

LeaderPro™

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Create Report

LPRO# 111111 for Person Sample on March 12, 2014

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LEADERSHIP COMPETENCIES

1. Life-Long Learning

5	4	3	2	1

Strength
Growth Opportunity

2. Strategic Thinking

5	4	3	2	1

Strength
Growth Opportunity

3. Results Orientation

5	4	3	2	1

Strength
Growth Opportunity

4. Coaching

5	4	3	2	1

Strength
Growth Opportunity

5. Communicating

5	4	3	2	1

Strength
Growth Opportunity

6. Collaboration

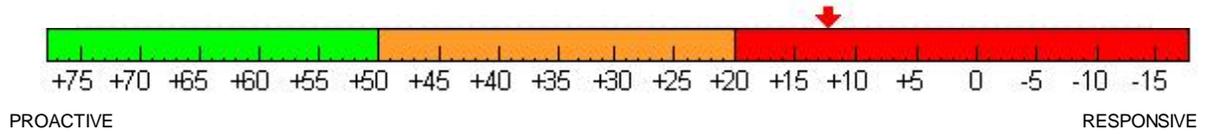
5	4	3	2	1

Strength
Growth Opportunity

SUMMARY OF SCALES

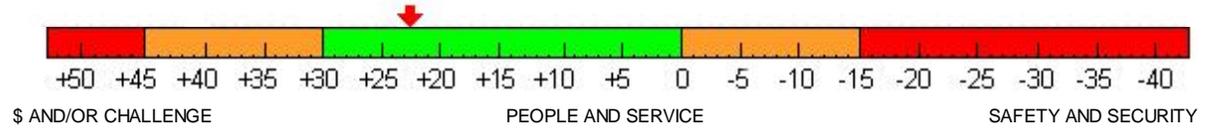
EP
12

ENTERPRISING POTENTIAL (EP)



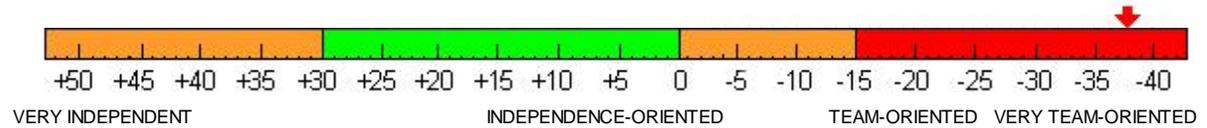
AP
22

ACHIEVEMENT POTENTIAL (AP)



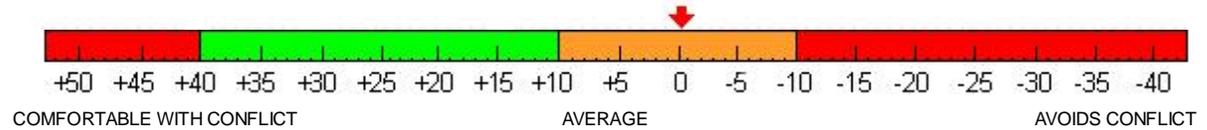
IP
-38

INDEPENDENCE POTENTIAL (IP)



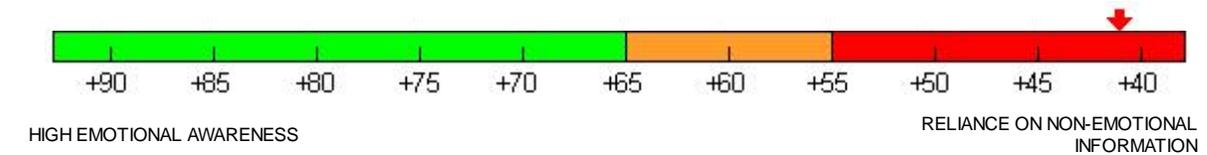
CWC
0

COMFORT WITH CONFLICT



EQ
41

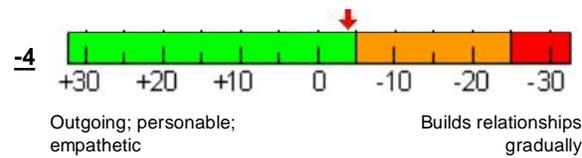
EMOTIONAL QUOTIENT



COMMUNICATION STYLE

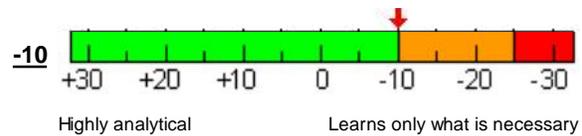
PO

PEOPLE ORIENTATION

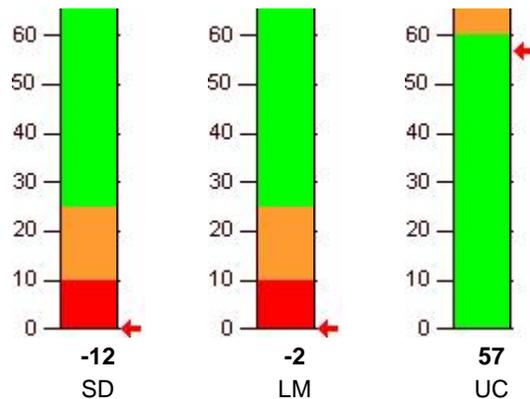


INV

INVESTIGATIVE ORIENTATION



PAGE 2 SCORES



SELECTION CONSIDERATIONS

Enterprising Potential (E.P.)

He/She seems to have the potential on the E.P. Scale to achieve a high level of performance if he/she can be coached to develop effective self-management skills. Of equal importance, he/she can be effective only if you have the time and the skills to coach him/her in developing and following daily activity programs.

Achievement Potential (A.P.)

This is a very strong score on the A.P. Scale. He/She would appear to have a strong potential for success in terms of his/her commitment to achieving results and feeling fulfilled by overcoming challenging situations he/she has mastered. He/She may get bored easily if not given very challenging requirements routinely.

Independence Potential (I.P.)

The I.P. Scale score is extremely low. No matter how strong the rest of the results may be, a caution is advised. This person says he/she needs a very structured situation in which he/she can give and get the technical, intellectual and emotional support that comes from being a member of an extremely close-knit team. He/She might have problems separating support from friendship and tend to develop both strong dependency relationships and strong personal loyalties on the job. This person has a strong orientation toward being a team member and will likely have difficulty emerging as a strong leader.

People Orientation (P.O.)

This moderate level of strength reflects mostly the style of doing business, and has little impact on selection recommendations.

Investigative Orientation (INV.)

This is an average to low average result on the INV. Scale. If he/she has successfully completed some development or learning program in the last few years, this will be an indication that he/she should be able to succeed at most coaching programs.

Comfort with Conflict (CWC)

Person is relatively uncomfortable in situations where there is potential for conflict or conflict is a significant aspect of the work environment. Typically, he/she would be accommodating and polite to avoid conflict but can handle a minimal amount of conflict comfortably. Like many people, he/she would benefit from coaching in the skills and strategies that would build confidence and enhance his/her comfort dealing with conflict.

Self-Directed (SD)

This score often reflects recent situations that he/she felt were influenced by circumstances out of his/her control.

Lifestyle Management (LM)

This score suggests that this person should seek help in learning how to survive current stress levels.

Uncertainty Coefficient (UC)

Person has a high score on the UC scale indicating that he/she is possibly answering in a socially desirable manner. This could cause his/her answers on the attitude scales to be unreliable as they have some face validity and could also be answered in a manner that the candidate thinks is desirable. If you would like to probe this issue please explore the following questions with the candidate:

- 5. I have never told a lie.
- 21. All my habits are good and desirable ones.
- 23. I never envy another person's good luck.
- 26. I have never been late for work or for an appointment.

EMOTIONAL QUOTIENT

The ability to understand and apply emotional information about ourselves and others effectively.

SELF AWARENESS I: MOOD LABELING				
Labels feelings and emotions as they are happening			Does not label feelings and emotions as they are happening	

A measure of a person's ability to accurately label personal feelings and emotions.

SELF AWARENESS II: MOOD MONITORING				
High monitoring		Optimal monitoring	Low monitoring	

A measure of the amount of energy a person puts forth in monitoring his/her own feelings and emotions.

SELF CONTROL				
Demonstrates good self control			Low control over impulses and negative emotions	

A measure of a person's restraint as it relates to one's control over his/her impulses, emotions, and/or desires.

MANAGING EMOTIONAL INFLUENCES				
Perseveres			Focus can change	

A measure of a person's ability to manage emotional influences that would prevent him/her from taking those actions that he/she believes are necessary in dealing effectively with everyday situations and/or meeting personal goals.

EMPATHY				
Recognizes emotions in others			Low awareness of emotions of others	

A measure of a person's ability to understand the feelings and emotions of others.

SOCIAL JUDGMENT				
Uses knowledge of the emotions of others in decision-making			Does not factor in the emotions of others in decision-making	

A measure of a person's ability to make appropriate decisions in social situations based on the emotional states of others.

OVERALL				
Understands & uses emotional information			Relies on non-emotional information	

An overall measure of how well a person understands emotional information and uses it effectively.

INTERVIEW QUESTIONS

Enterprising Potential (E.P.)

- Describe your typical work day. What daily habits do you have that help you keep your commitments? Which are the most effective daily habits? Why are they effective?

- Describe a situation where you had to manage constant change in job requirements without clear guidance and procedures. How well did you manage the situation? What was the outcome? What strategies do you use to cope with changing work demands?

- How have you been able to develop your career potential?

INTERVIEW QUESTIONS (CONTINUED)

Achievement Potential (A.P.)

- Provide an example of a time when you achieved outstanding productivity in a job or particular task. What motivated your behavior in this situation? How was your behavior reinforced or rewarded?

- Describe a situation where you had to decide a course of action with very little time to do so. What was your thought process during this time? What motivated your decision and what was the end result?

- Provide an example of a challenging experience you have encountered while trying to achieve your targets on a project or an initiative. What did you find challenging and what steps did you take to overcome this and meet your goals?

INTERVIEW QUESTIONS (CONTINUED)

Independence Potential (I.P.)

- Provide an example of a time when you had to create a strategy or plan where there was initially very little structure. What steps did you take to do this effectively?

What parts of the process did you enjoy? What parts did you find difficult?

- Discuss a time when you took a leadership role within a team where the roles were not explicitly set out. What did you do to establish your role as the leader? What is your approach to team leadership?

- Provide an example of a project where you had to work entirely independently. What aspects did you enjoy about working alone? What did you find challenging? Do you think the project could have been more successful if you had been working with a team?

INTERVIEW QUESTIONS (CONTINUED)

People Orientation (P.O.)

- Describe a situation in which you met a coworker for the first time. How did you engage with this person?

- Describe a situation in which you had to work with somebody you didn't know very well. How did you work together to achieve the goal?

- What do you enjoy about working with other people? Are there any areas that you dislike or find challenging in working with and leading others?

Investigative Orientation (INV.)

- Provide an example of a time when you took on a new learning experience outside of what was required in your job description. Why was this important to you? What challenges did you face?

- Provide an example of a time when you had to learn new factual and/or technical material in a short period of time. How well were you able to succeed in this learning? What difficulties did you experience?

- Describe a time when you had to make an important decision under high time pressure without a lot of information. How did you go about making this decision? What was the outcome? What would you do differently in the future?

INTERVIEW QUESTIONS (CONTINUED)

Comfort with Conflict (CWC)

- Describe a situation when you had to respond to public criticism. How did it make you feel? How did you maintain your composure?

- Provide an example of a situation when you had to assert yourself to a peer or a senior leader. Describe your approach. What was the outcome of the situation? What would you do differently in future situations?

- Describe a situation in which you had to deliver negative feedback to somebody. What approach did you use? How did you ensure that the feedback was understood in a constructive manner?

DEVELOPMENTAL SUGGESTIONS

Based on the Enterprising Potential (E.P.) Results

With this level of self-management potential, this individual will benefit from coaching in time management and planning. This can be complemented by structured, practical experiences in the fundamental application of leadership tasks to ensure a high level of competence in these areas.

Based on the Achievement Potential (A.P.) Results

He/She will want to begin working on the job very quickly; therefore, a short, intensive introduction and coaching period are advised. Introduce the key issues that must be learned, coach on the most appropriate leadership strategies, and assist with refinement of their practical application through personal observation. Help him/her understand the most efficient strategies for profitably directing his/her energy and commitment. Follow-up strategies would help him/her achieve at the highest levels of performance.

Based on the Independence Potential (I.P.) Results

He/She will respond well to detailed guidance essentially on a permanent basis. If he/she identifies with and commits to the company's structure and objectives, he/she will become a trustworthy and reliable leader. He/She would benefit from development in self-management and team dynamics. In the initial coaching, emphasize the importance of company procedures and add to the existing procedures through regular review and consultation sessions.

Based on the People Orientation (P.O.) Results

He/She may require help in building his/her skills in dealing with colleagues/associates/staff.

Based on the Investigative Orientation (INV.) Results

Don't just assume that if he/she has the materials that he/she will learn the content. Probably he/she should be monitored through coaching to ensure that he/she does learn the necessities .

Based on the Comfort with Conflict (CWC) Results

Help him/her deal with conflict by providing skills in conflict resolution and communications. Assertiveness training may help Person feel more comfortable with conflict.

MATCHING CONSIDERATIONS

Based on the Enterprising Potential (E.P.) Results

MENTORING by someone assessed as having started with only modest personal self-management potential, but who has used the systems well and trained others to do so. Associates who are at least average in their own self-management potential would be best for him/her.

Based on the Achievement Potential (A.P.) Results

MENTORING by a coach who displays a solid bottom-line commitment, but who has a reputation of being able to take into account service and relationships also. Match with associates who are basically challenge-motivated, but recognition-sensitive, too.

Based on the Independence Potential (I.P.) Results

MENTORING by a strong coach who will insist on and help this person to become more independent and a stronger leader, but recognizes that this may be difficult. Match with associates who are required to be much more independent if they are to experience growth.

Based on the People Orientation (P.O.) Results

MENTORING by a successful person who, while not visibly warm, friendly and outgoing, has built good work relationships with associates. Match with associates who can also build supportive business and personal relationships.

Based on the Investigative Orientation (INV.) Results

MENTORING by a coach who understands that he or she and associates must learn and change with the times, and is not intimidated by this fact. Match with associates who are at least open to and generally positive about new learning experiences.

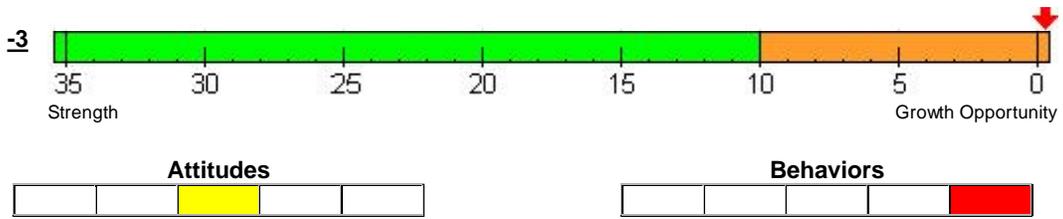
TRUST REPORT

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Trust is an essential interpersonal construct that has the ability to influence the quality and effectiveness of a variety of business relationships. The TrustPro™ provides a robust and comprehensive assessment of an individual's level of trustworthiness by assessing common attitudes, perceptions and behaviors known to facilitate trust-based relationships. As such, the TrustPro™ is intended to act as a diagnostic tool, highlighting an individual's strengths and growth opportunities in the area of trust and should be used to guide future coaching / developmental strategies.

John C. Marshall, PhD

Consistency



Overview

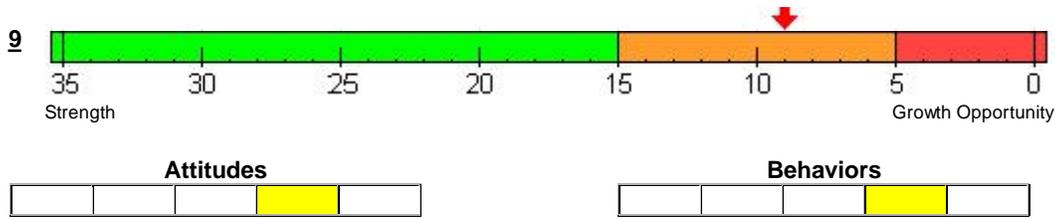
Person's responses indicate that he/she prefers variety, and that he/she would not describe him/herself as a predictable person. Previous research has shown that consistency and predictability are strong facilitators of trust, especially in a business environment. When associates and staff feel as though they have reliable leadership, their trust in that individual / company remains intact and in some cases strengthened.

Developmental Suggestions

1. Help Person understand the importance of being consistent in his/her approach and interaction with others.
2. Help Person identify where he/she may be inconsistent in his/her approach. Being cognizant of these things will allow him/her to improve moving forward.
3. Have Person list the attributes that he/she feels are facilitators of distrust. Go through them with Person and highlight those that relate to consistency / predictability.

Notes

Commitment



Overview

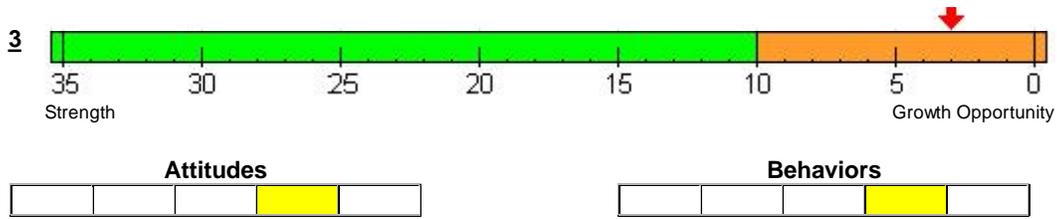
Person's responses indicate that he/she keeps most of his/her commitments to other people. However, being cognizant of how commitment influences the development of interpersonal trust will allow him/her to be more selective in the commitments that he/she makes, while also ensuring that he/she prioritizes his/her time and effort in accordance with these commitments.

Developmental Suggestions

1. Discuss with Person what it means to make and keep a commitment. Help understand what doing so says about his/her character, as well as the social and interpersonal impact that keeping commitments can have on other people. Being aware of this will help leverage this strength moving forward.
2. Discuss with Person a typical work day and his/her usual methods for engaging others in organizational initiatives. Identify situations where he/she could make commitments to colleagues and staff in an attempt to facilitate the development of trust.
3. Have Person write down his/her daily and weekly commitments on a whiteboard / day planner in his/her office. This will help him/her organize his commitments and also prioritize them.

Notes

Transparency



Overview

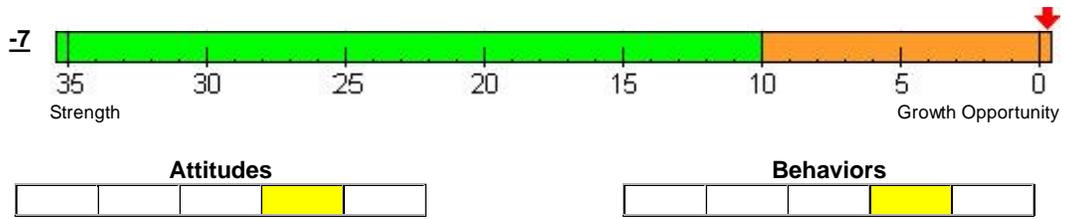
Person may be described by others as fairly secretive and unwilling to divulge information. His/Her responses also indicate that he/she may not feel comfortable telling people the truth, especially in situations where the information could be damaging to the relationship. Helping him/her understand how to be strategically candid and forthright when interacting with others will allow him/her to develop in this area moving forward.

Developmental Suggestions

1. Ask Person why he/she does not open up to his/her colleagues or staff. Use this information to develop strategies for the future.
2. Have Person run through his/her normal delivery of a new company initiative or goal. Listen for ambiguous, general, and/or potentially deceptive terminology. Work with him/her on refining these aspects in order to ensure that the most direct and transparent message is being delivered.
3. Help Person develop strategies / techniques for delivering difficult information. In most cases, the delivery of information is more important than the actual content.

Notes

Managing Self Perceptions



Overview

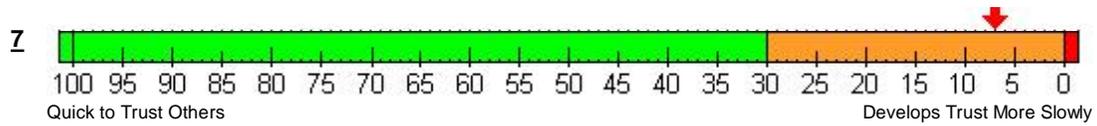
Person's responses indicate that he/she may be preoccupied with how other people perceive him/her, and as such may try to manage these perceptions in social situations. He/She has a strong desire to be liked and accepted by others, and reports changing his/her demeanor and character on a situation-by-situation basis. This type of environmentally-driven personality can impede the development of trust, as it can delay other peoples' ability to get an accurate read on who you really are.

Developmental Suggestions

1. Have a candid discussion with Person about the pros and cons of managing self perceptions. Provide for him/her the "outside looking in" perspective of this approach.
2. Discuss strategies that he/she can employ that will help him/her achieve his/her desired outcome, while still being true to who he/she is.
3. Have Person run through his/her usual process for delivering feedback to colleagues, or discussing progress towards organizational goals. Highlight areas that may be perceived as contrived or socially desirable.

Notes

Potential to Trust



Overview

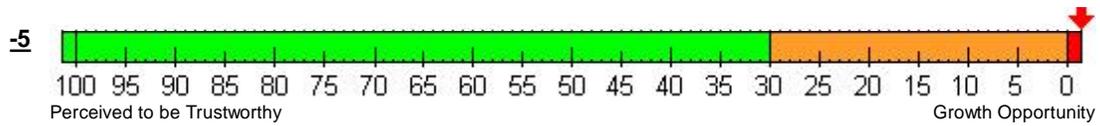
Person's responses to these items indicate that he/she does not fully trust someone until he/she has gotten to know them. He/She appears willing to give strangers the benefit of the doubt in some instances, but is unable to fully trust others until a deeper relationship has been formed. Overall, the starting point of every trust-based relationship is each party's willingness to trust. As such, helping Person develop a more trusting nature may allow him/her to develop trust-based relationships with others more quickly.

Developmental Suggestions

1. Discuss with Person where his/her distrust of others comes from. Attempt to discern whether this generalized pessimistic attitude is warranted.
2. Put Person in situations where he/she has to trust and rely on others. Gradually increase the importance and/or costs associated with this activity.
3. The key with distrust is that it is often the result of past experiences. The only way to change this is by exposing Person to new experiences. Provide him/her with examples and point out situations that illustrate that people for the most part are good and honest.

Notes

People's Perception of Your Trustworthiness



Overview

Person's responses indicate that people in his/her environment interact with him/her in a way that suggests a low level of trustworthiness. Person reports that friends and colleagues do not often share personal information with him/her, nor do they ask for his/her advice. Previous research has shown that people's propensity to share and open up with an individual is a strong proxy measure of that individual's perceived level of trustworthiness.

Developmental Suggestions

1. As Person's coach, highlight some growth opportunities for him/her in the area of trustworthiness. Provide him/her with explicit examples of situations that may have compromised his/her trustworthiness in the past so that he/she can address these concerns in the future.
2. Have him/her list the attributes that he/she associates with trustworthy people. Have Person rate him/herself from 1 - 10 on each of these attributes. Use this as a diagnostic tool for focusing on the areas that require immediate attention.

Notes



Candidate Feedback On The Results Of The LeaderPro™

An Overview of Your Personal Characteristics & Career Strengths

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Thank you for taking the time to complete the LeaderPro™. The following information identifies several of your personal strengths that are important to your career planning. The objective of the LPRO is to match you to the "best fit" position that will capitalize on your strengths and maximize your chances for a successful, rewarding career.

John C. Marshall, Ph.D.

LPRO# 111111 for Person Sample on March 12, 2014

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Personal Strengths/Career Needs

In Terms of Enterprising vs. Support Role Possibilities

People see you as occasionally competitive and somewhat assertive and aggressive in specific situations. Within an established job, with a structured work situation, you tend to stand out as an exceptionally well-organized person who can be depended upon to get the job done. With specific training in such areas as time management and planning, and with the opportunity to apply these newly developed skills in a job, you can become an even more valuable and valued employee in an organization that requires some flexibility and adaptability to change in its employees.

In Terms of Your Style & Strength of Various Motivations

In comparison with most people, you can be described as strongly achievement-oriented, quite hard-driving, active, eager and sometimes impatient. In some circumstances, just taking on a challenge because it is a challenge is enough motivation for you, because it makes you feel confident about your capabilities. In your career, you will want some challenge for its own sake, but in general, the rewards, both financial and recognition, for doing the job well and being productive, will be the main motivators. Earning a high income and having a strong sense of personal achievement will be your way of evaluating how well you are doing in your career.

In Terms of Your Independence vs. Your Need to Be in the Team

You work best and with the greatest satisfaction in a group of people who are like you in their strong commitment to the team. You enjoy the kind of technical, intellectual and personal interactions that come with working in a close-knit team. You would accept supervision, but would also like to co-direct the group on some projects or in some parts of the job.

In Terms of Your Orientation Toward the “People” Side of Business

You can be described as somewhat sociable, enthusiastic, cheerful, lively and entertaining. While valuing social interactions, you may be somewhat reserved in your initial contacts with new people. You achieve goals through personal relationships developed over a longer period of time.

In Terms of Your Orientation Toward Technical & Practical Concerns

You can be described as somewhat logical, reflective, analytical, factual and practical. Intellectual challenges, when offered without any obvious practical utility, would not appeal to you as strongly as would other kinds of challenge and opportunity. Ideas and concepts that are of solid practical use would be of more interest to you.

What To Seek/What To Avoid In Jobs

What Should You Look for In a Job/Career that Matches You Best?

- + Look for opportunities within organizations that have a history of growth and development, in that they have kept or expanded their staff through retraining and through flexibility and adaptability of their operations.
- + Look for a career path that has the opportunity for you to undertake major personal challenges and that will reward you financially in proportion to your effort and your accomplishments. Taking on challenges for the sake of the challenge itself and for the recognition you may receive when you are successful may be sufficient motivators, in some cases.
- + You should seek opportunities to work most or all of the time in a group made up of people like you, who are also strong on taking a team-oriented approach to getting the job done.
- + You should look for employment that calls for an average amount of “people” contact and a limited number of new contacts with people you don’t know. However, some of your job satisfaction would be found in the interaction with people at work.
- + Look for employment that has a limited amount of analytical, technical and discovery learning to it. There are other challenges and rewards in the work environment that are more appealing to you. When you discover these, target them as ideal job requirements/opportunities.

What Should You Avoid in Jobs/Careers that Don't Match You?

- Avoid work situations that are vague, unstructured or poorly organized. If the company has a history of difficulty with its employees, based on the strain created by the need for them to grow and adapt, it is unlikely that your talents and potential can be best developed there.
- Avoid jobs that treat everyone the same, regardless of how much effort they put in or how much they achieve. Non-challenging or repetitious jobs are probably not going to make use of your powerful achievement potential.
- Avoid work situations in which there is lax supervision and those situations that essentially prevent you from becoming part of a team to get the job done.
- You should avoid a position where you are expected to perform an exclusively public relations role.
- Avoid jobs that are particularly detail-oriented. Jobs that require you to quickly learn and apply new technologies or vast amounts of new information won't be particularly satisfying.