATIONS

You seem to be an appropriately confident person who makes reasonable demands on staff and subordinates. You will participate in team tasks without demanding leadership positions. In the process of managing your career, your easy going style may cause you to hold back unnecessarily. You may not actively promote a vision or strategy for the organization, preferring to wait until others ask for your opinion. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

SEEING PERSPECTIVE Although you have ideas about how to expand and improve the business, you may not push them aggressively.

PERSONAL DEVELOPMENT You will listen to feedback and ask others (peers, stakeholders, etc.) to evaluate your performance. Your openness will facilitate your development.

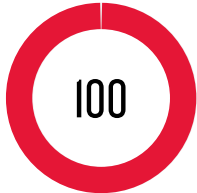
DRIVE FOR RESULTS Your natural modesty may cause you to underestimate your capacity and to set your aspiration level too low.





MISCHIEVOUS

Concerns being charming, risk-taking, and excitement-seeking.



HIGH RISK

BEHAVIORAL IMPLICATIONS

You scored in the HIGH RISK ZONE on this scale. Leaders with similar scores:

- Seem interesting, daring, and fun.
 - Enjoy testing the limits.
 - Need variety and excitement.
 - Ignore their mistakes.
 - Are spontaneous, flexible, and impulsive.
-

LEADERSHIP IMPLICATIONS

You seem to be an energetic and adventurous person who enjoys pushing the envelope. You have a low tolerance for boredom and prefer to make decisions quickly and then move on. You tend to ignore your mistakes and failures. Additionally, you may have trouble with commitments and follow-through, especially if long time frames are involved. People will like you and initially enjoy working with you, but may grow weary of your fast-pace, impulsivity, and excitement-seeking. You are an engaging person and should be well liked by your bosses, but your limit testing may jeopardize good long term results.

COMPETENCY ANALYSIS

DECISION QUALITY You are action oriented and unafraid of risks, and may not consider, in advance, the impact of your decisions on others.

RISK TAKING You enjoy risk and challenge. At times, high stakes risks are unavoidable but eventually, constant risk-taking may be disruptive and stressful for coworkers who may be more cautious and risk-adverse.

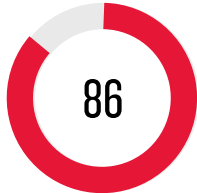
LEARNING FROM EXPERIENCE Experience is the teacher you may ignore. Your desire to just move on may prevent you from analyzing either your past successes or mistakes.





COLORFUL

Concerns being dramatic, engaging, and attention-seeking.



MODERATE RISK

BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Seem clever, interesting, and expressive.
 - Make a strong first impression.
 - Seem unconcerned with details.
 - Seem flirtatious and fun.
 - Enjoy leadership positions.
-

LEADERSHIP IMPLICATIONS

You are a talkative and interesting person who performs well in public. You will be a high profile participant in teams, but you may not actively listen to others. As a coach, you may tend to "shoot from the hip" when offering advice. People will find you engaging and entertaining; however, you may change focus quickly and not always follow through on the details of projects. If so, then this may put extra burdens on your team.

COMPETENCY ANALYSIS

CELEBRATING SUCCESS You like the recognition you receive from being in charge, but you also need to share credit. Celebrate team successes both big and small.

BUILDING MORALE As a leader, the morale of the group will increase as you provide your staff with opportunities to demonstrate their competencies.

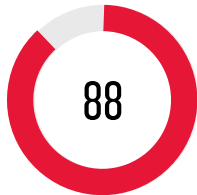
SELF-DEVELOPMENT You should understand the development needs of both yourself and your staff. Although others will see you as interesting and fun, you need to expand your management skills over the long term--which involves listening, sharing credit, and letting others take charge.





IMAGINATIVE

Concerns thinking and acting in interesting, unusual, and even eccentric ways.



MODERATE RISK

BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Seem clever, imaginative, fun-loving, and unpredictable.
 - Enjoy games and practical jokes.
 - Have unusual and impractical ideas.
 - See things differently.
 - Change focus quickly.
-

LEADERSHIP IMPLICATIONS

As a leader, you will be dynamic, on the move, and create ideas for change. Your staff will appreciate your imagination and informal style, but may find your rapid changes of focus disconcerting. As a coach, you will have a lot of suggestions for your staff. However, some may consider your ideas unrealistic. Your boss may appreciate your originality and fresh ideas, but may be less tolerant of changes of direction and lack of follow through. On the other hand, you will be a good source of ideas for vision and strategic planning.

COMPETENCY ANALYSIS

PROVIDING CLEAR DIRECTION Under pressure, your unique communication style may leave others unclear about your expectations and directions.

CREATIVITY You are a source of original thinking and creative imagination, even when under pressure. However, some of your ideas may seem impractical and unusual.

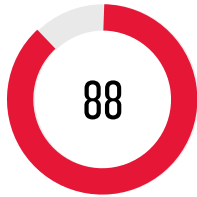
STAYING FOCUSED When you are being pressured to solve a problem, you may seem distractible and not always focused.





DILIGENT

Concerns being conscientious, perfectionistic, and hard to please.



MODERATE RISK

BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Are mannerly, conscientious, and hardworking.
- Supervise others closely.
- Try to do everything themselves.
- Maintain high standards for themselves and others.

LEADERSHIP IMPLICATIONS

You are a conscientious person with high standards of performance for yourself and others. As a leader, you will provide your staff with structure, direction, and feedback, which many will find helpful. At the same time, you may resist delegating or giving others the freedom to make mistakes, which may hinder their development. You may also seem hard to please. You should be popular with a variety of bosses because you are hardworking, detail-oriented, and you hold your staff to high standards of performance. You will approach the strategic planning process in a formal and orderly way, which may result in missing opportunities that are not part of standard business.

COMPETENCY ANALYSIS

DEALING WITH AMBIGUITY When you feel pressured for results, you may need to focus on finding an adequate solution, rather than the very best one.

ADAPTABILITY When you are faced with time pressures, you may not keep your options open for solving problems in different ways.

DELEGATING DOWNWARD When a problem needs to be solved, delegate the solution to the appropriate level, rather than trying to fix it yourself.





DUTIFUL

Concerns being eager to please and reluctant to act independently.



NO RISK

BEHAVIORAL IMPLICATIONS

You scored in the NO RISK ZONE on this scale. Leaders with similar scores:

- Seem independent and self-reliant.
 - Seem willing to act without prior approval.
 - Seem willing to challenge their boss.
 - Trust their direct reports.
 - Stick up for their subordinates.
-

LEADERSHIP IMPLICATIONS

Your score suggests that you are an independent and self-reliant person. You are likely to make your own decisions, and be willing to challenge the business assumptions of others. You will work best with bosses who appreciate taking initiative, acting, and challenging. Although you are willing to stick up for your staff, you may not always be perceived as a team player. In planning business strategy, you will be willing to take unpopular positions. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

CONFRONTING CONFLICT You seem unafraid of conflict and are willing to confront poor performers and give them feedback.

ACTING INDEPENDENTLY You seem comfortable taking initiative, acting, and challenging the assumptions of others when appropriate.

SUPPORTING YOUR STAFF You seem willing to challenge your boss on behalf of your staff, which is important because loyalty goes both ways.





DEVELOPMENTAL RECOMMENDATIONS

The following developmental recommendations concern the dimensions where your score was in the MODERATE or HIGH RISK ZONE.

EXCITABLE - MODERATE RISK

- First remember your strengths--when you are at your best, you are an active, energetic, and interesting person who can infuse intensity and purpose in an organization. If you can learn to control your tendency to be annoyed or discouraged and modify the way you express your emotions, you will be even more helpful to others.
- Second, listen closely to feedback from people you trust; this will be particularly helpful in allowing you to persevere when you become discouraged about a person or a project and begin to think about breaking off your participation.
- Third, recognize that you tend to get overly enthusiastic about people or projects. Reflect on this tendency and learn to control your initial excessive burst of enthusiasm. That way, you will reduce the likelihood of being discouraged later.
- Fourth, remember that being overly emotional can send unintended messages to your team and affect their productivity and performance.
- Finally, encourage yourself to stick with your plans and strategies and "sweat out" the difficult periods when you might get discouraged. Change your expectations from "I knew this wouldn't work" to "Things aren't going well, I need to think about why, and what to do next to keep them moving forward." The more often you persist in solving your problems, the more you will build a reputation of being steady and reliable.

SKEPTICAL - MODERATE RISK

- When you are at your best, you are a perceptive and insightful judge of people and you have a superior understanding of organizational politics. You are a good resource for identifying potential hidden agendas and for analyzing and solving social and political problems.
- You will tend to distrust your coach; you should suspend judgment and give your coach a chance to try to help you. The same is true for others who care about you--you need to make an extra effort to appreciate what they are telling you and why.
- Be careful how you communicate with others. When you believe you are expressing honest opinions, others may see you as being argumentative. Be open to other points of view.
- You should try to be less critical and judgmental. Tell a trusted friend that you are trying to become more tolerant. Ask your friend to tell you when you are being excessively critical, defensive, or sensitive--and listen to their feedback.





DEVELOPMENTAL RECOMMENDATIONS

RESERVED - MODERATE RISK

- When you are at your best, you are a resolute and independent person who is not easily intimidated, and who can take the heat during difficult times.
- After important meetings, check with others to make sure you got the same message they did. You can rely on social consensus as a guide to action.
- Your toughness and independence are desirable qualities in some situations, but they can prevent you from listening to feedback; you need to be aware of this and make extra efforts to profit from the coaching and advice of your friends.
- Your tendency to be somewhat direct and blunt can affect your ability to enroll people in your ideas and build a team.
- Although you may prefer to work alone--especially when you are under pressure--you need to get out of your office and talk with your staff each day. This may be difficult at first, but it is a very important way for you to show concern and try to listen.

MISCHIEVOUS - HIGH RISK

- Other people may think that you follow your own agenda and don't consider how your decisions impact them. As a result, they may be as reluctant to make commitments to you as you seem to be in return. Thus, you need to be careful to follow through on all your good faith commitments.
- If you find circumstances have altered the conditions under which you made a commitment, then negotiate the changes with the persons to whom you have made the promise--rather than simply going on about your business.
- You tend to have a higher tolerance for risk than most people. Be aware that not everyone is as adventurous as you seem to be.
- You may have disappointed others by not following through. You need to acknowledge your errors and make amends--rather than trying to explain the situation away.
- At your best, you are charming, spontaneous, and fun. You adapt quickly to changing circumstances, you handle ambiguity well, you add positive energy to social interactions, and people like being with you.



DEVELOPMENTAL RECOMMENDATIONS

COLORFUL - MODERATE RISK

- You probably use displays of emotion as a way of making a point. There are better ways to make a point and repeated emotional outbursts may annoy others.
- Practice active listening--don't interrupt. When others have finished, try to paraphrase what they have said as a way of showing that you were listening. This will enhance your credibility and show respect for the opinion of others.
- Beware of confusing activity with productivity, and don't waste people's time with unnecessary meetings.
- At your best, you are an interesting and entertaining person who can do several things at once, and who can galvanize others to action with your ideas and your ability to sell them.

IMAGINATIVE - MODERATE RISK

- When you are at your best, you are a colorful, visionary, and stimulating person. Others will appreciate your imagination, your vision, and your creative thinking.
- Remember to communicate clearly in order to avoid your ideas from getting lost or not getting implemented
- Your career will develop most productively if you focus on those ideas that seem most interesting to others, not you. In this way, more of your ideas will get turned into action.
- You probably need to partner with someone who may be less creative, but who is better at implementation. You will need some assistance in bringing your ideas to fruition, and the best way to do this is to work with someone who likes your ideas and wants to help you implement them.



DEVELOPMENTAL RECOMMENDATIONS

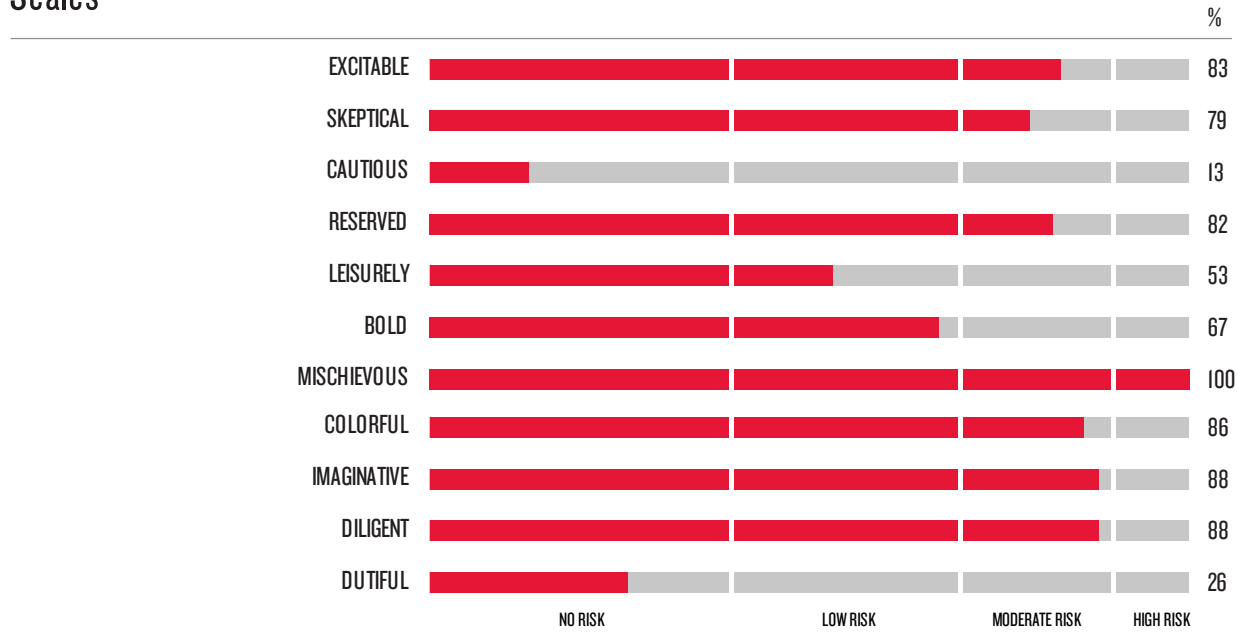
DILIGENT - MODERATE RISK

- You have high standards for performance, are planful, and organized. In addition, you provide structure and order for your staff.
- Tackle issues with outside-the-box thinking. Don't try to solve every problem in the same way.
- Practice delegating to your staff. This provides them with valuable developmental experiences and opportunities to learn.
- Your high standards result in high quality work. However, be careful not to criticize others continually who do not share your values for impeccable work.



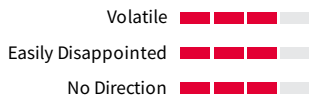


Scales



Subscale Scores

Excitable



Bold



Diligent



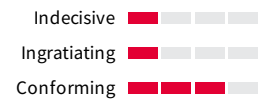
Skeptical



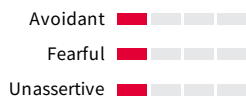
Mischievous



Dutiful



Cautious



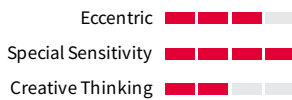
Colorful



Reserved



Imaginative



Leisurely





VALUES

CORE VALUES AND MOTIVATORS FOR LEADERSHIP ROLES

Report for: John Smith

ID: HK256924

Date: 11.01.2023

PERSONALITY
GUIDANCE



Introduction

The Leadership Forecast Values Report describes your core values and goals and how they can affect your career. Values are an essential part of your identity—they describe who you are, what you stand for, and the environments in which you will flourish. Values powerfully shape the choices that you will make about work, play, and relationships; they will impact your career in four ways.

1. **Drivers:** Your values are your key drivers—the things in life that motivate you. Values determine your aspirations and symbolize what you strive for and hope to attain. Your values define what you desire in your work and life.
2. **Fit:** Your values determine how well you will fit with any organizational culture. Organizational cultures typically reflect the values of senior management. People are happy and productive in cultures that are consistent with their values, and they are distressed and unhappy working in cultures defined by values that differ from their own.
3. **Leadership Style and Culture:** Your values reflect what you find rewarding and pay attention to or what you dislike and avoid. Thus, your values define the behavior that you like and reward and the behavior that you ignore or dislike. Consequently, your values shape the kind of culture that you, as a leader, will create for your staff and subordinates.
4. **Unconscious Biases:** Values influence the decisions you make—about people, projects, plans, and strategy. Values filter perceptions of experience, especially about what is desirable or undesirable, good or bad. Values typically operate outside conscious awareness and bias both thought and action.

Ways to Use this Information.

As you review this report, you may find that your values are inconsistent with your career or the demands placed on you by your role in your current organization. In addition, your day-to-day behavior may not help, and sometimes may even hinder, your ability to realize your career goals. You should not try to change your values if they don't fit with your career or organization. Rather, by becoming aware of your values and unconscious biases, you can begin to adapt your behavior in ways that will create a more productive working situation for yourself and your team.

This report is based on your scores on the Motives, Values, Preferences Inventory (MVPI). The report summarizes your key drivers, the kind of culture you will create as a leader, the organizational cultures that you will prefer (or should try to avoid), the factors that may unconsciously bias your decision making, and possible strategies for minimizing your biases and leading productively.





Ways to Use this Information.

The next page defines the ten MVPI scales and the following page presents a graphic representation of your values profile. This is followed by the report, which describes the meaning and implications of your score on each scale along the dimensions described above. Finally, the end of this report contains values-based development suggestions designed to help you to increase your leadership effectiveness. Please note that scores between the 65th and 100th percentile are considered high and represent goals towards which you strive on a daily basis. The higher the score, the more important a value or driver is to you in your work and personal life. Scores between the 36th and 64th percentile are average and represent values that are of mixed importance to you. In this range, you may find values that are pleasure points in your life or values where you are fairly indifferent. Scores between the 0 and 35th percentile are considered low and represent values that are not core drivers for you. The lower your score on a dimension in this report, the higher the likelihood that you are indifferent to that value.

High and low scores on every scale have important implications for careers.

The information in this report will help you better understand yourself and your values-driven tendencies. Armed with this information, you can capitalize on your strengths and minimize your tactical miscues. You can become more aware of the culture that you create and use this information to interact more successfully with others in your organization. In a competitive business environment, self-awareness and effective self-regulation are important assets that will allow you to become a more successful leader.



Definitions

The Leadership Forecast Values Report is based on your scores on the ten scales of the MVPI. Those scales are defined below.

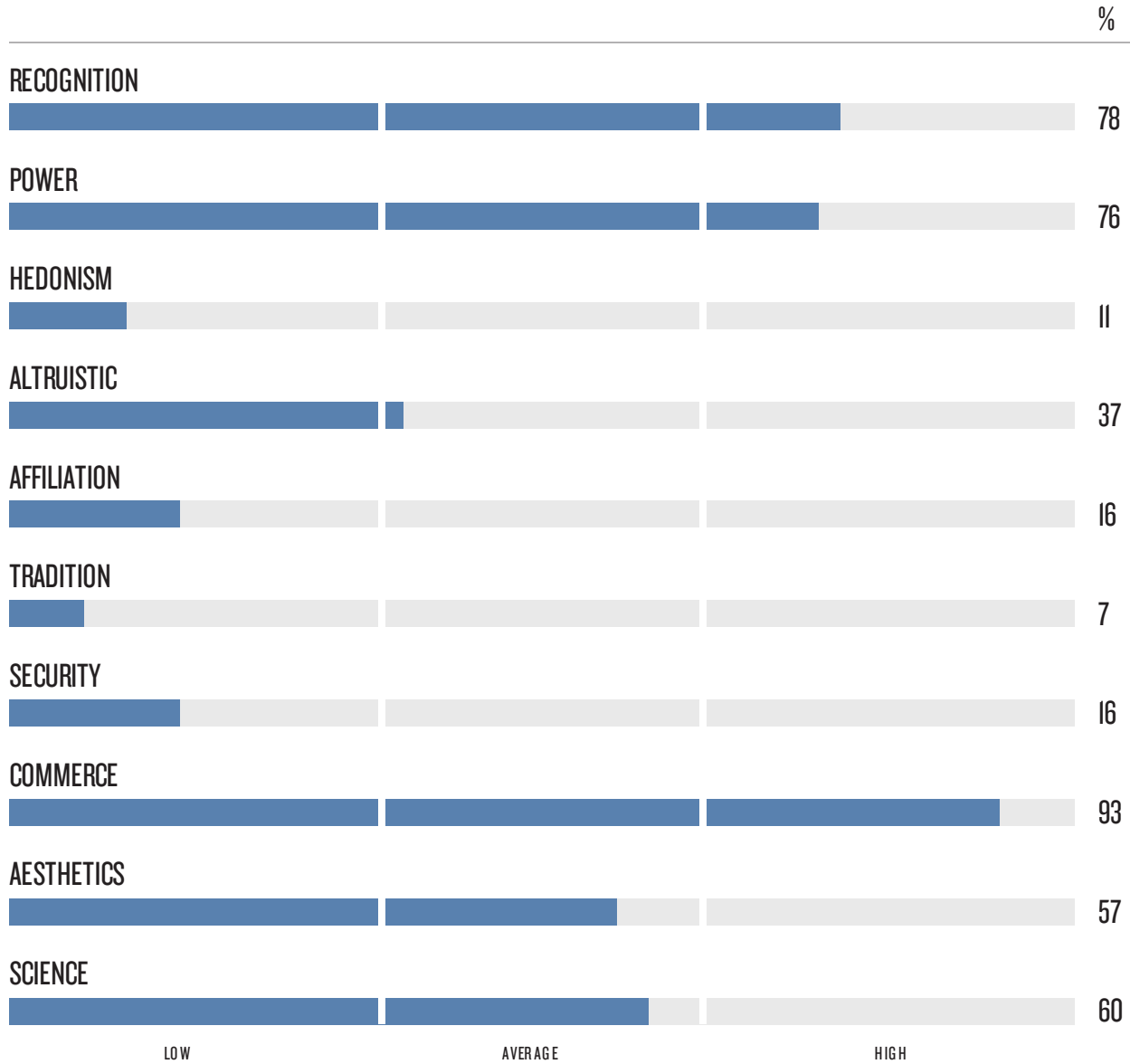
RECOGNITION	<i>Indifferent to Visibility vs. Wanting to be Noticed</i> Seeking fame, appreciation, and acknowledgment. Low scorers are unconcerned about official attention; high scorers seek the spotlight.
POWER	<i>Indifferent to Achievement/Competition vs. Being Perceived as Influential</i> Driving to achieve results, control resources, and gain responsibility. Low scorers are willing to follow; high scorers want to take charge and make a difference.
HEDONISM	<i>Serious and Self-disciplined vs. Fun Loving and Enjoyment Seeking</i> Wanting fun, variety, and enjoyment in the workplace. Low scorers are restrained and self-disciplined; High scorers are fun-loving and want to enjoy work.
ALTRUISTIC	<i>Valuing Self-Help vs. Wanting to Help the Others</i> Wanting to help people who are struggling or in need. Low scorers believe in self-reliance; high scorers selflessly extend help to others.
AFFILIATION	<i>Independent vs. Wanting Social Contact</i> Seeking opportunities to build social networks and collaborate with people. Low scorers prefer to work alone; high scorers search for interaction and social acceptance.
TRADITION	<i>Valuing Progress and Change vs. History and Convention</i> Respecting structure, rules, and authority. Low scorers challenge the status quo and are open to change; high scorers respect hierarchy, authority, and the ways of the past.
SECURITY	<i>Risk Tolerant vs. Risk Averse</i> Wanting stability, structure, and order. Low scorers easily tolerate uncertainty and risk; high scorers value defined clarity and predictability.
COMMERCE	<i>Indifferent to Financial Matters vs. Focused on Commercial Outcomes</i> Seeking wealth and financial success. Low scorers have modest financial aspirations; high scorers pay close attention to financial matters.
AESTHETICS	<i>Practical vs. Creative</i> Creating work products with a focus on innovation, style, and appearance. Low scorers care about functionality; high scorers care about creative self-expression and the look and feel of their work.
SCIENCE	<i>Intuitive vs. Analytical</i> Preferring a rational, objective approach to decision-making. Low scorers prefer quick, intuitive decisions; high scorers prefer deliberate, data-based decisions.





LEADERSHIP VALUES PROFILE

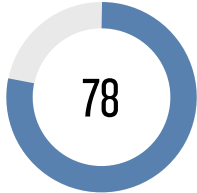
Scales





RECOGNITION

Seeking fame, appreciation, and acknowledgment.



Drivers

You tend to be personally motivated by a desire to:

- Have people notice and applaud your efforts
 - Be praised and celebrated for your accomplishments
 - Work on high profile projects
 - Be in the spotlight
 - Become famous
-

Fit

You should be most comfortable working in environments that:

- Have the potential to provide visibility and attention
- Provide opportunities to stand out and be noticed
- Praise success often and reward accomplishments publicly
- Allow you opportunities to work on high profile projects
- Promote your accomplishments inside the organization

And you tend to dislike environments that:

- Maintain egalitarian policies regarding performance
 - Don't reward you for your accomplishments
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Encourage people to seek high profile assignments
 - Prefer to recruit staff who might become stars in the organization
 - Place you at the center of the action
 - Tend to ignore details while pursuing grand gestures
 - Encourage your staff to seek public awards
-

Unconscious Biases

You may not be aware of the following aspects of your leadership style:

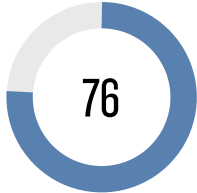
- You may have a tendency to compete with your staff
 - You may emphasize visibility at the expense of execution
 - You may ignore negative feedback
 - You may compete for the attention of senior management
 - You tend to overlook the needs of your team members
-





POWER

Driving to achieve results, control resources, and gain responsibility.



Drivers

You tend to be personally motivated by a desire to:

- Make an impact and get things done
 - Be known for your accomplishments
 - Create a legacy
 - Be in charge of significant projects
 - Have freedom of your actions
-

Fit

You should be most comfortable working in environments that:

- Reward people who are bold and competitive
- Reward results with opportunities for advancement
- Empower people to get results
- Encourage individual initiative

And you tend to dislike environments that:

- Fail to reward individual achievement
 - Reward unproductive people
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Emphasize productivity and a drive for results
 - Focus on ways to beat the competition
 - Celebrate winners and winning
 - Base rewards and promotions on merit, not politics
 - Value innovation and creative problem solving
-

Unconscious Biases

You may not be aware of the following aspects of your leadership style:

- You tend to frequently underestimate the competition
 - You may refuse to acknowledge the possibility of failure
 - You tend to prefer competition over cooperation
 - You may not share success with your subordinates or team members
 - You may be attracted to risky business propositions
-





HEDONISM

Wanting fun, variety, and enjoyment in the workplace.



Drivers

You tend to be personally motivated by a desire to:

- Complete work in a professional manner
 - Act socially appropriate
 - Minimize distractions in the workplace
 - Follow correct protocol when dealing with others
 - Follow precedents and standard procedures
-

Fit

You should be most comfortable working in environments that:

- Are structured, hierarchical, and formal
- Are disciplined and serious
- Value and respect doing the job right
- Require following precedent and standard operating procedures

And you tend to dislike environments that:

- Allow people to do their own thing
 - Offer too many opportunities for fun and “kidding around”
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Be formal, businesslike, and serious
 - Value standard procedures in approaching business problems
 - Be practical with minimal frivolity
 - Emphasize methods first and results second
 - Conform to existing organizational norms and procedures
-

Unconscious Biases

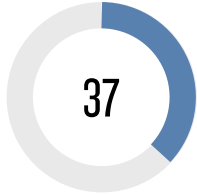
You may not be aware of the following aspects of your leadership style:

- You may tend to put business before pleasure
 - You may prefer that people respect the existing hierarchy
 - You may make decisions based on standard procedures and assumptions
 - You may tend to endorse traditional standards of business behavior
 - You may discourage excessive socializing at work
-



ALTRUISTIC

Wanting to help people who are struggling or in need.



Drivers

You tend to be personally motivated by a desire to:

- Avoid dramatic scenes at work
 - Reach objective goals (money, victory, etc.)
 - Focus on results, not feelings
 - Form productive relationships at work
 - Base decisions on practical considerations
-

Fit

You should be most comfortable working in environments that:

- Encourage people to speak plainly and directly
- Minimize attention to personal problems and issues
- Encourage people to get on with their jobs despite personal problems
- Emphasize rational decision making and focused work
- Value professionalism

And you tend to dislike environments that:

- Are not task oriented
 - Devote significant resources to volunteerism and corporate social responsibility
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Maintain a clear task orientation
 - Adopt an impersonal approach to staff issues
 - Avoid participating in corporate charitable events
 - Emphasize personal accountability
 - Value individual responsibility
-

Unconscious Biases

You may not be aware of the following aspects of your leadership style:

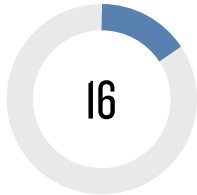
- You may value business issues over staff problems
 - You tend to prefer rational versus sentimental decision making
 - You tend to ignore the social dynamics at work
 - You may assume everyone is as task oriented as you are
 - You may avoid interpersonal issues that can affect performance
-





AFFILIATION

Seeking opportunities to build social networks and collaborate with people.



Drivers

You tend to be personally motivated by a desire to:

- Maintain your privacy whenever possible
 - Reserve time to reflect and relax
 - Avoid distractions
 - Remain task oriented
 - Avoid meetings, presentations, and interviews
-

Fit

You should be most comfortable working in environments that:

- Feature functional, task-oriented cultures
- Have few meetings, distractions, or noise
- Encourage people to communicate by e-mail
- Feature structured work processes with good risk controls

And you tend to dislike environments that:

- Schedule frequent meetings
 - Require highly social, team-based work
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Minimize the need for interaction and teamwork
 - Hold people responsible for completing their own work
 - Minimize ostentation and social pretense
 - Provide minimal communication and feedback
 - Value productivity over activity
-

Unconscious Biases

You may not be aware of the following aspects of your leadership style:

- You may assume that people want to be left alone
 - You may assume that people don't need feedback
 - You may assume that people like to solve problems independently
 - You tend to prefer to be an individual contributor
 - You might see little value in team-based activity
-





TRADITION

Respecting structure, rules, and authority.



Drivers

You tend to be personally motivated by a desire to:

- Be free to experiment and innovate
 - Promote equal opportunity in the workplace
 - Be self-directed
 - Promote ethnic tolerance and diversity
 - Challenge convention and hierarchy
-

Fit

You should be most comfortable working in environments that:

- Are unconventional and even eccentric
- Feature flexible working arrangements
- Are spontaneous, creative, and democratic
- Respect non-conformists

And you tend to dislike environments that:

- Are formal, hierarchical, and authoritarian
 - Discourage “out-of-the-box” thinking
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Respect diversity and tolerate experimentation
 - Emphasize delegation and empowerment
 - Value innovative ideas
 - Tolerate ambiguity and complexity
 - Challenge the status quo
-

Unconscious Biases

You may not be aware of the following aspects of your leadership style:

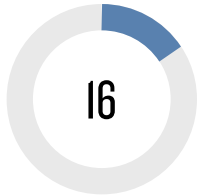
- You tend to resist higher authority
 - You may discount others' strongly held beliefs
 - You may be reluctant to instruct or command
 - You may prefer the unconventional
 - You tend toward “laissez-faire” leadership
-





SECURITY

Wanting stability, structure, and order.



Drivers

You tend to be personally motivated by a desire to:

- Make changes if things aren't working
 - Experiment in order to find better solutions
 - Experience events firsthand
 - Explore new possibilities by taking risks
 - Test the limits on projects
-

Fit

You should be most comfortable working in environments that:

- Encourage independent, entrepreneurial action
- Tolerate risk, experimentation, and innovation
- Offer fast paced, stimulating work
- Minimize bureaucracy

And you tend to dislike environments that:

- Seek to maintain the status quo
 - Are unwilling to test the limits of what is possible
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Endorse risk taking and limit testing
 - Be fearless about trying new methods and procedures
 - Endorse rapid change and adjustment
 - Not worry about honest mistakes and failures
 - Be biased towards action
-

Unconscious Biases

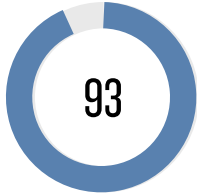
You may not be aware of the following aspects of your leadership style:

- You may tend to make quick and intuitive decisions
 - You may interpret data in a liberal, non-literal manner
 - You may make decisions with minimal consideration for risk
 - You may want to understand the meaning of events
 - You may believe that the greatest risks can offer the greatest rewards
-



COMMERCE

Seeking wealth and financial success.



Drivers

You tend to be personally motivated by a desire to:

- Achieve wealth and fame
 - Increase your compensation and net worth
 - Gain power and control
 - Win and beat the competition
 - Create a legacy and be remembered
-

Fit

You should be most comfortable working in environments that:

- Provide tangible rewards for performance
- Use metrics to evaluate performance
- Emphasize competition
- Have high aspirations

And you tend to dislike environments that:

- Cannot define success
 - Base rewards on seniority and not performance
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Value financial forecasting and cost benefit analysis
 - Be alert for competitive threats
 - Continuously evaluate productivity and performance
 - Be intolerant of complacency
 - Be driven by a sense of urgency
-

Unconscious Biases

You may not be aware of the following aspects of your leadership style:

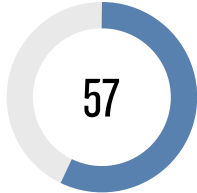
- You may see others as competitors
 - You tend to see staff as a tool for your own success
 - You may underestimate problems or threats
 - You might be constantly searching for competitive advantage
 - You might be averse to signs of sentimentality and tender-mindedness
-





AESTHETICS

Focusing on innovation, style, and appearance.



Drivers

You tend to be personally motivated by a desire to:

- Make sense of the world around you
 - Understand other people
 - Create engaging personal narratives
 - Express your personality through your work
 - Interpret organizational culture and dynamics
-

Fit

You should be most comfortable working in environments that:

- Encourage experimentation and self-expression
- Take the time to consider alternative solutions
- Are open to a variety of outside influences
- Care about appearances

And you tend to dislike environments that:

- Discourage experimentation
 - Ignore the creative side of problem solving
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Pay attention to the look and the feel of the work place
 - Try new technologies and methodologies
 - Value quality and aesthetic experience
 - Support the eccentric people in your organization
 - Value the appearance of work products
-

Unconscious Biases

You may not be aware of the following aspects of your leadership style:

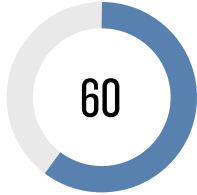
- You tend to not tolerate sloppy or low quality work
 - You may be prone to reinventing the wheel
 - You may make decisions quickly based on impressions about quality
 - May become impatient with people who worry about form rather than function
 - Your creativity may get in the way of practicality
-





SCIENCE

Preferring a rational, objective approach to decision-making.



Drivers

You tend to be personally motivated by a desire to:

- Get below the surface to understand problems
 - Analyze problems that others cannot solve
 - Get the facts organized
 - Find solutions based on hard data
 - Acquire information before acting
-

Fit

You should be most comfortable working in environments that:

- Are smart, analytical, and data driven
- Rely on research and empirical problem solving
- Are up to date and technology-based
- Appreciate smart, intellectual people

And you tend to dislike environments that:

- Are fast-paced and impulsive
 - Seek opinions and judgments that are uninformed by data
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Be rational and evidence-based
 - Emphasize discussion and analysis
 - Value smart people
 - Be interested in research and analysis
 - Ensure that intuitive ideas are backed by data
-

Unconscious Biases

You may not be aware of the following aspects of your leadership style:

- You tend to dislike slow-thinking or irrational people
 - You may prefer clever solutions to ones that are workable
 - You tend to question the status quo
 - You tend to make sure that ideas are logically defensible
 - You may dislike intuitive problem solving
-





Development Opportunities

RECOGNITION

- Offer positive feedback to staff and team members for jobs well done
- Control the urge to be the center of attention in committee or team meetings
- Seek feedback from trusted colleagues regarding strategies for improving your own performance
- Review projects and goals frequently to ensure that good ideas are turned into action

POWER

- Are realistic about the probable success of your projects
- Understand that others can contribute even if they lack your drive to win
- Don't turn every project into a competition for your subordinates; encourage them to cooperate
- Express appreciation to your staff for their contributions to projects

HEDONISM

- Recognize that your subordinates may need to relax from time to time
- Allow your subordinates to find their own balance between work and life
- Remember that rules and procedures are guidelines—not ends in themselves
- Remember that your staff may be more creative when you are flexible

ALTRUISTIC

- Ask your staff to organize a charitable event
- Periodically ask your staff how they are doing
- Volunteer to mentor a new employee
- Share with your staff your vision for their goals and growth and invite their reactions

AFFILIATION

- Use periodic team meetings to allow staff to ask questions
- Meet periodically with employees to review their progress
- Invite staff feedback and suggestions regarding important decisions
- Use group brainstorming to find consensus because others often value group decision-making



Development Opportunities

TRADITION

- Remember that minimizing status distinctions will annoy those who value organizational hierarchy
- Review your job description and performance goals to help you focus
- Think about company traditions when making decisions
- Provide your staff with clear guidance about performance expectations

SECURITY

- Give your subordinates clear goals and expectations
- Take time to check relevant facts before making a decision
- Think about the long-term impact of your new projects and ideas
- Ask others for feedback regarding your solutions to problems and challenges

COMMERCE

- Avoid sacrificing long-term productivity for short-term payoffs
- Ask your staff for suggestions to enhance the quality of the workplace
- Remember that if your staff is happy, they will be more productive
- Listen to staff for ways to improve their connection to work

AESTHETICS

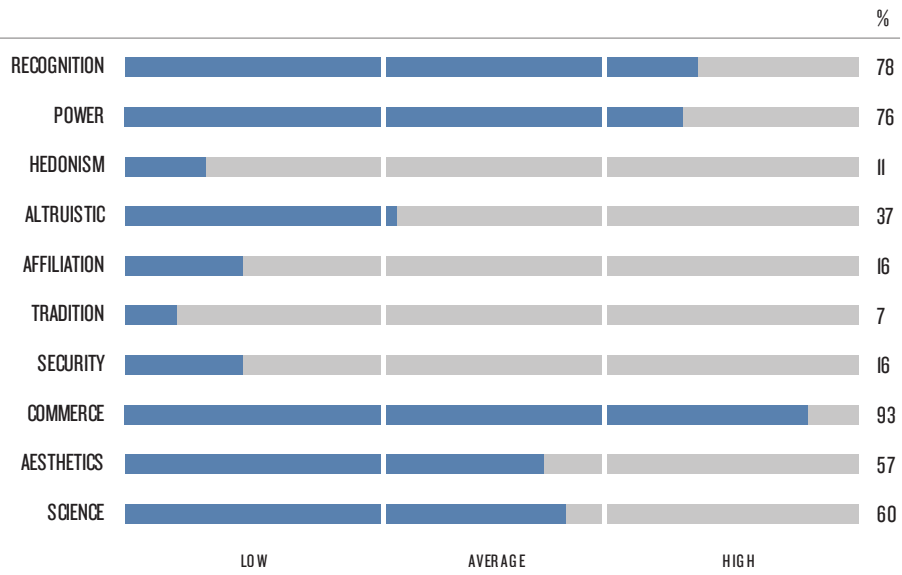
- Don't allow your curiosity to interfere with finding solutions
- Establish clear processes for solving novel problems or situations
- Be patient with people who don't share your passion for quality
- Take the time to teach your staff about the importance of quality work

SCIENCE

- Limit your need for more data to justify your decisions
- Remember that experience and intuitions can sometimes be a guide to good solutions
- Be sure to avoid paralysis by analysis
- Allow your staff to make important decisions about issues that concern them

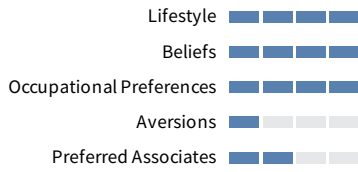


Scales

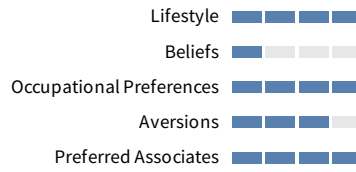


Subscale Scores

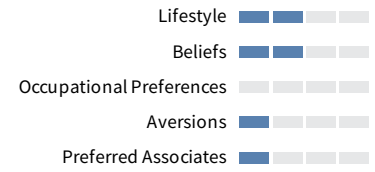
Recognition



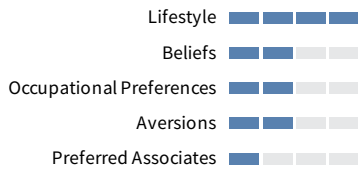
Power



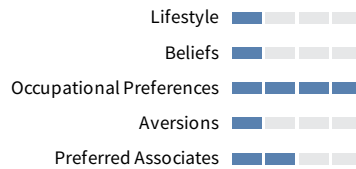
Hedonism



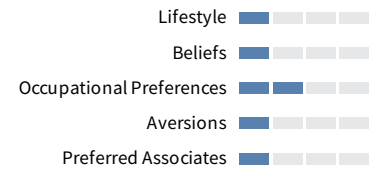
Altruistic



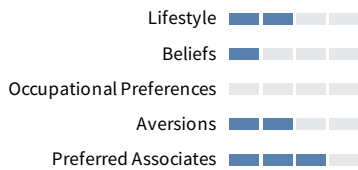
Affiliation



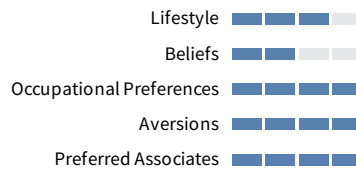
Tradition



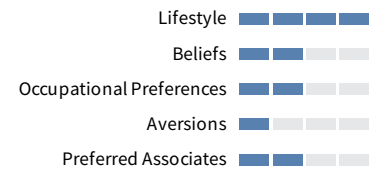
Security



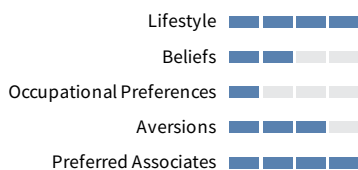
Commerce



Aesthetics

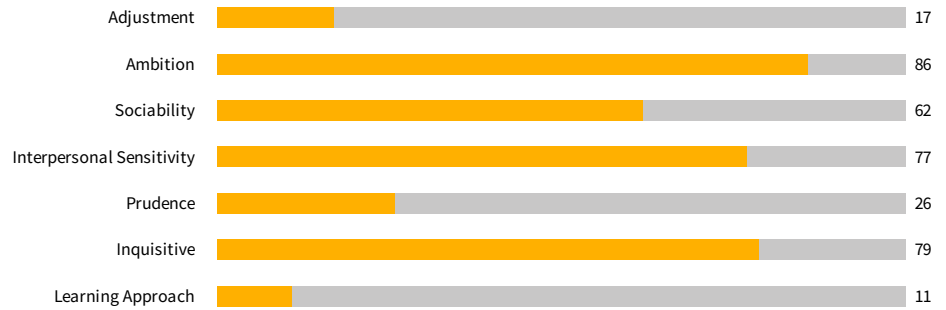


Science

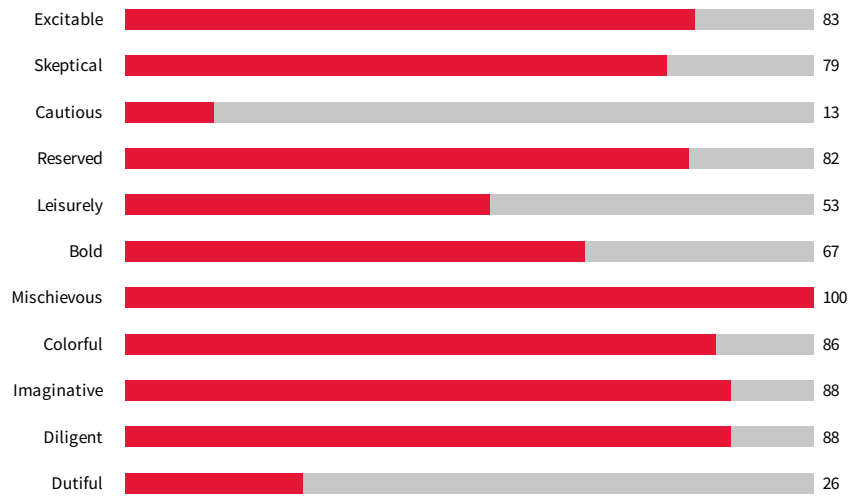


Norms: Global2023

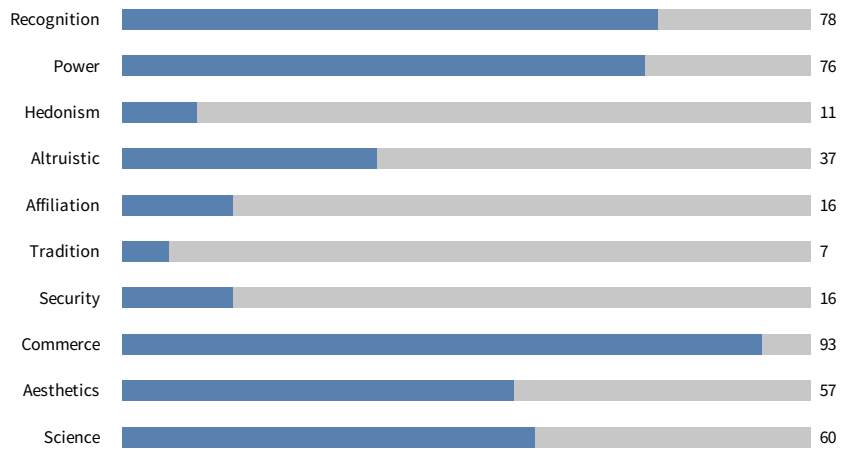
HPI Hogan Personality Inventory



HDS Hogan Development Survey

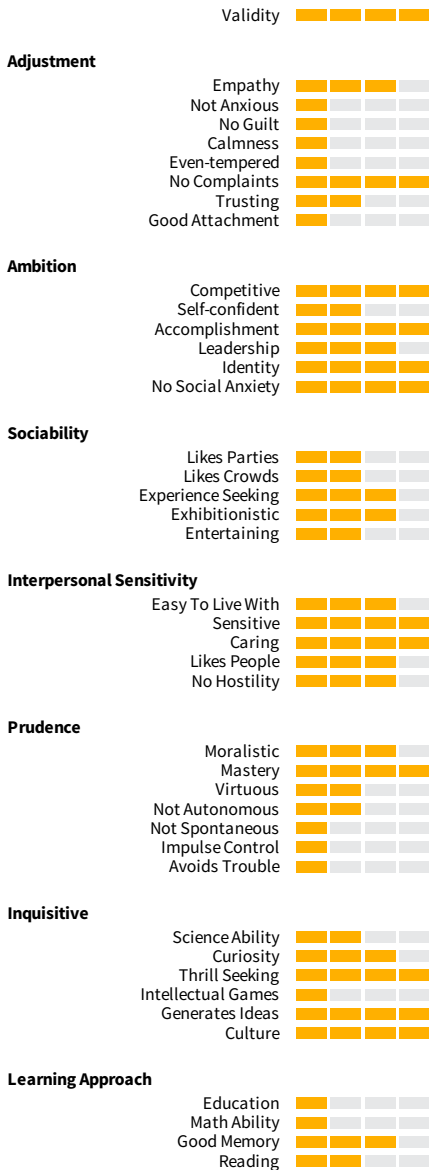


MVPI Motives, Values, Preferences Inventory



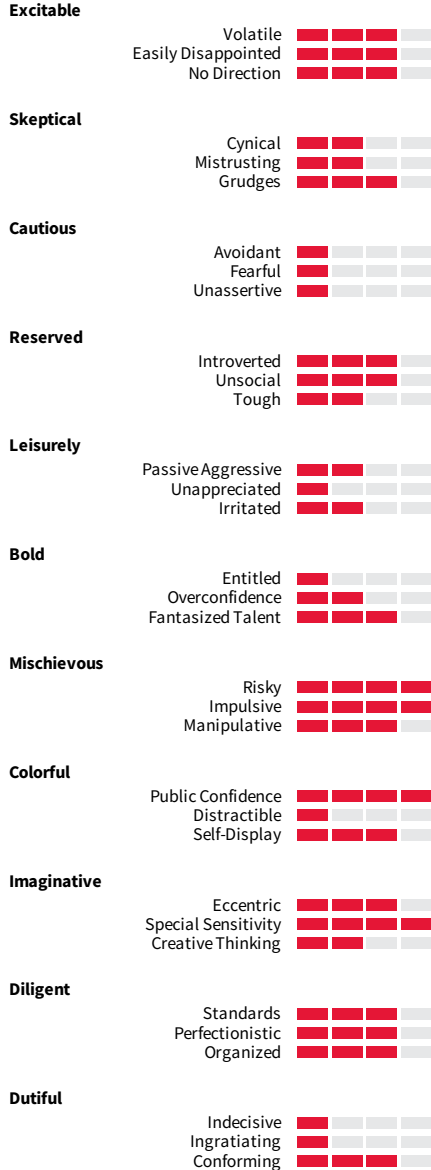
HPI

Subscale Scores



HDS

Subscale Scores



MVPI

Subscale Scores

