# Leadership Preference Development Report

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# Leadership Preference: Development Report

## Contents

# INTRODUCTION

**What is this report for?**

This report will help you to understand your own leadership preferences and motivation. Raising self-awareness in this way helps individuals to determine the most appropriate career and individual development strategy, maximizing leadership potential.

**Part 1: Leadership Preferences:** This section of the report highlights your natural leadership preferences based on your responses to the questionnaire. The objective is to support you to become the best leader you can be by raising awareness of your preferences and how they may support or hinder you in leadership roles. Awareness enables us to either draw on our preferences to drive our performance or to create behavioral strategies to support us to perform highly even when our preferences may mean we find some aspects of a leadership role more challenging.

**What are leadership preferences?**

Leadership preferences are a number of personality traits that have been found to relate to leadership roles. Personality preferences are part of who we are, our preferences shape what kind of work we enjoy and how we prefer to go about doing it. Importantly preference is not capability. While you may not naturally enjoy doing certain things, you may have developed a number of strategies that actually make you very good at this.

**Part 2: High Performance Motivations Questionnaire:** This section of the report reveals your underlying values, beliefs and aspirations that can influence your career path and leadership aspirations. The results of this report can help you evaluate which role or career best matches your core motivations.

**What is motivation?**

Motivation represents the match between your innermost drivers with role and environmental characteristics that maximize your engagement at work. Your motivations play a strong role when you decide which assignments, jobs, and careers you pursue. What you value in a job and what you aspire to achieve play a critical role in how you perform individually and lead others.

This report considers personality traits and motivation that have the greatest impact on leadership potential.

**PART 3: Action Planning Guide** – This guide will provide you with questions to support your reflection on your report and plan goals and actions as a result.

# PART I: LEADERSHIP PREFERENCES

**Introduction**

The twenty-five traits within this report have been identified as important to leadership potential as informed by the IBM Kenexa High Performance Leadership Behavior Model (HPB). These traits cluster around four core areas of leadership: Creating Strategy, Engaging Talent, Inspiring People and Achieving Excellence.

**The High Performance Leadership Behavior Model**

Decades of research encompassing thousands of leaders within various industries have enabled IBM to provide a model of effective leadership behaviors; those actions which are highly correlated with superior organizational performance and leadership success. These are summarized in the IBM Kenexa High Performance Leadership Behavior model (HPB). It is this framework which provides a rich and in-depth understanding of each aspect of leadership and an individual's current potential to impact business success. The Leadership preferences within this report have been identified due to their relationship with each of the four behavioral clusters described below:

**Creating Strategy**

These behaviors make the highest contribution to an organization's performance in strategy formation, planning and big picture thinking.

**Engaging Talent**

Outstanding leaders seek to understand perspectives, build relationships and encourage and develop peoples' talents. These behaviors are essential to improving performance and creating an atmosphere of learning.

**Inspiring People**

Outstanding leaders inspire and excite. These behaviors relate particularly to building confidence and excitement in a team and are crucial for achieving support for ideas.
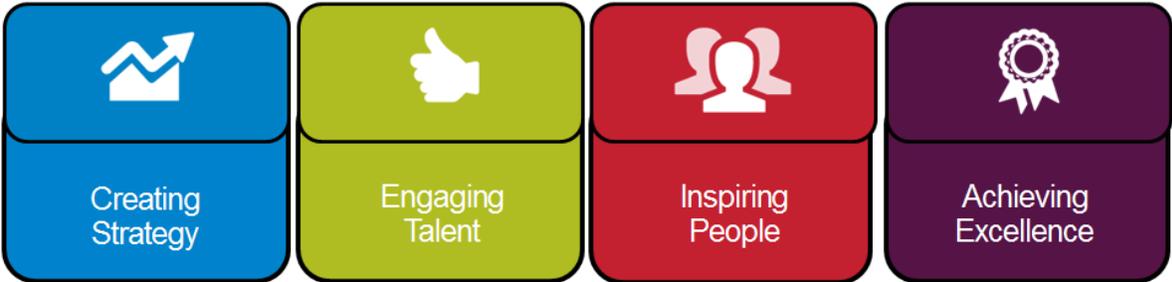
**Achieving Excellence**

These action oriented behaviors are how we break down barriers and make things happen. As leaders, it is our responsibility to ensure tasks are structured, plans and ideas are implemented and we continually improve business performance.
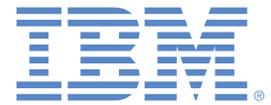
# Leadership Preference: Development Report

**Measuring your preferences**

Within each cluster there are a number of different traits, please see below. The strength of an individual's preference for each trait is measured on a continuum from one extreme to another.

| Creating Strategy | Engaging Talent | Inspiring People | Achieving Excellence |
|---|---|---|---|

## LEADERSHIP TRAITS

| Creating Strategy | Engaging Talent | Inspiring People | Achieving Excellence |
|---|---|---|---|
| Analytical | Affiliation | Assertiveness | Achievement |
| Complexity | Concern for Others | Authority | Orientation |
| Innovative | Development | Decisiveness | Competitiveness |
| Learning Orientation | Sociability | Energy | Dependability |
| Multitasking | Team Orientation | Influence | Detail Orientation |
| Vision | | Social Assuredness | Initiative |
| | | | Organized |
| | | | Risk Orientation |
| | | | Self Control |

# INTERPRETING YOUR RESULTS

Your results are provided for each trait by the related cluster to give you a high level comparison with other leaders as well as a more detailed breakdown of your preferences which are likely to influence your behavior in a leadership role. For targeted development, we recommend starting with the traits where you have more extreme preferences to understand where your naturally stronger preferences lie, how these may be strengths and what areas may be more challenging in a leadership role given your natural style.

Development guidance is also provided to enable you to consider the actions you may need to take to maximize your leadership potential and performance. It is important to consider your scores in relation to the requirements of your current and future leadership roles.

**SCORES** are provided using a 1 to 10 scale. The 1 to 10 scale is based on STEN scores which tell you how similar or different you are from other global leaders. Scores indicate the following degree of preference compared to the norm group of global leaders:

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|---|---|---|---|
| Extreme | Strong | ← | Moderate | Typical | | Moderate | → | Strong | Extreme |

# YOUR LEADERSHIP PREFERENCE PROFILE

## Creating Strategy

| Left | Dimension | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Right |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Prefers to make decisions using intuition<br>Is less thorough when analyzing information<br>Relies less on data and facts before acting | **Analytical** | 1 | 2 | 3 | 4 | 5 | 6 | 7 | **8** | 9 | 10 | Is careful/thorough when creating plans<br>Analyzes issues before acting<br>Notices details/problems others miss |
| Prefers to keep things clear and simple<br>Is frustrated by complicated situations<br><br>Typically focused on one dimensional issues | **Complexity** | 1 | 2 | 3 | 4 | 5 | 6 | **7** | 8 | 9 | 10 | Thrives in a complex environment<br>Understands and connects various factors of a given issue<br>Enjoys solving complex problems |
| Prefers conventional ways of solving problems<br>Is reluctant to experiment | **Innovative** | 1 | 2 | 3 | 4 | **5** | 6 | 7 | 8 | 9 | 10 | Provides a different perspective<br>Enjoys thinking creatively<br>Continuously improves work style |
| Sees little need to acquire new skills<br>Less eager to engage in personal development<br>Less proactive in seeking new learning opportunities | **Learning Orientation** | 1 | 2 | 3 | 4 | 5 | 6 | **7** | 8 | 9 | 10 | Eager to share knowledge and skills<br>Enjoys learning new concepts and skills<br>Sets evolving personal goals |
| Prefers working on issues one at a time<br>Finds it difficult to prioritize tasks<br>Feels uncomfortable with multiple demands | **Multitasking** | 1 | 2 | 3 | 4 | 5 | **6** | 7 | 8 | 9 | 10 | Effectively prioritizes competing demands<br>Feels more effective when working on multiple tasks |
| Prefers short-term planning<br>Focuses mostly on the immediate<br>Feels challenged when thinking about the future | **Vision** | 1 | 2 | 3 | 4 | 5 | 6 | **7** | 8 | 9 | 10 | Takes a long-term view<br>Envisions possibilities<br>Focuses on progress |

## Engaging Talent

| Left | Dimension | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Right |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Prefers to work alone<br>Focuses on own goals<br>Less concerned with approval of others | **Affiliation** | 1 | 2 | 3 | 4 | 5 | 6 | 7 | **8** | 9 | 10 | Needs to help their colleagues<br>Is agreeable and easy to work with<br>Strong desire to be liked by others |
| Prefers not to get involved in others' problems<br>May not always notice or be sensitive to others' needs<br>Can take an emotionally detached view | **Concern for Others** | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | **9** | 10 | Always offers support and assistance<br>Drives to maintain relationships<br>Is highly altruistic in nature |
| Does not take ownership of others' development<br>Expects others to invest into themselves<br>Does not reflect on the development needs of others | **Development** | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | **9** | 10 | Focuses on developing others<br>Enjoys coaching and mentoring<br>Builds and leverages talents of team |
| Viewed as very reserved<br>Prefers less interaction<br>Is content when working alone | **Sociability** | 1 | 2 | 3 | 4 | 5 | 6 | **7** | 8 | 9 | 10 | Can start conversations with others<br>Is happiest when surrounded by others<br>May Feel less comfortable when working alone |
| Believes one person can perform better than a group<br>Is most effective when working independently | **Team Orientation** | 1 | 2 | 3 | 4 | 5 | 6 | **7** | 8 | 9 | 10 | Feels more effective working with others<br>Sees self as a part of a wider team |

# YOUR LEADERSHIP PREFERENCE PROFILE (continued)

## Inspiring People

| Low descriptors | Dimension | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | High descriptors |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Easily convinced of others arguments / Prefers to avoid conflict / May back down in face of opposition | **Assertiveness** | 1 | 2 | 3 | **4** | 5 | 6 | 7 | 8 | 9 | 10 | Has strong views and is vocal with them / Stands their ground when challenged / Views self as a leader of others |
| Prefers to look to others for direction / Avoids being in control of others / Prefers to follow rather than lead | **Authority** | 1 | 2 | 3 | 4 | **5** | 6 | 7 | 8 | 9 | 10 | Takes charge and directs others / Prefers a position of power and control / May feel uncomfortable when not in a position of power |
| Is uncomfortable with rapid decisions / Shows discomfort with ambiguous environments / Overly considerate when drawing conclusions | **Decisiveness** | 1 | 2 | 3 | 4 | 5 | **6** | 7 | 8 | 9 | 10 | Easily makes rapid decisions / Enjoys rapidly changing situations / Likely to be impetuous and risk-oriented |
| Works best at a steady pace / Prefers shorter, focused work activities / Energy level stems from reaction to need | **Energy** | 1 | 2 | 3 | 4 | 5 | 6 | **7** | 8 | 9 | 10 | Thrives in fast paced environment / Sustains activities for long periods of time / Energy stems from the need for activity |
| Does not try to push own opinion / Avoids debates and conflicts / Is open and willing to concede to others' ideas | **Influence** | 1 | 2 | 3 | 4 | 5 | 6 | 7 | **8** | 9 | 10 | Is persuasive and convincing / Likes opportunities to debate a point / Shares reasoning to sell a point |
| Is reluctant to initiate conversations / Is less comfortable with social events and public speaking / Is reserved and could lack assurance | **Social Assuredness** | 1 | 2 | 3 | 4 | 5 | **6** | 7 | 8 | 9 | 10 | Is very comfortable dealing with new people / Takes charge in social meetings / Is successful giving presentations and public speaking |

## Achieving Excellence

| Low descriptors | Dimension | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | High descriptors |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Prefers steady over urgent / Less focused on setting goals / Does not see a career as of vital importance | **Achievement Orientation** | 1 | 2 | 3 | 4 | 5 | **6** | 7 | 8 | 9 | 10 | Personal accomplishments are important / Constantly searches for challenges / Sees career as of central importance in life |
| Dislikes competitive environments / Prefers personal affirmations / Avoids competitive situations | **Competitiveness** | 1 | 2 | 3 | 4 | 5 | **6** | 7 | 8 | 9 | 10 | Enjoys beating others / Energized by competition / Benchmarks own activity against the actives of others |
| Less concerned with timeliness / Less likely to take additional responsibility / Prefers to leave the task completion to others | **Dependability** | 1 | 2 | 3 | 4 | **5** | 6 | 7 | 8 | 9 | 10 | Is serious about commitments / Manages multiple responsibilities / Is thorough and diligent |
| Believes detail gets in the way / Is seen as expedient / Does tasks quickly and much less precisely | **Detail Orientation** | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | **9** | 10 | Has high levels of attention to detail / Delivers extremely accurate and precise work / Is a perfectionist |
| Prefers to put off unpleasant tasks / Is less action-oriented than most / Looks to others to lead the way | **Initiative** | 1 | 2 | 3 | 4 | 5 | 6 | **7** | 8 | 9 | 10 | Likes seeking ambitious challenges / Takes action on job responsibilities / Effectively starts tasks/projects from scratch |
| Tends to be very unstructured / Prefers flexible approach / Does not value planning and organization | **Organized** | 1 | 2 | 3 | 4 | 5 | 6 | 7 | **8** | 9 | 10 | Is highly methodical and organized / May find ambiguity difficult / Needs a structured environment |
| Avoid situations that require taking chances / Comfortable with minimal risk / Prefers others take risks | **Risk Orientation** | 1 | 2 | **3** | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Seeks and earns larger gains than most / Likes high pressure situations / Prefers new ventures with potential gains |
| Tends to be reactive / Expresses emotions openly / Places importance in showing their feelings | **Self Control** | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | **9** | 10 | Keeps emotion in check / Rarely displays emotion openly / May be perceived as lacking emotional sensitivity |

# LEADERSHIP PREFERENCE PROFILE: DETAILED REPORT

**Creating Strategy:** In the following section, you will find a number of statements indicating how you are likely to behave as a result of the strength of your preferences for each trait within each cluster of Creating Strategy.

| Analytical | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Extreme | Strong | ← | Moderate | Typical | | Moderate | → | Strong | Extreme |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*The extent to which people prefer making decisions based on data and facts; a preference for solving problems in a logical, systematic fashion.*

- **Your tendency to analyze may make decisive action slower and more difficult. You may try to balance intuition and logic but prefer the logical approach.**

- **You tend to work through the details and specifics in a step-by-step fashion and may be less aware of the bigger picture.**

- **You prefer to analyze issues before acting. You are likely to be attentive to detail and will seek out several options using multiple information sources when making decisions.**

| Complexity | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Extreme | Strong | ← | Moderate | Typical | | Moderate | → | Strong | Extreme |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Able to look at situations and problems at a deeper level to understand relationships and high level concepts.*

- **You enjoy complicated issues and see connections that others do not. You are likely to have well developed reasoning skills and will quickly grasp any idea easily.**

- **Considering a wide range of information when making decisions, you can effectively apply this information to solve complex problems.**

- **You are happy dealing with complexity as well as comprehend and learn new concepts easily. You are likely to be intellectually curious and inquisitive, and enjoy having difficult problems to solve in a step-by-step manner.**

| Innovative | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Extreme | Strong | ← | Moderate | Typical | | Moderate | → | Strong | Extreme |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Creativity and alternative thinking to develop new ideas for and answers to work-related problems. The degree to which one is creative in generating new ideas and solutions to old and new problems. Refers to the tendency to think of new approaches to work and preference for experimentation.*

- **Your responses suggest that you can devise innovative solutions if necessary and may sometimes be seen as able to provide a new perspective.**

- **You can come up with new ideas when required and may see a creative approach as fun and exciting. You occasionally experiment with novel ways of accomplishing work, however, you like to see stability and certainty in day to day work.**

- **You spend part of your daily routine thinking about new ideas and plans in your work however, you do not reject traditional ways.**

# Leadership Preference: Development Report

| Learning Orientation | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Extreme** | **Strong** | ← | **Moderate** | **Typical** | | **Moderate** | → | **Strong** | **Extreme** |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Seeking opportunities to continuously learn and develop one's skills and abilities as part of their job. The extent to which one is motivated by opportunities to develop themselves and learn more about their profession or field.*

- **You view learning as a continuous, evolving process and are highly motivated and engaged by learning opportunities and challenges.**

- **You actively seek out feedback on your performance from others and attempt to learn from mistakes. You are also likely to use this feedback to help you develop further.**

- **You set and achieve ambitious goals for learning, development and personal enrichment. You seek out learning and development opportunities on a continuous basis, and enjoy new opportunities to grow and develop.**

| Multitasking | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Extreme** | **Strong** | ← | **Moderate** | **Typical** | | **Moderate** | → | **Strong** | **Extreme** |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Preference and ability to work on a variety of concepts, perspectives, and tasks.*

- **You consider the relationships between multiple issues, perspectives, and options, but can also work on issues or tasks sequentially if necessary.**

- **Your responses indicate that you prefer multitasking to the same extent as most people.**

- **You perform well and feel engaged when working on multiple demands at once and can prioritize these competing demands effectively, but also remain engaged and can devote full concentration to single tasks when working sequentially.**

| Vision | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Extreme** | **Strong** | ← | **Moderate** | **Typical** | | **Moderate** | → | **Strong** | **Extreme** |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Having a long-term perspective of the future state of things and how to get there.*

- **You prefer to take a long-term perspective when developing strategy most of the time. This may help you in strategic thinking however you may find the detail and thoroughness of day-to-day tasks frustrating and difficult to deal with.**

- **Your responses suggest that most of the time you are likely to take a long-term view, preferring to concentrate on the future and think about what could be. You are less likely to be interested in the immediate here and now.**

- **You often like to imagine how the future would look and envision the possibilities. You are likely to focus on what could be rather than what is happening in the here and now.**

# LEADERSHIP PREFERENCE PROFILE: DETAILED REPORT

**Engaging Talent:** In the following section, you will be reviewing the key Leadership Preference scales related to your Engaging Talent Cluster. Underneath each of these scales are statements indicating how you are likely to behave as a result of the strength of your preferences for one end of the scale or the other

| Affiliation | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Extreme | Strong | ← | Moderate | Typical | | Moderate | → | Strong | Extreme |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Enjoys and is motivated by working closely with others. The extent to which one is driven to seek approval, support, and recognition from others.*

- **You prefer to make decisions that build group commitment and cohesion, possibly avoiding decisions that may cause disruption.**

- **You are very happy to build relationships at work and are likely to develop close relationships quite quickly.**

- **You are accommodating, cooperative and quick to help others. You are seen as team-oriented, willing to put the needs of the group above your own.**

| Concern for Others | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Extreme | Strong | ← | Moderate | Typical | | Moderate | → | Strong | Extreme |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Measure of desire to develop trusting relationships with others, being approachable, and making time to address others' personal and professional needs. Exercises empathy and compassion when dealing with the needs and problems of others.*

- **You are naturally caring and compassionate individual who will place the needs and interests of others before your own when making decisions.**

- **You show a very strong concern for others and place a strong emphasis on developing and maintaining effective personal and professional relationships with others.**

- **You are highly altruistic in nature, putting others first and offering support and assistance without prompting. You instinctively seek out friends and colleagues who are experiencing problems or frustration and helping them without being asked to do so.**

| Development | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Extreme | Strong | ← | Moderate | Typical | | Moderate | → | Strong | Extreme |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Seeks opportunities to mentor or coach others. The degree to which one is motivated by helping others improve and develop in their work.*

- **Your focus on developing others means that you actively seek out development opportunities with others. However, you may find coworkers with less of a development focus less engaged and less engaging.**

- **You are happy sharing your knowledge, experience, and skills with others. You believe in spending a considerable amount of time and effort in developing others. You believe that this time and effort is well spent.**

- **Your responses suggest that you are likely to be seen as a natural teacher and mentor. You are strongly interested in helping others and gain great satisfaction in acting as a role model.**

| Sociability | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Extreme | Strong | ← | Moderate | Typical | | Moderate | → | Strong | Extreme |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Seeks a high level of contact and interaction with others. Enjoys meeting other people, initiates communication, and quickly engages others in conversations.*

- **You like having people around you and prefer to have others to talk with. You are happy in environments where there are lots of people you can get involved with.**

- **You may find roles which involve little interaction with other as less engaging and your work may suffer as a result.**

- **Your responses suggest that you are a sociable individual. You enjoy the company of others and are likely to participate actively in social occasions, being seen as friendly and gregarious.**

| Team Orientation | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Extreme | Strong | ← | Moderate | Typical | | Moderate | → | Strong | Extreme |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Having the desire to actively cooperate with coworkers and maintain a team-oriented attitude. Being supportive of others at all levels in the organization and willingly helping coworkers as needed. Remaining tolerant of others and open to their ideas, even when in disagreement.*

- **Your responses suggest that you have more of a preference for working with others than working independently. You are more comfortable when required to work with the support of others.**

- **You are likely to be someone who likes to seek the opinions and support of others and values the contributions and suggestions they make which may help to produce a wider range of ideas and foster collaboration. You would be less comfortable if no other people were around to provide the opportunity to seek advice and offer support.**

- **Due to seeking the input of others, you may have to spend energy dealing with differences in opinion and gathering others' opinions which could increase the time to complete projects, tasks or make decisions.**

# LEADERSHIP PREFERENCE PROFILE: DETAILED REPORT

**Inspiring People:** In the following section, you will be reviewing the key Leadership Preference scales related to your Inspiring People Cluster. Underneath each of these scales are statements indicating how you are likely to behave as a result of the strength of your preferences for one end of the scale or the other

| Assertiveness | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Extreme | Strong | ← | Moderate | Typical | | Moderate | → | Strong | Extreme |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Able to express their own needs and agendas clearly to others.*

- **You prefer not to deal with highly assertive individuals and may back down in the face of opposition.**

- **You may be seen as lacking conviction, possibly due to the fact that you are less assertive in getting your point of view across.**

- **The pattern of your responses suggests that you tend to hold less strong views on issues and are typically convinced by the arguments of others.**

| Authority | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Extreme | Strong | ← | Moderate | Typical | | Moderate | → | Strong | Extreme |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Enjoying and preferring to be dominant over others and in a clear position of authority over them.*

- **You will only assert yourself strongly when needed.**

- **You are likely to direct others when needed.**

- **Although comfortable leading others, you are also content taking directions from others.**

| Decisiveness | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Extreme | Strong | ← | Moderate | Typical | | Moderate | → | Strong | Extreme |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Being willing to make decisions in the absence of complete information. Remaining committed to a decision amidst controversy and doubt. Demonstrating the courage of one's convictions, even when things at first are not going well. Avoiding deferring decisions upward.*

- **You may feel that the quality of a decision will be compromised if you are not given some time to weigh up all of the options.**

- **Whether or not this style is a strength or a weakness depends upon other environmental factors. For example, some roles require a more decisive style in order that opportunities are not missed, while other roles require an individual who weighs up all of the options so as to avoid making errors. It is likely that you will avoid procrastination in the face of a challenge.**

- **Your responses suggest that you strike a balance between making rapid, sometimes hasty, decisions and adopting a more careful and considered approach.**

# Leadership Preference: Development Report

| Energy | | | | | | | | | |
|:---:|:---:|:---:|:---:|:---:|:---:|:---:|:---:|:---:|:---:|
| **Extreme** | **Strong** | ← | **Moderate** | **Typical** | | **Moderate** | → | **Strong** | **Extreme** |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*The internal drive to be active and get things done; to have sustained energy to accomplish work tasks. This includes the ability to work vigorously toward a goal or objective and to work wholeheartedly with constant determination.*

- **Your work ethic may need nurturing and management, as you may become bored or impatient during periods of low activity. You prefer to be constantly active and enjoy challenging work.**

- **Your responses suggests that you are willing to work hard, preferring fast paced environments, where energy can be productively used. You work in a determined way, sustaining high levels of energy.**

- **You are likely to be fairly vigorous and dynamic where your work is concerned, usually pursuing your goals in an enthusiastic fashion. Generally you are motivated by situations where there are opportunities to accomplish something each day.**

| Influence | | | | | | | | | |
|:---:|:---:|:---:|:---:|:---:|:---:|:---:|:---:|:---:|:---:|
| **Extreme** | **Strong** | ← | **Moderate** | **Typical** | | **Moderate** | → | **Strong** | **Extreme** |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Being able to win other individuals over or to gain their support for an action or cause. Convincing others to adopt a preferred course of action.*

- **Your responses suggest that you are a strong-willed individual who enjoy persuading others and are more content than most to be in a position of influence.**

- **You seek out high profile roles and want to have a say in what happens around you. On occasion, your approach to negotiation may appear uncompromising, which may alienate rather than convince others.**

- **You take pleasure in encouraging people to change their plans and you believe yourself to be highly persuasive.**

| Social Assuredness | | | | | | | | | |
|:---:|:---:|:---:|:---:|:---:|:---:|:---:|:---:|:---:|:---:|
| **Extreme** | **Strong** | ← | **Moderate** | **Typical** | | **Moderate** | → | **Strong** | **Extreme** |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Appearing confident and engaging in a wide range of social situations.*

- **You remain as self-assured and as relaxed as most when placed in new or unfamiliar social settings. You can be outgoing and engaging when required with a range of different people.**

- **You are comfortable and confident when meeting new people. You are happy to talk in front of others and sharing information with them.**

- **Generally confident and socially assured, you speak out when necessary and will take the lead in social settings as required.**

# LEADERSHIP PREFERENCE PROFILE: DETAILED REPORT

**Achieving Excellence:** In the following section, you will be reviewing the key Leadership Preference scales related to your Achieving Excellence Cluster. Underneath each of these scales are statements indicating how you are likely to behave as a result of the strength of your preferences for one end of the scale or the other.

| Achievement Orientation | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Extreme** | **Strong** | ← | **Moderate** | **Typical** | | **Moderate** | → | **Strong** | **Extreme** |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Being motivated by accomplishment of goals and advancement based upon one's performance.*

- **Your responses suggest that you are as ambitious, dynamic, and goal driven as most people. You are likely to set moderately challenging personal standards and steadily work towards achieving them.**

- **People with this preference tend to have good work standards. They strike a balance between perfection and mastery with completion of work activities. They will develop plans for most work activities and maintain a steady and active pace throughout their day.**

- **While you wish to further and develop your career, you are likely to be careful to ensure that this is not detrimental to your work-life balance. Although you seek out challenges at work, you will not put work before personal matters. Although reasonably career focused, your drive to achieve is not the primary motivator, and as such you are likely to tolerate a job with fewer career advancement prospects for longer than more ambitious colleagues.**

| Competitiveness | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Extreme** | **Strong** | ← | **Moderate** | **Typical** | | **Moderate** | → | **Strong** | **Extreme** |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Having the desire to outperform others, to "beat" other people, to "win." Refers to the degree to which one seeks and is motivated by competitive environments and situations.*

- **You have no more interest than most in benchmarking your activities against the activities of others You are likely to value the activities of the team as much as personal success.**

- **Your responses suggest that you show levels of competitiveness similar to most people. Thus, while being as keen to compare favorably with others as most people, the desire to beat others is not a significant driver for you.**

- **You will probably be comfortable in competitive environments, albeit they are not something that you would actively seek out.**

| Dependability | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Extreme** | **Strong** | ← | **Moderate** | **Typical** | | **Moderate** | → | **Strong** | **Extreme** |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Being reliable, responsible, dependable, and fulfilling obligations. The extent to which one can be counted on to deliver on all promises, to fulfill commitments, and be accountable for results (good and bad). Refers to the tendency to see things through to completion and behave responsibly.*

- **You may depend on others for advice, direction and support, but no more than other people.**

- **You are as reliable and conscientious as most people and will take ownership for your own work. You can be relied upon to perform and hold yourself to acceptable standards.**

- **You may accept responsibility for the work of others and assume ownership for task undertaken. You prioritize tasks and follow through on most of your commitments.**

| Detail Orientation | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Extreme** | **Strong** | ← | **Moderate** | **Typical** | | **Moderate** | → | **Strong** | **Extreme** |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Being careful about detail and thorough in completing work tasks. The extent to which one is highly organized, neat, clean, deliberate, and exacting. Refers to the tendency to keep track of a wide variety of details.*

- **You enjoy work that frequently requires focus and precision and will likely take responsibility for ensuring the accuracy of group project work. Your high level of attention to detail may result in you being involved in teams where coworkers defer to you on issues of quality.**

- **You may focus too much on the details of some tasks, which will probably result in longer time spent on routine or less critical tasks. In this way, your desire for detail may mean that you find it difficult to stop working with the details even after they have cease to add anything extra to the work.**

- **You strongly prefer to focus on the details and will be able to commit the time and attention needed to deliver extremely accurate and precise work. You are likely to be recognized by others for your strong quality and your interest in the minutiae of work.**

| Initiative | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Extreme** | **Strong** | ← | **Moderate** | **Typical** | | **Moderate** | → | **Strong** | **Extreme** |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Being willing to take action on self-identified job responsibilities and challenges. Refers to the degree to which one jumps into action and seeks out challenges without waiting to be told. It refers to the tendency to be proactive versus doing only what one is told to do.*

- **You are proactive in thought and tend to anticipate potential problems at work, taking action without much prompting. Often the first to try new things and get things started, you may come across as someone who is able to instigate others to action.**

- **With an ongoing need to move forward and make progress regarding goals and expectations, you will often push to make things happen and may sometimes jump into action without a plan.**

- **You are someone who tends to move decisively into action, often seeking out challenges and taking action on self-identified job responsibilities.**

15

| Organized | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Extreme** | **Strong** | ← | **Moderate** | **Typical** | | **Moderate** | → | **Strong** | **Extreme** |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*The extent to which one organizes and structures their work, taking a highly methodological and systematic approach to solving problems and planning work.*

- **You perform best when committed to a planned approach, though on occasion you may not perform as well when the situation requires flexibility to respond to new and unexpected events. You may find ambiguous situations difficult to deal with, due to the lack of structure and certainty.**

- **You value tasks such as planning, monitoring and organizing when approaching work. You are likely to prosper at tasks requiring structure and organization.**

- **Your responses suggest that you prefer to adopt a methodical and organized approach to your work, versus a more flexible approach.**

| Risk Orientation | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Extreme** | **Strong** | ← | **Moderate** | **Typical** | | **Moderate** | → | **Strong** | **Extreme** |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Seeking out activities that require risks and/or thrills. The degree to which one is willing to accept risk and its consequences.*

- **You prefer letting others assume both the burden and potential reward of risk taking rather than taking on this responsibility yourself.**

- **You may feel uncomfortable when asked to take risks, especially when there is a chance for adverse consequences.**

- **Your pattern of responses indicate that you prefer to engage in less risky actions and behaviors.**

| Self Control | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Extreme** | **Strong** | ← | **Moderate** | **Typical** | | **Moderate** | → | **Strong** | **Extreme** |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

*Maintaining composure, keeping emotions under control even in very difficult situations, controlling anger, and avoiding aggressive behavior. Refers to the ability to avoid being hostile, temperamental, high-strung, irritable, or touchy. The degree to which one can control emotions at work.*

- **You have a very strong tendency to control your emotions and keep true feelings hidden. You are highly likely to hold back from showing displeasure with colleagues, but may also hold back feelings of excitement and enthusiasm.**

- **Colleagues may find you difficult to read and may feel that never really know where they stand with you. You are unlikely to show stress or irritability which may result in you not signaling your need for support from others when required.**

- **Your responses suggest that you are someone who is seen as very emotionally stable and are more likely to conceal feelings from others. You will rarely display emotion openly and a result may be perceived as lacking some emotional sensitivity.**

# DEVELOPMENT GUIDANCE

The development tips provided in this section reflect any preferences that fall outside the typical range (stens 5-6). You should consider how your preferences drive your behavior in the workplace and consider the impact your preferences have or could have on your performance as a leader and areas you may like to develop.

**Creating Strategy:** The following development recommendations are driven by your scores for traits relating to Creating Strategy.

**Development Opportunities: Analytical 8 - Moderate**

- Recognize the need to balance analysis with action in order to achieve results. Observe how others who are inclined to be more pragmatic operate. Ask others how they manage risk when making decisions quickly.

- You are very analytical in your approach and are likely to be very attentive to detail, seeking out several options using multiple information sources when making decisions. Be aware of a need to reach a decision efficiently and set deadlines for yourself so that you can move to action.

- Overreliance on analysis and data may prove problematic when making decisions that have time constraints.

- Set priorities and frequently revisit them; look to see that you are spending most of your time resolving or acting upon the higher priority tasks or issues.

- Partner or ask to be partnered with someone who is known to have a holistic view. Listen to their feedback on their ideas. Have them help you review proposals, project plans, etc., to help focus on the big picture.

**Development Opportunities: Complexity 7 - Moderate**

- Your responses imply that you enjoy dealing with complexity and learn new concepts easily. You effectively read, understand and apply new information to make solid judgments in the context of your job. Consider how you might share what you learn proactively with colleagues who are less confident in dealing with complex information.

- You like complexity and ambiguity which can make it hard for others to glean insights. An overload of information, much of which can being conflicting, can make decisions difficult to make. Look at reconciling these conflicts for others, looking at the overall picture rather than concentrating on the detailed data that can be found.

- Given the increasing complexity of the modern world, you may be able to provide a clearer perspective for your more literal coworkers. Try to consider how you can make complex issues less complicated and how concepts help explain things rather than create doubt.

- Try to avoid seeing complexity for the sake of it; your intellectual curiosity may mean that you enjoy dealing with conceptual issues, but with little advantage for others in practical terms.

- Use your preference to apply logic and complex layers of rules to analyze and categorize complicated information. See relationships between information in varied forms and from varied sources.

**Development Opportunities: Learning Orientation 7 - Moderate**

- Seek out opportunities to present at conferences, write white papers, or blog about your field for your company.

- Continue to track your learning objectives and goals. Ensure that what you are learning is relevant to your job or beneficial for your business.

- Provide opportunities to your coworkers or your supervisor to share your recent learnings and how they have helped you on the job, or how they help your company.

- You set evolving goals for growth and development and thrive in situations with many new learning and development opportunities. Consider ways to translate what you learn into action, to improve your work and that of your colleagues.

- Offer to lead a training class or help write training materials for new employees.

- Look for opportunities to coach or mentor someone else in your field: perhaps a new employee, someone new to the role, or someone who may be struggling.

**Development Opportunities: Vision 7 - Moderate**

- Each time staff members take action to meet a short-term objective, ask them to identify a long-term goal to which the action can contribute. Encourage them to maximize the benefits from their activities by always trying to accomplish more than one goal. If they continually assess the value of their short term actions against the longer term vision, they will be less likely to allocate time and resources to initiatives that will not contribute to moving the organization in the right strategic direction. Seek out and take advantage of opportunities to discuss your organization's long-term goals with senior management.

- When planning your day-to-day work, make sure that you have also factored in the effect of achieving short-term objectives on the desired, longer-term objectives and outcomes for your area.

- When thinking about the long-term strategy, try to assess how it contributes to the short-term goals of your organization. How do you ensure that staff members are getting clear information about long-term strategy.

- Identify short-term initiatives that would contribute to the long-term strategy/vision and goals of your area.

- Your responses suggest that you have a preference for taking a long-term view, concentrating on the future and thinking about what could be. You are likely to be less interested in the immediate here and now. Consider which of your colleagues are significantly less likely to favor long-term planning than you are and discuss this with them. You may find discussing the matter will be useful to adjust their (or your own) approach to long-term planning.

- Ask when your direct reports are frustrated by a lack of clear direction in the organization and talk with them about ways they can get a clearer picture of the strategic direction and priorities. Share information with them regarding the strategic direction you have and help them devise a plan to stay informed on a more ongoing basis. Follow-up to see that they are getting the information they need. Take a lead role in communicating strategy to workgroups or stakeholders.

**Engaging Talent:** The following development recommendations are driven by your scores for traits relating to Engaging Talent.

## Development Opportunities: Affiliation 8 - Moderate

- Be aware of your tendency to be more diplomatic than most. There are times when it is critical to take a tough stand for yourself and your goals. Effective diplomacy does not mean rolling over or giving in to people with strong or assertive personalities.

- Your responses suggest that you feel the need to build relationships and are seen as highly agreeable and easy to work with. This preferences means you are well placed to set an example for others in offering support and recognition to those around you, perhaps supporting less outspoken colleagues to be included in decision-making.

- Set aside time on your daily schedule to work alone and without distraction from others.

- When scheduling meetings, events, or planning projects, be mindful of the number of people you are inviting. Getting too many people involved may dilute the purpose of the event.

## Development Opportunities: Concern for Others 9 - Moderate

- Take advantage of opportunities to include others in projects or assignments based on your knowledge of their strengths and skills.

- Consider delegating work to others on occasion and be careful not to spread yourself too thin when others come to you for support or help.

- You are a caring and compassionate individual who will place the needs and interests of others before your own when making decisions. Ensure that you are clear about and express your own needs too.

- Help others develop their skills in considering others' perspectives. Interject when they might consider another coworkers needs, feelings, and concerns. Offer insight of what other perspectives might be.

## Development Opportunities: Development 9 - Moderate

- Use multiple methods for development: coaching, mentoring, classroom, online, books, coursework, and specific assignments to promote and reinforce learning and development. One of the by-products of developing others is gaining satisfaction and stature as a result of their success.

- Your responses suggest that you see yourself as an able coach, teacher and mentor. You are interested in helping others and gain satisfaction in acting as a role model. Recognize that you are not always able to help others; they may be unwilling to accept you support or input. Focus your attention where it can add value and will be appreciated.

- Seek to build a culture of learning and development. Encourage others to think of themselves as professional learners as part of their roles.

- Make sure you have an accurate picture of others' strengths and weaknesses. Get to know what they might need rather than just what you feel you should teach them.

- Ensure that you get ongoing feedback, both in terms of how people are developing and what needs to be done to accelerate any learning. Performance improves with feedback that is provided as close to the event as possible. Feedback should be sought from a range of people.

**Development Opportunities: Sociability 7 - Moderate**

- Your sociable nature makes you an ideal person to seek out and consider ideas from those who may not be as sociable as you. Make sure that you get the point of view of others.

- You may be well placed to help resolve disputes and disagreements constructively. You may be able to get opposing groups talking by maintaining an open, approachable manner. Be alert to opportunities to take this role to improve relationships or situations for colleagues.

- Your responses suggest that you are a highly sociable individual. You enjoy the company of others and are likely to participate actively in social occasions, being seen as friendly and outgoing  When in conversations or social situations, be aware of others who may not be naturally included and draw them in to your conversations.

- Use your sociable nature to build constructive working relationships. Build rapport by listening to others, discussing work issues, encouraging and seeking out the opinions of others, and showing a high level of mutual respect and cooperation.

**Development Opportunities: Team Orientation 7 - Moderate**

- Your responses suggest you have a strong preference to work with others rather than alone and feel the need to be part of a team.  Consider some recent team-based work that you did and identify the specific contribution you made, personally, to the team's output.  Reminding yourself of the value that you offer in your own work can give you greater confidence in your ability to work alone successfully.

- On some occasions you may not have the opportunity to work with other people on a particular task or project. How will you be able to cope with this situation? Volunteer to participate in an assignment where you will need to act independently. Evaluate how this makes you feel. Ask those who work independently how they manage such projects.

- To what extent do you consider a team-oriented approach to be an advantage or a disadvantage? Study and understand in which situations this way of working may be helpful or a obstacle. Try to gauge the effectiveness of team work; what has been the impact on time/resources when there have been disagreements or hard feelings? Has everyone contributed evenly, or have there been others who dominate the discussion or do not contribute?

- Teams create an environment of support and propel people toward implementation. A team environment can boost the confidence of individuals, allowing them to do their best work, however it can also slow the process down and create conflict. When planning a project think of those who have a skill in that area and involve those to utilize their skills rather than the whole team.

**Inspiring People:** The following development recommendations are driven by your scores for traits relating to Inspiring People.

### Development Opportunities: Assertiveness 4 -  Moderate

- Rather than backing down next time you are challenged by someone who is more assertive than yourself, see how they react if you refuse to give in to them. Feel justified in your decision as you are free to answer as you wish.

- Practice repeating your position when feeling pressured by others to change your mind.  Remain objective and be specific in expressing your opinions, re-state them as often as necessary to ensure you are heard, even if you feel some discomfort in doing so.

- The pattern of your responses suggest that you hold less strong views on many issues and may be happy to be convinced by the arguments of others.  Recognize that others may still want to know why you hold a particular point of view and what your thoughts are on different topics.

- Keep yourself calm and talk in an non-emotional and factual way when you are feeling pressured by others who are more assertive.

- Practice making requests of others and see how people react to these requests. If someone refuses a request do not let this stop you making other request in the future - remember, you are free to ask, and others are free to refuse.

### Development Opportunities: Energy 7 - Moderate

- Your responses would suggest that you are highly energetic and vigorous and you prefer to invest a lot of time and effort in your work.  Others are unlikely to show such high levels of motivation over time; consider how you can add to their enthusiasm for tasks and goals so that you are not left working alone.

- Make sure that your energy and vitality is focused on results. You obviously make the effort, but you should strive to improve the results. Consider how you reach your goals and look at working smarter rather than harder.

- Monitor your own efficiency and identify distracters or recurring problems that affect your productivity. Then consider ways to reduce or eliminate these problems.  Seek help from others if you find it difficult to identify solutions on your own.

- Take account of your work/life balance. Make sure that you are happy with the amount of time and effort that you invest in your work and your home life. If you believe that you are working too much, consider scaling back the time spent while minimizing the effect on your productivity.

### Development Opportunities: Influence 8 - Moderate

- To what degree do you consider your influential nature to be an advantage or a disadvantage? There may be occasions when it is not possible to negotiate on a particular issue. Thinking about times when this has been the case in the past, how did you deal with this situation? Think about how you might deal with these kinds of situations in the future and how you could add value to others by compromising within the situation.

- Reflect upon whether your influencing style tends to be more confrontational or more cooperative. Do you adapt your style for the sake of new clients or colleagues? Remember that it is probably not a good idea to lose a well-established relationship just for the sake of one deal, or of winning one

debate.

- Your responses suggest that you have a preference for influencing others and promoting your ideas. You also suggest that you enjoy changing others' plans and ideas. Always show respect for the values and beliefs of others by taking time to ask questions and listen to their views, to ensure that you fully understand their position before trying to change it.

- Review work circumstances that have led you to be defiant in the past. Rather than just promoting your ideas and opinions in meetings, build support for other people's ideas by expressing your agreement with their original comments, perhaps adding to them. Appreciate and protect other people's points of view when you believe it is appropriate.

**Achieving Excellence:** The following development recommendations are driven by your scores for traits relating to Achieving Excellence.

### Development Opportunities: Detail Orientation 9 - Moderate

- Too much attention to detail can hinder efficiency, especially on less critical tasks. Continually consider whether the time you are spending on a task to ensure it is 100% accurate could be better spent on tasks that are more critical to your team or organization.

- Offer to review important reports, proposals, or other documents or project work in order to catch errors or bring up issues no one else may have considered.

- Your responses suggest that you strongly prefer to focus on the details and are able to commit the time and attention needed to deliver extremely accurate and precise work. Acknowledge that others may not be inclined to pay as much attention to detail and that you will need to be clear on your requirements of them, perhaps also allowing time to check their work if you need it to meet very high standards.

- Coach or mentor those who lack the same level of attention to detail that you have in order to improve their own accuracy.

### Development Opportunities: Initiative 7 - Moderate

- Your responses suggest that you are a proactive individual who independently seeks out ambitious challenges and takes action on self-identified opportunities. Consider how this may be perceived by others. For example, ensure that you do not unintentionally overlook others who may have wanted to explore new challenges, or help you with your opportunities, because they are less overt about their intentions.

- Before jumping into action, make sure you can describe a clear link between the action you are about to take and the organization's goals and objectives; doing so will keep you from pursuing your own agenda.

- Although taking swift action can be very positive, there are some situations that demand a more thoughtful and deliberate approach. Ensure that you have adequately analyzed the situation and considered strategic priorities before pushing a solution.

- Be wary of over-committing. Seeking out opportunity to do new things can result in too much to do or too many other things left undone.

### Development Opportunities: Organized 8 - Moderate

- Try to work with somebody who is less organized than yourself; not only can you help them become more organized, but they may also show you when not to go to a high level of detail without compromising the quality of the output produced.

- It is possible that through your highly structured and organized approach that you can be seen by others as inflexible. Always ensure you have thought about alternative options and ways of approaching tasks to avoid becoming too rigid in your thinking.

- Keep in mind that other people may not like to work in as highly organized a manner as yourself; try not to insist on your own levels of a preference for a methodical approach.

- Your responses suggest that you prefer to use a flexible approach, rather than a structured,

methodical approach.  Technology is improving all the time and there are several workplace tools you can use to be more efficient and effective in your planning and organizing.  Investigate which tools would work best for you and try working with them.

- It is important not to depend on a highly structured, planned approach in all situations. Certain situations may require a more flexible approach in order to respond to new and unexpected events. In these instances, try to be open to the idea that a more flexible approach might be more successful than a highly planned and structured approach.

## Development Opportunities: Risk Orientation 3 - Moderate

- You may not like to act without having all the facts, but realize that there will be times when this is not a choice. Think about times when you have made decisions or taken action despite your discomfort. Consider how you could do that more often without taking unreasonable risks.

- Look for ways to start small. Look around at daily duties and decisions. Is there any way you can make small or incremental changes, step outside the box, and be more risky? What would the penalties be?

- Your responses suggest that you are the type of person that likes to minimize risk as much as possible. You prefer to engage in activities that have a great deal of certainty and less ambiguity. When you are short of time and forced to make a decision or act without all of the information you would like, ask others to help you identify the risks in doing so and plan to address them so that you can progress quickly.

- Consider ways to increase the challenges you set yourself, that you can be comfortable with.  For example, put yourself in unfamiliar situations; go places you normally would not, or participate in social groups and gatherings that differ from your normal routine.

## Development Opportunities: Self Control 9 - Moderate

- Practice being sensitive with friends and colleagues, not only to what they say but also to how they say it (body language and intonation). Get feedback from them on how accurate you have been in picking up their feelings and thoughts.

- Your responses suggest that you are relatively likely to conceal your feelings and emotions from others.  Be alert to specific situations where it may be appropriate to display your emotions.  For example, others may be more receptive to particular ideas and suggestions if you express them with enthusiasm, optimism or excitement.  You may find it useful to adapt your communication style accordingly.

- Identify a colleague or a friend who comes across as sensitive to other people's feelings. Observe and discuss with them how they go about dealing with people and adopt any useful ideas to enhance your own style.

- In your work or personal life think about how much you listen to and understand those around you. How do you show them that you are concerned about them?

# PART II: HIGH PERFORMANCE MOTIVATIONS

The High Performance Motivations Questionnaire (HPMQ) that you completed measures your underlying values, beliefs and aspirations against the 11 IBM High Performance Motivations described below. These core motivations represent your innermost drivers and apply no matter what vocational or professional path you choose.

By really understanding what drives and motivates you, you can look for aspects of your existing role that will satisfy your drivers and take your strongest motivations into consideration when looking for new career opportunities. This can help you to move ahead in roles that you will be most suited to and happy to undertake. Conversely, understanding what does not motivate you can be equally important when making career decisions.

**The 11 High Performance Motivations**

**Altruistic Contribution**: Individuals look at the world in its entirety and are driven by the impact they can have through charitable and socially responsible actions. They regard social responsibility and work as indivisible and cannot abide careers that take from society but do not put back. The individual's aim is to embed a true service ethic into their career, or change direction altogether.

**Conquering the Impossible**: These individuals are driven by conquering challenges and pitting themselves against the odds. The harder and more daunting the task the more effort they put in. Easy success is of no interest to them. To grow and learn they must face the seemingly insurmountable, which does mean running the risk of failure. A career that cannot provide stretching tests of tenacity and resourcefulness is simply dull and would soon lead the individual to move on.

**Enduring Safety**: A crucial requirement for this individual's job is that it is secure, stable, and predictable. They are motivated to seek reassurance that comes from a career where change is visible from a long way off and uncertainty minimized as much as possible. They are uneasy when asked to attempt tasks that entail taking risks that might threaten their job stability. They seek long-term stability from the outset of a career path. Indeed, they may make longer term plans in other areas of their life based on expectations of constancy in their career.

**Enterprise Leadership**: Coordinating and managing others in pursuit of macro organizational goals is this individual's motivation. They are comfortable coordinating organizations at the strategic level where salient knowledge across all business units is required. Harnessing the efforts of others through their own leadership brings out the best in them. They relish the complexity and challenges of piloting a whole organization over a period of time. They do not like having any boundaries imposed; in this eventuality they are likely to look for another top level position where all components are ultimately your responsibility.

**Entrepreneurship**: These individuals have aspirations to create new business opportunities and drive them forward. It is integral to their career that they constantly generate new ideas and implement them. Their desire is to originate ideas and be in complete control of how they reach their market. They need to retain control over these ideas and concepts through to the final stages of commercial success or failure. They cannot dilute this aspect of their career and seek instead to integrate other's work into their goals. They lose interest without a steady stream of

projects to start from scratch.

**Financial Success**: Earnings are linked to well-being in this individual's mind. They see success as being measured largely in terms of monetary reward. They have defined financial goals that their career is geared to meeting. These are closely linked to job satisfaction and self-esteem. They would be prepared to sacrifice many things that others consider essential to happiness in order to be incredibly wealthy. If they do not feel they are paid well enough they will not hesitate to leave.

**Freedom**: The desire for autonomy in deciding the methods of their work and setting the expectations of their role are vital elements to these individuals. A job where their actions were circumscribed by conventions, hierarchy, or bureaucracy would impede their performance. They will not compromise on their need for freedom and flexibility and cannot operate effectively in a role where they do not have control. If this freedom is not forthcoming, they would not hesitate to leave.

**Functional Leadership**: These individuals want to concentrate on leading those with the same skills. They are not interested in organizational leadership responsibilities, and would rather lead within the certainty of their specific strength. They are motivated by leadership roles that also entail professional ability.

**Image and Reputation**: How others see this individual counts for much with this motivation. Of the rewards that status confers it is the respect, even awe of others that is craved. These individuals work hard on their image and require deference for their standing in relation to others. They find it difficult to tolerate those who ignore this and avoid situations where any kind of humiliation is a risk. They are best suited to a career that builds their reputation from the various achievements and successes encountered along the way.

**Life Balance**: Their career must be in balance with their private life. As far as career choices are concerned, each affects the other and striking a balance is the key to their performance and attitude. They cannot tolerate work impinging on family and leisure time. They need a job where they have the right conditions to achieve an even mix of the corporate and private. Work can never be more important than the activities which help define their outlook on life. If their external interests are compromised by occupational demands they will choose to leave an organization rather than settle for such asymmetry.

**Specialist Expertise**: Developing their specialist skills to a high level is important to them. They will use training, mentoring and other methods to sharpen and refine them to a high level. Moreover, the recognition they gain through doing this drives them and influences their choice of career. They seek roles which call most regularly on their chosen area of knowledge. They have to be in a position within an organization to deploy these skills and become an acknowledged source of expertise. If not, they may be compelled to depart for a job that fits more closely to their specialization.

# YOUR RANKED MOTIVATIONS

The bar chart below shows your raw scores for each motivation in order from highest to lowest. The motivation that appears at the top of the graph is the one with which you have the strongest affiliation – this is what will drive you in your career.
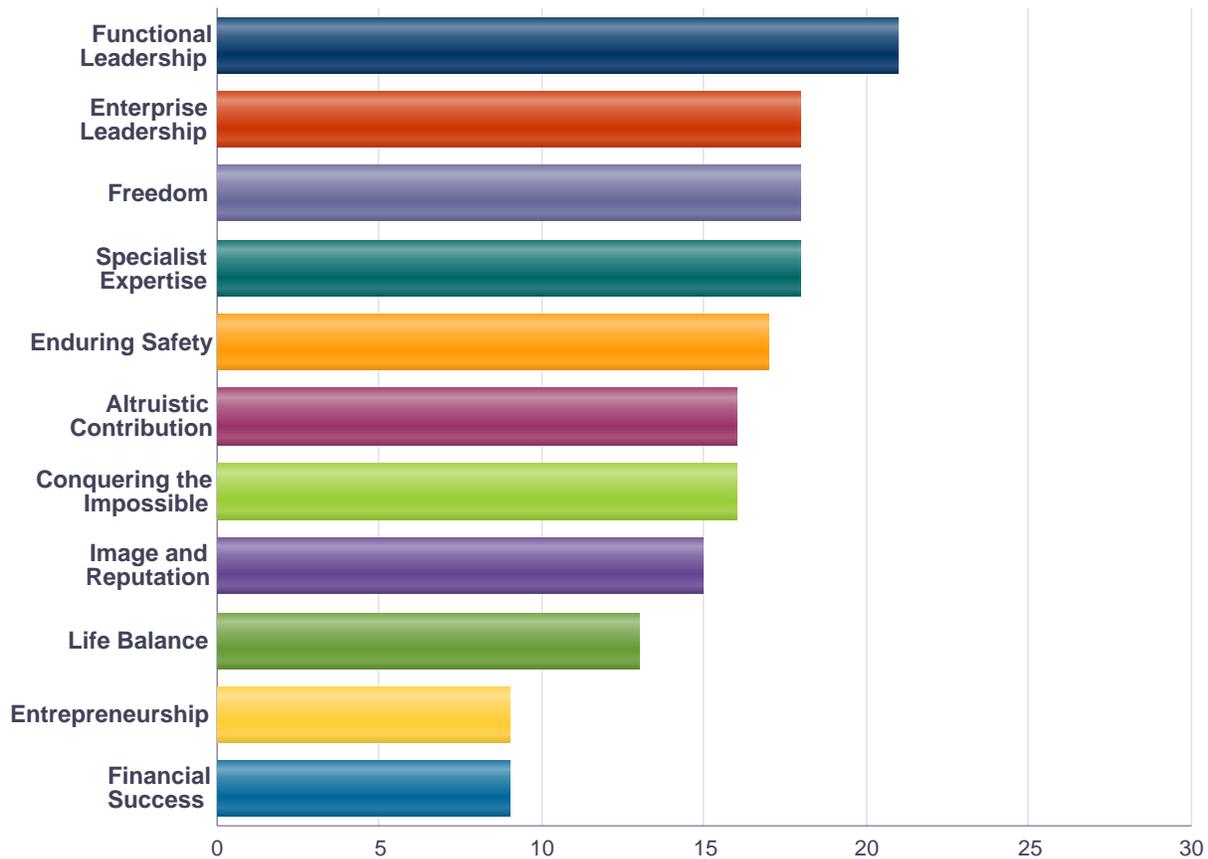


## Your Most Important Motivations

### Functional Leadership

These individuals want to concentrate on leading those with the same skills. They are not interested in organizational leadership responsibilities, and would rather lead within the certainty of their specific strength. They are motivated by leadership roles that also entail professional ability.

**Key aspects of this motivation:**
- You embrace leadership responsibilities buoyed by the certainties of your specific strength, a valuable asset for the right employer.
- You are naturally oriented towards organizations that have a high degree of specialization, within which you can rise to the upper levels without compromising your motivation for your

27

subject of expertise.

**Points to bear in mind:**
- Recognize that a team made up entirely of specialists can have pitfalls – don't allow your love of your specialism to blind you to the benefits of a diverse team and look to embrace the input of others to enhance the team.
- Be aware of potential conflicts between the demands of organizational leadership and a high degree of specialization. You risk becoming caught up in the detail and losing sight of the big picture.

**Enterprise Leadership**

Coordinating and managing others in pursuit of macro organizational goals is this individual's motivation. They are comfortable coordinating organizations at the strategic level where salient knowledge across all business units is required. Harnessing the efforts of others through their own leadership brings out the best in them. They relish the complexity and challenges of piloting a whole organization over a period of time. They do not like having any boundaries imposed; in this eventuality they are likely to look for another top level position where all components are ultimately your responsibility.

**Key aspects of this motivation:**
- You gladly shoulder a risk many others would not take on - assuming complete responsibility for the success or failure of a whole organization.
- You take an interest in all aspects of strategic leadership. You reap dividends by taking big decisions and continually look ahead to where you might take your enterprise.

**Points to bear in mind:**
- Be aware of the common vulnerability of such great responsibility, a reluctance to delegate. You run the risk of burnout if you do not give your people sufficient freedom to act.
- Recognize that constant tycoon behavior can cause friction with others who have a more operational focus. Sometimes you have to put a frame around the big picture.

## Your Least Important Motivations

**Entrepreneurship**

You are more comfortable occupying a structured role in an existing business. You do not have a strong desire to create your own enterprises.

**How you should deal with people who are strong on this value:**
- Manage their expectations - tell them at the outset when an investment is going to be slow to return so they can visualize it as a longer term entrepreneurial opportunity.
- Focus on the commercial applications of your ideas and plans.

**Financial Success**

Remuneration is only one reason why you work; what you do to be paid is as important to you.

**How you should deal with people who are strong on this value:**

- Take note of their contribution - their drive for financial success means they have a real sense of which ideas will have commercial value.
- Emphasize to the point of exaggeration the potential earnings from your ideas and plans. It will pique their interest.

# Part III: ACTION PLANNING GUIDE

Connections can often be made between an individual's underlying values and motivations and their preferences and style in a leadership role. For example, if you are motivated by Conquering the Impossible you may discover that you have high preferences in the Achieving cluster, or you may find you have high preferences in the Leading cluster and are motivated by Enterprise or Functional Leadership and Freedom. Being clear about who you are as a leader and what drives you to your highest levels of performance will support you in maximizing your potential and can help to inform the decisions you take about your future career path.

Use this action plan to support you in thinking through the connections between your motivations and preferences and how one will support or challenge the other.

List your three highest preferences

List your three highest motivators

How might your motivators be supported by your preferences?

What preferences may challenge you given your highest motivators?

What preferences can you leverage to support you with your highest motivators?

What goals and objectives are you seeking to achieve over the next 6-12 months and how can your highest motivators and preferences support you?

What action will you take to leverage your strongest preferences and in what way will these actions support your highest motivators?

What action will you take to deal with preferences that you feel may challenge you in your current or future role?