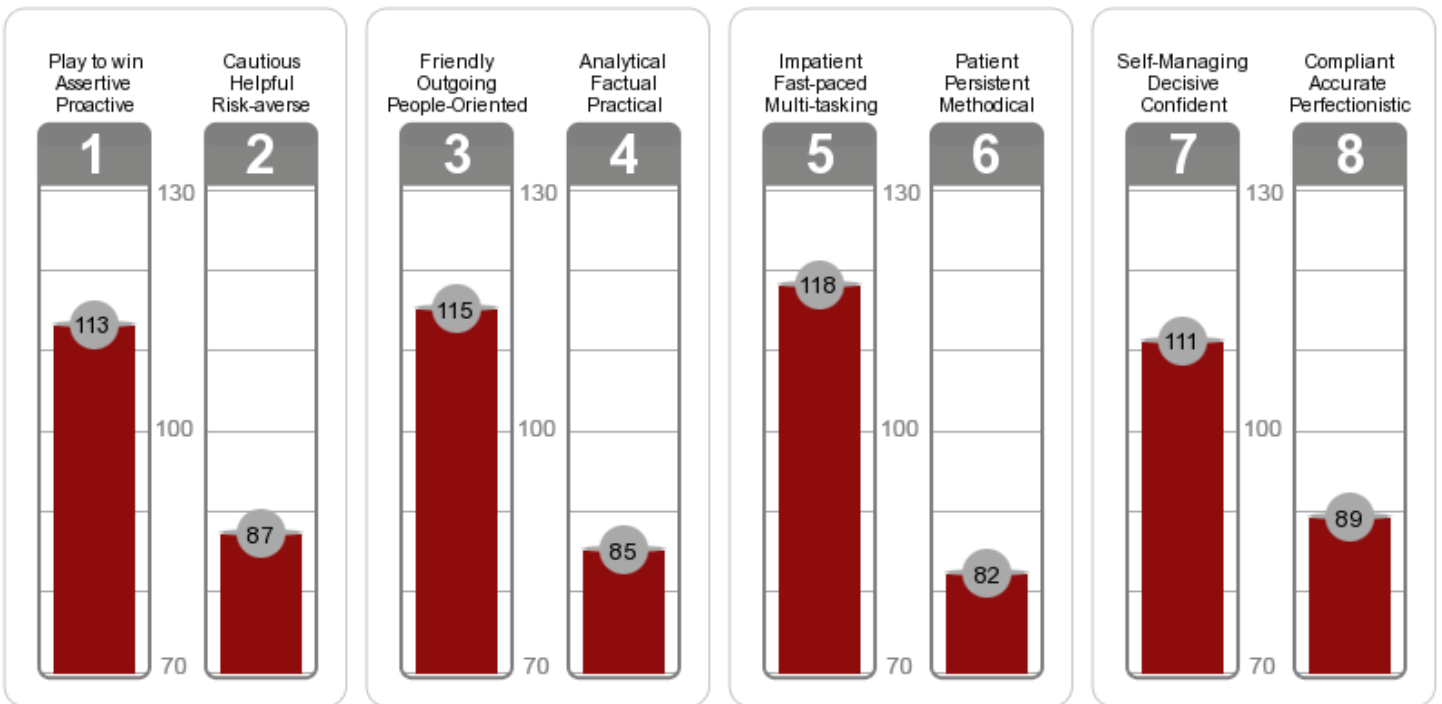


Client Name: **Test NZ**  
 Client Number: **13-TEST**  
 Participant Name: **Chris Sample**  
 Personality Group: **The Visionary Leader**  
 Group Number: 200380  
 Profile Number: 1070579WB  
 Report Date: Nov 20, 2015  
 Dept./Div.:

**Your Leadership Style: VISIONARY**

You are aggressive, outgoing, fast-paced, decisive and self-managing. Strengths include a bold leadership style, drive, efficiency, influencing people and innovative problem solving.



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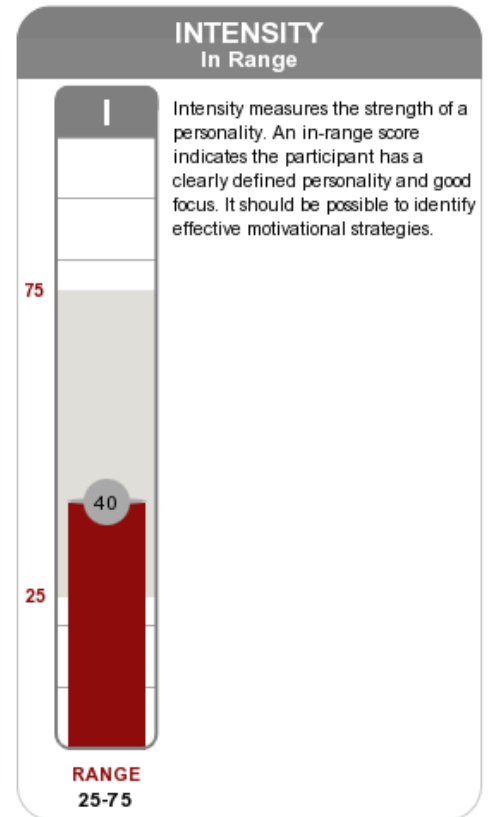
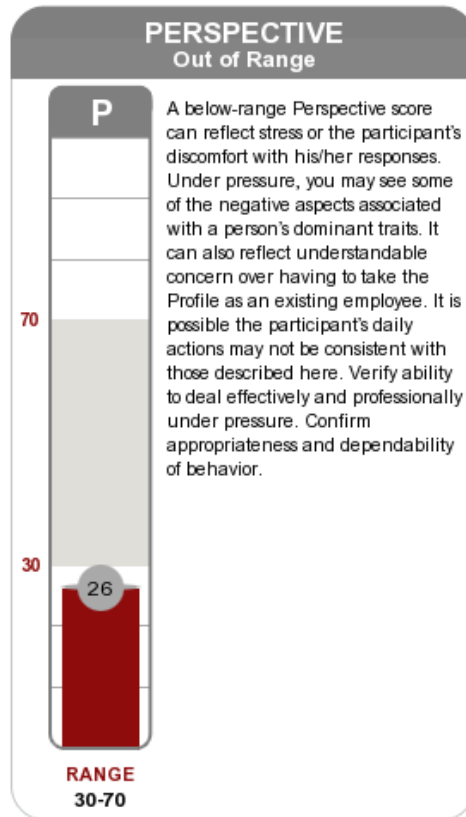
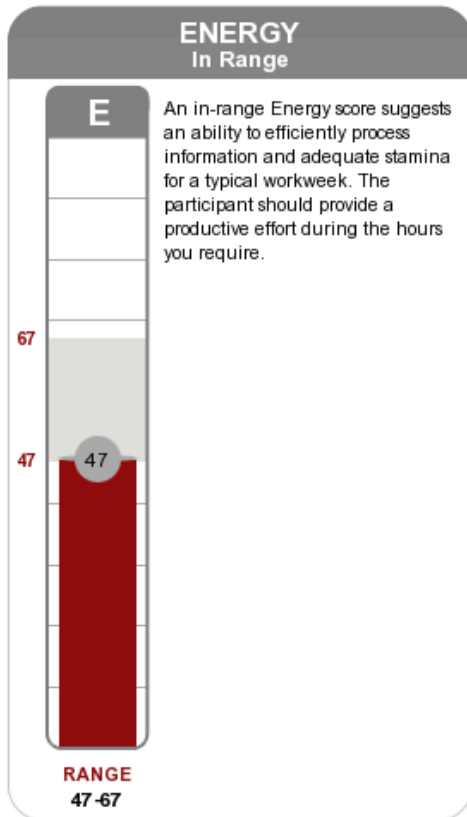
Client Number 13-TEST

Participant Name: Chris Sample

Personality Group: The Visionary Leader

Profile Number: 1070579WB

## LEADERSHIP STYLE



Client Name: Test NZ

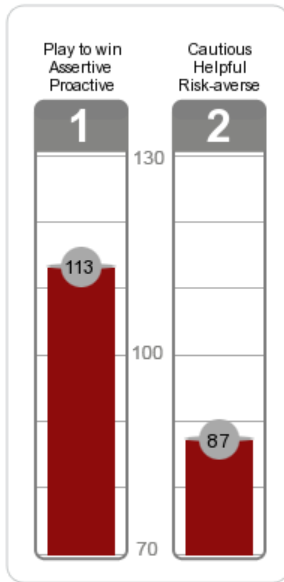
Client Number 13-TEST

Participant Name: Chris Sample

Personality Group: The Visionary Leader

Profile Number: 1070579WB

## LEADERSHIP STYLE

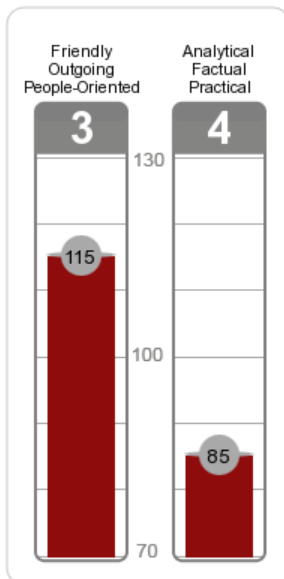


Your column 1 is significantly taller than column 2; this means you are take-charge, bold, competitive and driven.

You have a high level of confidence and assertiveness, which helps you proactively take charge of employees and ensure they are on track to meeting sales or service targets. You are willing to take action to resolve issues or implement new programs; you like to keep things moving forward. You are motivated by challenges and able to show determination and resolve when you need to overcome obstacles.

If the individuals you manage have a similar level of column 1, they can relate well to your ambitious, proactive outlook. Like you, they will want to be challenged and are self-motivated to achieve progress. They will be inspired by performance-based incentives and growth opportunities. People on your team with a lower level of column 1 could sometimes find your ambitious goals a bit daunting, especially if they have a higher column 2 than 1. They could have a greater need for support than you might anticipate, and might want back-up from you

when they have to resolve major problems or overcome significant obstacles.



Your column 3 is taller than, or equal to, your column 4, which indicates you are socially oriented, articulate, expressive and comfortable following your intuition.

You are comfortable interacting with people and quick to establish relationships with team members and clients. As a manager, you can be inspiring, since you present new ideas eloquently and offer liberal praise and recognition to your team. You are capable of communicating in a positive, empathetic manner, and you aim to create an upbeat, enjoyable work environment.

If your column 3 and 4 are equal or nearly equal, you balance social poise and positive motivation with analytical resourcefulness and objective evaluation.

Employees with a similar level of column 3 will appreciate your willingness to provide recognition and praise, and thrive in the type of optimistic, relationship-oriented work environment you create. Those who have a higher column 4 than 3 might prefer receiving feedback that is more discreet, constructive and specific than you might always anticipate. These employees respond best to measurable goals and want to feel they are evaluated on their knowledge and specific achievements. Make sure you discuss their work with them one-on-one and use specific facts and examples when giving feedback.

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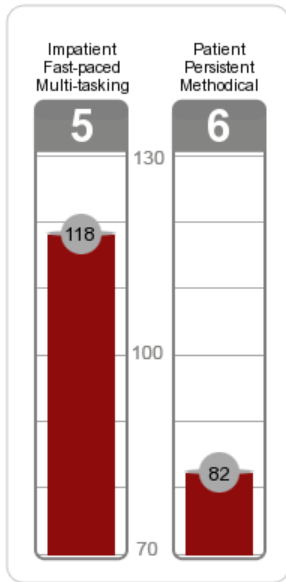
Client Number 13-TEST

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## LEADERSHIP STYLE

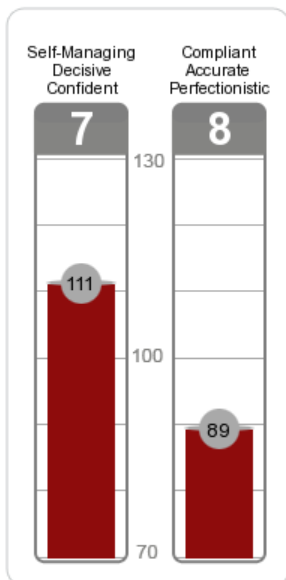


Your column 5 is taller than most Visionary Leaders and substantially taller than your column 6, which means you have a strong sense of urgency and high level of multi-tasking flexibility.

You set a brisk, timely pace for your team and encourage them to meet goals or turn around assignments quickly. You are constantly looking for ways to make processes in your department or company more efficient. You are comfortable making changes and trying new things. Versatile, you can coordinate various initiatives and activities simultaneously without feeling overwhelmed, and you have a good tolerance for interruptions.

People with a similar level of column 5 will thrive in the dynamic, quick-moving environment you create. Like you, they appreciate short-term goals and need a frequent sense of accomplishment. However, it will be important for you to ensure there are good systems in place to help everyone set priorities and stay organized. Employees with less column 5 in their pattern may need more time to adapt to changes and new priorities than you expect. This will be especially noticeable if their column 6 is taller than column 5. Rather than juggle tasks like

you, they want to follow a routine and do one thing at a time. Make sure you give them plenty of advance warning of your needs.



Your column 7 is taller than, or equal to, your column 8, and this indicates you are an innovative, results-focused thinker who is comfortable self-directing.

You see the big picture well, which is important for leadership. You can come up with an overall vision for your team and comfortably delegate the specific tasks involved. Not inclined to need a lot of structure, you are willing to think outside the box and use your own judgment. You also have a thick skin for shrugging off criticism and bouncing back from disappointments.

If your columns 7 and 8 are equal, you remain big-picture focused even when sifting through daily operational details.

Employees with a similar level of column 7 will appreciate your willingness to allow for some autonomy and creativity. Like you, they prefer to self-manage and can feel stifled by close oversight. However, employees with more column 8 in their pattern will look for more detailed guidelines and more ongoing feedback than you might anticipate. They want to ensure they do

things the right way, and thus prefer to check in with their manager and get approval for new/unfamiliar types of decisions. Ensure you make yourself accessible to these individuals, and go into detail when providing them with instructions.

Client Name: Test NZ

Client Number 13-TEST

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## PARTICIPANT'S KEY TRAITS

This summary is based on the highest of the 8 columns. This page is **ideal for use with employee coaching.**

Goal-oriented, proactive, and competitive individual. Should be comfortable showing initiative in difficult situations; inclined to seek out new opportunities and meet ambitious but attainable challenges. Able to deal with a relatively high degree of confrontation, adversity, or risk when pursuing goals on his/her own. Generally will be motivated by individual performance-based pay such as commission. Needs advancement potential and new challenges. More authoritative and demanding than supportive.

A very outgoing and upbeat individual. Has a strong need to interact with other people; may have to make an extra effort to focus on tasks requiring a solitary effort. Very enthusiastic communication style; tends to use emotion, rather than detailed or technical information, when trying to persuade. Probably a good networker, promoter, and motivator, as well as a better speaker than listener. Has a strong need to project and maintain a favorable image. Not naturally technically-minded or analytical; relies primarily upon instincts when evaluating situations/devising strategies. Appreciates public praise.

Fast-paced and impatient. Fits well in a time-driven environment where deadlines might be given or altered at a moment's notice. Very comfortable multi-tasking and adapting to new situations, priorities, or schedules. May have to make an extra effort to finish everything he/she starts and ensure that no corners have been cut. His/her fast pace has some potential to generate stress and lead to disorganization (unless there is also a good showing of column 8). A flexible individual who could quickly become frustrated with routine, repetitive tasks.

Independent decision-maker who should be willing to abide by important rules; prefers general guidelines to formal, explicit procedures. A self-manager without an unreasonable need for autonomy. Likes being told what needs to be done rather than being told exactly how things need to get done. Should be comfortable making decisions without instructions as long as he/she has a basic understanding of the employer's needs. Deals relatively well with criticism. Not naturally attentive to details; may have to make an extra effort to maintain high accuracy/quality levels in tasks such as paper/processing work. Could have difficulty staying organized and motivated in positions where attention to details and strict compliance are mandatory.

Client Name: Test NZ

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## DEVELOPMENT INSIGHT

The following sections provide an overview of your behavioral characteristics and preferences.

### COMMUNICATION STYLE

You communicate in a confident, influential, persuasive, assertive manner. You are adept at presenting your ideas and getting people motivated to work toward objectives. You want to maintain an upbeat environment and keep your team motivated, yet you step in and take action if someone is not meeting expectations.

You prefer to give a general overview of your expectations instead of going into significant detail. Make sure you are specific enough when communicating your needs, though, especially for employees who have more column 4 and 8 in their pattern.

### STRENGTHS

Following are some of your key strengths:

- Taking charge of situations and mobilizing people and resources.
- Holding employees accountable and assertively resolving issues.
- Selling new ideas to your team and motivating them to achieve goals.
- Building relationships and showing understanding for team members' concerns and feelings.
- Working under deadlines and quickly adapting to the unexpected.
- Multi-tasking, dealing with interruptions, trying new things.
- Seeing the big picture when setting strategies, and delegating tasks to your team.
- Thinking outside of the box and using your own judgment. Being accountable for leadership decisions.

Client Name: Test NZ

Client Number 13-TEST

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## DEVELOPMENT INSIGHT

### CHALLENGES

Following are some possible challenge areas you may need to reinforce:

- Working as part of a team, focusing on employees' growth/development.
- Approaching risks with caution, laying the groundwork prior to implementing ideas.
- Analyzing all the possible sources of data when making decisions.
- Evaluating employee performance in a highly objective manner.
- Creating continuity, stability and predictability in the daily routine. Providing advance notice of changes so team members can prepare.
- Providing structure and clearly outlining your expectations. Offering task-specific feedback.

### PACE

Your pace is time-sensitive, brisk and urgent. You adapt well to a busy work environment, and you keep work flowing in an efficient, timely manner. You look for ways to increase efficiency and minimize delays.

Team members with higher levels of column 6 could look for more advance warning than you are used to providing, though. Make sure you do not make changes more quickly or frequently than would be comfortable for your team. Also, be sure your busy pace does not prevent you from being accessible when employees need to consult with you.

### ATTENTION TO DETAIL

You prefer to emphasize the big picture instead of details.

You focus on the overall goals and direction of your area, and leave the smaller items to your team members. When you have to work on detailed tasks, make sure you take the necessary time to check your thoroughness -- or have a reliable team member do this for you.

Client Name: Test NZ

Client Number 13-TEST

Participant Name: Chris Sample

Personality Group: The Visionary Leader

Profile Number: 1070579WB

## DEVELOPMENT INSIGHT

### MOTIVATIONAL STRATEGIES

Your direct reports are encouraged by:

**Column 1:** Performance-based incentives; opportunities to advance, taking charge or tackling new challenges.

**Column 2:** Low-risk goals, support when they have to resolve conflicts, and feeling welcomed into the team.

**Column 3:** Sharing ideas and building relationships. Public praise and recognition of achievements through compliments and special awards.

**Column 4:** Acknowledging their expertise, task-specific feedback.

**Column 5:** A dynamic work environment. A frequent sense of accomplishment through short-term goals.

**Column 6:** A predictable work schedule with clear routines. Opportunity to focus on one thing at a time.

**Column 7:** Freedom to define their goals and achieve them in their own way.

**Column 8:** Structure and clearly defined expectations.

### DEMOTIVATORS

Your direct reports are discouraged by:

**Column 1:** No opportunities for advancement or to increase their earnings through individual effort. Not feeling challenged by their work. Being anonymously behind the scenes.

**Column 2:** Competing with co-workers, taking risks, being pushy, or dealing with confrontation.

**Column 3:** Not having any way to stand out, or feeling accomplishments go unnoticed; a lack of recognition.

**Column 4:** Subjective performance evaluations. Feeling their expertise or specific achievements are not valued.

**Column 5:** A highly predictable environment, tasks that are repetitive.

**Column 6:** Frequent changes or interruptions, last-minute deadlines. Not having enough time to prepare.

**Column 7:** Bureaucracy and red tape; being closely monitored or having to get approval for every decision.

**Column 8:** Unclear expectations, conflicting/ambiguous guidelines. Sharp criticism.



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## DEVELOPMENT INSIGHT

### ACTION PLAN

Action Plan for your direct reports:

**Column 1:** Provide opportunities to earn rewards based on individual accomplishments.

**Column 2:** Needs security and to feel supported, especially when there is conflict.

**Column 3:** Appreciates positive feedback/compliments. Celebrate achievements publicly. Make sure they are sufficiently objective in their approach to planning and decision making. Are they taking all the facts into consideration before moving forward?

**Column 4:** Be specific when defining their goals and offer job relevant feedback. Responds best to one-on-one dialogue; can be reserved in group scenarios.

**Column 5:** Coach on planning realistically, prioritizing work and maintaining focus.

**Column 6:** Values predictability, provide notice of timetables, avoid interrupting them; most effective when they can finish one item before starting something new.

**Column 7:** Do not over-manage; ensure checks and balances are in place to help them with details and follow-through. Confirm awareness of essential guidelines. Make plans with them, not for them.

**Column 8:** Value structure, go into detail when you assign tasks. Be available to answer questions, especially when they are new. Give ongoing feedback, but be sensitive when critiquing work.