



Leadership Coaching Report

Coach's Summary

Ima Leader

NetAssess UID 90E9061010

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Introduction

The 16PF Leadership Coaching Report (LCR) focuses on personality issues related to leadership as a broad concept. Dimensions discussed include:

- Problem-Solving
- Influence
- Emotional Resilience
- Extraversion
- Practicality
- Self-Control

Coaches should consult the *16PF Leadership Coaching Report Manual* for explanations of the dimensions and how they were developed. The manual presents a useful personality development model for incorporating the report information into an action plan, which can help increase the leadership participant's effectiveness.

The information in this report is confidential and the statements it contains should be viewed as hypotheses to be validated against other sources of data in the overall assessment process. **This report should be used for development purposes only and should not be used for personnel decisions.**

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16PF® Leadership Coaching Report Coach's Summary

This is a summary for the professional responsible for guiding Ms. Leader in her development process. Included in this summary is a bulleted list of suggestions to assist you in preparing for your role in the development process, along with the actual developmental statements from Ms. Leader's report. Read Chapters 4 and 5 of the *16PF Leadership Coaching Report (LCR) Manual* for more information about the development process.

To most effectively coach Ms. Leader, it is best practice to do the following:

- Familiarize yourself with the Personal Development Process model shown in Figure 1 of the *LCR Manual*. Ms. Leader's report is based on this model, and being knowledgeable about the model will be advantageous.
- Determine your vision of the important characteristics of a leader within her environment.
- Read her LCR and identify the developmental areas in which you are in agreement. Select one or two areas that strike you as being particularly important.
- Arrange a meeting with Ms. Leader to review the report and to choose an area of development to focus on initially. Ask her to complete the 3-Color Exercise before the meeting. This exercise can be found at the beginning of her LCR and in the *LCR Manual* (Figure 2).
- During the meeting, Ms. Leader should propose an area of development to work on and outline the developmental suggestions that are of most interest to her.
 - You can suggest other exercises that you may have thought of or that were mentioned by other people.
 - On the Action Plan at the end of the report, write down the actions she has committed to and the dates when she will complete this learning.
- Arrange a time to meet again with Ms. Leader to ask how she is progressing with the Action Plan. Do not be critical at this second meeting, but reinforce any progress that has been made.
- Continue to meet periodically with her to provide encouragement and helpful feedback.
- In a follow-up meeting after a reasonable time period, sit down with her to discuss whether or not the results have met your expectations.
- Talk about the next steps in the development process. Decide if she should select another developmental area on which to work.

Developmental practices for Ima Leader

The following developmental suggestions were presented to Ms. Leader, based on how she responded to the 16PF Fifth Edition Questionnaire.

Problem-Solving Ability

There are no developmental suggestions for this dimension.

Influence

- Developing better assertiveness skills will assist you in a variety of ways. Increasing your assertiveness will make you a stronger advocate for the company with more of a sense of urgency. It will help you push through resistance, and follow through more strongly.

You will increase your ability to gain commitment from others. In managing the job, you will be able to prioritize with greater effectiveness, manage your time more efficiently, and delegate more appropriately.

Your style of presentation will be stronger and more impactful. In influencing and building partnerships, you will be able to influence action and facilitate completion of goals. Your ability to manage the customer will be heightened, as you will be able to better control their expectations and follow up on requests.

You will have a greater opportunity to establish stronger efforts in the area of leading with courage, challenging paradigms, breaking boundaries, and managing complexity, contradictions, and paradoxes. Also, when managing others, you will be able to facilitate more open communication by setting specific performance expectations and providing the supportive feedback and evaluation that is necessary to maintain high employee performance. You will also provide more strategic leadership by influencing movement and compelling action from employees.

 **Read** - Attending seminars and/or reading information on assertiveness (*Your Perfect Right* by Alberti & Emmons or *The Assertive Woman* by Stanlee Phelps & Nancy Austin) will assist you in increasing your skills.

 **Practice** - As recommended in *Your Perfect Right*, develop a hierarchy of situations in which your assertive behaviors are not as strong as you would like. Picture each one of these situations and gradually work up this hierarchy until you get to the most difficult situation in terms of being assertive. This will allow you to put into action the learning that you will have gained from the reading or from seminars. Practice what you have learned and log your experiences. A good book for logging experiences is *Journal to the Self* by Kathleen Adams.

- You report being somewhat shy and quiet, which impacts a number of areas that may decrease your ability to influence and to exercise independence in as strong a manner as you may wish. You report a lower level of social boldness than most individuals in senior level leadership assessment programs.

Being shy may interfere in the area of active learning by decreasing your willingness to venture out and take risks in the learning process. It also may decrease understanding of the organization, which influences organizational savvy. You may have a lower likelihood of seeking information and gathering it in as actively as desired for good analysis.

Influencing and building partnerships may be affected because you are less likely to acknowledge the contributions of others. You may hesitate to make contact with the customer and to follow up as rapidly as needed.

There may be a hesitancy to break boundaries and, in managing others, there is less likelihood of facilitating open communication and providing the support to others that is desired.

 **Read** - Reading *Overcoming Shyness* by M. Blaine Smith will provide you with specific strategies to deal with being too shy. You will also discover that there are activities that you can do to make it easier to deal with your shyness.

 **Read** - Reading *Conversationally Speaking* by Alan Garner will help you develop specific skills at managing the small talk that is involved when initiating conversations with others and establishing relationships.

 **Practice** - When going into meetings and situations where there are a high number of individuals with whom you are unfamiliar, have a goal to meet 1-3 new people. Use the skills learned in *Conversationally Speaking* to gather a list of important personal information from these individuals. See what you can learn about these people in a relatively short period of time and learn something unique about each one of them. Add to the list any time someone gives you more personal data.

Emotional Resilience

- You indicate that events seem to trigger a certain amount of disruption for you and that this may throw you off track from being able to be as effective as you would like. You need to figure out how to deal with these events and not let them be quite as disruptive.

 **Read** - Reading *The 10 Dumbest Mistakes That Smart People Make and How to Avoid Them* by Arthur Freeman & Rose DeWolf will gain you the tools to manage these events in ways that will keep them in a less stressful perspective.

 **Practice** - Some stress is positive in that it can propel you forward in certain situations. However, where the stress in your life begins to be debilitating, you want to pay attention. There are a variety of ways to deal with stress including diet, exercise, deep breathing, meditation, biofeedback, etc. Research the topic and begin to try different techniques that will help you be less reactive. The way you deal with stress and upset will be similar at home and at work. Take on stress management practices that will be workable in both situations. List the activities you are going to do. When? How often? How will you know when you are successfully reducing your stress?

- You may exhibit a tendency to worry, which can assist you in driving yourself forward and building your business. However, if not effectively managed, you may deplete your energy reserve. You will be able to manage stress better as you decrease your tendency to worry.

 **Read** - Reading *The 10 Dumbest Mistakes That Smart People Make and How to Avoid Them* by Arthur Freeman & Rose DeWolf will help you recognize the statements that you use to put additional pressure on yourself and rob energy from your system. Also, reading *Don't Sweat the Small Stuff in Business* by Richard Carlson will allow you to keep a more balanced perspective in many of the situations in which you may find yourself.

 **Practice** - Begin logging the typical concerns that you have. Is there a theme? Are you looking to control events that are not in your control? Are you looking to please others? As you become clearer about these thoughts and concerns, you can develop an action plan for yourself that will help you to effectively manage your thoughts and feelings. Writing down what you have learned and your experiences is extremely helpful for your memory and skill retention. A good book for logging experiences is *Journal to the Self* by Kathleen Adams.

- Having a certain amount of tension is sometimes good; however, letting go of this stress is also important. When tension is high, it affects your ability to manage your energy and keep your

stress at a level that works for you.

☞ **Practice** - Select a book, tape, or course on Stress Management and create a plan for yourself over the next month. Investigate exercise, diet, and stress management techniques that will work for you. You may want to consult with your doctor as well. Learning how to deal with stress so that it doesn't show up in physical symptoms is an important consideration for you as you think about leading your own organization.

Extraversion

- You report yourself as being somewhat shy and quiet. Read the comments and exercises in the Influence section of this report to see how this impacts a number of areas.
- You have reported yourself as being private and guarded with what you are willing to share with others. The degree of guardedness you report can sometimes frustrate others or make them suspicious that you are hiding something. This can be an asset to your organizational savvy by increasing your corporate diplomacy, but it may also restrict your openness of communication. You may not check your understanding of a subject with others because of the possibility of revealing your own thoughts and feelings. In addition, you may be less likely to provide support and empathy to others.

📖 **Read** - Reading *Encouraging the Heart: A Leader's Guide to Rewarding and Recognizing Others* by James Kouzes and Barry Posner will assist you in being able to give better acknowledgment and support to others.

☞ **Practice** - In order to learn to temper your tendency to be private, create an opportunity each day for two weeks where you will consciously add more information to your conversations with customers, employees, family, or friends, than you ordinarily would. This will take great effort because your instinct is to withhold information. Log your results. Notice that others might become more open, friendlier, and less cautious around you as a result. Writing down what you have learned and your experiences is extremely helpful for your memory and skill retention. A good book for logging experiences is *Journal to the Self* by Kathleen Adams.

Practicality

- A potential area of development for you is the need to become less sensitive and more thick-skinned, particularly in the face of criticism. As with many personal aspects, this more responsive nature can be both a strength and a limitation. As a strength, sensitivity can help you acknowledge the contributions of others when in the process of building strong partnerships. In managing others, there is a likelihood that you provide the support and empathy required for success. At the same time, there may be advantages in seeing how to manage the stress that being more sensitive to the world places on you. You are more likely to value diversity and demonstrate inclusive behavior. Your thinking process may well be highly influenced by the more emotional nature of your thoughts and you may give this area more weight than objective elements in your decision making process.

☞ **Practice** - Think back to a situation where you responded emotionally (i.e., had your feelings hurt) and were less effective than you would have liked. Consider other ways you could have dealt with the situation. See how many different solutions you can generate. Ask others for help on this exercise. Check to see how others, who you may see as "tougher," might deal with a similar situation.

☞ **Practice** - When your emotions are running high, stop, breathe deeply, and think of someone with a strong, rational approach to life. Review the situation and get a different perspective and distance.

You may want to use other training courses or books, which include *APTT Training*, De Bono's *Six Thinking Hats*, and *How to Keep People From Pushing Your Buttons* by Albert Ellis and Arthur

Lange. See the Leadership Development Resources on IPAT's website (www.ipat.com/leadershipresources.html) for further information on these references.

Self-Control

There are no developmental suggestions for this dimension.

Profile Summary

This summary provides an overall picture of how Ms. Leader's attributes compare to a sample of successful leaders/managers.

The TARGET RANGE, defined by the scores of the successful leaders/managers, is depicted by .

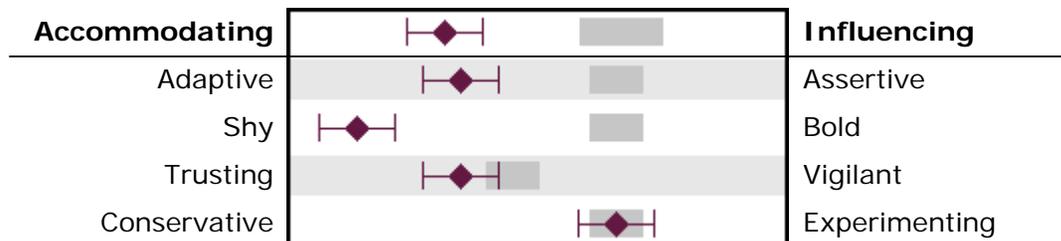
Ms. Leader's score on each dimension is depicted by . The diamond represents her actual score on the dimension. The lines on either side indicate a suggested confidence interval around the score. If Ms. Leader took the test again, she would probably score inside the lines, but probably not exactly where she scored this time.

A gap analysis may help to determine the areas of development that initially may provide the largest return on Ms. Leader's personal investment. That is, identify the dimensions that show the largest gaps between her profile and the TARGET RANGE for successful leaders/managers. Scores falling either above or below the target may be areas for development. Therefore, consider not just her score, but also its location relative to the TARGET RANGE.

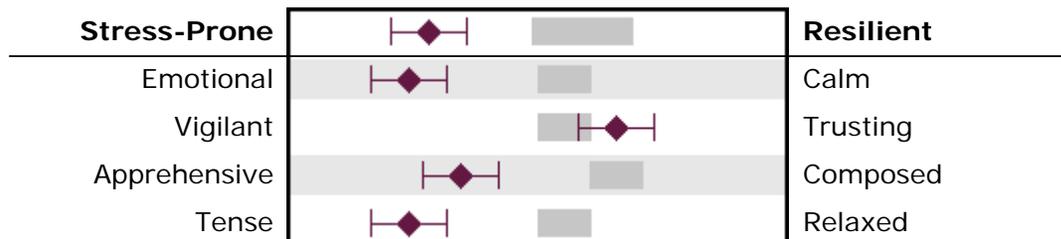
Problem-Solving



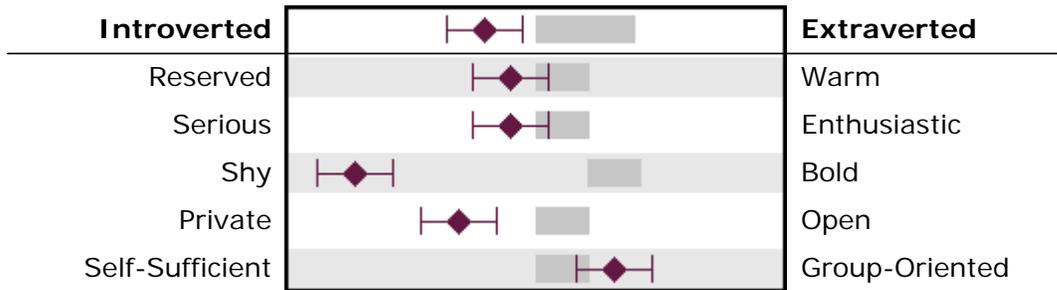
Influence



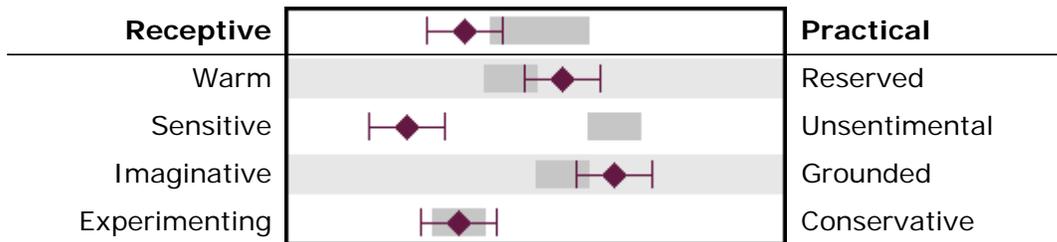
Emotional Resilience



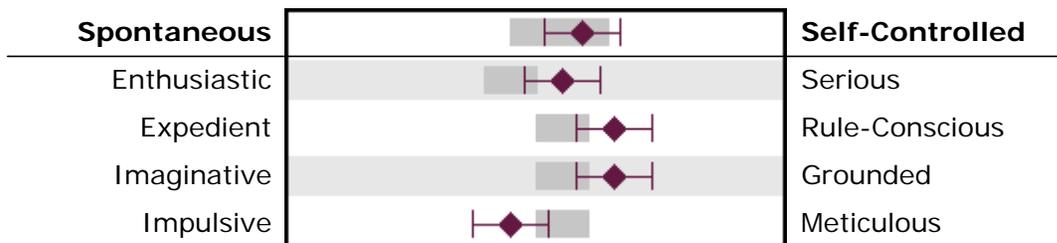
Extraversion



Practicality



Self-Control



Item Summary

This page of scores is intended for qualified professionals only. Data on this page should be treated with utmost confidentiality.

Item Responses

		27	c	55	a	83	c	111	c	139	a	167	a
		28	a	56	a	84	a	112	c	140	c	168	a
1	a	29	c	57	a	85	a	113	a	141	a	169	a
2	a	30	a	58	a	86	c	114	a	142	c	170	c
3	a	31	c	59	c	87	a	115	a	143	a		
4	c	32	a	60	c	88	a	116	a	144	c	171	a
5	a	33	a	61	a	89	c	117	a	145	c	172	c
6	a	34	a	62	a	90	a	118	c	146	c	173	a
7	a	35	c	63	a	91	c	119	c	147	c	174	a
8	c	36	a	64	a	92	a	120	a	148	a	175	c
9	c	37	a	65	a	93	a	121	c	149	a	176	a
10	a	38	a	66	c	94	c	122	a	150	a	177	b
11	c	39	a	67	a	95	c	123	a	151	c	178	c
12	c	40	a	68	a	96	a	124	c	152	a	179	c
13	c	41	a	69	a	97	a	125	a	153	c	180	c
14	c	42	a	70	a	98	c	126	a	154	c	181	b
15	c	43	a	71	a	99	a	127	a	155	a	182	b
16	a	44	a	72	c	100	a	128	c	156	a	183	b
17	a	45	a	73	c	101	a	129	c	157	a	184	b
18	c	46	a	74	a	102	a	130	a	158	a	185	b
19	a	47	a	75	a	103	c	131	a	159	c		
20	c	48	c	76	a	104	a	132	a	160	c		
21	c	49	a	77	a	105	a	133	c	161	c		
22	a	50	a	78	a	106	c	134	c	162	c		
23	a	51	c	79	a	107	a	135	c	163	a		
24	c	52	c	80	a	108	a	136	a	164	c		
25	a	53	a	81	a	109	a	137	c	165	c		
26	a	54	a	82	c	110	a	138	c	166	c		

Summary Statistics:

Number of a-responses	= 106 out of 170 (62%)
Number of b-responses	= 0 out of 170 (0%)
Number of c-responses	= 64 out of 170 (38%)
Number of missing responses	= 0 out of 185 (0%)

Factor	A	B	C	E	F	G	H	I	L	M	N	O	Q1	Q2	Q3	Q4	IM	IN	AC
Raw Scores	14	15	8	10	10	20	0	20	6	2	16	16	22	2	12	18	10	0	62
Missing Items	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

This report was processed using 16PF Fifth Edition Questionnaire combined-sex norms. RGV: 5.4



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Introduction

Purpose of the Report

The 16PF® Leadership Coaching Report is a mirror. Yes, a *mirror!* The aim of this document is to reflect back to you how you report yourself on a personality questionnaire and how you compare to other successful leaders. You may be wondering how a document that highlights some of your personality characteristics and attributes in comparison to successful leaders could be helpful to you. In brief, the answer is **INCREASED SELF-AWARENESS**. Research and practical experience in both large and small organizations have indicated strongly that the more people know about themselves (likes, dislikes, interests, motivations), relative to a specific job, career, or profession, the more it helps them to be productive, successful, and most of all, happy in their endeavors. Therefore, learning about yourself is important to increasing your odds of being successful.

No person is perfectly suited for his or her occupational role. Instead, people exhibit personal **GIFTS AND LIMITS** relative to the activities that comprise a job. The purpose of this report is to identify your gifts and limits so that you can better understand yourself, and to provide developmental suggestions that will help increase your effectiveness in a leadership role. Because personality is essentially about style, this report will focus on the broad descriptors of your style as compared to individuals who are generally successful in fulfilling these leadership roles. See Appendix A for more information about the background and philosophy of the LCR.

How to Use this Report

As you go through your report, you will follow the Personal Development Process. Personal development is best described as a five-step, dynamic, repeatable process that is ongoing, and is described in the next section of the report (i.e., Your Personal Inventory).

This report is written in a workbook manner. Each section asks you to reflect on where you are and where you want to go. As you move from section to section, take time to reflect and allow yourself to explore the various questions and issues.

The Development Process

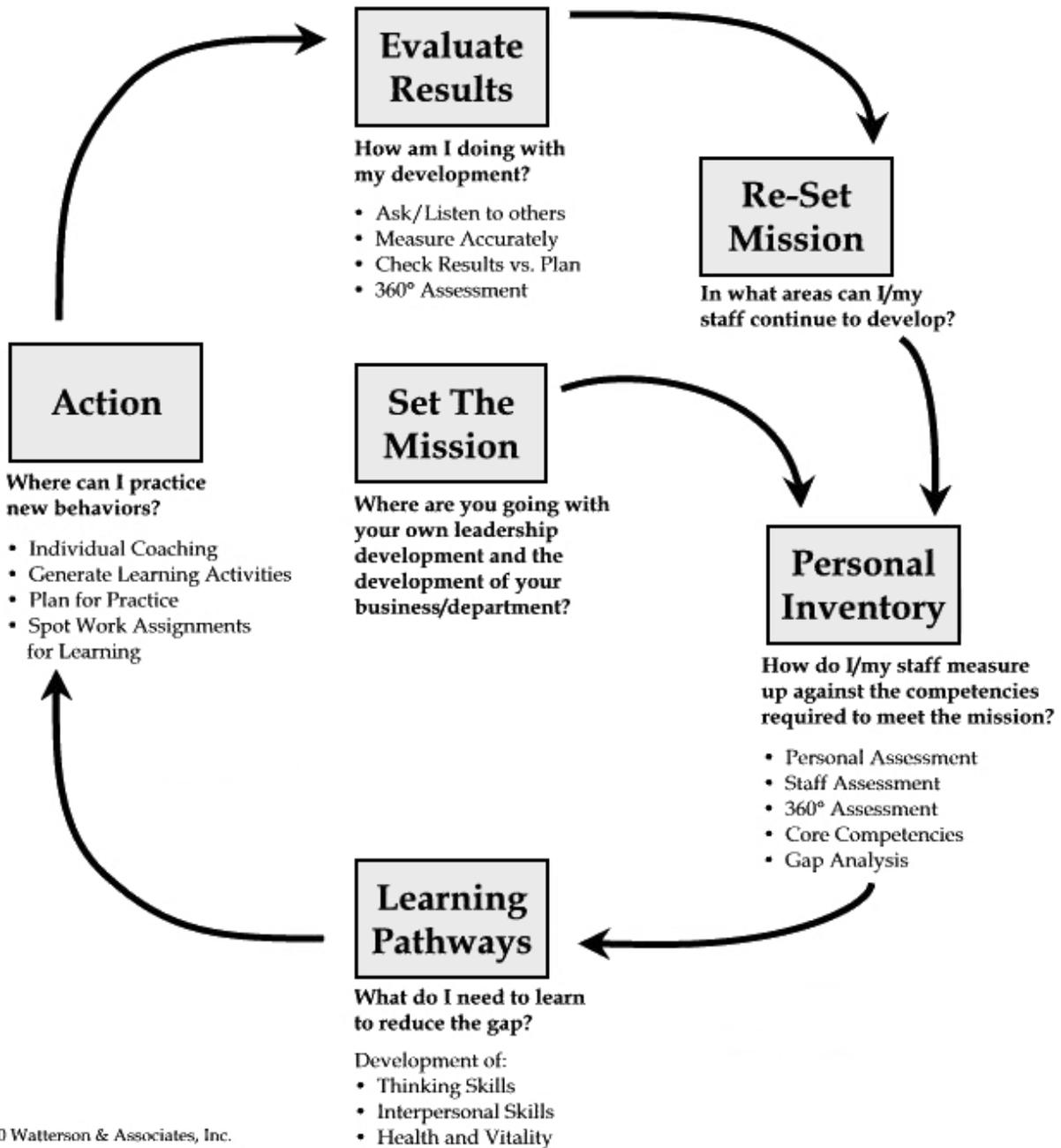
Whether thinking of leadership development for an individual or within a company, the basic steps are identical: create a vision of the objective, determine the current resources available, fill in the gaps through learning and application, and evaluate the results. Organizations have traditionally done this through various strategic planning processes and training programs; individuals have done so through career guidance and education. For both, success is measured by the effectiveness of the implemented process and, most importantly, results. Without knowledge of the development process, people will not be as effective as possible. See page 4 for an illustration of the Personal Development Process Model.

At a minimum, the intention is for you to have increased self-awareness when you finish this workbook-style report. In the report, you will find ideas for enhancing your current leadership style. You will also have an estimate of the possible positive impact of an enhanced program for yourself or for your team. See Appendix B for more detailed information about the development process.

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Personal Development Process Model



Your Personal Inventory

The areas that determine leadership success that are covered in this report include:

- Problem-Solving Ability
- Influence
- Emotional Resilience
- Extraversion
- Practicality
- Self-Control

Interpreting the Results

The scores, for both you and the average group profile discussed in the report, are derived from the 16PF® Fifth Edition Questionnaire. This questionnaire is a thoroughly-researched and well-respected personality inventory that is widely used in business and industry.

The ability dimension (Problem-Solving) and each of the five personality factors (Influence, Emotional Resilience, Extraversion, Practicality, and Self-Control) are presented as bar graphs. The **TARGET RANGE** is where the average score falls for a successful leader/manager. These targets are developed from research data gathered over the last 30 years. The targets are derived from scores of senior executives and leaders in successful companies across various industries that ranged in annual sales from \$8 million to over \$24 billion. These individuals were acknowledged as effective leaders by peers, boards, direct reports, and the media. A score within this range indicates that you report yourself similarly on that dimension. The target range is represented by the shaded bar ().

Scoring in the target range can happen in two ways. Each area (Extraversion, Influence, etc.) is made up of four to five separate facets, e.g., Extraversion is composed of Warmth, Enthusiasm, Boldness, Openness, and Group-Orientation. Being in the target range can occur when your scores are moderately strong on all or most of these dimensions. A second way the target range can be obtained is when a couple of very strong scores and one less strong score average out to the target score.

YOUR SCORE is represented by the . Your exact score is graphed on the scale with a diamond (◆). No test is perfect, and the lines on either side of the diamond show how far above or below your score might be on another occasion. If you took the questionnaire again, you would probably score inside the lines, but probably not exactly where you scored this time. Therefore, you should consider not just your exact score but also the possibility of a score anywhere within this range.

General statements describe how you compare to the target group on each of the six overall dimensions.

Specific considerations are provided in this report in order for you to more fully understand how the facets of your personality contribute to your overall score. For instance, a very strong interest in adventure, change, and variety makes a strong contribution to being more outgoing or extraverted.

Broad considerations are observations that relate to how your overall score is influenced by combinations of your personality traits. For example, people who are highly driven to achieve and direct others will do this differently if they are outgoing as compared to being reserved. Broad considerations take into account influences from facets across personality areas.

Developmental practices provide suggested readings and exercises to improve your effectiveness.

3-Color Exercise

Getting the Most From Your 16PF® Leadership Coaching Report

The purpose of this report is to identify possible areas of development, so that you become a more effective leader. The statements in the report are not truths, but ways of looking at how you respond to people and to life, and how your behavior can have certain advantages and disadvantages, depending upon the situation.

It is important for you to determine which report statements are relevant to your particular set of circumstances. The following technique will assist you in this process and put you in a position to develop your action plan. As you read the following pages about your results, please do the following:

1. Get three different colored highlighters.
 - a. Take one color and go through the statements for each dimension and highlight all the statements that you agree are your strengths.
 - b. Then, take another highlighter and mark all those statements with which you disagree.
 - c. Lastly, take the remaining color and highlight those areas that you agree are possible areas for development.
2. Take a sheet of paper and list all your strengths. You may need a second sheet of paper. (If you get to a third sheet, you may want to consider the developmental possibility of increased humility.)
3. Use another sheet of paper to list the areas with which you disagree. Share these statements with people whom you trust (your spouse, your good friends, your associates). It will be important to see if they agree with you that these statements are not accurate. If you are the only one who thinks the statements do not fit, you may want to reconsider.
4. On a clean sheet of paper, write down the areas that are developmental possibilities. Put them in an order that you see as being most important to least important relative to your job or the mission statement that you may have made for your life.
5. At the end of this report, you will be asked to summarize your strengths and limitations, and to develop an action plan. So, finally, select one or two strength areas and one or two areas for development. Put each of these into the appropriate section of the Action Plan at the end of your report.

For strengths, focus on what is working well with each skill and how you could enhance it so that you will be able to make even better use of this powerful resource. Investigate ways to learn more about this skill and how to apply it better.

For example, many individuals have very strong, rational minds and are able to learn very well. They do, however, tend to use primarily their analytical skills and are not as facile at using the creative side of their intellectual resources. Rather than learning more about this area, they just accept that they are not creative and thus do not push or expand in this area. Reading materials that allow for greater understanding of how to be systematically creative (for example, the works of Edward De Bono) allow for expansion of skills in this area. This enables a greater use of intellectual resources that are already available.

For developmental areas, write down a key area that seems most relevant to you — one that

you wish to improve upon. Remember that there is nothing all good or all bad about any area. It is important to see how this area works for you currently and how it does not. In this way, you can better focus your learning and be more receptive to the ideas available.

For example, many individuals who move into supervision or management are aware that they are very good at getting along with people. In fact, their highly accommodating style has been very effective in operating in teams or working with other groups. However, when it comes to directing the actions of others, which also requires the ability to confront and deal with conflict, these individuals may have difficulty. They attempt to be successful in this area without learning some of the basic skills that go with being effectively assertive. There are extensive materials available for learning and developing the skills and techniques that will increase effectiveness in this area.

The objective of this report is to give you suggestions on how to more effectively enhance your role as a leader. It will be up to you to drive this process and to develop it in whatever way is most appropriate for your set of circumstances.

Profile Summary

Below is a snapshot of your scores as compared to successful leaders/managers. The TARGET RANGE, defined by the scores of the successful leaders/managers, is depicted by . This summary provides you with an overall picture of how your attributes compare to the successful leaders/managers. YOUR SCORE is depicted by the . To determine the areas of development that initially may provide the largest return on your personal investment, do a gap analysis. That is, identify the dimensions that show the largest gaps between your profile and the TARGET RANGE for successful leaders/managers. Then, choose **one** dimension from those you identified and create your Action Plan. You may wish to develop your Action Plan with the help of a coach, friend, co-worker, or family member. A supportive person can be a powerful ally in changing behavior.

Problem-Solving



Influence



Emotional Resilience



Extraversion



Practicality



Self-Control



Problem-Solving Ability

Problem-Solving Ability is related to learning new material quickly and figuring out the needs of the business and your customer. Leaders typically score in the abstract direction on this dimension. They tend to have a superior ability to quickly understand complex subject matter and then use this information to solve problems. This thinking ability is likely to have been demonstrated in a number of areas (e.g., school grades, number of years of education completed). They can learn new material quickly and apply the knowledge when and where appropriate (i.e., identifying market trends and making the necessary adjustments to remain competitive and successful).



Specific considerations about yourself on this dimension:

- You demonstrate a high capacity to solve problems, learn rapidly, and manage abstract concepts well. It is likely that you are able to perform well in learning situations. This ability is particularly important for managers and leaders that are in charge of complex issues, and need to learn and to reason well.

Broad considerations about yourself on this dimension:

- You are excellent at solving problems in a productive and rapid fashion, and this ability appears to be a primary contributor to your effectiveness. However, it will become increasingly important for you not to lean primarily on this ability and to broaden your effectiveness in relating to others and having them solve problems with you. You are reserved in working with others. This approach is not conducive to teamwork, but suggests you will contribute to the organization through an individualistic style.

You have a high drive to achieve, and it is likely that you depend on this resource.

Because you are highly successful at solving problems, you are strong at solving technical issues. However, communicating your solutions to others for follow-through or supporting others in developing their own problem-solving skills is important for you to do. Your drive for achievement may interfere with your ability to delegate these challenges to others, because it is your primary avenue for recognition.

Developmental practices are suggested below. Commit to one of the following or one that you create for yourself:

There are no developmental suggestions for this dimension.

Influence

As the five broad dimensions of personality related to strong leadership are considered, a hierarchy emerges. The first and strongest dimension in the personality trait hierarchy is *Influence* — the interest to influence and direct action, to be in control, and to exercise one's skills and abilities to affect a desired outcome. Wanting control of the processes of your business is important, but influencing and trusting others to assist you in the process is equally important. Otherwise, your role reflects only your own specific commitment to a task, which you then effectively execute. An essential aspect that is reflected in this personality dimension is the ability to persuade and to influence others to successfully accomplish the goal. In this aspect, *Influence* is the capacity to be appropriately assertive and to exercise authority in a manner that does not demean others. It is the skill of motivating people to fulfill commitments and to reap benefits from your personal influence, persuasiveness, and guidance in reaching the desired goal.



General statements about yourself on this dimension:

You are generally trusting, accommodating, and conservative. This dimension is a strong feature of your personality. This posture is quite different from most individuals that are in leadership and executive positions. You may not institute important actions and behaviors that are necessary to running an area of the business. You need to consider your business conditions and customers to determine if your pleasant nature has more assets than liabilities. You can look at the individual contributing aspects of this overall trait in the specific statements below to help clarify which areas will most benefit from your developmental efforts.

You may hesitate to assume challenging and change-oriented areas of the business. When meeting resistance, there may be a tendency to stop and wait for other influences to move things forward. You may not take the necessary action to initiate and force change and advancement to achieve success for you and for others. In this regard, it will be valuable to gain an awareness of what interferes with your abilities to be more influential and dominant in those circumstances. It is important for you to learn how to heighten your sense of urgency and results orientation.

Your communications may lack the assertiveness and forcefulness necessary to push through resistance and influence the changes necessary to achieve results. In managing others, you may tend to rely on the systems and procedures that are in place rather than be directly accountable as the leader. You may find it difficult to hold others accountable and to challenge them, for fear of risking your relationship with them. Although you can be friendly in business circumstances, you need to hold others accountable. Otherwise, you cannot delegate well and you may end up doing the work yourself.

Specific considerations regarding Influence:

- You have a strong preference for being adaptable and agreeable. Being accommodating is advantageous for being a good, cooperative team member. However, leaders or upper managers typically exercise greater control and/or assertiveness to dislodge obstacles that are encountered when operating a company. This tendency to be more cooperative and accommodating requires you to develop skills necessary to be assertive and address situations in a constructive manner. It may require discipline for you to remain in this posture until positive results have been met.

It will be important to observe how this accommodating style tends to lower your willingness to take charge of circumstances and confront resistance. Your communication will tend to be

unassertive and would benefit from being more direct and forceful. There will not be a strong tendency to be persuasive and influential, and there may be a much greater willingness to accommodate than to push for results.

- You tend to be shy and hesitant to venture into new circumstances as compared to successful leaders and managers. Reluctance to venture out, to meet new people, and to get involved in new circumstances usually impacts the success of a leadership activity or the management of a business. The impact is somewhat dependent on the nature of your business, but most circumstances require relationship-building skills in order to lead others. Look at specific social skills that you can learn to reasonably compensate for this preference. There are a variety of books and techniques available to assist you in this learning process.

Your ability to maneuver through the organization and deal with existing influences may be impacted by your hesitancy to venture out and meet new people. Although you may have great courage and character in taking responsibility, you are not as visible as typical successful leaders, and others may have difficulty seeing the breadth of your activities. As you are able to consciously direct your energies to reach out, there is a high likelihood that you can have a broader degree of influence. However, you do need to spend time by yourself so that you do not drain your energy and personal resources.

You are not as likely to initiate contact or speak up in circumstances where there is much risk. Your presentation skills may be affected, and your ease in public speaking circumstances may be restricted. For practical reasons, most leaders are involved in speaking situations, expressing their vision and mission to a wide range of individuals. Your effectiveness in influencing is also restricted by your hesitancy to talk to new individuals or people that you think might not be receptive to your message.

- You have a preference to be trusting and accepting of life and individuals. You are comfortable with yourself, and you generally take responsibility for your actions. In many ways, this is a positive trait; but at the same time, it is important to be able to realistically anticipate and investigate situations. It is helpful to be mindful of others' agendas in a complex business environment, and it is important to be organizationally savvy.

The ability to recognize and confront the motives of others is important in being able to effectively influence an environment. In this case, the awareness of your own tendency to trust and accept is important. Although this tendency is very conducive to building trusting relationships, it can also lead to being taken advantage of or surprised when there are other agendas at play. Good balance is helpful in this area. Your communication can be very trusting and open, but you may also need to be able to be confrontational in certain situations. Remember, in a complex political environment, being mindful of other motives and other agendas is critical.

Developmental practices are suggested below. Commit to one of the following or one that you create for yourself:

- Developing better assertiveness skills will assist you in a variety of ways. Increasing your assertiveness will make you a stronger advocate for the company with more of a sense of urgency. It will help you push through resistance, and follow through more strongly.

You will increase your ability to gain commitment from others. In managing the job, you will be able to prioritize with greater effectiveness, manage your time more efficiently, and delegate more appropriately.

Your style of presentation will be stronger and more impactful. In influencing and building partnerships, you will be able to influence action and facilitate completion of goals. Your ability to manage the customer will be heightened, as you will be able to better control their expectations and follow up on requests.

You will have a greater opportunity to establish stronger efforts in the area of leading with

courage, challenging paradigms, breaking boundaries, and managing complexity, contradictions, and paradoxes. Also, when managing others, you will be able to facilitate more open communication by setting specific performance expectations and providing the supportive feedback and evaluation that is necessary to maintain high employee performance. You will also provide more strategic leadership by influencing movement and compelling action from employees.

 **Read** - Attending seminars and/or reading information on assertiveness (*Your Perfect Right* by Alberti & Emmons or *The Assertive Woman* by Stanlee Phelps & Nancy Austin) will assist you in increasing your skills.

 **Practice** - As recommended in *Your Perfect Right*, develop a hierarchy of situations in which your assertive behaviors are not as strong as you would like. Picture each one of these situations and gradually work up this hierarchy until you get to the most difficult situation in terms of being assertive. This will allow you to put into action the learning that you will have gained from the reading or from seminars. Practice what you have learned and log your experiences. A good book for logging experiences is *Journal to the Self* by Kathleen Adams.

- You report being somewhat shy and quiet, which impacts a number of areas that may decrease your ability to influence and to exercise independence in as strong a manner as you may wish. You report a lower level of social boldness than most individuals in senior level leadership assessment programs.

Being shy may interfere in the area of active learning by decreasing your willingness to venture out and take risks in the learning process. It also may decrease understanding of the organization, which influences organizational savvy. You may have a lower likelihood of seeking information and gathering it in as actively as desired for good analysis.

Influencing and building partnerships may be affected because you are less likely to acknowledge the contributions of others. You may hesitate to make contact with the customer and to follow up as rapidly as needed.

There may be a hesitancy to break boundaries and, in managing others, there is less likelihood of facilitating open communication and providing the support to others that is desired.

 **Read** - Reading *Overcoming Shyness* by M. Blaine Smith will provide you with specific strategies to deal with being too shy. You will also discover that there are activities that you can do to make it easier to deal with your shyness.

 **Read** - Reading *Conversationally Speaking* by Alan Garner will help you develop specific skills at managing the small talk that is involved when initiating conversations with others and establishing relationships.

 **Practice** - When going into meetings and situations where there are a high number of individuals with whom you are unfamiliar, have a goal to meet 1-3 new people. Use the skills learned in *Conversationally Speaking* to gather a list of important personal information from these individuals. See what you can learn about these people in a relatively short period of time and learn something unique about each one of them. Add to the list any time someone gives you more personal data.

 **EXERCISE:** The Influence scale compares how you reported yourself on the personality questionnaire to successful leaders/managers. You may want to consider questions such as:

Is this how you see yourself? If not, how do you see yourself differently?

What strengths have been mentioned in this section with which you agree?

What strengths have been mentioned in this section with which you disagree?

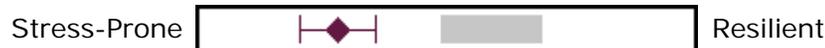
Which developmental practices do you think will be helpful for you?

Does this section on Influence reflect how others see you (friends, coworkers, family, etc.)?

You may want to get feedback from those who know you well as to how they see you in terms of your skill and ability to influence, direct action, and to be in control.

Emotional Resilience

The next personality trait in the hierarchy is *Emotional Resilience* or *Hardiness*, a particularly important attribute for long-term leadership effectiveness. *Emotional Resilience* includes having the ability to withstand the stress and pressures of an influential role that requires you to create change, get results, and overcome resistance. It is an important platform for being optimistic and perseverant in the face of adversity. Resilience is being able to bounce back from disappointments, having an appropriate level of confidence, and having trust in yourself and others.



General statements about yourself on this dimension:

Your emotional resilience is lower as compared to successful leaders and managers. There may be times that you have difficulty accepting events as they are, and you may become somewhat upset or irritated when things don't go as you think they should. Leaders and managers typically are bothered less by life's circumstances than you report yourself, particularly when it comes to managing the stresses of a typical, challenging business environment.

One method for development in this area is learning to be in touch with your mood and to adjust it. You may have a tendency to create pressure for yourself and be reactive rather than patient. The pressure may negatively affect your ability to endure the stress that will typically be part of leadership and high management positions. It will be helpful to develop your skills to increase your level of endurance so that you are able to function in your longer-range roles without significant personal cost.

Specific considerations regarding Emotional Resilience:

- You report a tendency to be upset when surprise, change, and disappointment enter your life. You react to these events and do not always bounce back quickly, which may not be an efficient use of your own energy. This style is different than that of most leaders and managers. It may be helpful for you to identify and implement productive personal management techniques in order to handle more successfully the pressure that comes with operating or leading a business.

The issues that create your emotional reactions may be unclear or unknown, as well as your impact on others when upset. To regulate your emotional reactions, you need to see how the emotional process works. Your upset may drive a certain sense of urgency, and you may respond quickly; on the other hand, your upset may be somewhat costly to you personally in your own resilience and hardiness to withstand pressure. You may find difficulty in standing calmly in the face of pressure, as well as leading and projecting a sense of confidence that can gain the commitment of others.

- Your trusting style contributes to your emotional resilience. You most likely take others at their word, and you don't look for ill intentions. This attribute can be positive, helping you to build relationships easily with employees, customers, and vendors. However, leaders and managers describe themselves as being a bit more cautious of the motivations of others. This more cautious posture assists them in not being taken advantage of easily in their business relationships. Learning to investigate the intentions of business contacts can be sensible, particularly in situations where there is confusion as to the motives and agendas of others.

Your tendency to be accepting of people and situations can be helpful. However, on the downside, you may have a tendency to be slightly naïve. You may be surprised by others' agendas that have not been disclosed. In maneuvering through an organization, you need to be attentive to your

feelings of doubt. Being more cautious rather than accepting a situation as stated may be helpful to you. You can learn how to challenge in an effective fashion, without being disruptive to the relationship.

Your awareness of others and the business can be heightened as techniques are used to challenge and confront in an effective fashion. Although optimism can be a pleasant characteristic, you also must exercise healthy doubt. Being more trusting can be positive in that it allows for an open exchange of information. However, the appropriateness of the sharing needs to be monitored, so that it is done only in circumstances where it is warranted.

- You have a higher degree of concern and apprehension about events and yourself as compared to successful leaders and managers; this trait can erode your energy and self-confidence. Concern about the past or future is usually time and energy consuming, unless effectively controlled. It may be helpful for you to monitor your self-talk or internal language, to become more aware of the messages that you are sending yourself. To some degree, you are what you think.

This trait may impact your willingness to take risks and your ability to move forward in situations with confidence and determination. It is important to be able to counter the resistance of others with a degree of self-assuredness; you must have an internal comfort level that will allow you to persist. In this regard, your ability to move forward may be affected by the amount of internal pressure you feel. You need to learn techniques for using and directing this pressure more efficiently. You may hesitate, waiting for a correct solution, before pushing forward. You can learn to monitor the degree of analysis that is required before you are willing to act.

- You report a high tension level. Frequently, a high level of tension can be productively channeled; however, the high degree of tension that you report may have a negative impact on your resilience. Most leaders and executives have some nervous energy, but not typically as high a level as you report. This level may reflect a current circumstance, or it may be a more general strategy in the way you address the world. It would behoove you to find and utilize stress management techniques that help you to effectively lower your tension when necessary. These techniques can assist you in minimizing the potential negative effects on your hardiness and resilience.

Self-awareness of the pressures that you put on yourself can allow you to manage this potential energy drain. You need to learn how to effectively allow tension to work for you in circumstances where it is productive and decrease the tension where it is unproductive. This ability can allow you to regulate your energy and maximize your effectiveness.

Broad considerations regarding Emotional Resilience:

- You are driven to achieve and make changes. Your need for achievement is driven by your somewhat demanding nature, which is frequently focused on your own activities. *The 10 Dumbest Mistakes Smart People Make* by Arthur Freeman (chapter 7) will help you learn how to better phrase thoughts about yourself while maintaining an interest in high achievement. In addition, you may gain a greater appreciation for the human elements that allow you to take risks, learn from the mistakes that you will inevitably make, and at the same time, not be too hard on yourself.

This tendency to drain your energy with overly-demanding thinking is not an efficient use of your own resources. It will be very helpful if you are able to develop more efficient use of your energy.

Developmental practices are suggested below. Commit to one of the following or one that you create for yourself:

- You indicate that events seem to trigger a certain amount of disruption for you and that this may throw you off track from being able to be as effective as you would like. You need to figure out how to deal with these events and not let them be quite as disruptive.

 **Read** - Reading *The 10 Dumbest Mistakes That Smart People Make and How to Avoid Them* by Arthur Freeman & Rose DeWolf will gain you the tools to manage these events in ways that will keep them in a less stressful perspective.

 **Practice** - Some stress is positive in that it can propel you forward in certain situations. However, where the stress in your life begins to be debilitating, you want to pay attention. There are a variety of ways to deal with stress including diet, exercise, deep breathing, meditation, biofeedback, etc. Research the topic and begin to try different techniques that will help you be less reactive. The way you deal with stress and upset will be similar at home and at work. Take on stress management practices that will be workable in both situations. List the activities you are going to do. When? How often? How will you know when you are successfully reducing your stress?

- You may exhibit a tendency to worry, which can assist you in driving yourself forward and building your business. However, if not effectively managed, you may deplete your energy reserve. You will be able to manage stress better as you decrease your tendency to worry.

 **Read** - Reading *The 10 Dumbest Mistakes That Smart People Make and How to Avoid Them* by Arthur Freeman & Rose DeWolf will help you recognize the statements that you use to put additional pressure on yourself and rob energy from your system. Also, reading *Don't Sweat the Small Stuff in Business* by Richard Carlson will allow you to keep a more balanced perspective in many of the situations in which you may find yourself.

 **Practice** - Begin logging the typical concerns that you have. Is there a theme? Are you looking to control events that are not in your control? Are you looking to please others? As you become clearer about these thoughts and concerns, you can develop an action plan for yourself that will help you to effectively manage your thoughts and feelings. Writing down what you have learned and your experiences is extremely helpful for your memory and skill retention. A good book for logging experiences is *Journal to the Self* by Kathleen Adams.

- Having a certain amount of tension is sometimes good; however, letting go of this stress is also important. When tension is high, it affects your ability to manage your energy and keep your stress at a level that works for you.

 **Practice** - Select a book, tape, or course on Stress Management and create a plan for yourself over the next month. Investigate exercise, diet, and stress management techniques that will work for you. You may want to consult with your doctor as well. Learning how to deal with stress so that it doesn't show up in physical symptoms is an important consideration for you as you think about leading your own organization.

 **EXERCISE:** The Emotional Resilience scale compares how you reported yourself on the personality questionnaire to successful leaders/managers. You may want to consider questions such as:

Is this how you see yourself? If not, how do you see yourself differently?

What strengths have been mentioned in this section with which you agree?

What strengths have been mentioned in this section with which you disagree?

Which developmental practices do you think will be helpful for you?

Does this section on Emotional Resilience reflect how others see you (friends, coworkers, family, etc.)?

You may want to get feedback from those who know you well as to how they see you in terms of your ability to bounce back from disappointment.

Extraversion

Third in the personality trait hierarchy is *Extraversion*, or being oriented toward people and activities that involve others. Effective leadership involves accomplishing a mission through the voluntary contributions of others, and thus automatically involves contact with people. Relationship skills are fundamental in this regard, and these skills are more effective if you have a natural orientation to being with people. However, Extraversion requires an important balance. That is, although being oriented towards people is important, being able to stand on your own in difficult circumstances and not be too dependent on the approval of others is equally important and can have a positive effect on well-being.



General statements about yourself on this dimension:

You report being less outgoing than is typical for leaders and upper managers. You report a generally lower interest in activities where you are engaged with people and their concerns. While this is not the only factor in being an effective manager or leader, you need to look closely at how you can develop specific skills to relate more comfortably with people. Pay attention to the areas that distract you from people awareness. Also, see how you can stay true to your interests that do not include paying attention to people. Many of these areas are undoubtedly productive, meaningful, and important to your well-being.

Specific considerations regarding Extraversion:

- Your interest in people is slightly less than that of the average leadership profile. You may demonstrate coolness towards others and have more interest in the facts of the business, rather than the people areas of the business. This profile is more typical for individuals involved in scientific or technical areas of the business. You may be more focused on the tasks at hand than on a concern for the individuals themselves. You may not gravitate easily to situations that involve frequent people contact; you may generally like to keep your own company or that of a few close friends. This approach will have some impact on how eagerly you seek situations to communicate and influence.

Being slightly cool and reserved may have an impact on areas where communicating and influencing are important. Your manner may suggest that you have a low interest in the thoughts and feelings of others; approachability may be a problem. In negotiating, you are less likely to give away important information regarding your own position; however, creating relationships and engaging with people on an emotional level may be a challenge for you. You may want to consider how this coolness affects your negotiating skills; and consider whether or not others respond to your proposals.

- You are somewhat more serious and low-keyed than most individuals who are in management or leadership roles. Although this approach may add a note of maturity to circumstances, it may also dampen others' enthusiasm or responsiveness. In addition, others may hesitate to approach you with concerns or problems.

This slightly more serious aspect may give the impression of maturity because you are in control of your emotions. However, you may not exhibit a sense of urgency, and there may be some question as to how energetically you pursue a task.

- You report yourself as being more shy and hesitant to venture into new circumstances as

compared to successful managers or leaders. You may be reluctant to venture out, to meet new people, and to involve yourself in new circumstances. You prefer a more consistent environment, and you may not feel as comfortable exploring new territory. This characteristic detracts from your ability to take risks and to establish contacts beyond those that are familiar. Because being a leader typically includes taking risks and exploring, you may want to attend to how this reported preference might influence your area of responsibility.

Your ability to maneuver through the organization may be restricted by your hesitancy to venture out and establish contacts with other individuals. Your unwillingness to initiate contact and explore other areas may impede your ability to influence and to persuade. This trait may decrease your chance of being acknowledged for your efforts. You may find it difficult to communicate information to others that are involved in projects or efforts. Much of management is about teaching, and you may find it difficult to participate in the activities that are required by teaching.

- You report yourself as being private in what you are willing to discuss. Being discreet and paying attention to your audience is a practical strategy when dealing with individuals, particularly when meeting them for the first time. It is important to be appropriate in sharing who you are and what you think until you clearly understand the impact of your statements. Being more discreet allows you to better assess the situation. It is important to consider that too much time spent in this careful determination creates the perception of being political or evasive. Your degree of privacy should vary with the situation. You must determine when it is in your best interest to be straightforward and when to be more discreet. As a consequence, it is essential to have the skills to do both when the time calls for it.

Your communication skills may be restricted because of your tendency to be private. The giving and receiving of information may be restricted because of your concern for what is being presented. You report being more discreet than most leaders. There may be positive impact in being more politically savvy. You are likely to voice your opinions at appropriate times and withhold your opinions in situations where being discreet is conducive to a desired outcome.

- You indicate an interest in wanting to fit in, be with others, and be part of a larger organizational culture. You like to participate in a group, and you are open to the ideas and preferences of others. You establish contact with others, and you are interested in being with individuals that are learning around you. This general orientation is positive in management and leadership; however, you may want to consider whether or not your group orientation interferes in situations where the need to stand alone is important. In these circumstances, you need to develop your ability to be more independent than you usually are.

Your interest and ability to give and take information freely helps you create relationships. Your openness allows you to influence and operate with others in a group or team setting. The group may sway your vision, so you may need to learn to take a stand on your own. This trait may impact your ability to be decisive and to act with courage when the group will not receive your decision favorably. You may not act with urgency to get tasks accomplished if you believe it will interfere with the cohesiveness of the group. Your tendency to put the group and your relationships first may interfere with your force and determination. To determine the impact of this characteristic, consider other aspects of your drive and your willingness to confront difficult situations.

Developmental practices are suggested below. Commit to one of the following or one that you create for yourself:

- You report yourself as being somewhat shy and quiet. Read the comments and exercises in the Influence section of this report to see how this impacts a number of areas.
- You have reported yourself as being private and guarded with what you are willing to share with others. The degree of guardedness you report can sometimes frustrate others or make them suspicious that you are hiding something. This can be an asset to your organizational savvy by

increasing your corporate diplomacy, but it may also restrict your openness of communication. You may not check your understanding of a subject with others because of the possibility of revealing your own thoughts and feelings. In addition, you may be less likely to provide support and empathy to others.

 **Read** - Reading *Encouraging the Heart: A Leader's Guide to Rewarding and Recognizing Others* by James Kouzes and Barry Posner will assist you in being able to give better acknowledgment and support to others.

 **Practice** - In order to learn to temper your tendency to be private, create an opportunity each day for two weeks where you will consciously add more information to your conversations with customers, employees, family, or friends, than you ordinarily would. This will take great effort because your instinct is to withhold information. Log your results. Notice that others might become more open, friendlier, and less cautious around you as a result. Writing down what you have learned and your experiences is extremely helpful for your memory and skill retention. A good book for logging experiences is *Journal to the Self* by Kathleen Adams.

 **EXERCISE:** The Extraversion scale compares how you reported yourself on the personality questionnaire to successful leaders/managers. You may want to consider questions such as:

Is this how you see yourself? If not, how do you see yourself differently?

What strengths have been mentioned in this section with which you agree?

What strengths have been mentioned in this section with which you disagree?

Which developmental practices do you think will be helpful for you?

Does this section on Extraversion reflect how others see you (friends, coworkers, family, etc.)?

You may want to get feedback from those who know you well as to how they see you in terms of your Extraversion.

Practicality

The fourth personality trait in the hierarchy is having a good balance between being practical and visionary, tough and compassionate, and being appropriately factual and intuitive. A number of personality traits contribute to this balance. In this area, establishing the broad range of skills associated with exercising each of these capacities is important. By applying these skills in appropriate circumstances, you will reach effective outcomes in difficult business situations. Depending on the nature of the business (e.g., scientific, technical, marketing, service, start-up, turn-around), styles can differ because high performance will be more conducive to one style than another. However, in most circumstances, balance is beneficial, with a slight inclination to being more practical, which would allow you to make critical decisions in an authority role.



General statements about yourself on this dimension:

You report being more sensitive, receptive, and subjective approach to relating to the world. This style can be helpful in the service/sales side of the business or in any area that calls for more people interaction. However, you may take events and disappointments more to heart and be more prone to internalize conflict and disagreement. You may want to consider how well you work with facts and figures. Additionally, you need to determine if you have enough practical focus and resilience to address the challenges inherent in leading and managing large groups of individuals.

You may hesitate to enter into conflict situations where feelings may get hurt. You need to learn how to deal with conflict in a productive manner and not shy away from situations that are inherent in pushing for change or in dealing with progress.

When relating to others, the emotional content of your speech may interfere with a more practical audience. A technical group may have difficulty in easily responding to your talking about intuition and feelings. At the same time, a more emotionally based audience may respond quite favorably. You need to learn how to shift communication styles when appropriate and effective. You may be uncomfortable with conflict, disagreements, and anger; you need to learn how to better manage these circumstances so as not to unduly avoid these settings.

Specific considerations regarding Practicality:

- You tend to have a slightly reserved and cool approach to people than most leaders and, in fact, you may have a greater interest in ideas, concepts, things, or facts than successful leaders. You may find it difficult or uncomfortable to relate to the people issues involved with operating or leading a business. A slightly more reserved posture is typical, however, for technical areas of the business or areas that require greater attention to the realities of the business environment. If you are involved with others that tend to have a fair amount of reserve, this trait may not negatively affect your relationships with them.

You may not be interested in or at ease with reaching out and interacting with people. With your cooler style, people may have difficulty reading your interest in them, and you may have difficulty establishing relationships quickly. Your communications tend not to be very expressive, except concerning more factual issues. Socializing is not as important for you, and your focus tends to be on the business.

- You have a high degree of compassion in dealing with people and issues in your life. Although these can be desirable human traits, they can be somewhat detrimental in operating or leading a

business. At times, you may find yourself allowing emotions to cloud your judgment and decision making. You may also be overly sensitive to criticism, conflict, and disappointment. Your capacity to handle anger and confrontation in business interactions may not be as strong as desirable. Most individuals in leadership and management circumstances have a more tough-minded approach than you report, and they are more factual and realistic in their views of events. They also typically experience less stress from criticism and conflict.

You tend to hesitate entering situations that require you to address conflict and confrontation. You may resist stepping forward or, you may avoid dealing with conflict. It is important to become more self-aware in order to have compassion balanced more effectively with a realistic and practical orientation. Your communication style will emphasize feelings, but you may need a greater balance of facts and practical realities to influence others effectively. You tend to want to support others rather than confront or challenge them to accept their own responsibilities.

- You have a tendency to be good with day-to-day details. This approach is more typical of individuals in the technical side of a business or in areas where attention to the daily tasks is a requirement for success. This more focused and applied perspective is typical for individuals in production environments. Situations that can benefit from strategic thinking and innovation can sometimes suffer due to this more here-and-now focus.

Where vision and creativity are needed, you want to apply specific imaginative techniques to increase your ability. In addition, you may want to use others to help complement your more practical orientation. You may tend to be somewhat literal in your interpretation of events, and you may move more rapidly to the applied circumstance rather than remain open to other possibilities.

- Your practicality is influenced by your orientation to being open to change and receptive to new ideas. This posture is particularly helpful in entrepreneurial situations where rapid growth is needed. This posture may also help you be receptive to possibilities in development and design. In being more experimental and change-oriented, you can push for results. Although this orientation may be helpful in some circumstances, it may also create frustration for you when people or events do not move as quickly as you would like. You may need to establish a balance between desire and reality. To help you reach a balance in these areas, attend to the words that you use both internally and externally.

In the urgency to get things done, you have a strong desire for growth and change that can be highly productive; however, it can also be disruptive. A large business — as well as life — frequently does not move as quickly as you may desire. You may want to temper your drive in circumstances where reality is not in sync with your desire for change. Your frustration with life will lessen as you alter your expectation for change in regard to yourself and others.

This desire for change impacts your communication style. At times, when things are not moving as quickly as you desire, you may be perceived as being critical or judgmental. It will be very helpful to not use "should" and "have to" in demanding that something or someone meet your expectations. Look to change these statements to direct expressions of *your* expectations. "This is not what I expected," takes the sting out of the statement and sounds less judgmental than, "It *should* have happened."

Broad considerations regarding Practicality:

- Because you have a compassionate and emotionally responsive nature, being careful about how you interpret criticism is important. You will most likely have a key set of words (e.g., "should, must, ought to, have to"), which will emphasize your personalized self-statements around criticism (e.g., "I should have worked harder at not being so forgetful, disorganized, etc.").

With your trusting and accepting nature, you are likely to take criticism from others personally. Your ability to keep an optimistic and positive outlook will be most affected by the way you internalize criticism. By learning how other people's words affect you and by determining which

words or phrases you attend to, you can effectively establish the attitude and internal mood that will be best for your work circumstances. This ability can also assist you in managing the stresses of others' resistance to your ideas and in managing conflict.

Developmental practices are suggested below. Commit to one of the following or one that you create for yourself:

- A potential area of development for you is the need to become less sensitive and more thick-skinned, particularly in the face of criticism. As with many personal aspects, this more responsive nature can be both a strength and a limitation. As a strength, sensitivity can help you acknowledge the contributions of others when in the process of building strong partnerships. In managing others, there is a likelihood that you provide the support and empathy required for success. At the same time, there may be advantages in seeing how to manage the stress that being more sensitive to the world places on you. You are more likely to value diversity and demonstrate inclusive behavior. Your thinking process may well be highly influenced by the more emotional nature of your thoughts and you may give this area more weight than objective elements in your decision making process.

☞ **Practice** - Think back to a situation where you responded emotionally (i.e., had your feelings hurt) and were less effective than you would have liked. Consider other ways you could have dealt with the situation. See how many different solutions you can generate. Ask others for help on this exercise. Check to see how others, who you may see as "tougher," might deal with a similar situation.

☞ **Practice** - When your emotions are running high, stop, breathe deeply, and think of someone with a strong, rational approach to life. Review the situation and get a different perspective and distance.

You may want to use other training courses or books, which include *APTT Training*, De Bono's *Six Thinking Hats*, and *How to Keep People From Pushing Your Buttons* by Albert Ellis and Arthur Lange. See the Leadership Development Resources on IPAT's website (www.ipat.com/leadershipresources.html) for further information on these references.

 **EXERCISE:** The Practicality scale compares how you reported yourself on the personality questionnaire to successful leaders/managers. You may want to consider questions such as:

Is this how you see yourself? If not, how do you see yourself differently?

What strengths have been mentioned in this section with which you agree?

What strengths have been mentioned in this section with which you disagree?

Which developmental practices do you think will be helpful for you?

Does this section on Practicality reflect how others see you (friends, coworkers, family, etc.)?

You may want to get feedback from those who know you well as to how they see you in terms of your balance of being practical and visionary, tough and compassionate, and factual and intuitive.

Self-Control

The fifth and last personality trait is also a balanced dimension. Flexibility regarding the change and variation of business needs to be balanced with appropriate skills for self-discipline, organization, and accuracy. Strong personal relationships require a high degree of conscientiousness and self-discipline to behave consistently, which allows others to establish respect and trust for you.



General statements about yourself on this dimension:

Your score on self-control is within the target range for leaders and upper managers. Balance is highly important in this personality trait. You indicate an overall respect for systems and procedures; however, you are not so bound to systems and procedures that you cannot circumvent them when necessary. Leadership requires some flexibility as well as a capacity to not get mired in the details of day-to-day operations. The challenge is to be mindful of critical details and procedures without being trapped by them. Leaders and upper managers require the ability to have both microscopic and telescopic vision. In this way, you need to be able to move in close, when necessary, then look out to the horizon. Be disciplined with key activities, but reach across boundaries when charting new territories.

Your balance on self-control is achieved through a number of traits. Look over the individual statements below to see how this balance is achieved.

You are generally disciplined to fit within the organization and to respect the traditions and disciplines that are in place. You respect the structure and the procedures that are necessary for success. At the same time, a reasonable degree of flexibility is in place; you are not likely to be rigid in responding to different perspectives.

You are likely to be open to various strategies and have flexibility in the design and creation of different visions. At the same time, discipline is required to meet the expectations of your role. You may achieve a balance between being conscious of the need for order and an openness to tolerate disorder in the process of change and progress. This balance allows you to more easily manage systems under development or in flux.

Specific considerations regarding Self-Control:

- You tend to have a slightly more serious and disciplined approach than typical leaders and business managers. Your tendency to not show as much enthusiasm and energy can assist in focusing your attention. However, you will also want to make sure that it does not dampen the enthusiasm of others. You will want to be able to project a positive and energized approach to your employees or to your customers when it will be advantageous to generate added motivation.

Being too serious can impact your ability to monitor when to project a greater degree of enthusiasm in a genuine manner. Your communication style may be impacted by not being able to be more expressive and energized to create emotional enthusiasm from those reporting to you.

- You have a general orientation to being conscientious and respectful of established boundaries and guidelines. This approach is generally constructive and is fairly typical of individuals in large organizations. Your score on this trait is somewhat higher than the typical leader, and in this regard, your interest in order and structure is also stronger. If you are in an orderly, systematic, or structured type of work (e.g., engineering, production control, materials management,

accounting, etc.), then this is more typical, but you still want to see that your flexibility is high enough to lead at a higher level where change and risk are more important. You may need to become more flexible to accommodate change, although it may be difficult for you. ● Leaders in start-up situations or changing circumstances typically require greater flexibility, and as the company grows, there may be a need to replace policies, change procedures, and look at alternatives that you may not be as quick to embrace. You may want to develop a greater balance between order and flexibility.

Your preference to look for and meet expectations may make it difficult to be flexible to changes in the environment and to take advantage of new strategies. Your systematic approach can be helpful where procedures are necessary and advantageous, but where change and flexibility are important, you will have difficulty. You will tend to look for what is correct, but establishing a new paradigm, rather than operating from an existing one, may be necessary.

Your communication style tends to be influenced by what is seen as being correct; you may not be as open as necessary to see what can be effective. You may be less willing to listen to other perspectives, and your ability to influence others can be restricted by this lack of openness to other alternatives.

- You have a practical and focused approach to work, which is typical of managers and leaders in operations that require a down-to-earth focus. This approach is helpful in situations where it is important to attend to the day-to-day details. On the other hand, there may be situations where greater vision and imagination would be beneficial. In these circumstances, it will be helpful for you to develop the skills to be more creative and visionary or to enlist the support of others that have these traits.

You have a tendency to adhere to existing paradigms and not be as creative in establishing alternatives. Being focused and attentive to practical realities may take precedent over possibilities. Your creativity, innovation, and optimism may be restricted. You may be less open to alternatives and change, and you may not be seen as being as receptive to others' perspectives.

- You report yourself as being slightly more spontaneous, flexible, and inexact than most leaders. As much as these traits can be charming and engaging, they can also be somewhat disruptive to an organization. You are not as caught up in day-to-day details, and you have a somewhat higher tolerance for disorder and disruption. These attributes can be constructive for survival in a chaotic environment; however, it is important to attend to those details that are critical to the business. In a technical role, you want to attend to details and precisely meet employee and customer expectations. Your credibility can be notably impacted by your willingness to attend to the details of the commitments that you make.

Your ability to control your own spontaneity and impulses can impact how others perceive your ability to make good judgments. Your actions may lack the precision and exactness that is demanded for certain circumstances. This trait is particularly dissimilar to individuals who are in a technical role. You may want to determine whether or not a technical environment is for you. Also, your tolerance for a somewhat spontaneous approach may exceed the ability of the organization to respond.

Your ability to manage systems and procedures will be somewhat impacted by your lack of apparent discipline. You may need to delegate these functions to others that can attend to the details necessary for success. People attending to important details with which you have involvement will appreciate an explanation of why you are not as attentive to these aspects and how much you appreciate their support. Doing so will allow you to perform some of the leadership functions with greater ease and have others understand that their skills at being more attentive to detail are complementary rather than disruptive.

Developmental practices are suggested below. Commit to one of the following or one that you create for yourself:

There are no developmental suggestions for this dimension.

 **EXERCISE:** The Self-Control scale compares how you reported yourself on the personality questionnaire to successful leaders/managers. You may want to consider questions such as:

Is this how you see yourself? If not, how do you see yourself differently?

What strengths have been mentioned in this section with which you agree?

What strengths have been mentioned in this section with which you disagree?

Which developmental practices do you think will be helpful for you?

Does this section on Self-Control reflect how others see you (friends, coworkers, family, etc.)?

You may want to get feedback from those who know you well as to how they see you in terms of your balance of flexibility and conscientiousness.

Action Plan

Creating an **Action Plan** that transfers new insight into new behavior is an essential part of the developmental process. Development may include generating specific work assignments that can be logged, or creating more appropriate environments for honing these skills. The included Action Plan is an example that you might choose to use. You can use any action plan that will help you keep track of commitments to learning and action (or design your own).

As you begin to write your Action Plan:

- Be as specific as possible. In addition to identifying a specific action, include pertinent information such as a target date, location, names of individuals involved, and specific tactics. Enter this information in a calendar or wherever you will be reminded to check on your progress.
- Consider and write down how you will overcome potential obstacles to your success and what resources you will need to accomplish your objectives.
- Finally, consider and write down the personal benefits of accomplishing your plan. What is in it for you to make positive changes?
- When you have successfully completed the goals of this action plan, savor your success and growth. Then choose another item from your developmental list, and make another plan. In this way, you will continue to increase your ability to maximize your personal development process.

Remember: As you attempt to make modifications in your typical patterns of behavior, you may feel uncomfortable, and often things will not go as anticipated. Anything worth doing is worth doing poorly, at least to start with. This is part of the risk to improve behavior that is integral to leadership. Practice, Practice, Practice. As you persist, your target behavior will become easier and more comfortable to execute.

On the following page an Action Plan is provided for you to track your progress. If this doesn't work for you, create your own technique for committing to a plan of action.

Sharing your Action Plan with someone is extremely helpful to ensure that you will follow through. This person could be your boss, your supervisor, your coach, or a good friend. The more people with whom you share your plan, the higher your probability for success.

There is no right or wrong way to develop an Action Plan. The goal is to identify a growth area that will provide you with the biggest pay-off for your personal investment and commit, on a daily basis if needed, to a new way of behaving in your business. Let go of "being perfect", just...

Identify it and go for it!

Action Plan

Building on Strengths (1 or 2 recommended)

Date:

Identify Strengths and Objectives	Learning and Action Steps	Resources/Individual Support Needed From	Completion Date

Developmental Focus (1 or 2 recommended)

Identify Developmental Objectives	Learning and Action Steps	Resources/Individual Support Needed From	Completion Date

Signatures:

Leadership Participant

Coach/Manager/Supervisor

Example Action Plan

Building on Strengths (1 or 2 recommended)

Date: _____ *May 1*

Identify Strengths and Objectives	Learning and Action Steps	Resources/Individual Support Needed From	Completion Date
Industry knowledge	Coaching skills - teach to direct reports - set up session	Class on coaching - Dr. Watterson (coach) - Pat Smith (supervisor)	June 15
Business acumen	Coaching skills Spend time with each direct report to focus on business learning.	Seminar training room to talk about the business	June 30

Developmental Focus (1 or 2 recommended)

Identify Developmental Objectives	Learning and Action Steps	Resources/Individual Support Needed From	Completion Date
Communications - assertiveness - presentations - listening - social skills	Read books Do reading and plan for targeted action. Practice on trip to Europe.	Books: <i>Conversationally Speaking; Your Perfect Right; How to Stop Worrying and Start Living</i>	June 1
Delegation	Meet with direct reports and explain shift to a more delegation approach. Gain commitment from each manager.	Books: <i>Coaching for Commitment</i>	June 1

Signatures: _____
Chris W.
Leadership Participant

Pat
Coach/Manager/Supervisor

Evaluate Results

Results of your growth and development should be observable and measurable. By evaluating the results of your efforts, you can become clearer as to how well your developmental efforts paid off. You may have made such significant changes that the behavior that you were looking to modify is no longer an issue. Terrific! Most efforts at personal growth and development, though, require regular practice and a consistent reappraisal of the results.

Consider a child learning a new behavior or a professional athlete continuing to develop an advanced technique. Each person will make mistakes along the way. They stumble and fall but they continue to get up, dust themselves off, and try it again. This is the process of how people improve. Even once the behavior seems routine, people need to continue to exercise it. Again, think about the athlete who practices daily to improve his or her skill level. Professional golfers **practice** their swings at the driving range, baseball players take batting **practice** daily, and tennis players **practice** their serves regularly.

As you evaluate your results, ask others who know you if they have observed changes. Ask your:

- Family
- Employees
- Business associates
- Customers
- Supervisor
- Colleagues
- Friends, etc.

Asking for feedback can be uncomfortable and intimidating, but it is a great way to learn how others who are important to you perceive you. As you listen to their feedback, thank them. Even if it is not what you want to hear, thank them for their honesty and willingness to assist you in your development. At times, you may feel the need to defend your position or to state that you do not agree with their assessment. Try not to do this and simply thank them for their input. As you solicit input from others, you may hear themes develop regarding how you are progressing.

As you work to develop your broadened arsenal of new behaviors in order to become a more effective leader, try approaching your development as an athlete approaches his or hers — with regular attention and commitment to developing the attributes and skills that you need to be successful. Slight improvements over time will provide you with long-term personal and professional benefits.

Appendix A: Background and Philosophy of the LCR

Why Use the Leadership Coaching Report?

The Leadership Coaching Report is an expert report, based on years of experience interpreting personality and ability measures. The report focuses on personality traits that influence leadership and management styles; it does not identify specific skills and competencies. However, the report does propose how your personality traits may affect your competencies. Philosophically, the report focuses on the gifts and limits of individuals, with no personality trait being all good or all bad. The report is intended for developmental, rather than selection, purposes.

The Leadership Coaching Report is a product of the author's individual research as well as 50 years of research based on the 16PF Questionnaire. Other support can be attributed to the research conducted at the Institute for Personality and Ability Testing, Inc. (IPAT), as well as thousands of individual profiles. The report is based on a combination of expert opinion and empirical research.

In addition, the report draws upon 25 years of experience in interpreting 16PF scores and consulting with corporations ranging from small family businesses to Fortune 500 companies. The 16PF Questionnaire has been the basis for thousands of developmental reports and profiles prepared for individuals representing a variety of careers, including managers, leaders, pilots, Olympic athletes, administrators, politicians, and lawyers, among others.

The report examines the impact that personality has on the areas of leadership and management and proposes an integrated development program. Leadership and management styles have been combined in this report for two reasons. Foremost, individuals frequently perform both functions in a single role. Secondly, from a developmental standpoint, individuals typically transition from management activities to leadership roles.

The Leadership Model

The general leadership model embraced by this report assumes that most leadership activities involve working with others. This assumption applies to both the management functions of administration and operations, as well as to the vision and inspiration required in a leadership role. This model acknowledges that there are a number of personalities capable of effective leadership. Likewise, there are a wide range of skills and abilities that can be effective in various situations. This model also acknowledges that experiences shape one's personalities and abilities, and it is only through a wide range of experiences that truly effective leaders emerge.

This leadership model is based on David G. Watterson's personal experience as well as on a wide range of materials, including some from the Center for Creative Leadership. Books such as *The Leadership Engine* by Noel Tichy and *The Servant* by James C. Hunter also support this model. The current business environment emphasizes a leader who embraces change, enrolls others, teaches, empowers, and inspires. These types of individuals will be in demand and will most likely be effective in current organizations as well as organizations of the future.

Few people possess all of the necessary traits at the beginning of the developmental process. The process considers cognitive style, as well as how you relate to other individuals, work groups, cultures, and the world. This workbook-style report focuses only on personality and some aspects of ability. There are many other areas, such as courage, faith, and wisdom, that are important factors in leadership style, but this report will not provide information on these characteristics. Remember, too, that this report is not a description of leadership effectiveness. It is a report on personality traits and how individuals present themselves, and provides information on the impact that these traits have on leadership styles.

This report is based on the principle that a single powerful predictor of effectiveness is awareness of personal gifts and limits. That is, individuals who are conscious of their strengths and their limitations work with others more effectively. As individuals become cognizant of their gifts and limits, they are able to grow and develop, stretching beyond their current comfort zones.

Therefore, this report seeks to identify not only your current situation, but your future goals as well. The report is not intended to limit your opportunities, but to expand your horizons and skills. It is not about answers, but it is about learning, risking, and taking action to become an effective leader.

Philosophy

This report is intended for individuals who are starting on the path to becoming an effective manager or leader, as well as those already in leadership roles with a desire to elevate their effectiveness. It is designed to be a guide to this developmental process — not an answer book. It will direct you to explore, but it will still require you to take action, make decisions, and make mistakes. The raw essence of who you are will be defined, hardened, and shaped by your set of experiences. Your performance will determine whether or not you become an effective leader.

Blending your unique set of resources into your own leadership and management style is a process. Embrace it as such. It is ongoing, transitional, and evolutionary. It is not a course, a class, or a set of answers. There is no one right set of skills, abilities, or personality traits. Your success depends on how well you manage your resources in particular circumstances. Your success is directly related to your **self-awareness**, which this workbook-style report will help you to increase. This report will allow you to focus on areas that will lead you to higher levels of effectiveness in both management and leadership.

Appendix B: Personal Development Process

An Overview

Development for individuals is best thought of as an on-going, never-ending, dynamic process. Effectiveness is greatly enhanced by being clear about how the process works, where you stand in the process, and how to keep it charged and in motion. Failure most often occurs when people lose track, lose focus, and/or remain stuck in one of the stages. As with many effective operational paradigms, a very simple one was developed for ease of access and maintenance of focus.

An exciting aspect of the current world is the tremendous amount of valuable information that is available. This includes how people learn about themselves, their attributes, and how to develop additional skills. With a simple paradigm to organize and direct this information, you can increase the integration and impact of these resources. This will help you in figuring out where you are going, what you have to do to get there, what you can add to be more effective, and what will signal progress.

The Mission

Whether as an individual or an organization, people must set a mission in order to evaluate the merit of their actions. If people don't know which direction they are going, their development most often becomes random and sporadic. Because all things are relative, who you are and what you do is neither an advantage nor disadvantage until you reference what you are trying to do with it. For instance, there is nothing good or bad about a maple tree until someone considers planting it in Ohio versus Arizona. It is the same with personal attributes, activities, or goals. The value appears when individuals declare their intentions.

There are numerous materials (books, programs, etc.) that describe techniques for setting corporate or personal missions. Although many individuals have a sense of where they are going, they need to get it out of the vague, abstracted form floating about in their heads and into specific, visible written words. The simple process of writing down your personal mission is a huge step in making your actions clearer and better directed.

Remember, comparing yourself to a general model is not the same as being specific to the leadership needed for your situation, e.g., your company's culture and accepted leadership style, your country's cultural influence, and your individual area of business. Behavior in one role may be more effective or appropriate than within another area and it will be of tremendous assistance for a coach or a Human Resources (H.R.) professional to assist you in gaining this perspective.

Personal Inventory

Once the targeted vision of leadership (or the mission) has been established, determining the critical skill sets that are needed to get there is important. This activity can be done at a corporate level or an individual level. For instance, someone in a more customer service oriented part of the organization would need a higher emphasis on competencies such as communication and listening skills. In a leadership role in any organization, there is undoubtedly an array of skills and attributes that will be important for people to have and these characteristics need to be identified, endorsed, and enforced by the company.

Individuals can then determine their own unique set of skills and abilities. This task can be done through a wide range of assessment tools and techniques including personality and ability testing, performance feedback (e.g., 360° surveys), questionnaires, interviews, etc. Then, these skills can be organized relative to the individual's desired personal mission as well as the corporate mission. There is always an apparent danger here because when you clarify your mission, it may appear to be out of alignment with the corporate mission. This allows for a productive discussion, which will result in redirecting your focus or putting you in a position where you can be in alignment.

Gap analyses of one's skills relative to the mission and relative to the specific desired leadership role

will yield a number of areas that could benefit from new learning to improve those skills. Levels of skills previously thought to be adequate may show themselves to be lacking. This is frequently the case in situations where technical skills may have been the basis for high performance in an earlier career role, whereas interpersonal/communication skills may be more important in a future leadership role. This process can then highlight critical areas for development in advance, before waiting for failed performance to show itself. Because of the longer learning curve of some skills, having more lead-time is helpful when working on this process. That way progress is made before the skills that are lacking become critical to performance.

Once an area has been chosen for further development, new learning is frequently beneficial. Using the same tools (skills) that got you to one level may not get you to the next level of performance. Just trying harder with poor tools rarely results in sustainable improvement. There is a strong tendency for most people to cling to their current ways (habits) and resist adopting new ones, even the exploration of learning about new ones.

The good news today is that there are a wide variety of materials (programs, books, seminars, tapes, workshops, training, etc.) to assist people in learning new skills. Finding good resources can be a little tricky at times, but a range of options that has had a reasonable degree of success has been compiled for you. H.R. can also assist by suggesting resources within and/or accessible to your company that can address certain issues for improvement (e.g., an in-house listening/communication course, a negotiations course at a local university).

Action

Just learning new information is not sufficient to produce visible, sustainable results that can have meaningful impact. To be a recognized leader, action is paramount. Leaders are voracious learners, but they are also people of action. They take their new ideas, new information, and new insights and they act on them. Frequently, people try to rely on their intellect to know a lot about a subject in hopes of sounding like they know the right thing to do. Insight without action is just a nice idea.

Action (experience) is the vehicle that takes people from knowledge to understanding. In order to make significant change, individuals must overcome the tendency to "look good" and risk failure in order to grow. People must take what they have learned and practice it, apply it, and make mistakes, until they are really good at it. Organizations need to make sure that they provide the freedom to take these risks and not curb learning by an overemphasis on doing things correctly. The art of constructing action plans is to come up with practices that don't put anything significant "at risk".

Once new learning has occurred, it is important to embrace the saying that "anything worth doing is worth doing poorly...at least at first, until we get better at it." When an area for development has been identified, it is implied that an individual is not as successful in that area as they would hope to be. Therefore, trying out different approaches may not get them instant success, but it probably will not get them any worse results. With application, persistence, and practice, they will get much better if they are practicing the appropriate actions.

Evaluate Results

Of ultimate importance, is that the development process ends up with observable and measurable results. Being held accountable for results helps you focus on whether the process is really working. When writing action plans, make the goals specific, measurable, and realistic to ensure that they are attainable within a specific period of time. Measures that are not observable or quantifiable will generally not be reinforced.

Frequently, one of the most important roles for an H.R. professional or coach to play is to assist in the identification of results that would indicate improvement within non-technical areas of development, e.g. determining how a manager would be able to tell if someone's listening skills had actually improved.

Sometimes, results come by reversing the criteria that created the issue in the first place. For example, if displays of inappropriate anger and frustration were disruptive and created non-productive fear in a leader's team, having a sustained period of time without an incident might be one criterion.

Another might be voluntary comments by team members of a favorable change in the person's actions, an increase in approachability, and higher output from the team.

Once goals have been met successfully, reviewing how to reward, acknowledge, and sustain the actions that got you there is important. The organization needs to check to see that the systems and disciplines are in place to sustain the development process.



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