



Leadership Profile



EMPLOYER REPORT
For Hiring, Training & Coaching

Kelly Sample





STRENGTHS

A) Leadership strengths related to how Kelly Sample scored:

• Strong numerical reasoning skills

- Would not require assistance with problems requiring numerical calculations
- Would be able to make correct decisions and judgments based on numerical calculations
- Would be strong at analyzing numerical data

• Open-minded and innovative

- Open to change and new ideas
- Able to think in 'big picture' terms
- Willing to experiment with new tools and methods
- Good at finding creative solutions to problems

• Reserved and task-focused

- Prefers completing tasks to socializing
- Able to focus and work independently
- Has good listening skills
- Doesn't seek attention

• Sensitive and empathetic

- Helpful and considerate
- Avoids conflict
- Empathetic and understanding
- Focused on cooperation and team efforts

POTENTIAL CHALLENGES

B) Potential leadership challenges related to how Kelly Sample scored:

• Detail Orientation

- Should be given clear goals but be allowed to decide how to reach them
- Should be given a mix of 'big picture' and detailed tasks
- Will easily see 'the big picture'
- Would be comfortable with constant change

• Reserved

- Should be encouraged to share thoughts and ideas
- May not highlight or seek attention for work well done
- May need to feel comfortable before communicating openly
- Should have independent work as a significant job component

• Self-Motivation

- Would respond well to being recognized for good work
- Would benefit from occasional reminders for work quality standards
- Would respond best to being given reachable goals
- Would be motivated by group collaboration

• Preference for Change

- Would need variety and change to stay stimulated
- Should be included in brainstorming or strategizing
- Would enjoy facing new challenges
- Will be comfortable adapting to change and taking risks

Detail Orientation - Kelly Sample scored on the Mid Left Side of the Spontaneous vs. Regimented dimension.

This dimension measures the degree to which a person is conventional, rule abiding and detail-focused. Mid Left scoring individuals prefer to improvise and be flexible rather than focusing on details, planning and following set methods and processes.

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a situation when you were required to closely follow process or routine but you felt that following it might actually hold you back. How did you handle the situation?
- Give me an example of a time when you had to be detail-focused in order to complete a task successfully. What did you do and what were the results?

Reserved - Kelly Sample scored on the Left Side of the Reserved vs. Outgoing dimension.

This dimension measures the degree to which a person enjoys and is comfortable with social interaction. Left Side scoring individuals have a lower need for social interaction. They are typically reserved and prefer to focus completing tasks.

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a recent time when you had to initiate contact and build a relationship with a new person or group. Describe the situation and your actions in detail.
- Give me an example of a time when you were in a situation where communicating with someone was challenging. What was the situation and how did you handle it?

Self-Motivation - Kelly Sample scored on the Mid Range of the Contented vs. Achievement-Focused dimension.

This dimension measures the degree to which a person is focused on achieving challenging goals. Mid-range scoring individuals are able to complete their objectives and tasks but may not expect to achieve highly challenging goals.

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a time when you faced a challenge that required an exceptional amount of self-motivation to overcome. Please describe the situation and your actions in detail.
- Tell me about a time when you had to motivate yourself to accomplish something difficult. What was the situation and how did you motivate yourself?

Preference for Change - Kelly Sample scored on the Mid Right Side of the Conventional vs. Open-Minded dimension.

This dimension measures the degree to which a person is curious, imaginative and innovative. Mid Right scoring individuals can be creative and imaginative when it is required but will still remain practical in their problem solving approach.

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a time when you had to do a tedious task or set of tasks. What was the situation and what did you do?
- Give me an example of a time when you needed to be creative or innovative in order to complete a task or objective. What was the situation and how did you respond?

Introduction

This report is a summary of strengths and areas for coaching and development based on responses to the items in the assessment. The report is focused around six main dimensions addressing different aspects of your workstyle. Keep in mind as you read the report that right side scores are not better than left side scores. There are positive and negative implications for both right side and left side scores, although certain scores are more preferable for certain roles.

The results in this report are based on research conducted with samples of working adults and can be expected to represent the candidate's work-relevant characteristics. It is important to remember, however, that these results should not be used as the sole factor when making a hiring decision and should always be considered in the context of all available information about the candidate's fit to a specific role and work environment.

Kelly Sample's primary traits:

Reserved

Open-Minded

Dominant

These are the most extreme scores from the personality profile below.

Summary of Kelly Sample's results:

	LEFT SIDE	MID LEFT	MID RANGE	MID RIGHT	RIGHT SIDE	
Non-Dominant Not motivated to lead others, less assertive						Dominant Driven to lead others, assertive
Contented Modest expectations and objectives						Achievement-Focused Motivated to reach challenging goals, high expectations of oneself
Reactive Sense of urgency and reactive to stress and pressure						Calm Even-tempered, calm when working under pressure
Reserved Task focused; does not have a strong need for social interaction						Outgoing Comfortable with social interaction and talkative
Direct Straightforward and direct						Empathetic Sensitive to the needs of others and tactful
Spontaneous Flexible and improvising						Regimented Rule abiding and detail focused
Conventional Practical and prefer predictability						Open-Minded Imaginative, open to change, curious and creative

Kelly Sample's Validity Category:

Acceptable

If the validity category is "Caution":

- Interpret the results above with caution
- Verify results with interview and reference questions



The marker represents this person's results. The average results of working adults is at the middle point of each dimension.

Disclaimer:

We cannot predict the occurrence of specific incidents, but only the probability that people will engage in behaviors that increase the likelihood of incidents. These assessment results should always be considered in the context of all available information about a person; do not use this as the sole factor for making employment-related decisions.



Dimension 1: Non-Dominant vs. Dominant



Kelly Sample scored in the Mid Right of the Non-Dominant vs. Dominant dimension.

This dimension measures the degree to which a person is driven to take charge and lead others. Right side scoring individuals tend to be ambitious and focused on influencing others. They prefer to take charge and assume a leadership role.

Positive characteristics related to how Kelly Sample scored:

- Confident and self-motivated
- Sets and reaches difficult goals
- Enjoys leading others
- Driven to take charge

Job-Fit Considerations – Kelly Sample would fit best into a role that:

- Provides the ability to take charge and lead
- Has the responsibility of managing a team or managing important projects/initiatives
- Involves decision making responsibilities
- Provides adequate freedom and resources to accomplish tasks quickly

Coaching/developmental areas related to how Kelly Sample scored:

- Would be most comfortable when having decision making ability
- Would be most satisfied when able to make independent decisions

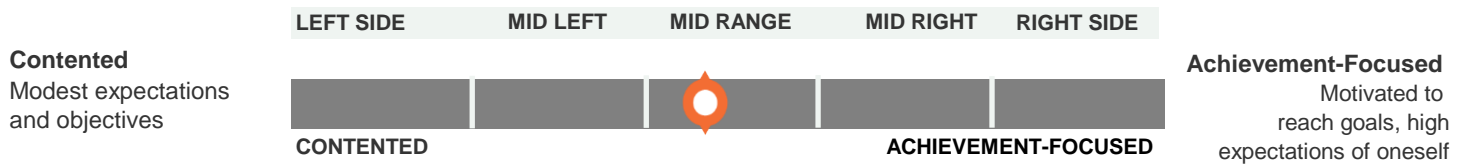
Management considerations for leading Kelly Sample:

- Can be given the authority to manage people or projects
- Will not prefer to be managed or monitored closely
- Will likely prefer to have a high degree of autonomy
- Would benefit from coaching on leadership skills

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Give me an example of a time when you had to be firm and assertive in order to negotiate a solution with a customer or co-worker. What was the situation and how did you handle it?
- Tell me about a particularly challenging time when you had to influence or convince someone to do something in order to reach your objective. What was the situation and what did you do?

Dimension 2: Contented vs. Achievement-Focused



Kelly Sample scored in the Mid Range of the Contented vs. Achievement-Focused dimension.

This dimension measures the degree to which a person is focused on achieving challenging goals. Mid-range scoring individuals are able to complete their objectives and tasks but may not expect to achieve highly challenging goals.

Positive characteristics related to how Kelly Sample scored:

- Able to fulfil responsibilities
- Able to meet others' standards and expectations
- Able to complete tasks and reach objectives
- Has modest expectations of themselves and others

Job-Fit Considerations – Kelly Sample would fit best into a role that:

- Requires meeting realistic standards and expectations
- Rewards employees who do good work
- Requires moderate effort and self-motivation
- Has realistic, reachable goals

Coaching/developmental areas related to how Kelly Sample scored:

- May find it challenging at times to consistently meet others' expectations
- May need encouragement with goals that are difficult to reach

Management considerations for leading Kelly Sample:

- Would respond well to being recognized for good work
- Would benefit from occasional reminders for work quality standards
- Would respond best to being given reachable goals
- Would be motivated by group collaboration

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a time when you faced a challenge that required an exceptional amount of self-motivation to overcome. Please describe the situation and your actions in detail.
- Tell me about a time when you had to motivate yourself to accomplish something difficult. What was the situation and how did you motivate yourself?

Dimension 3: Reactive vs. Calm



Kelly Sample scored in the Mid Left of the Reactive vs. Calm dimension.

This dimension measures the degree to which a person is calm and tolerant of stress and pressure. Mid Left scoring individuals are emotionally expressive and have a strong sense of urgency. They are often seen as tense and reactive to stress.

Positive characteristics related to how Kelly Sample scored:

- Seen as balanced and stable
- Able to handle typical job stress
- Self-aware
- Receptive to feedback

Job-Fit Considerations – Kelly Sample would fit best into a role that:

- Has a balanced workload with a variety of tasks
- Has a mix of high and low stress tasks
- Is demanding but not highly stressful
- Has realistic performance expectations

Coaching/developmental areas related to how Kelly Sample scored:

- May prefer to think through possibilities before taking action
- May not always display a sense of urgency

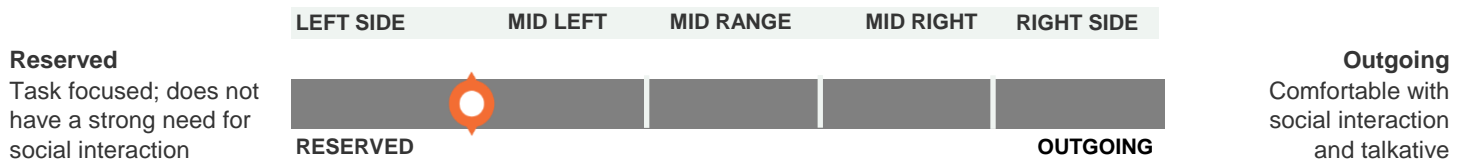
Management considerations for leading Kelly Sample:

- Able to perform under pressure
- Should be given ambitious but reachable goals and targets
- Can handle challenging tasks and projects
- Will likely not appreciate management over-reacting to minor issues or threats

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a time when you had so many demands on you that you were unable to complete them all? What was the situation and how did you respond?
- Give me an example of a time when you demonstrated a sense of urgency in order to resolve an issue or problem. What were the circumstances and what actions did you take?

Dimension 4: Reserved vs. Outgoing



Kelly Sample scored in the Mid Left of the Reserved vs. Outgoing dimension.

This dimension measures the degree to which a person enjoys and is comfortable with social interaction. Left Side scoring individuals have a lower need for social interaction. They are typically reserved and prefer to focus completing tasks.

Positive characteristics related to how Kelly Sample scored:

- Prefers completing tasks to socializing
- Able to focus and work independently
- Has good listening skills
- Doesn't seek attention

Job-Fit Considerations – Kelly Sample would fit best into a role that:

- Focuses on completing tasks
- Doesn't have a main focus on communicating
- Doesn't primarily involve interacting with unfamiliar people
- Involves completing independent work

Coaching/developmental areas related to how Kelly Sample scored:

- May not openly voice ideas and opinions
- May not seek recognition for performance

Management considerations for leading Kelly Sample:

- Should be encouraged to share thoughts and ideas
- May not highlight or seek attention for work well done
- May need to feel comfortable before communicating openly
- Should have independent work as a significant job component

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a recent time when you had to initiate contact and build a relationship with a new person or group. Describe the situation and your actions in detail.
- Give me an example of a time when you were in a situation where communicating with someone was challenging. What was the situation and how did you handle it?

Dimension 5: Direct vs. Empathetic



Kelly Sample scored in the Mid Right of the Direct vs. Empathetic dimension.

This dimension measures the degree to which a person seems sensitive and empathetic. Mid Right scoring individuals are seen as cooperative and agreeable but can be forthright and direct in situations where they feel it is necessary.

Positive characteristics related to how Kelly Sample scored:

- Helpful and considerate
- Avoids conflict
- Empathetic and understanding
- Focused on cooperation and team efforts

Job-Fit Considerations – Kelly Sample would fit best into a role that:

- Doesn't involve being exposed to a lot of negative feelings and conflict
- Involves helping others
- Requires being empathetic and sensitive to the needs of others
- Has an emphasis on collaboration and teamwork

Coaching/developmental areas related to how Kelly Sample scored:

- May put others' concerns ahead of one's own
- May be uncomfortable in situations with interpersonal conflict or tension

Management considerations for leading Kelly Sample:

- Should be openly recognized and appreciated for work well done
- Will likely need to feel that helping others is a primary goal
- Should be given opportunities to collaborate with others
- Would perform best in a supportive team environment

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Sometimes customers or co-workers make unreasonable requests. Describe a time when someone made an especially unreasonable request to you. How did you handle this situation?
- Tell me about a time when you had to deal with someone who was angry or upset with you. What was the situation and how did you handle it?

Dimension 6: Spontaneous vs. Regimented



Kelly Sample scored in the Mid Left of the Spontaneous vs. Regimented dimension.

This dimension measures the degree to which a person is conventional, rule abiding and detail-focused. Mid Left scoring individuals prefer to improvise and be flexible rather than focusing on details, planning and following set methods and processes.

Positive characteristics related to how Kelly Sample scored:

- Not bound by rules or tradition
- Easily grasps the 'big picture'
- Able to improvise
- Able to quickly adapt to new processes

Job-Fit Considerations – Kelly Sample would fit best into a role that:

- Has a mix of detailed and 'big picture' work
- Has an element of variety and unpredictability
- Doesn't primarily focus on performing repetitive tasks
- Has some flexibility in how tasks are completed

Coaching/developmental areas related to how Kelly Sample scored:

- May prefer to focus on 'big-picture' issues
- Will likely follow the most efficient route to achieving objectives

Management considerations for leading Kelly Sample:

- Should be given clear goals but be allowed to decide how to reach them
- Should be given a mix of 'big picture' and detailed tasks
- Will easily see 'the big picture'
- Would be comfortable with constant change

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a situation when you were required to closely follow process or routine but you felt that following it might actually hold you back. How did you handle the situation?
- Give me an example of a time when you had to be detail-focused in order to complete a task successfully. What did you do and what were the results?

Dimension 7: Conventional vs. Open-Minded



Kelly Sample scored in the Mid Right of the Conventional vs. Open-Minded dimension.

This dimension measures the degree to which a person is curious, imaginative and innovative. Mid Right scoring individuals can be creative and imaginative when it is required but will still remain practical in their problem solving approach.

Positive characteristics related to how Kelly Sample scored:

- Open to change and new ideas
- Able to think in 'big picture' terms
- Willing to experiment with new tools and methods
- Good at finding creative solutions to problems

Job-Fit Considerations – Kelly Sample would fit best into a role that:

- Requires finding creative solutions to problems
- Allows for innovation and developing new ideas
- Involves exposure to new ideas
- Allows some decisions to be made based on intuition

Coaching/developmental areas related to how Kelly Sample scored:

- May need a lot of variety in tasks to remain stimulated
- May over-analyze situations or problems at times

Management considerations for leading Kelly Sample:

- Should be given the opportunity to try new approaches to tasks
- Should be included in brainstorming or strategizing
- Would enjoy facing new challenges
- Will be comfortable adapting to change and taking risks

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a time when you had to do a tedious task or set of tasks. What was the situation and what did you do?
- Give me an example of a time when you needed to be creative or innovative in order to complete a task or objective. What was the situation and how did you respond?



Business Reasoning Defined

This section is a summary of Business Reasoning abilities calculated from the assessment you completed. When reviewing results:

- 1) Consider the participant's position
- 2) Consider the level of business reasoning complexity required for success

Summary of Kelly Sample's results:

Verbal Reasoning Ability

Advanced

Numerical Reasoning Ability

Advanced

Detailed Results

VERBAL REASONING ABILITY

Basic

May have difficulty understanding and solving business problems in a written verbal format.

Basic

Intermediate

Advanced



Advanced

Can understand & solve business problems in a written or verbal format using correct logic & judgment

Kelly Sample has an Advanced understanding of verbal reasoning with a percentile rank of 81.

Job Performance Considerations

- Would not need assistance solving day-to-day scenarios requiring logic and reasoning
- Would be able to make correct judgments from written information
- Would be a good contributor to solving team challenges

Suggested interview questions to determine 'Fit':

- Describe a time when there was a complex document that you had to understand and then make recommendations based on your understanding. What was the situation and what was the result of your recommendations?

NUMERICAL REASONING ABILITY

Basic

May have difficulty understanding and solving business problems requiring calculations.

Basic

Intermediate

Advanced



Advanced

Can understand & solve business problems in a numerical format by making the appropriate calculations & judgments

Kelly Sample has a Highly Advanced understanding of numerical reasoning with a percentile rank of 99.

Job Performance Considerations

- Would not require assistance with problems requiring numerical calculations
- Would be able to make correct decisions and judgments based on numerical calculations
- Would be strong at analyzing numerical data

Suggested interview questions to determine 'Fit':

- Tell me about a particularly challenging time when you were asked to analyze numerical data and then make recommendations. What process did you use to draw your conclusions?

Conflict Management Styles Defined

Collaborating - Works to find a 'win-win' solution where both parties reach their objectives.


Obliging - Resolves conflict by 'giving in' and letting the other party have its way.

Dominating - Resolves conflict by directing the other party to accept his/her position.

Avoiding - Chooses to avoid conflict rather than face it directly.

Compromising - Resolves conflict by 'meeting in the middle' where both parties lower their demands.

Scores Explained

The marker  represents this participant's results compared to a research sample of managers

Scores range between 1-10 with the average range between 3.5-7.5 and a midpoint of 5.5.

With Supervisors

Collaborating

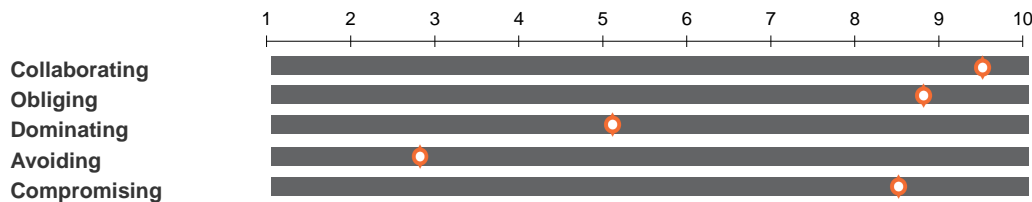
Obliging

With supervisors or people they reports to, their primary or preferred conflict management style is 'Collaborating'.

This means that Kelly Sample would most likely try to find a "win-win" solution where both parties can achieve their objectives.

Their second most preferred conflict management style with their supervisors is 'Obliging'.

This indicates that Kelly Sample would also be willing to let the other party get what they want to resolve a conflict or disagreement.



With Direct Reports

Dominating

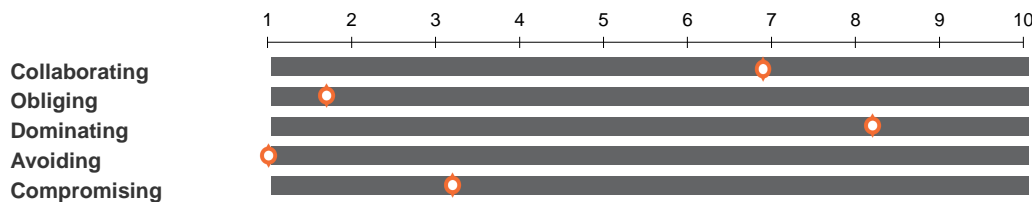
Collaborating

With direct reports, their primary or preferred conflict management style is 'Dominating'.

Based on this, Kelly Sample would most likely be firm and directive to quickly and decisively resolve issues or challenges with direct reports.

Their second most preferred conflict management style with their direct reports is 'Collaborating'.

This indicates that Kelly Sample would also try to find a way for both parties to get what they want, when possible.



With Peers

Collaborating

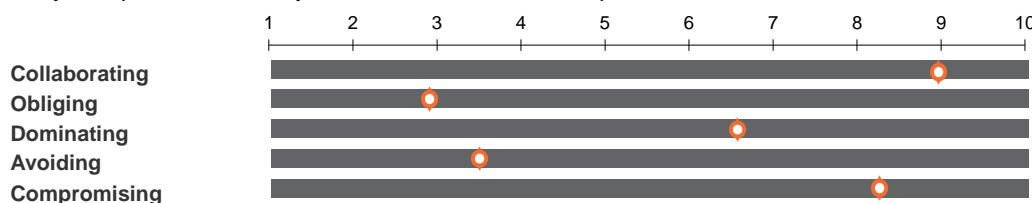
Compromising

With their peers, their primary or preferred conflict management style is 'Collaborating'.

This shows that Kelly Sample would most likely try to find a "win-win" so both all parties get what they want without having to make concessions.

Their second most preferred conflict management style with their peers is 'Compromising'.

This indicates that Kelly Sample would also try to find a solution where all parties make concessions to "meet in the middle".



DISCLAIMER: These results should always be considered in the context of all available information about a person and should not be used as the sole factor for making employment-related decisions.

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OUR CORE BUNDLE: Included in the Standard Unlimited-Use Subscription.



Attitude-Values-Personality (AVP) report provides a snapshot of workstyle, work values, and safety risks, all from one short survey. Choose a one-page summary of results, or a detailed combination report highlighting key personality strengths, challenges, suggested interview questions and coaching tips to better assess job fit for both hiring and development.

**The AVP includes any combination of WPP, WVA & SQ/DSQ*



Workstyle & Performance Profile (WPP) reveals each participant's workstyle, strengths, and areas for improvement. The WPP can be used for hiring, training, performance management, succession planning, and more.

**Participant report available*



Work Values & Attitude (WVA) assessment uncovers an individual's values and personal standards for behavior to help assess whether they are a cultural fit for your organization. The WVA measures conformity, responsibility, positivity, and more.

**Participant report available*



Safety Quotient™ (SQ) helps identify the high-risk personality traits that lead to human error and preventable workplace incidents. The SQ measures rule-resistance, distractibility, impulsiveness, and more. Specialized report for Safety Leaders available.

**Participant report available*



Driver Safety Quotient™ (DSQ) helps predict a driver's likelihood of collisions, near misses, traffic violations, property damage, and more. The DSQ helps ensure a safer roadway for everyone.

**Participant report available*

ADD-ON SOLUTIONS: Included in the Standard Unlimited-Use Subscription.



Cognitive Ability (CQ):
Tests language comprehension, numerical calculation ability, and spatial reasoning.



English Proficiency (EP):
Measures English language competencies, including writing, vocabulary, and typing accuracy.

PREMIUM SOLUTIONS: Included in the Premium Unlimited-Use Subscription.



Leadership Profile (LP):
Helps hire, train, and develop an organization's most valuable assets - its leaders. The LP identifies leadership style, business reasoning ability, and conflict management approach.

**Participant report available*

OTHER SOLUTIONS: Ask us for details. Additional fees may apply.



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Leadership Profile



PARTICIPANT REPORT

For Self-Coaching

Kelly Sample





STRENGTHS

A) Leadership strengths related to how you scored:

• Flexible and able to improvise

- You're not bound by rules or tradition
- You're willing to take risks
- You easily adapt to change
- You're able to improvise

• Strong sense of urgency

- You show a sense of urgency
- You're self-aware
- You're quick to react to stress and pressure
- You take tasks seriously

• Competitive and driven to lead

- You're more comfortable leading than following
- You're confident
- You enjoy leading others
- You're able to take charge

• Cooperative and personable

- You're honest and direct
- You strive to maintain good relations with others
- You are comfortable voicing unpopular opinions
- You're seen as cooperative and friendly but still able to voice your opinions

POTENTIAL CHALLENGES

B) Potential leadership challenges related to how you scored:

• Detail Orientation

- You prefer to have autonomy on how you reach goals and objectives
- You may prioritize 'big picture' projects over detailed tasks
- You may prefer to stray away from detailed work
- You'll likely follow the most efficient route to achieving objectives

• Stress Tolerance

- Your team may feel your stress and be affected negatively
- You may have challenges managing your stress levels in front of your team
- You may be too critical of yourself and your team
- You may become frustrated by goals you think are unreachable

• Directness

- You may focus on data or facts more than people issues
- You may appear forthright to employees who are sensitive
- You may have to learn to tactfully provide frank opinions
- You may need to improve how you resolve interpersonal conflict

• Outgoingness

- You may talk more than listen at times
- You may not always think ideas through before sharing them with your team
- You may be tempted to delegate independent tasks
- You may prefer to solve problems by discussion rather than reflection



Introduction

This report is a summary of strengths and areas for coaching and development based on responses to the items in the assessment. The report is focused around seven main dimensions addressing different aspects of your workstyle. Keep in mind as you read the report that right side scores are not better than left side scores. There are positive and negative implications for both right side and left side scores, although certain scores are more preferable for certain roles.

The results in this report are based on research conducted with samples of working adults and can be expected to represent your work-relevant characteristics. It is important to remember, however, that these results should not be used as the sole factor when making an employment-related decision and should always be considered in the context of all available information about your fit to a specific role and work environment.

Your primary traits:

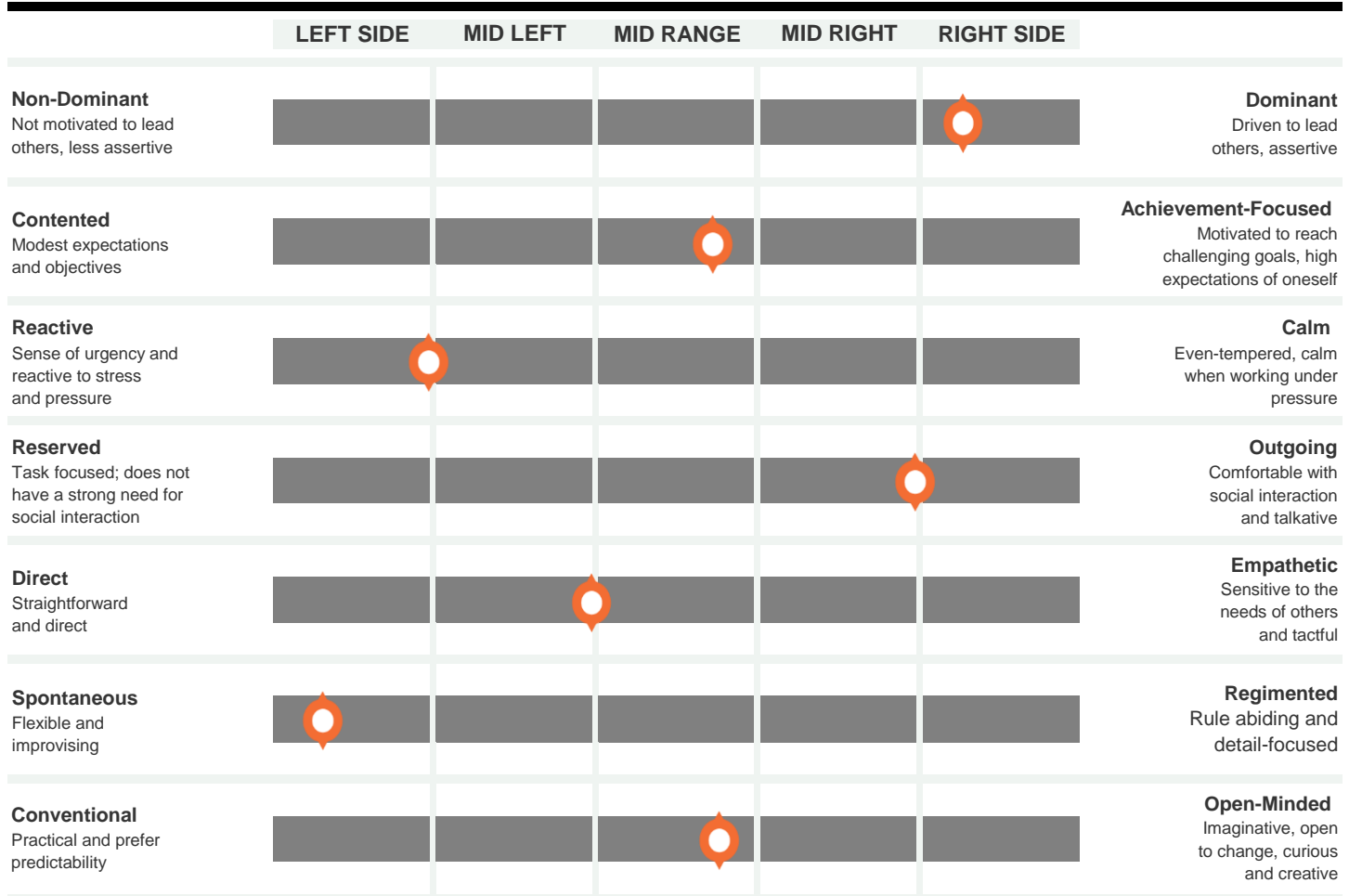
Spontaneous

Dominant

Reactive

These are the most extreme scores from the personality profile below.

Summary of your results:



The marker represents your results. The average results of working adults is at the middle point of each dimension.

Disclaimer:

These assessment results should always be considered in the context of all available information about a person; do not use this as the sole factor for making employment-related decisions.

Dimension 1: Non-Dominant vs. Dominant



Ms. Sample scored in the Right Side of the Non-Competitive vs. Dominant dimension.

This dimension measures the degree to which a person is driven to take charge and lead others. Right Side scoring individuals tend to be ambitious and focused on influencing others. They prefer to take charge and assume a leadership role.

Positive characteristics related to how you scored:

- As a leader, you're more comfortable taking charge than following
- You're confident
- You enjoy leading others

Job-Fit Considerations – You would fit best into a role that:

- Provides the ability to take charge and lead
- Has the responsibility of managing a team or managing important projects/initiatives
- Involves decision making responsibilities
- Provides adequate freedom and resources to accomplish tasks quickly

Coaching/developmental areas related to how you scored:

- You prefer to take charge and be the decision maker which may not always be conducive to teamwork and collaboration. Take the time to involve others in your decision making and planning process.
- You may quickly become bored or frustrated if you aren't able to take charge in situations. Remind yourself to stay open and receptive to the ideas and instructions of others.

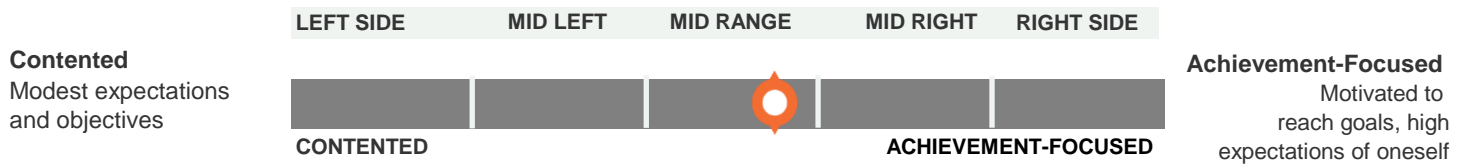
Culture-Fit Considerations - You would fit best into an organizational culture that:

- Recognizes leaders who go the extra mile
- Promotes from within
- Invests in its future leaders
- Rewards employees who take charge

Suggested questions to ask employers to further assess "fit"

- How many people in management positions have been promoted from within the organization?
- What is the career path for people who excel in this job?

Dimension 2: Contented vs. Achievement-Focused



Ms. Sample scored in the Mid Range of the Contented vs. Achievement-Focused dimension.

This dimension measures the degree to which a person is focused on achieving challenging goals. Mid Range scoring individuals are able to complete their objectives and tasks but may not expect to achieve highly challenging goals.

Positive characteristics related to how you scored:

- As a leader, you're motivated to excel
- You're able to meet others' standards and expectations
- You're willing to stretch to meet lofty goals
- You have reasonable expectations of yourself and others

Job-Fit Considerations – You would fit best into a role that:

- Requires meeting realistic standards and expectations
- Rewards employees who do good work
- Requires effort and self-motivation
- Has realistic, reachable goals

Coaching/developmental areas related to how you scored:

- As a leader, you may find it challenging at times to consistently meet others' expectations. Don't be afraid to ask for help, delegate and set realistic deadlines for yourself and others
- You may be uncomfortable with goals that are very difficult to reach. Try to motivate yourself to step outside your comfort zone at times; that's where the growth happens.

Culture-Fit Considerations - You would fit best into an organizational culture that:

- Rewards employees who do good work
- Expects employees to meet realistic standards
- Sets reachable goals

Suggested questions to ask employers to further assess "fit"

- How would you describe someone who is a good performer in this job?
- How demanding are the main responsibilities of this job?

Dimension 3: Reactive vs. Calm



Ms. Sample scored in the Mid Left of the Reactive vs. Calm dimension.

This dimension measures the degree to which a person is calm and tolerant of stress and pressure. Left Side scoring individuals are emotionally expressive and have a strong sense of urgency. They are often seen as tense and reactive to stress.

Positive characteristics related to how you scored:

- As a leader, you show a sense of urgency
- You're quick to react to stress and pressure
- You take tasks and responsibilities seriously

Job-Fit Considerations – You would fit best into a role that:

- Doesn't require you to handle too much on-the-job stress
- Allows you to be open with your opinions
- Gives you a balanced workload
- Requires being proactive to be successful

Coaching/developmental areas related to how you scored:

- As a leader, it's important for you to keep your cool when leading others through stressful times. Otherwise, you may come across as tense and critical. Take some time to center yourself and re-prioritize actions when you're feeling tense.
- You may take on more responsibilities than you can handle at times. Be sure to ask your staff for help when you need it and to delegate tasks.

Culture-Fit Considerations - You would fit best into an organizational culture that:

- Emphasizes a healthy work-life balance
- Is openly appreciative of employees' contributions
- Has leadership that openly communicates and values constructive criticism

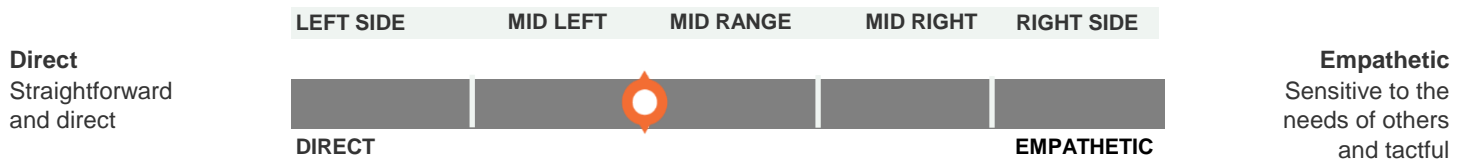
Suggested questions to ask employers to further assess "fit"

- How is a healthy work-life balance encouraged and supported?
- How are employees' contributions rewarded?

Comfortable with
social interaction
and talkative

7

Dimension 5: Direct vs. Empathetic



Ms. Sample scored in the Mid Range of the Direct vs. Empathetic dimension.

This dimension measures the degree to which a person seems sensitive and empathetic. Mid Left scoring individuals are seen as forthright and direct and are more interested in completing tasks than they are in developing interpersonal relationships.

Positive characteristics related to how you scored:

- You're honest and direct in your leadership style
- You strive to maintain good relations with your team
- You are comfortable voicing unpopular opinions
- You can be cooperative when needed

Job-Fit Considerations – You would fit best into a role that:

- Lets you be direct and forthright when you need to be
- Lets you focus on both concrete issues and people issues
- Doesn't often involve being exposed to negative feelings and conflict
- Allows an opportunity to provide constructive criticism

Coaching/developmental areas related to how you scored:

- Emotionally sensitive people may see your leadership style as too frank and direct at times. Make sure to revise your delivery with different groups of people to avoid misunderstandings or conflict.
- As a leader, you may be uncomfortable dealing with people who are upset or angry. Remember that this is part of your role, and that your team needs to feel comfortable approaching you with issues and requests.

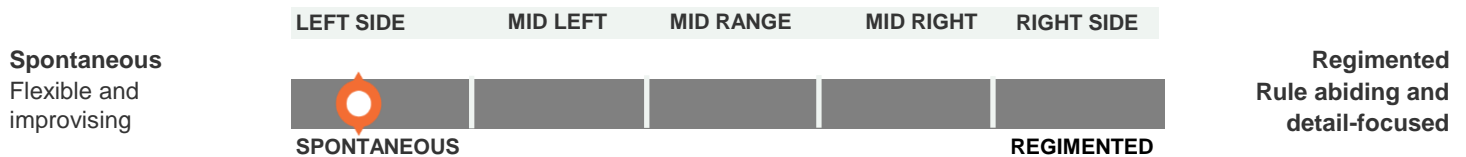
Culture-Fit Considerations - You would fit best into an organizational culture that:

- Encourages frank dialogue and constructive criticism
- Handles interpersonal conflict in a constructive way
- Assigns equal importance to people issues and concrete issues

Suggested questions to ask employers to further assess "fit"

- What does the organization do to help maintain good employee morale and engagement?
- Would you describe the team that I would work with in this job as supportive and helpful?

Dimension 6: Spontaneous vs. Regimented



Ms. Sample scored in the Left Side of the Spontaneous vs. Regimented dimension.

This dimension measures the degree to which a person is conventional, rule abiding and detail-focused. Left Side scoring individuals prefer to improvise and be flexible rather than focusing on details, planning and following set methods and processes.

Positive characteristics related to how you scored:

- You're not bound by rules or tradition in your leadership
- You're willing to take risks
- You easily adapt to change
- You're able to improvise

Job-Fit Considerations – You would fit best into a role that:

- Lets you focus on big-picture issues and strategies, not details
- Doesn't require you to be highly organized or structured
- Lets you decide how you want to do your own work
- Needs you to be flexible and improvise

Coaching/developmental areas related to how you scored:

- As a leader, your preference is to focus on the big picture rather than the details of a project. Make sure to double check your work or have a trusted member of your team review things before you submit them.
- You'll likely follow the most efficient route to achieving objectives. Make sure you're not rushing or overlooking important details.

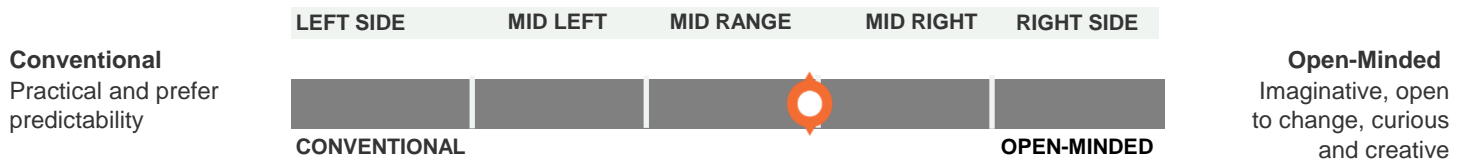
Culture-Fit Considerations - You would fit best into an organizational culture that:

- Does not expect strict adherence to set processes and procedures
- Doesn't micro-manage employees
- Has minimal bureaucracy

Suggested questions to ask employers to further assess "fit"

- How closely would I be managed? How much autonomy would I have in this job?
- How much planning and organizing are involved in this job?

Dimension 7: Conventional vs. Open-Minded



Ms. Sample scored in the Mid Range of the Conventional vs. Open-Minded dimension.

This dimension measures the degree to which a person is curious, imaginative and innovative. Mid Range scoring individuals can be creative and imaginative when required but will still remain practical in their problem solving approach.

Positive characteristics related to how you scored:

- You're practical in your leadership style but can be innovative when necessary
- You enjoy contributing to strategic planning
- You're able to build on others' ideas

Job-Fit Considerations – You would fit best into a role that:

- Does not have a main focus on creativity
- Does not involve constant change in goals
- Involves some element of strategic thinking
- Allows for some innovation and developing new ideas

Coaching/developmental areas related to how you scored:

- You may stick to traditional approaches to problem solving. Try to be open to new concepts and ideas that could benefit your team's efficiency and productivity.
- You may be initially resistant to rapid or drastic change. Make sure to ask questions if you have reservations about a change, instead of automatically rejecting new ideas.

Culture-Fit Considerations - You would fit best into an organizational culture that:

- Is progressive and open to new ways of doing things
- Is practical but values innovation and creativity
- Adapts well to change
- Takes measured risks

Suggested questions to ask employers to further assess "fit"

- How much change and variety is there in this job?
- Is the organization well-established or is it relatively new?

Conflict Management Styles Defined

Collaborating - Works to find a 'win-win' solution where both parties reach their objectives.

Obliging - Resolves conflict by 'giving in' and letting the other party have its way.

Dominating - Resolves conflict by directing the other party to accept his/her position.

Avoiding - Chooses to avoid conflict rather than face it directly.

Compromising - Resolves conflict by 'meeting in the middle' where both parties lower their demands.

Scores Explained

The marker  represents your results compared to a research sample of managers

Scores range between 1-10 with the average range between 3.5-7.5 and a midpoint of 5.5.

With Supervisors

Compromising

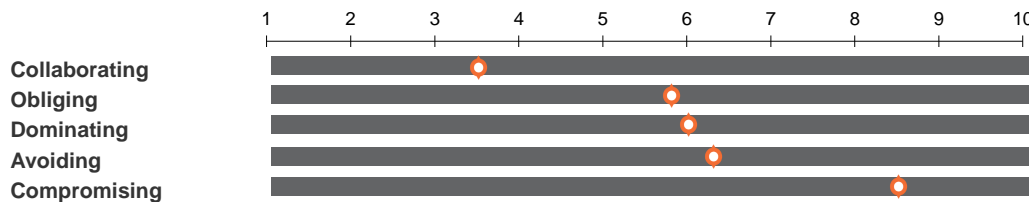
Avoiding

With supervisors or people you report to, your primary or preferred conflict management style is 'Compromising'.

This means that you would most likely try to find a "middle ground" solution where both parties make concessions to resolve the issue.

Your second most preferred conflict management style with your supervisors is 'Avoiding'.

This indicates that you would also try to avoid conflicts or disagreements, or delay dealing with them, when possible.



With Direct Reports

Obliging

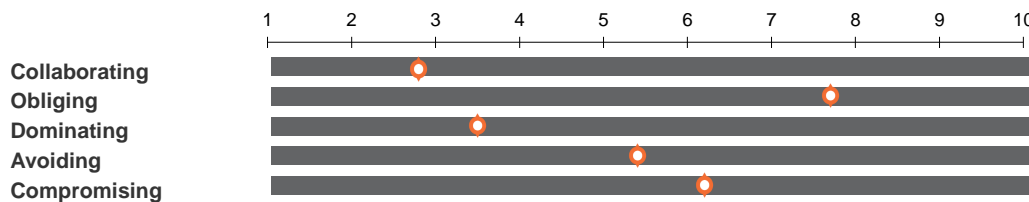
Compromising

With your direct reports, your primary or preferred conflict management style is 'Obliging'.

Based on this, you would most likely let direct reports get what they want to resolve a conflict, issue or disagreement.

Your second most preferred conflict management style with your direct reports is 'Compromising'.

This indicates that you would also try to find a "middle ground" solution where both parties make concessions to resolve the issue.



With Peers

Compromising

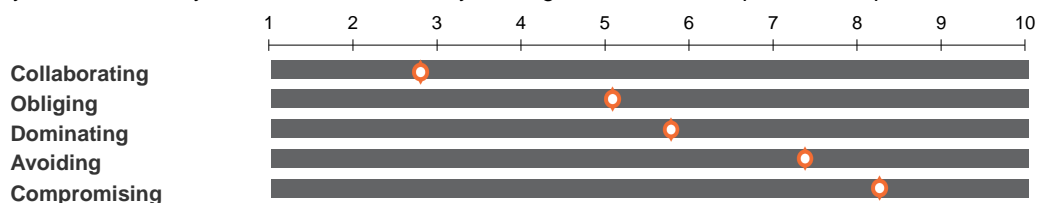
Avoiding

With your peers, your primary or preferred conflict management style is 'Compromising'.

This shows that you would most likely try to find a solution where all parties make concessions to "meet in the middle".

Your second most preferred conflict management style with your peers is 'Avoiding'.

This indicates that you would also try to avoid conflict or delay dealing with conflict with peers when possible.



DISCLAIMER: These results should always be considered in the context of all available information and should not be used as the sole factor for making employment-related decisions.

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OUR CORE BUNDLE: Included in the Standard Unlimited-Use Subscription.



Attitude-Values-Personality (AVP) report provides a snapshot of workstyle, work values, and safety risks, all from one short survey. Choose a one-page summary of results, or a detailed combination report highlighting key personality strengths, challenges, suggested interview questions and coaching tips to better assess job fit for both hiring and development.

**The AVP includes any combination of WPP, WVA & SQ/DSQ*



Workstyle & Performance Profile (WPP) reveals each participant's workstyle, strengths, and areas for improvement. The WPP can be used for hiring, training, performance management, succession planning, and more.

**Participant report available*



Work Values & Attitude (WVA) assessment uncovers an individual's values and personal standards for behavior to help assess whether they are a cultural fit for your organization. The WVA measures conformity, responsibility, positivity, and more.

**Participant report available*



Safety Quotient™ (SQ) helps identify the high-risk personality traits that lead to human error and preventable workplace incidents. The SQ measures rule-resistance, distractibility, impulsiveness, and more. Specialized report for Safety Leaders available.

**Participant report available*



Driver Safety Quotient™ (DSQ) helps predict a driver's likelihood of collisions, near misses, traffic violations, property damage, and more. The DSQ helps ensure a safer roadway for everyone.

**Participant report available*

ADD-ON SOLUTIONS: Included in the Standard Unlimited-Use Subscription.



Cognitive Ability (CQ):
Tests language comprehension, numerical calculation ability, and spatial reasoning.



English Proficiency (EP):
Measures English language competencies, including writing, vocabulary, and typing accuracy.

PREMIUM SOLUTIONS: Included in the Premium Unlimited-Use Subscription.



Leadership Profile (LP):
Helps hire, train, and develop an organization's most valuable assets - its leaders. The LP identifies leadership style, business reasoning ability, and conflict management approach.

**Participant report available*

OTHER SOLUTIONS: Ask us for details. Additional fees may apply.



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Safety Culture Survey



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