

**Trace** International

**Leadership Index™**

Sample Report

21 Mar 2013

## Welcome to YOUR Leadership Index:

You are a unique individual and many aspects make up your “personality”. The foundation of **YOU** in your leadership role is made up of your values of yourself and the world around you. In this leadership profile we look specifically at your understanding and feelings about the world around you (The World View) and yourself (Self View) from a leadership perspective. Together this will show **YOU** insights into **WHY** you do the things you do as a leader, **HOW** you go about doing them and **WHAT** you can do when you are fully engaged in leading others.

### LEADERSHIP WORLD VIEW:

This measures how much you understand and how you feel about the external world around you from a leadership perspective. Do you understand people and do you tend to over-value relationships, treat them situationally or manipulate them to get what you want? Do you know how to get things done as a leader and do you tend to be a doer or a delegator? Do you understand the value of having a mission, rules and systems and do you rely heavily on them in your leadership role?

### LEADERSHIP SELF VIEW:

This measures how much you understand and how you feel about yourself. Do you understand where you have come from, where you are in your leadership role and where you are going in your leadership career? How do you feel about your potential to grow and develop, your current role and your direction toward the future? Are you focused on the past, the present or the future and how does that affect you today as you lead others?

### COMBINED ATTRIBUTES:

These attributes are measured by combining your Leadership World View and Leadership Self View to get a complete picture of **YOU** from a leadership perspective.



**Your Leadership Index is made up of two worlds:**

**LEADERSHIP WORLD VIEW:**

This measures how much you understand and how you feel about the external world of work around you. Do you understand people and do you tend to over-value relationships, treat them situationally or manipulate them to get what you want? Do you know how to get things done and do you tend to be a doer or a delegator? Do you understand rules and systems and do you rely heavily on them or tend to be a maverick and bend or break them?

**LEADERSHIP SELF VIEW:**

This measures how much you understand and how you feel about yourself on the job. How well do you understand your strengths and weaknesses, where you are in your leadership role and where you are going? How do you feel about your potential to grow and develop in your career, your current job role and your direction toward the future? Are you focused on the past, the present or the future and how does that affect you today?

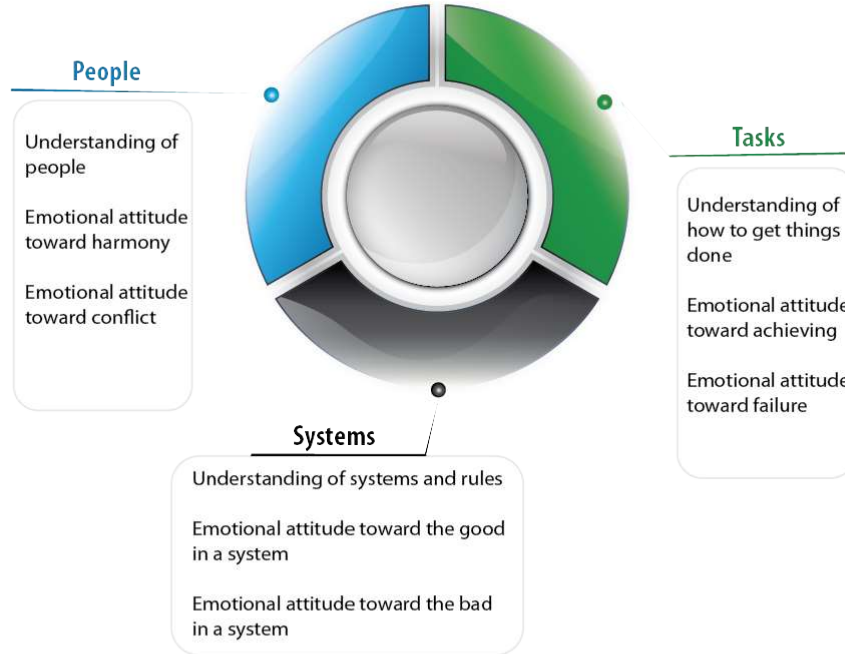
**COMBINED LEADERSHIP ATTRIBUTES:**

These attributes are measured by combining your Leadership World View and Leadership Self View to get a complete picture of YOU on the job.

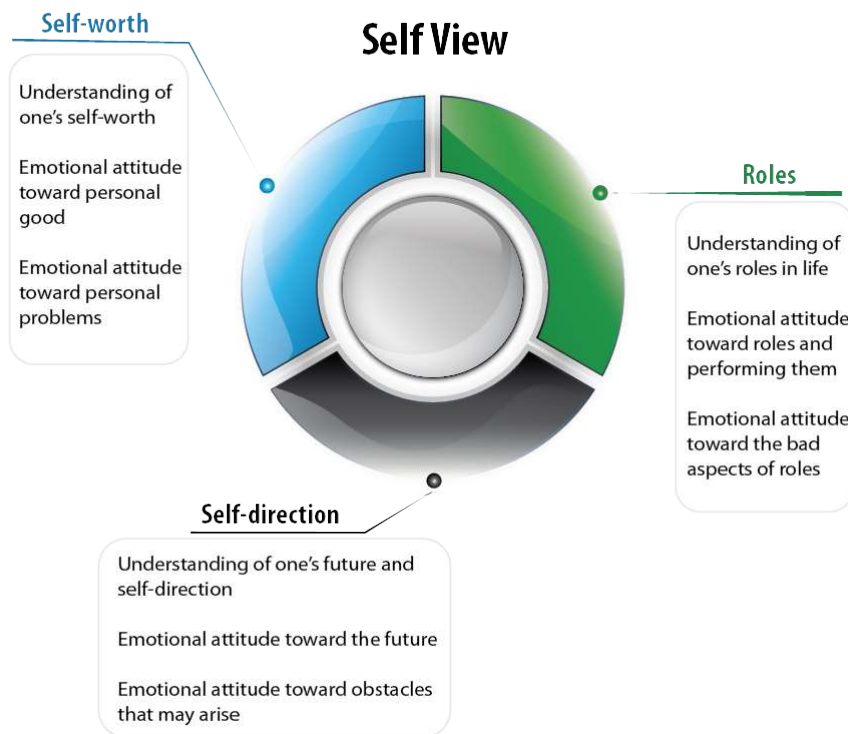
# 6 Cognitive Dimensions

## 12 Emotional Intelligence Factors

### World View



### Self View





Attribute	<i>Reliability : 0.888 : 0.804</i>	Score
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**Leadership World View**

	1. Leadership Judgment:	7.7	
	2. Emotional Control and Composure:	7.2	
People	3. Interpersonal Relations:	6.8	Feeling
	4. Interpersonal Harmony:	Under-Valued	
	5. Interpersonal Conflict:	Under-Valued	
Tasks	6. Team-Task Cohesion:	8.8	Doing
	7. Attitude toward Team Achievement:	Over-Valued	
	8. Attitude toward Team Problems:	Over-Valued	
Systems	9. Organizational Knowledge, Vision and Purpose:	7.6	Thinking
	10. Attitude toward System Benefits:	Over-Valued	
	11. Attitude toward System Problems:	Over-Valued	

**Leadership Self View**

	12. Self-judgment:	6.8	
	13. Self-control:	5.8	
My Self	14. Intuitive Awareness of Self-worth:	8.4	Being
	15. Attitude toward Personal Potential:	Under-Valued	
	16. Attitude toward Personal Problems:	Over-Valued	
My Roles	17. Leadership Role Engagement:	5.8	Achieving
	18. Attitude toward Peak Performance:	Neutral	
	19. Attitude toward Performance Problems:	Under-Valued	
My Future	20. Leadership Identity and Self-direction:	6.2	Becoming
	21. Attitude toward Personal Growth:	Neutral	
	22. Attitude toward Personal Setbacks:	Over-Valued	

Attribute	Reliability : 0.888 : 0.804	Score
<b>COMBINED</b>		
23. Accountability for Others:		6.0
24. Concentration:		8.2
25. Conceptual Thinking:		7.5
26. Conflict Management:		6.7
27. Continuous Learning:		7.4
28. Customer Focus:		6.8
29. Decision Making Ability:		7.3
30. Developing Others:		7.4
31. Diplomacy and Tact:		6.9
32. Empathy toward Others:		6.5
33. Flexibility:		7.2
34. Goal Achievement:		7.5
35. Influencing Others:		5.7
36. Interpersonal Skills:		7.5
37. Intuition:		7.8
38. Leading Others:		6.6
39. Objective Listening:		6.6
40. Personal Accountability:		6.9
41. Planning and Organizing:		7.6
42. Practical Problem Solving Ability:		8.9
43. Resiliency:		8.2
44. Results Orientation:		8.2
45. Self-management:		6.0
46. Self-starting Ability:		7.5
47. Teamwork:		7.3

Attribute	Reliability : 0.888 : 0.804	Score
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**ATTRIBUTE SCORES FROM HIGHEST TO LOWEST**

Practical Problem Solving Ability:		8.9
Team-Task Cohesion:		8.8
Intuitive Awareness of Self-worth:		8.4
Concentration:		8.2
Resiliency:		8.2
Results Orientation:		8.2
Intuition:		7.8
Leadership Judgment:		7.7
Organizational Knowledge, Vision and Purpose:		7.6
Planning and Organizing:		7.6
Conceptual Thinking:		7.5
Goal Achievement:		7.5
Interpersonal Skills:		7.5
Self-starting Ability:		7.5
Continuous Learning:		7.4
Developing Others:		7.4
Decision Making Ability:		7.3
Teamwork:		7.3
Emotional Control and Composure:		7.2
Flexibility:		7.2
Diplomacy and Tact:		6.9
Personal Accountability:		6.9
Customer Focus:		6.8
Interpersonal Relations:		6.8
Self-judgment:		6.8
Conflict Management:		6.7
Leading Others:		6.6
Objective Listening:		6.6
Empathy toward Others:		6.5
Leadership Identity and Self-direction:		6.2
Accountability for Others:		6.0
Self-management:		6.0



Attribute	Reliability : 0.888 : 0.804	Score
Leadership Role Engagement:		5.8
Self-control:		5.8
Influencing Others:		5.7



## Leadership World View



This measures how much you understand and how you feel about the external world around you from a leadership perspective. Do you understand people and do you tend to over-value relationships, treat them situationally or manipulate them to get what you want? Do you know how to get things done as a leader and do you tend to be a doer or a delegator? Do you understand the value of having a mission, rules and systems and do you rely heavily on them in your leadership role?

### 1. Leadership Judgment:

How well do you understand the demands of guiding, mentoring, and developing others?



This is a general measure of your ability to identify and judge relative value in the context of your leadership role and in executive management and supervision. This summarizes your clarity about the three primary dimensions of external leadership value:

1. Interpersonal Relations
2. Team-Task Cohesion
3. Organizational Knowledge, Vision, and Purpose (including regulatory laws, rules, plans, innovation, and expertise)

A **high score** indicates a clear understanding of leadership, and how to best adapt to organizational demands and changing situations. You are knowledgeable about how business, organizations, and markets interface and work. In addition, you are open to change, and quickly grasp the underlying structure of virtually everything related to leadership.

### 2. Emotional Control and Composure:

How well do you maintain emotional control under situational stress?



This score reflects your capacity to face problem situations in an appropriate and rational manner, without loss of objectivity or emotional control.

A **high score** indicates a balanced attitude and the tendency to cope well and stay calm, cool and collected, even when faced with stressful situations. This indicates you generally do not show frustration or allow your personal feelings to unduly influence you when resisted or blocked, and

are not knocked off balance by the unexpected. As your score approaches high levels, you have likely developed the tendency to repress some of your feelings, and do not vent or express them consistently.

### 3. Interpersonal Relations:

How important are interpersonal relationships to you?



This score measures your understanding of others, and your mental clarity regarding the importance of people and relationships in your leadership sphere (superiors, peers, subordinates, and customers). It measures how you generally esteem and appreciate other people. Your clarity score expresses your judgment about how high or how low you value relationships within the full spectrum of leadership values.

A **moderate score** reflects that you have developed a relatively good understanding of others and demonstrate that co-workers and subordinates are usually a top priority, though you may not always manage your interpersonal relationships well. There may be times when you exhibit a stronger focus on other leadership dimensions, like operations, or results.

**Note:** The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range**, then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

### 4. Interpersonal Harmony:

How well do you generally get along with co-workers and others?



This score is a measure of your attitude toward effective, harmonious relations with others, and includes the emotional satisfaction and fulfillment you gain from your personal interactions. It shows your attitude and feelings toward the positive aspects of interacting with people as well as the benefit they can bring into your life, and to work projects.

An **under-valued** attitude indicates varying degrees of emotional distance from others on a personal level. You, like many professionals, may choose to do this on purpose, to better maintain objectivity and control over co-workers and subordinates, or to manipulate them to get desired outcomes. However, you may feel a lack of community or team spirit with co-workers as well, or are reluctant to get too personal with others at work.

## 5. Interpersonal Conflict:

How well do you handle disputes or mistakes made when interacting with colleagues and co-workers?



This score measures your attitude toward interpersonal conflict and discord with people. It shows your attitude toward the negative aspects of interacting with colleagues and co-workers and the potential harm others can do.

An **under-valued** attitude shows that you think it is appropriate, or routine, to critique others. You tend to hold them accountable, especially if there is good reason.

## 6. Team-Task Cohesion:

How well do you understand team cohesion, effective procedures, and the processes involved in leading others?



This dimension reveals your mental grasp of tangible, observable leadership realities (actions, causal relations between efforts and results, social and professional responsibility, project flow routines and how they all fit together in actual leadership situations). This score measures your capacity to understand tangible things and events, and how they relate to each other comparatively (with particular focus on creating and maintaining proactive, competent work teams, and managing team dynamics and efficient operations). This includes understanding how to separate, and combine, tasks into efficient workflow, and prioritizing processes, and strategies, to achieve goals and objectives. All the while looking for opportunities for synergy and integration.

A **high score** indicates you know what to do, and when to do it, in any given leadership situation. You tend to clearly communicate, and assign responsibility for tasks and decisions. You are also good at recognizing cause and effect, and links between components and tasks, within a work team or company department.

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## 7. Attitude toward Team Achievement:

Do you thrive in your professional leadership setting?



This score reflects your attitude toward the benefits of practical leadership actions, adaptability, and project completion successes. It measures your level of

engagement in routine leadership procedures used in project management and control, and the degree of familiarity, and involvement, with diagnostics and project guidance. This score indicates how you relate to the good, constructive, aspects of project management and team leadership.

An **over-valued** attitude shows sensitivity to, and reliance on, practical efficiency. It reflects your attitude toward team success. You are socially adept, and highly value your interactions with colleagues and co-workers. You are also a good communicator, who enjoys networking and building competent work teams. You do your best to establish, and maintain, strong professional relationships, and to manage team dynamics in a way that results in efficiency and successful project completion. You tend to get fully, and actively, involved in your leadership position, and may overemphasize meeting or exceeding success standards. You are a proactive leader, who is also a good role model, and you try to ensure that your co-workers and employees feel enriched and fulfilled. You do your best to keep your team focused and on track.

### 8. Attitude toward Team Problems:

What is your response when processes/procedures do not go as you would like?



This score reflects your attitude toward conflicts and problems often encountered in the course of team leadership, and project management. It shows how you relate to the negative, destructive, and disruptive aspects that often emerge during active team processes.

An **over-valued** attitude shows you tend to magnify “bad” or destructive aspects of any given work situation. This includes factors such as conflict among team members, project malpractice, counter-productive team efforts, lack of efficiency, and emergencies. Your focus is on avoiding, or correcting, errors and omissions. You do your best to directly address conflict situations, and resolve them as soon as you become aware of them. This ensures the highest quality of project completion.

You have the capacity to identify, analyze, and generate solutions to problems based on established procedures, and/or past experience.

### 9. Organizational Knowledge, Vision and Purpose:

How well do you apply your knowledge skills in leading others?



This dimension is about the world of leadership in terms of the organization’s purpose and mission, precise communication, strategic planning, and common vision. It is concerned with how organizational leadership is structured through established policies, regulations, rules, and expert authoritative knowledge. It involves standards, principles, planning, and all elements establishing

definition, structure, and order.

A **high score** reflects conscientiousness (as well as devotion to and clear understanding) of rules, standards, proper planning and innovation schedules. You are a leader with the capacity to create, and share, a compelling and inspiring vision (or sense of core purpose) with an entire organization. You also understand how to set objectives, determine strategy, and implement a plan that supports achieving the strategic direction. High scores also indicate that you generally have productive relationships with other leaders who are authority figures (including financial officers and administrative regulators), as well as those who may be in a peer or higher- level position than you are.

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### 10. Attitude toward System Benefits:

How well do you accept and enforce established authority in systems and organizations?



This score measures your attitude toward the benefits of effective leadership and management (including your own) as governed by structure, and effective established regulatory systems and standards. This score is about leadership knowledge, and experience learned by coping with systems organization, through compliance and planning, for holistic project needs.

An **over-valued** attitude shows an amplification of the “good” or beneficial aspects of organizational systems and order, making them even better than they really are. You are dedicated to, and seek to, promote a common vision and purpose. You understand the importance of strategic planning, as well as loyalty and cooperation, toward established systems, and compliance with organizational and regulatory requirements. You also tend to be a creative, and innovative, leader of work teams. You promote common goals and aspirations, and you diligently strive for continuous discovery and a strong innovation schedule. You are likely in the habit of seeking beneficial partnerships and affiliations, and using outsource resources that excel in quality. You care a great deal about maintaining an impeccable reputation, and staying a step ahead of the competition.

### 11. Attitude toward System Problems:

To what extent do you accept or reject going against the system?

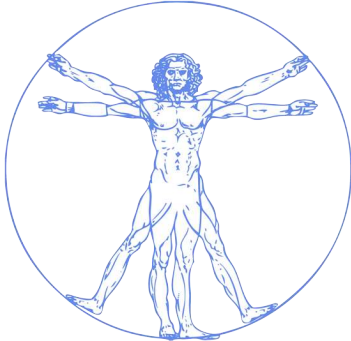


This score measures your attitude toward disorganization, and deficiencies, in

management systems, and planning.

An **over-valued** attitude toward the “bad”, or deficient aspects, in systems reflects that you magnify them as worse than they really are. You will tend to point out any deficiencies, or problems, you see in systems as they affect the organization. You do your best to avoid misunderstandings, by being very clear when giving, or getting, instructions, or directives. This is because you desire to avoid giving, or getting misleading information. You are a leader who consistently follows up on responsibilities you have delegated, and have a hard time tolerating others who are inefficient in their delegation, or follow-up efforts. You may be corrective, or critical, of people, as well as other leaders, and colleagues, who cheat, break the rules, make diagnostic errors, engage in “backstabbing”, or do not plan well enough for managing the project (causing waste and extra cost). You also are opposed to authority figures, or corporate/regulatory officials, who do not live up to reasonable expectations.

## Leadership Self View



This measures how much you understand and how you feel about yourself. Do you understand where you have come from, where you are in your leadership role and where you are going in your leadership career? How do you feel about your potential to grow and develop, your current role and your direction toward the future? Are you focused on the past, the present or the future and how does that affect you today as you lead others?

### 12. Self-judgment:

How clearly do you understand the linkage between being, doing and thinking as a leader?



This is a summary score of your clarity regarding the three primary dimensions of leadership self-understanding:

1. Intuitive Awareness of Self-worth
2. Leadership Role Engagement
3. Leadership Identity and Self-direction

A **moderate score** indicates you have reached a relatively clear level of self-understanding and appreciation, which is generally better developed in two areas as opposed to all three self dimensions.

### 13. Self-control:

How well do you handle and respond to situational stresses that directly affect you?



This is a measure of your ability to handling the challenges of everyday life in leadership. It is the capacity to keep your emotions and actions under control when confronted with personal problems, and your ability to respond to these problems in a calm, rational manner.

A **moderate score** indicates your capacity to handle and respond to personal leadership role or career stresses/challenges well most of the time, but on occasion, you may react emotionally, showing frustration or irritability.

#### 14. Intuitive Awareness of Self-worth:

How well do you understand the value you bring to leadership - as a unique individual?



This score measures your intuitive sense of self-worth, an awareness of your “being there,” apart from what you can do and achieve.

A **high score** reflects a strong, clear understanding of the self-worth you have as an irreplaceable human being - an awareness of your unique, individual self (who you are), without defining yourself through what you can achieve. A high score indicates you have faith in yourself and your leadership potential, and understand your strengths and weaknesses very well. You enjoy just being yourself and feel your life has definite purpose, which makes you excited about your life in general.

**Note:** The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range**, then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

#### 15. Attitude toward Personal Potential:

Do you have the inner desire to improve and get better through accessing and drawing out your potential?



This score reflects your emotional orientation toward your inner potential and the degree to which you desire to tap into your undeveloped potential in leadership and bring it into reality. It is a measure of the quality of your internal motivation.

An **under-valued** attitude indicates you agree you have a lot of undeveloped potential within and you desire to make it real and actual.

#### 16. Attitude toward Personal Problems:

What is your attitude concerning personal problems?



This score reflects your orientation toward personal problems or obstacles that may stand in your way to achieving success in life.

An **over-valued** attitude reflects you feel that you currently have some personal problems (e.g. you may feel restricted from developing other areas of your life (aside from work), you may feel you don't communicate well with others, you may feel



overwhelmed or depressed by everything that is expected of you, or your life may lack purpose and joy, etc.). However, you strongly desire to overcome these problems.

Any obstacles or problems you may face are likely temporary or situational, and you should have no difficulty resolving them.

## 17. Leadership Role Engagement:

Do you feel your talents are being fully utilized within the demands of your leadership position?



This score measures your ability to achieve and maintain the harmonious integration of your personal and leadership roles. This score indicates the degree to which you are getting personal fulfillment from your leadership role as well as your identification with your various roles in life.

A **moderate score** indicates a moderate level of identification with your leadership role, and could mean that you experience role conflict at times. Perhaps your current job is not fully utilizing your talents, or some other factors may be involved, like too much time spent traveling or away from family. You may also feel that you are currently in a position that offers little or no potential for advancement, or you may be in a new position you are still learning about.

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## 18. Attitude toward Peak Performance:

How well do you believe you can excel as a leader of others?



This score reflects your attitude toward professional role success, and the degree to which you enjoy your leadership role, as well as your other responsibilities in the sense of consistently working toward your professional goals.

A **neutral** attitude indicates an objective, balanced view of your leadership role, and a clear understanding of why you are engaged in your current position. You have a realistic attitude toward role involvement and success, and you tend to see the pros and cons of your leadership job equally well. You are good at developing and encouraging others, and tend to be an innovative thinker.

## 19. Attitude toward Performance Problems:

How do you respond when problems arise or things go wrong?



This score reflects your attitude toward problems in your leadership performance, work ethic, professional management preparedness and engaged participation.

An **under-valued** attitude indicates you do not see many, if any, problems or obstacles in leading others and you have achieved a high level of harmony in your roles. You are proud of your work, and you feel you have good work habits. You feel you are doing the very best you can. Your workload may be overwhelming, but you always find a way to handle the demands of project or team control.

## 20. Leadership Identity and Self-direction:

How clear are you about your future – do you have definite goals?



This score measures your self-identity in terms of where you are going in the future. This score is about the definition of your “comfort zone” in your leadership career, and your understanding of the mental planning and discipline necessary to best organize your life and prepare for the future.

A **moderate score** indicates you have a moderately well developed sense of self-direction and purpose in your life at this time. You know you have a definite role to play, but you may be somewhat unclear about your long-term goals or future direction.

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## 21. Attitude toward Personal Growth:

What is the quality of your mental self image and how do you project yourself into the future?



This score reflects your attitude about your positive goals and aspirations, and your leadership career goals for the future.

A **neutral** attitude indicates you have an objective and realistic view about yourself in terms of the definition of your leadership identity, goal-achievement, and self-direction. You are open to performance improvement suggestions, and you may also be keeping your future somewhat open to capture the best opportunity that may come along. A neutral score here can also indicate that most of your time and energy is focused on what you are doing in the present, or what you have accomplished in the past, and you tend to see the future as a continuation of the past or present. You

may be so engaged in fulfilling the responsibilities of your current position that you tend to put any new plans or goals for the future on the back burner.

## 22. Attitude toward Personal Setbacks:

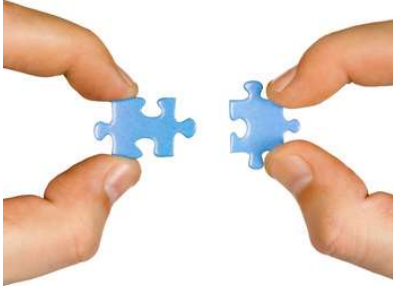
How do you handle personal setbacks and potential failures?



This score reflects your attitude towards barriers, difficulties and “loss of direction” on the road to success in your leadership career.

An **over-valued** attitude indicates that you may feel it is very difficult to get ahead or reach higher levels of success. You may have unrealistic expectations that are not being fulfilled, or you may actually fear what the future will bring.

## Combined View



These attributes are measured by combining your Leadership World View and Leadership Self View to get a complete picture of YOU from a leadership perspective.

### 23. Accountability for Others:

Do you take responsibility for the actions of others?



This score measures the degree to which a leader will take responsibility for the actions of others. One who is accountable for other people will say “the buck stops here” for all errors, omissions, or poor performance. This means the individual takes the job seriously, and will assume responsibility for results for his or her entire team or organization.

A **moderate score** indicates you are willing to take responsibility for the actions of others in your organization most of the time, but you may occasionally lay blame when you feel things are out of your control or when another manager is involved. You may also feel you are responsible for the outcome of too many people, tasks or projects to manage them all with the same degree of quality.

### 24. Concentration:

How well can you maintain focus throughout a given task or project?



This is the measure of your ability to focus full attention on the task at hand.

A **high score** indicates you are not easily distracted; you are one who works with intensity. A high score also indicates you focus well – you do not like to be disturbed or interrupted.

### 25. Conceptual Thinking:

How well are you able to visualize a plan or model conceptually from start to finish?



This score measures how well a person can mentally envision a big picture (comprehensive, long-range plans or goals), or visualize models, methodologies or processes. It includes the capacity to identify, evaluate and allocate resources that will be needed to implement and achieve the specific plans or long-range goals, while accurately visualizing the potential results.

A **high score** indicates you definitely have the capacity to mentally envision models, methodologies, and processes, as well as the execution of a long-range plan or projection. You also tend to make accurate predictions concerning the potential results.

## 26. Conflict Management:

How well do you manage conflict as a leader?



This score measures the capacity to identify and resolve differences of opinion, disagreements, contention and opposition, through making the adjustments necessary to bring them into accord. Conflict management includes gathering relevant information through appropriate questioning and listening. Then ensuring each party fully understands the other's views, in an open and candid manner. This entails presenting well-documented, relevant data, and options for reaching the best resolution with personal conviction to gain consensus.

A **moderate score** indicates that most of the time, you are capable of addressing conflict situations effectively. You generally are able to diffuse the tension of conflict, listen effectively to the issues, and reach a mutually beneficial agreement to work through the issues at hand, while maintaining a good professional working relationship. However, there are times and situations when this is more difficult for you than others. This may be especially true when the conflict centers around you or your vision, versus between other individuals on the team.

## 27. Continuous Learning:

How motivated are you to keep learning?



This score measures the degree of a person's desire and motivation to consistently learn more.

A **high score** indicates you have a passion for knowledge in general, and you enjoy learning new skills as well. You like to keep up with what is happening in the world (news), as well as innovations in your industry or profession, and take advantage of continuing education courses or training opportunities.

## 28. Customer Focus:

How well do you focus on your customers and their needs?



This score measures the strength of a person's focus on, and engagement with customers.

A **moderate score** indicates you have a very good level of sensitivity to customer needs and desires. Most of the time, you focus on fulfilling the customer's expectations, and do well in handling potential customer complaints to their satisfaction.

### 29. Decision Making Ability:

How well do you make decisions as a leader?



This score measures the ability to make consistently sound, accurate, and timely decisions in your leadership role.

A **high score** indicates that you are a leader who can effectively make decisions that are consistently appropriate, productive, and efficient. This enables you to have a dynamic organization that can respond better to the needs of your customers, innovation and market changes.

### 30. Developing Others:

Do you take time to develop the potential of others?



This score measures a person's desire to help others develop their talents and potential, and is closely linked to the clarity and identity with one's own professional role and self-direction. Developing others requires a solid understanding of people, as well as the ability to accurately evaluate their strengths and weaknesses, and what motivates them.

A **high score** indicates you have insight into what each member of your team needs for improvement. You evaluate these needs relative to the norm of "better performance", and do your best to initiate and facilitate each individual's professional growth. You find ways to help them unfold more of their potential in such a way that it will contribute to the growth and improvement of the entire organization.

### 31. Diplomacy and Tact:

Do you maintain poise under pressure and promote cooperation and understanding?



This score measures a person's sensitivity to others and appreciation of their feelings. It also

focuses on the sensibility and tact it takes to promote cooperation and understanding on all sides, without causing conflict.

A **moderate score** indicates you have developed a good sense for what to say or do in delicate or difficult situations, and most of the time, you try to maintain good relations with others and avoid offending them. You generally respond appropriately when handling new or unfamiliar situations, but there may be times when you are under pressure, or demand to get things done quickly and correctly. This could make you feel impatient or frustrated with others, and you may express irritability, or resort to correction or criticism without considering the impact this may have on their feelings.

### 32. Empathy toward Others:

Do you understand and empathize with people?



This score measures a person's capacity and capability for managing interpersonal relationships in a sensitive manner, with care, appreciation and respect for the other person and their thoughts, feelings, and point of view.

A **moderate score** indicates you are able to understand and empathize with other people most of the time, with genuine sensitivity to their needs and desires. However, there may be times when you do not feel like you can relate to a person's issues, or when you have to focus more on the organization's needs, rules, or processes, than the individual's.

### 33. Flexibility:

How adaptable are you as a leader?



This score measures a person's capacity to adapt easily to different types of people, new situations and changing environments.

A **high score** indicates you are not rigid or stubborn in your thinking or approach to life. You are open-minded, with a willingness to compromise and entertain new thoughts, ideas, and ways of doing things. This means you have developed a high level of versatility and adapt well to change.

### 34. Goal Achievement:

How well do you focus on achieving your leadership goals?



This score measures the capacity to concentrate one's full attention on the project or goal(s) at hand. It calls for unwaveringly staying on target, in spite of potential difficulties or distractions, until



the project or goal is achieved. This requires clarity and dedication to the goal itself, as well as personal commitment and discipline.

A **high score** indicates you have the ability to stay focused and on track when engaged in a specific project. You always keep the goal before you, while ignoring potential problems or interruptions. You stick with it, are resourceful, and guide the project to completion, come what may.

### 35. Influencing Others:

Are you able to influence people to your point of view?



This score measures the capacity to convincingly present one’s position, opinions, feelings, or views to others in such a way that they will listen, and be won over to adopt the same position. This usually requires good intuition, listening and communication skills, appealing to another’s feelings, or sense of reason, while trying to demonstrate or prove that something is true, credible, essential, commendable, or worthy of doing or believing.

A **moderate score** indicates that you have a relatively high level of sensitivity when it comes to listening and understanding others’ views, concerns, potential objections, and defenses. Most of the time, you will respond to them effectively to positively influence their minds, and opinions.

### 36. Interpersonal Skills:

Do you have the skills to effectively communicate with others?



This score measures your ability to interact well with others through your sensitivity and understanding of interpersonal relationships and team dynamics, coupled with your ability to effectively communicate with others, while maintaining your emotional control (even during times of pressure and stress).

A **high score** indicates you have natural or outstanding talent in this area. You feel comfortable interacting with others and put them at ease, because you are personally, professionally, and socially adept, with excellent listening and communication skills. You know how to relate to people, and can adapt well to virtually anyone.

### 37. Intuition:

How well can you “feel into the situation” and process without needing to think or have all the facts about it?



This is the capacity to sense the most important aspects of complex situations and problems, with



the ability to take appropriate action when all the facts are not available.

A **high** score indicates you can make accurate intuitive decisions. You have the ability to “shoot well from the hip” – a few important elements are enough for you to work with. You can feel into the core of situations without knowing or analyzing all the facts and take the right action.

### 38. Leading Others:

How effective are you at guiding and leading others?



This score is a measure of leadership ability, and the potential effectiveness of leadership efforts. A leader is an individual who understands how to motivate and organize others, and their performance, in such a way that everyone feels a sense of clear direction toward a common goal. A leader plays the directing role in exercising responsible authority, and a commanding influence over others in a way that inspires trust, followership, and motivates people to get things done.

A **moderate score** indicates that much of the time you are good at leading others toward common goals and objectives. However, at other times, you may lack the necessary self-confidence, or clear vision and direction it takes to be a great leader.

### 39. Objective Listening:

Are you able to listen to what is being said and evaluate it in an objective manner?



This is the capacity to objectively listen, understand, and accurately interpret what someone else is saying. Listening requires focusing one’s full attention on the other person and hearing not only the content of what is being said, but also discerning the other person’s feelings and motives for what they are saying. Personal opinions and mental criticisms must be withheld while listening to objectively evaluate what was said.

A **moderate score** indicates you have achieved a relatively good level of objective listening. You generally interpret what you are hearing accurately and objectively, and you pay attention not only to content, but to how the other person feels as well. You may occasionally be influenced by your own bias, personal situation, or other things going on around you. If you have a strong opinion on a subject or time constraints, you may not be fully engaged in listening, or you may become argumentative. This will have a negative impact on focusing your full attention on what someone else is saying.

### 40. Personal Accountability:

Do you take personal responsibility for your actions?



This score measures a person's capacity to take responsibility for their own actions, conduct, obligations, and decisions and the consequences thereof. This requires an internal willingness to be answerable for oneself and one's actions, without shifting focus or blame on anything or anyone else.

A **moderate score** indicates that most of the time, you are willing to take personal responsibility for successes as well as failures. However, there are times when you do not feel responsible for a problem or error that occurred, which may have been out of your control. At those times, you may not be willing to stand behind your actions and decisions 100%.

#### 41. Planning and Organizing:

Are you able to envision the future and plan accordingly?



This score measures the capacity to see the big picture and envision a different, better future as well as the ability to forge clear, realistic plans to bring this picture of the future into the present.

A **high score** indicates you are able to clearly "see into the future" as if it were in the present. Then, you see exactly how to make this futuristic picture real and actual by establishing clear goals and organizational policies and procedures to fulfill your vision for the business.

#### 42. Practical Problem Solving Ability:

How well are you able to solve routine problems in a practical manner?



This score measures the ability to understand a problem or problem situation, and solve it. This requires the ability to identify exactly what needs to be done to actually resolve the problem, which can range from solving a customer complaint to a organization wide issue.

A **high score** indicates you are able to understand and interpret the problem in all its aspects. You have the mental capacity and experience to dissect the problem, discern the essential aspects of it, identify the best option for problem resolution, given available resources, and then apply this knowledge to solve the issue.

#### 43. Resiliency:

How resilient and persistent are you?



This score measures the capacity to steadily pursue any project or goal that a person is committed to, in spite of difficulties, opposition or discouragement. This requires inner strength, perseverance and determination to stay on course in the face of adversity, regardless of problems or obstacles.

A **high score** indicates you have a strong capacity to stay focused, motivated and committed to see the project through, or to achieve the goal you are working toward. You have the inner strength, drive and determination it takes to stay on course and bounce back, no matter what circumstances may occur.

#### 44. Results Orientation:

How focused on results are you as a leader?



This score measures the capacity to clearly and objectively understand and implement all variables necessary to obtain defined or desired results, including specific people/talents, work processes, speed, or whatever it takes to get the job done. This is generally demonstrated by the ability to complete work tasks efficiently, meeting deadlines, performance goals, or quotas as expected.

A **high score** indicates you tend to be efficient and productive in organizing your tasks toward achieving results. For you, reaching the destination is much more important than enjoying the journey. You may be highly driven or demanding, if you consider the results much more important than the process or people necessary to achieve it.

#### 45. Self-management:

Are you able to manage and organize yourself effectively?



This score measures a person's identity with their job or career plus their clarity of self-organization in terms of a well-defined self-image and clear personal expectations. The combination of career involvement and self-organization reveals how people manage themselves. This requires role responsibility, personal accountability, and goal clarity, as well as self-discipline, organization, and a personal commitment to live and work up to one's self-imposed standards.

A **moderate score** indicates you are generally good at managing and organizing yourself. Most of the time, you demonstrate the necessary discipline to focus your abilities, time, and energy on achieving your future goals, by planning your work and working your plan. However, there may be times when you are faced with unexpected problems or obstacles, which could impact your leadership role or goal clarity, and make it difficult to consistently control, organize, and manage yourself.

#### 46. Self-starting Ability:

Are you motivated to jump right in and get going?



This score measures a person's sense of urgency in linking a desired future outcome to the present. If a person has the desire to achieve a future goal, this score reveals the degree to which they feel compelled to bring it about as soon as possible. Once the goal has been defined, or the plan has been created, self-starters do not need additional motivation or prodding to get going. They have the internal motivation and drive necessary to get to work.

A **high score** indicates you feel compelled to “get started now” in working toward your immediate goal or, in general, toward your envisioned, better future. You are self-reliant and demonstrate strong personal initiative and motivation to start working. People with this capacity do not need anyone else or external factors to motivate them. Your strong sense of self-motivation and drive indicates you also have the ability to lead others; you are the one who gets the mission off the ground and keeps it going forward.

#### 47. Teamwork:

Are you focused on all aspects of teamwork as a leader?



This score measures a person's attitude toward the cooperative aspects of working closely with others, and being a contributing team member. There is no “I” in team, and good teamwork consists of surrendering, or subordinating one's personal prominence as an individual or employee, to the efficiency of the whole, ensuring that the team functions as a collaborative harmonious unit to successfully achieve a mutual goal.

A **high score** indicates you find it easy to relate to, work with, and share well with others, as opposed to being a maverick, the “star” producer, or keeping power and control to yourself. You feel comfortable being a team member and demonstrate a willingness to do your part. This includes being the leader, while also contributing to the work needing to be done, and being supportive and helpful to the team members to achieve results. You believe “together, we can achieve more.”

Profile Notes: