

Page Work Behavior Inventory

Feedback Report

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Introduction

How This Report Can Help You

Whether choosing a career, entering the job market, changing a job, developing your skills, or identifying your fit with a particular work environment, it is important to understand your work behaviors. This report is designed to provide information about your personal style of behaving at work. It can help you better understand your personal effectiveness and fit with work settings.

This report summarizes your results on the Page Work Behavior Inventory (PWBI). To aid interpretation, your results are compared to those of a large group of managers/professionals who have also completed the inventory.

You can use this Feedback Report to:

- ◆ Focus and guide your leadership development efforts.
- ◆ Pinpoint specific strengths that may help advance your career.
- ◆ Identify areas for training and skill enhancement.
- ◆ Identify work environments that may allow you to be most successful.
- ◆ Help guide career choice and transition decisions.

What Information is Included?

Your work style results are presented in terms of the following scales:

Personality Characteristics

Address work-related styles that are grouped according to five commonly recognized personality factors:

- ◆ Extraversion
- ◆ Agreeableness
- ◆ Openness to Experience
- ◆ Conscientiousness
- ◆ Emotional Stability

Leadership Styles

Identify your scores on two leadership dimensions. These, in turn, are used to identify how you fall on four leadership styles:

- ◆ Dimensions: Task/Results Orientation, People Orientation
- ◆ Styles: Laissez-faire, Directive/Pacesetting, Participative, Consultative

Selling & Influencing Styles

Identify how likely you are to use three different selling and influencing approaches:

- ◆ Dynamic
- ◆ Analytical
- ◆ Interpersonal

Emotional Intelligence

Identify the extent to which you exhibit a combination of 17 emotional competencies.

Occupational Fit

Address your fit with certain career fields or work environments based on your work styles:

- ◆ Customer Service
- ◆ Sales
- ◆ Leadership
- ◆ Entrepreneurship
- ◆ Growth Potential

Response Fidelity

Address the consistency and fidelity with which you completed the inventory in comparison to others:

- ◆ Accurate Self-Assessment
- ◆ Accurate Self-Presentation
- ◆ Response Inconsistency



Introduction

How is This Report Organized?

For your convenience, this report is organized into three easy-to-use sections:

Graphic Summary (Pages 4-5):

Graphic displays help you quickly see the nature of your results on the:

- ◆ Personality Characteristics
- ◆ Leadership Styles
- ◆ Selling & Influencing Styles
- ◆ Emotional Intelligence
- ◆ Occupational Fit
- ◆ Response Fidelity

For each scale, short descriptions are provided that are characteristic of scores:

- ◆ Above the 50%ile
- ◆ Below the 50%ile

For each scale, the closer your score is to either side, the more the description on that side is representative of you.

Interpretation of Your Scores (Pages 6-14):

In-depth descriptions of your results, including:

- ◆ An explanation of your scale scores.
- ◆ Potential **Assets** that you can leverage for further success.
- ◆ Potential **Cautions** to consider for further development.

Taking Action (Page 15):

An exercise and suggestions that help you use the information in this report for your career development.

Interpreting Your Report

Scores are presented in terms of your percentile standing in comparison to a large and diverse sample of managers and professionals. For example, a score of 40 would indicate that you possess as much, or more, of this characteristic than 40% of managers and professionals in the norm group.

As you read your report, it is important to remember that high percentile scores are not better or worse than low percentile scores. Situations help determine whether a behavioral style will be an asset or potential caution. Characteristics that are valued in one job or organization may not be valued in another. Your results are unique to you; no two people are exactly alike. Your characteristics and work styles should be leveraged for future success.

Assets and Cautions

An **asset** describes a behavioral tendency that is typically an advantage within a particular work setting. For example, **sociability** can lead to behavioral tendencies that are an asset for a number of customer service positions, as these jobs tend to require an outgoing person who finds it easy to talk with people. Conversely, a **caution** describes a behavioral tendency that may require special effort to keep from becoming a hindrance in a specific work setting. For example, sociability can lead to behavioral tendencies that are a caution for some technical or laboratory jobs that require intense focus with little time for social interaction.

Using Your Results

This report provides you with several assets and cautions based upon your scores. As you read through this report, keep in mind the types of jobs in which you are interested. Carefully read through both assets and cautions and ask yourself, "What does this mean for me?"



Graphic Summary

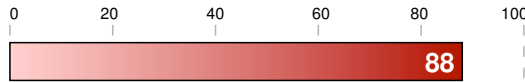
Descriptions of Scores Below 50%ile

Percentile Score

Descriptions of Scores Above 50%ile

Introversion

Is quiet and reserved; takes time to feel comfortable after joining new groups.



Lets others take charge of the group; avoids imposing direction on others.



Avoids debating issues and tends not to negotiate with people.



Prefers to work at a moderate pace; tends not to be as active and lively as others.



Extraversion

1. Sociability - Is outgoing, talkative and finds it easy to meet people and make new friends.

2. Leadership - Asserts oneself; seeks opportunities to lead, direct, and inspire others.

3. Influence - Persuades others with convincing arguments; sells and influences others.

4. Energy - Prefers fast-paced environments and is constantly involved with lots of activities.

Individualism

Tends to feel unproductive in groups; is not concerned about getting along with everyone.



Has little interest in the problems of others; refrains from showing sympathy.



Is candid and not always polite with others; tends not to resolve conflict between people.



Agreeableness

5. Cooperation - Likes to work with others; supports coworkers; helps resolve team conflict.

6. Concern for Others - Is empathic and eager to assist others; is sensitive to others' feelings.

7. Diplomacy - Respects the opinions of others; is polite and effective at helping resolve conflict.

Conventionalism

Prefers structure and routine; avoids ambiguity and constant change.



Prefers traditional approaches; tends not to use imagination very much.



Prefers concrete thinking to abstractions; likes problems to be clear-cut.



Refrains from working independently; seeks guidance; dislikes making independent decisions.



Openness To Experience

8. Adaptability - Seeks out variety, readily adapts to ambiguity, change or new situations.

9. Innovation - Has a vivid imagination; combines unrelated things in unusual ways.

10. Analytical Thinking - Is logical and identifies patterns and solutions that may not be obvious.

11. Independence - Is self reliant and willing to make difficult decisions independently.

Casualness

Would rather enjoy life than compete against difficult standards; avoids setting difficult goals.



Doesn't rush into new projects; avoids taking on new work or volunteering when not necessary.



Tends to lose motivation to complete projects; may yield when faced with obstacles.



Avoids working on exacting details; tends not to double-check work or the accuracy of information.



Doesn't always meet deadlines; tends to be late or avoid obligations.



Is willing to work around the rules to get the job done; doesn't always follow the rules.



Conscientiousness

12. Achievement - Sets stretching goals and works intensely; works hard toward career advancement.

13. Initiative - Takes action without being asked; readily assumes new responsibilities.

14. Persistence - Keeps working to overcome obstacles; doesn't leave projects unfinished.

15. Attention to Detail - Double-checks work for accuracy and prevents errors; is organized.

16. Dependability - Is reliable in completing assignments; consistently meets deadlines.

17. Rule Following - Carefully follows rules; tends not to break promises.

Emotional Spontaneity

Openly expresses emotions; may show frustration or anger if provoked.



Tends to worry and become stressed; tends to feel anxious about performance.



Tends to feel nervous in difficult situations; has difficulty recovering from criticism.



Doesn't pay much attention to own emotional reactions; doesn't understand one's emotions.



Emotional Stability

18. Self-Control - Seldom loses temper or shows anger; responds calmly and doesn't show irritation.

19. Stress Tolerance - Works well in stressful situations; quickly recovers from setbacks.

20. Self Confidence - Always remains confident; rarely feels discouraged by own limitations.

21. Emotional Awareness - Is aware of emotions and their causes; productively manages emotions.



Graphic Summary

Descriptions of Scores Below 50%ile

Percentile Score

Descriptions of Scores Above 50%ile

| Descriptions of Scores Below 50%ile | Percentile Score | Descriptions of Scores Above 50%ile |
|--|------------------|---|
| Introversion – Is reserved; lets others take charge or be the center of attention. | 47 | 22. Extraversion – Seeks the company of others; asserts self and tends to be persuasive. |
| Individualism – Feels unproductive in groups; is candid; not interested in caring for others. | 44 | 23. Agreeableness – Is compliant and supportive; works to maintain social harmony. |
| Conventionalism – Prefers structure, a set routine and concrete thinking. | 60 | 24. Openness To Experience – Seeks change; analyzes issues and makes own decisions. |
| Casualness – Is relaxed about goals, deadlines, opportunities, details, and rules. | 1 | 25. Conscientiousness – Is goal-oriented, persistent, meticulous and rule following. |
| Emotional Spontaneity – Tends to worry, show frustration, or feel discouraged by criticism. | 48 | 26. Emotional Stability – Controls frustration, feels confident and easily recovers from setbacks. |

Big 5 Factors

Leadership Styles

| | | |
|--|----|---|
| Tends not to be focused on task completion; is disinclined to set goals and monitor performance. | 8 | 27. Task/Results Orientation – Focuses on getting results and can be somewhat impersonal. |
| Tends not to be focused on others; is disinclined to have social ties with employees. | 53 | 28. People Orientation – Focuses on relationships and is considerate and interactive with employees. |

Selling & Influencing Styles

| | | |
|--|----|---|
| Tends to lack enthusiasm or assertiveness when selling; is disinclined to debate or negotiate. | 14 | 29. Dynamic – Sells based on energy and drive; is ambitious, assertive, and persuasive. |
| Tends not to use a logical approach; doesn't stress technical advantages when selling. | 25 | 30. Analytical – Sells based on facts and analysis; is logical in addressing advantages. |
| Tends not to develop rapport before selling; doesn't feel a need to sell to friends. | 55 | 31. Interpersonal – Sells based on personally connecting with others; develops friendships with customers. |

Behavioral Potential

| | | |
|---|----|---|
| Disinclined for future roles with broader, higher level responsibilities and potential to grow. | 25 | 32. Behavioral Potential – Potential to advance in to roles with broader, higher level responsibilities. |
|---|----|---|

Occupational Fit

| | | | |
|---|----|-----------------------------|--|
| Behaviors tend not to be in alignment with customer service professionals. | 40 | Highly Effective Fit | 33. Customer Service – Has behaviors in alignment with customer service roles. |
| Behaviors tend not to be in alignment with successful sales professionals. | 37 | | 34. Sales – Has behaviors in alignment with sales roles. |
| Behaviors tend not to be in alignment with senior leadership roles. | 23 | | 35. Leadership – Has behaviors in alignment with senior leadership roles. |
| Behaviors tend not to be in alignment with starting and growing a business. | 16 | | 36. Entrepreneurship – Has behaviors in alignment with starting and growing a business. |
| Tends not to have behaviors in alignment with "emotional competencies." | 27 | | 37. Emotional Intelligence – Has behaviors in alignment with "emotional competencies." |

Percentile

Response Fidelity

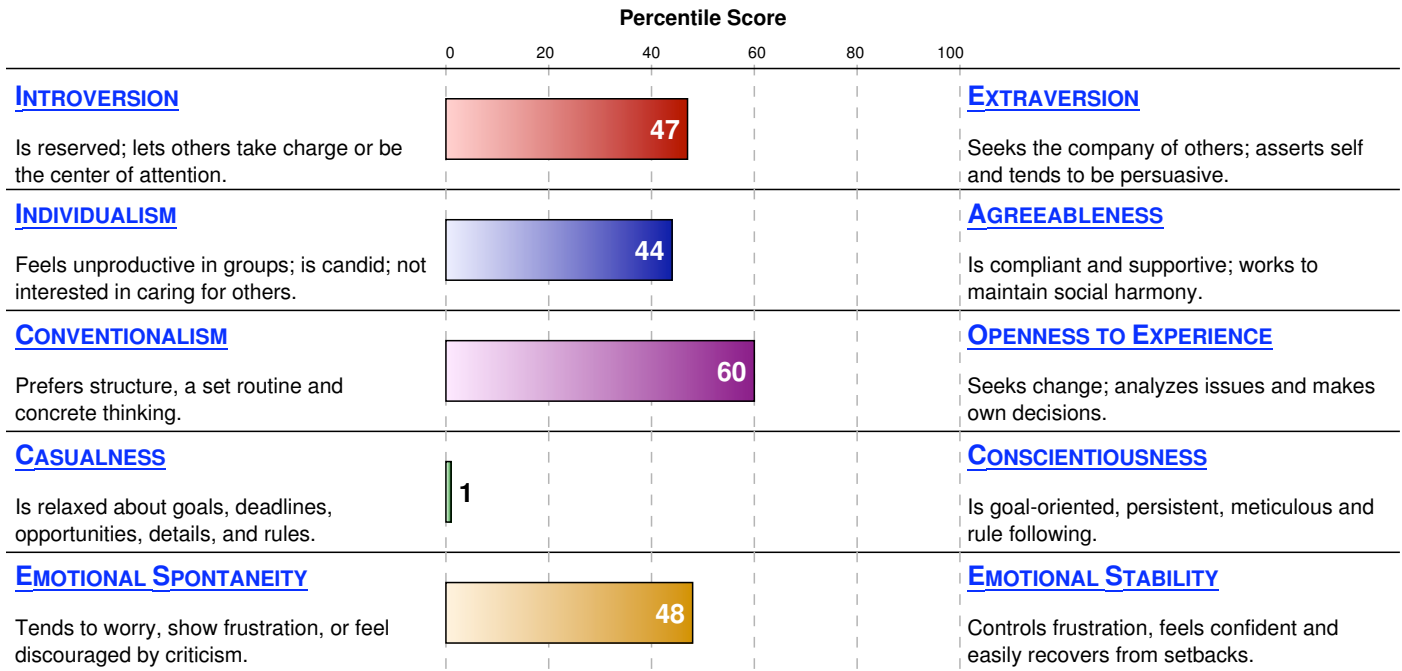
| | | |
|---|----|---|
| Tends to over-estimate own capabilities and not fully recognize own limitations. | 96 | 38. Accurate Self-Assessment – Is humble and readily admits to one's own personal limitations. |
| Provided a virtuous description; is either highly virtuous or enhanced this description by claiming uncommon virtues. | 94 | 39. Accurate Self-Presentation – Provided a modest description; has been quite willing to admit to personal flaws. |
| If score is below 90, tended to show consistency in responses similar to other managers/professionals. | 42 | 40. Response Inconsistency – If score is over 90, the respondent was inattentive or randomly responded to the inventory. |

Not A
Concern



Big Five Factors of Personality

The Big Five Factor model is the most comprehensive and empirically supported model of personality. Extensive research indicates that human behavior from around the world may be summarized and described by five factors: **Extraversion**, **Agreeableness**, **Openness to Experience**, **Conscientiousness**, and **Emotional Stability**. Each of these broad factors is comprised of more specific scales, as shown on pages 4 and 5. The following describes your work styles as they relate to the Big Five Factors as well as their associated behaviors.



EXTRAVERSION

Is characterized by social poise and energy as well as a desire to socialize and influence others. Those high on extraversion are highly attuned to people around them. They enjoy being with people and are often perceived to be highly energetic. In groups, they like to talk, assert themselves, draw attention to themselves, and persuade others.

AGREEABLENESS

Is characterized by compassion for and desire to cooperate with others. Those high on agreeableness tend to value getting along with others. They are likely thoughtful, kind, helpful, and willing to compromise. Agreeable people also enjoy working in team settings.

OPENNESS TO EXPERIENCE

Is characterized by a general receptiveness towards diverse cultures, new ideas, and variety of experience. Those high on this scale are often intellectually curious, adaptable, creative, analytical, and conceptual. They are open to alternative ideas, new theories, different cultures and different value systems. They enjoy learning new things and developing new skills.

CONSCIENTIOUSNESS

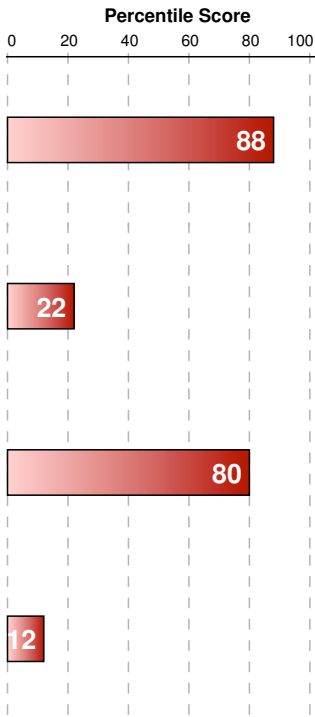
Is characterized by setting and striving to reach stretch goals as well as being dependable, following rules, and attending to detail. Those high on conscientiousness show a preference for planned rather than spontaneous behavior. They typically like to compete against standards, work toward career advancement, and are self-starters who persist, strive to produce quality results, and are dependable.

EMOTIONAL STABILITY

Is characterized by emotional resilience and the awareness and management of one's emotional reactions. Individuals who score high on emotional stability are capable of controlling their own emotional reactions including remaining calm under stress and controlling impulses such as irritation and anger. They tend not to worry, are optimistic about their future and are in touch with their feelings and moods.



Extraversion Scales



Sociability: High, Compared to others

You enjoy talking with strangers and feel comfortable with people you do not know very well. Moreover, you can keep a conversation flowing and don't find it difficult to socialize with a wide range of people. You will probably fit well in jobs that require a lot of social interaction.

Leadership: Low, Compared to others

You would rather work with someone than manage them. You likely feel uncomfortable taking charge of groups, are hesitant to assert yourself over others and find it difficult to give orders and insist that people do certain things. You are likely a good fit with environments where you can let others take charge of the group.

Influence: High, Compared to others

You tend to be quite influential in your dealings with others. You enjoy debating issues, formulating arguments, articulating your ideas, and influencing others. You are able to identify the best way to persuade others and then convince them to support your suggestion. You are likely to be effective in sales or negotiating roles.

Energy: Low, Compared to others

You tend to prefer a moderate pace and may like to complete one task at a time rather than juggling several tasks at once. You are unlikely to enjoy pressure to do things quickly and prefer to do things at a more relaxed pace. You likely fit well in moderately-paced environments that have few interruptions.

The above scores represent your percentile standing in comparison to the norm group. Potential assets and cautions are identified below if your scale scores are low (1-30%), high (70-90%), or very high (91-100%).

Potential Assets

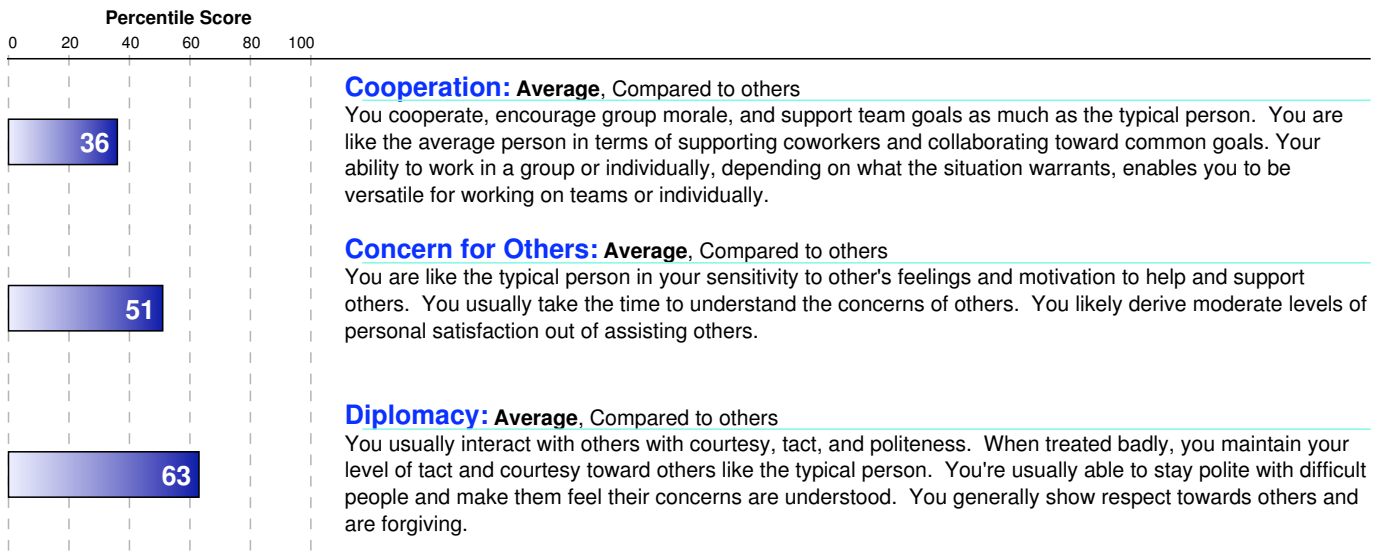
| |
|--|
| <p>Because you scored High on Sociability:</p> <ul style="list-style-type: none"> You thrive in settings where you can interact with people on an ongoing basis; you are able to start and sustain conversations, even with people who are quiet and reserved. You are able to build a large network of friends and colleagues. |
| <p>Because you scored Low on Leadership:</p> <ul style="list-style-type: none"> You are able to work with people instead of attempting to manage them; you are inclined to follow the lead of others. Since you don't focus on managing others, you have more time and energy to devote to performing tasks and developing skills. |
| <p>Because you scored High on Influence:</p> <ul style="list-style-type: none"> You are able to convert others to your point of view quickly and easily; you are very good at selling your ideas and bargaining. Your ideas are likely to be very influential in a group setting. |
| <p>Because you scored Low on Energy:</p> <ul style="list-style-type: none"> You accept relatively long periods of inactivity which others may find boring. You thrive in settings where there are few interruptions; you will be satisfied in work settings having a slow pace. |

Potential Cautions

| |
|---|
| <p>Because you scored High on Sociability:</p> <ul style="list-style-type: none"> You may find working alone to be boring; you may be less effective when working alone because of your preference for social interaction. You may be perceived by some as caring too much about socializing and not enough about the task at hand. |
| <p>Because you scored Low on Leadership:</p> <ul style="list-style-type: none"> You may feel uncomfortable when others look to you to provide direction and inspiration. You may find it a challenge to motivate others to work toward a common goal. |
| <p>Because you scored High on Influence:</p> <ul style="list-style-type: none"> You may be perceived by some as too influential, pushy, or manipulative; you may be perceived as influencing others to satisfy your personal agenda. You may be perceived by some as too argumentative. |
| <p>Because you scored Low on Energy:</p> <ul style="list-style-type: none"> When the work pace picks up, you may become exhausted and find it difficult to catch up; you may need to take breaks to recuperate. It may take you longer to complete tasks than others; you may be perceived as slowing the group down. |



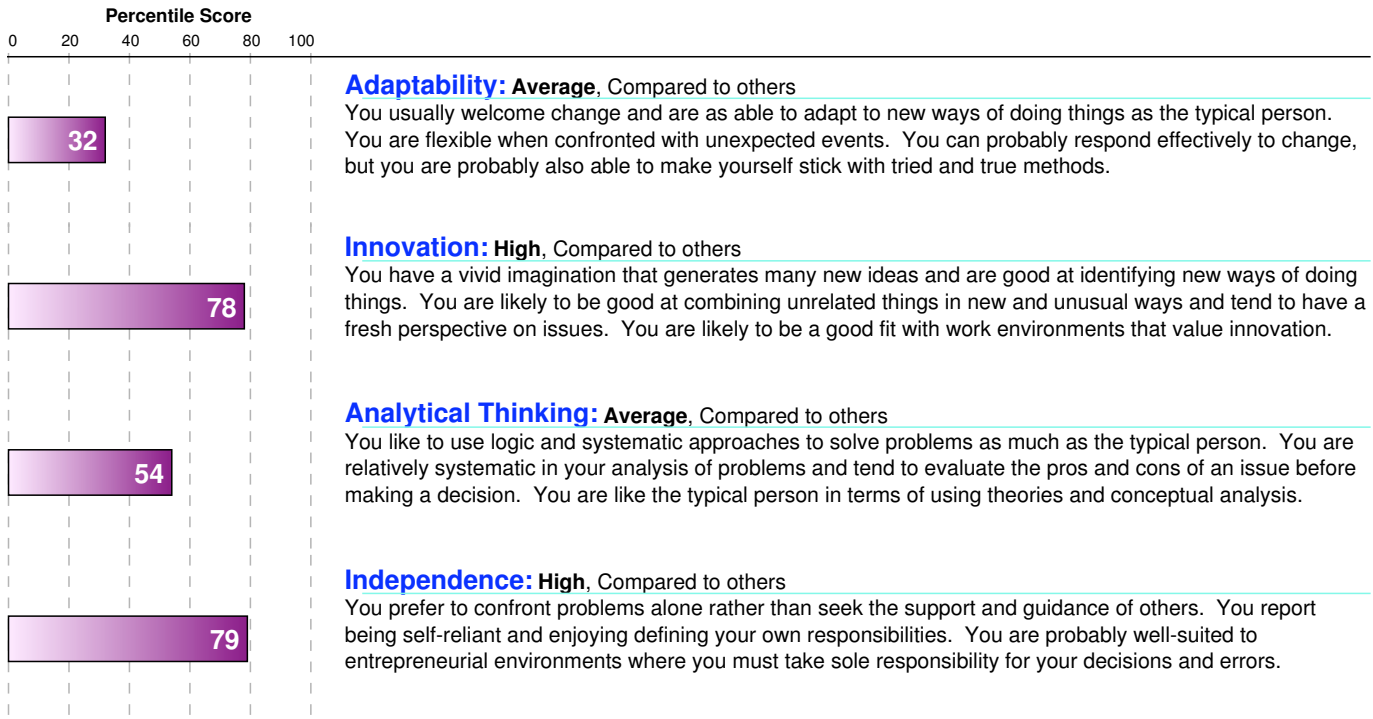
Agreeableness Scales



The above scores represent your percentile standing in comparison to the norm group. Potential assets and cautions are identified below if your scale scores are low (1-30%), high (70-90%), or very high (91-100%).



Openness to Experience Scales



Adaptability: Average. Compared to others

You usually welcome change and are as able to adapt to new ways of doing things as the typical person. You are flexible when confronted with unexpected events. You can probably respond effectively to change, but you are probably also able to make yourself stick with tried and true methods.

Innovation: High. Compared to others

You have a vivid imagination that generates many new ideas and are good at identifying new ways of doing things. You are likely to be good at combining unrelated things in new and unusual ways and tend to have a fresh perspective on issues. You are likely to be a good fit with work environments that value innovation.

Analytical Thinking: Average. Compared to others

You like to use logic and systematic approaches to solve problems as much as the typical person. You are relatively systematic in your analysis of problems and tend to evaluate the pros and cons of an issue before making a decision. You are like the typical person in terms of using theories and conceptual analysis.

Independence: High. Compared to others

You prefer to confront problems alone rather than seek the support and guidance of others. You report being self-reliant and enjoying defining your own responsibilities. You are probably well-suited to entrepreneurial environments where you must take sole responsibility for your decisions and errors.

The above scores represent your percentile standing in comparison to the norm group. Potential assets and cautions are identified below if your scale scores are low (1-30%), high (70-90%), or very high (91-100%).

Potential Assets

Because you scored **High** on **Innovation**:

- ◆ You may generate creative solutions to previously unmet challenges; you are an "idea generator".
- ◆ You are likely to come up with inventions, new product ideas, or new opportunities within the marketplace.

Because you scored **High** on **Independence**:

- ◆ You are productive where you define your own responsibilities; you rarely pester supervisors by asking for direction.
- ◆ You are well suited to entrepreneurial roles where you set your own goals and take sole responsibility for any lack of results.

Potential Cautions

Because you scored **High** on **Innovation**:

- ◆ You may spend a lot of energy finding new ways to do things when established methods are more efficient.
- ◆ Your preference for innovation and novelty may be unconventional and cause unnecessary change.

Because you scored **High** on **Independence**:

- ◆ You may be hesitant to seek guidance when it could be helpful; since you usually do not seek other's input, you may be perceived as arrogant.
- ◆ You will likely feel stifled by close supervision and frustrated in jobs where you have little autonomy.



Conscientiousness Scales

| Percentile Score | |
|------------------|--|
| 0 | 100 |
| 19 | Achievement: Low. Compared to others You tend not to set personal goals or you set moderate goals that are not too difficult to achieve. You tend not to draw motivation from competing against others or performance standards. You may show a more casual approach toward career success and your own performance against standards. |
| 7 | Initiative: Low. Compared to others You focus mostly on the tasks that are assigned to you instead of looking for unassigned tasks. You generally are hesitant to spend personal time developing work-related skills and avoid taking on many additional responsibilities. You likely fit with environments in which supervisors provide clear direction. |
| 2 | Persistence: Low. Compared to others You tend to get discouraged and give up when things get difficult and are inclined not to go beyond normal work hours to complete tasks. You are likely to have several partially completed projects. You may best fit work environments that have rather short, discrete tasks. |
| 3 | Attention to Detail: Low. Compared to others You don't enjoy exacting details or proofing documents for small mistakes or omissions. You tend not to plan work in advance, keep detailed records, or double-check work. You are likely to be effective in areas where details are not a large concern, or in areas that provide the option of delegating detail work to support staff. |
| 3 | Dependability: Low. Compared to others You tend to do things on the spur of the moment, procrastinate, do things unpredictably. This may lead to you to take more risks than others. You may view deadlines as shifting to meet the time requirements of the task. You are likely to be a good fit with environments that have flexible work schedules. |
| 9 | Rule Following: Low. Compared to others You tend to be willing to bend the rules to accomplish goals. You are willing to break rules if you don't agree with them and you may feel that moral and ethical concerns are of lower priority than practical concerns. You may fit with environments where rules are viewed as being quite flexible. |

The above scores represent your percentile standing in comparison to the norm group. Potential assets and cautions are identified below if your scale scores are low (1-30%), high (70-90%), or very high (91-100%).

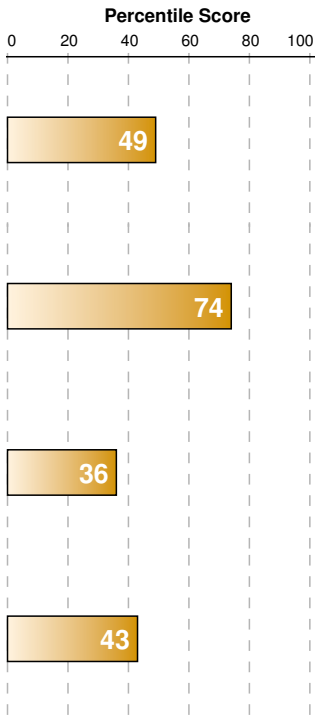
Potential Assets

Potential Cautions

| | |
|---|--|
| <p>Because you scored Low on Achievement:</p> <ul style="list-style-type: none"> You may be comfortable in jobs with few career advancement opportunities; you are likely to have a relaxed attitude toward work. You are less concerned about winning at all costs and are unlikely to focus on your advancement at the expense of others. | <p>Because you scored Low on Achievement:</p> <ul style="list-style-type: none"> You may overlook opportunities for advancement and development because at times you may be perceived as lacking drive or entrepreneurial spirit. You may have capabilities and potential for success that you are not pursuing. |
| <p>Because you scored Low on Initiative:</p> <ul style="list-style-type: none"> You are a good fit for work settings where others tend to approach you. You are unlikely to take the initiative and do the wrong thing; you're not likely to take on more work than you can handle. | <p>Because you scored Low on Initiative:</p> <ul style="list-style-type: none"> Your peers may dislike your tendency to refrain from volunteering and taking action; others may prefer that you show initiative. You may procrastinate and never get started on activities; certain leaders may feel that you are unmotivated. |
| <p>Because you scored Low on Persistence:</p> <ul style="list-style-type: none"> You are receptive to letting go of an assignment, particularly if it doesn't seem like progress is being made. You don't overdo it; your laid back style implies you don't push others too hard. | <p>Because you scored Low on Persistence:</p> <ul style="list-style-type: none"> You may be perceived as giving up too easily; you may find it a challenge to follow difficult projects through to their completion. Your quality of work may be diminished because you don't see work through until the very end. |
| <p>Because you scored Low on Attention to Detail:</p> <ul style="list-style-type: none"> You are unlikely to waste time on trivial details; details don't keep you from seeing the broader picture. You are willing to delegate checking the details to others and are unlikely to micro-manage their performance. | <p>Because you scored Low on Attention to Detail:</p> <ul style="list-style-type: none"> You may have difficulty planning your work and that of others; you may depend on others to perform detail-oriented work for you. You may find it difficult or stressful to work where details are crucial to success; others may perceive your work as prone to errors. |
| <p>Because you scored Low on Dependability:</p> <ul style="list-style-type: none"> You may readily accept variable work hours. You may experience less stress at work because you don't push yourself to meet deadlines. | <p>Because you scored Low on Dependability:</p> <ul style="list-style-type: none"> You may miss deadlines because you may tend to leave things to the last minute or do things on the spur of the moment. You may upset others by missing deadlines or not meeting promises; you may have difficulty with absenteeism or injuries. |
| <p>Because you scored Low on Rule Following:</p> <ul style="list-style-type: none"> You are willing to bend the rules to accomplish goals; you are willing to break the rules if you don't agree with them. Some rules may be unnecessary and you are likely to challenge them. | <p>Because you scored Low on Rule Following:</p> <ul style="list-style-type: none"> You may be perceived as untrustworthy because you are willing to bend the rules to accomplish goals. You may ignore rules to get the job done; you may have more accidents and injuries because you didn't strictly follow rules. |



Emotional Stability Scales



Emotional Self-Control: **Average**, Compared to others

You are like the average person in your ability to restrain your emotions and act without impulse, even when provoked. You are usually patient and calm in interacting with others, however at times you may lose control of your emotions.

Stress Tolerance: **High**, Compared to others

You tend not to worry and remain calm when under great stress. You are unlikely to spend time dwelling on mistakes and are able to recover quickly from setbacks. You tend to be resilient to disappointments and likely fit with environments that have moderately high levels of stress.

Self Confidence: **Average**, Compared to others

You are like a typical person in your degree of confidence in new or uncertain situations. You are not easily intimidated and you have a reasonable sense of confidence in your capabilities and in your future. You likely fit with environments where only moderate levels of self confidence are needed.

Emotional Awareness: **Average**, Compared to others

You're like the typical person in your awareness of how your emotions affect you and others. You're moderately able to explain your feelings. You have a moderate level of awareness of which emotions you are feeling and why. You likely fit with environments where interpreting emotions is moderately important.

The above scores represent your percentile standing in comparison to the norm group. Potential assets and cautions are identified below if your scale scores are low (1-30%), high (70-90%), or very high (91-100%).

Potential Assets

Because you scored **High** on **Stress Tolerance**:

- ◆ You don't let stress overwhelm you and can reduce stress productively.
- ◆ You can think rationally and remain productive in stressful situations; you aren't likely to blow small annoyances out of proportion.

Potential Cautions

Because you scored **High** on **Stress Tolerance**:

- ◆ Others may bring additional problems to you if they perceive you handle them with ease.
- ◆ You may overlook issues that are stress provoking for others; others may get the impression that you are not emotionally invested at work.



Leadership Styles

Your Scores

Task/Results Orientation: 8

People Orientation: 53

The Four Leadership Styles

Two scores are used to determine your Leadership Style—a People Orientation score and a Task/Results orientation score. Scores on these scales yield Leadership Styles as shown on the graph at the right. The Leadership Styles include:

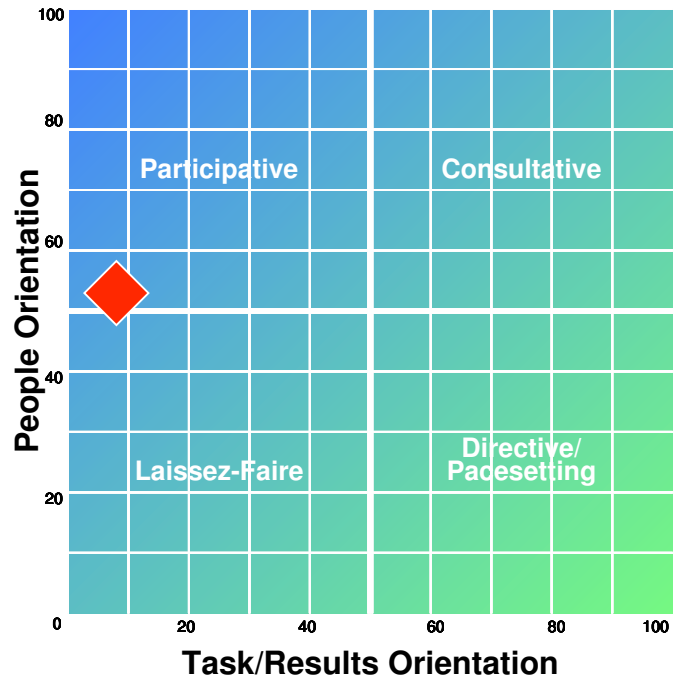
Laissez-Faire—tend to be low in Task/Results Orientation and People Orientation; tend to trust others to do the job and don't give close direction/oversight.

Directive/Pacesetting—tend to be high in Task/Results Orientation but low in People Orientation. Directive leaders tend to tell their subordinates exactly what needs to be done and how to do it and then to monitor results. Pacesetting leaders tend to lead others by example, working hard but not giving much guidance on what to do.

Participative—tend to be low on Task/Results Orientation but high on People Orientation; tend to foster employee interaction and participation but are somewhat unconcerned about results.

Consultative—tend to be high on both Task/Results Orientation and on People Orientation; tend to show consideration and engage employees while driving efforts toward organizational goals.

Your Leadership Style is **Participative**. When leading others, you likely use a democratic approach that encourages extensive dialogue and participation. You generally feel that engaging others in the process is more important than meeting specific objectives. This participative approach may foster broad political compromise but may also contribute to delay or lack of timeliness in meeting objectives.



Where Your Leadership Style is Likely to be Effective

As a **Participative** leader, you are likely to excel when:

- ◆ The group may struggle with group conflict or unwillingness to work as a team.
- ◆ Consensus building and "ownership" of the decision are as important as the resulting decision itself.
- ◆ The setting calls for a "facilitator" rather than a leader and group consensus is more important than specific task outcomes.

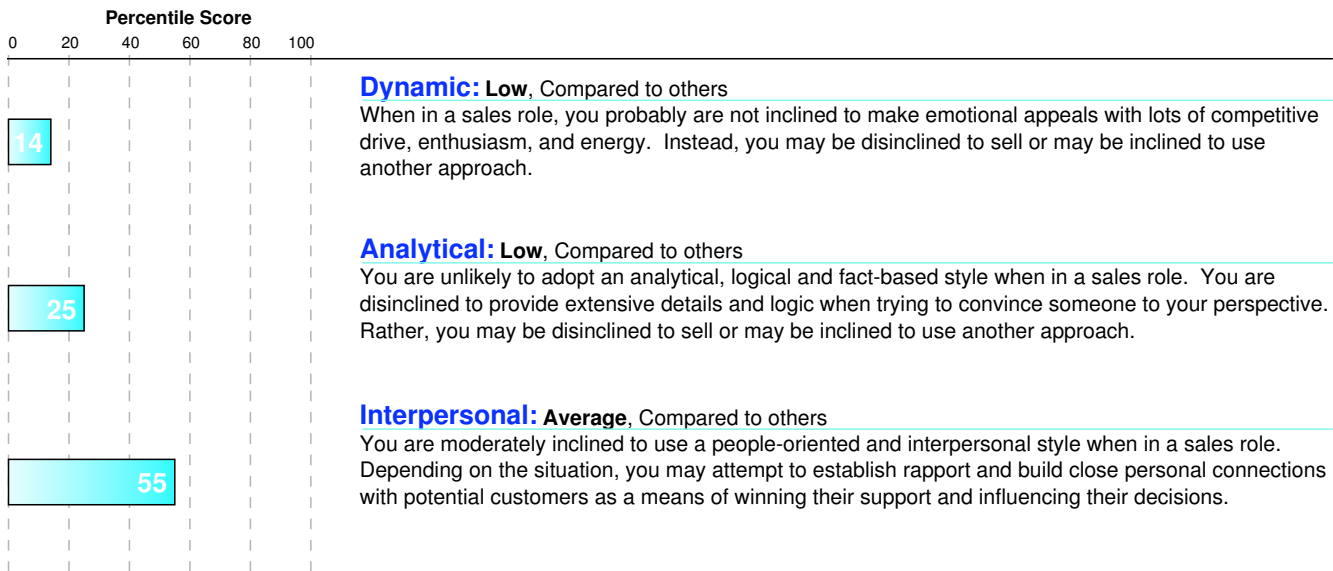
Where Your Leadership Style is Likely to be Ineffective

Your leadership style may not always be appropriate. As a **Participative** leader, you are less likely to excel when:

- ◆ Tasks and objectives are the highest priority to the organization.
- ◆ In dynamic settings where sound decisions must be made quickly and efficiently.
- ◆ Subordinates are fairly unskilled or perform below expectations or when the leader must set specific standards of performance.



Selling & Influencing Styles



A Primary or Combined Approach

Your scores above indicate your preferred Selling and Influencing Styles as well as your preferred approach to sales. Individuals who have one selling style scale that is 15% higher compared to the other two scales have a **Primary Selling Approach**. This means they will likely use that one approach in most sales situations. Individuals who have scores that are similar on two or all three of the scales are said to have a **Combination Selling Approach**. This means they will likely vary their approach according to the sales audience. It is important to note that both Primary and Combination Selling Approaches can be both effective and ineffective.

Your Approach to Selling & Influencing

Based on your results, you are inclined to use a **Primary** Selling Approach. This means that you are likely to utilize a **Interpersonal** Style in most sales situations.

Where Your Selling and Influencing Approach is Likely to be Effective

Your **Interpersonal** Style is likely to be effective when:

- ◆ You need to establish long-standing relationships with clients.
- ◆ You sell a product/service that requires a lot of follow-up and customer service.
- ◆ You are dealing with highly skeptical clients.
- ◆ Working with slow decision makers.

Where Your Selling and Influencing Approach is Likely to be Ineffective

Your **Interpersonal** Style is likely to be ineffective when:

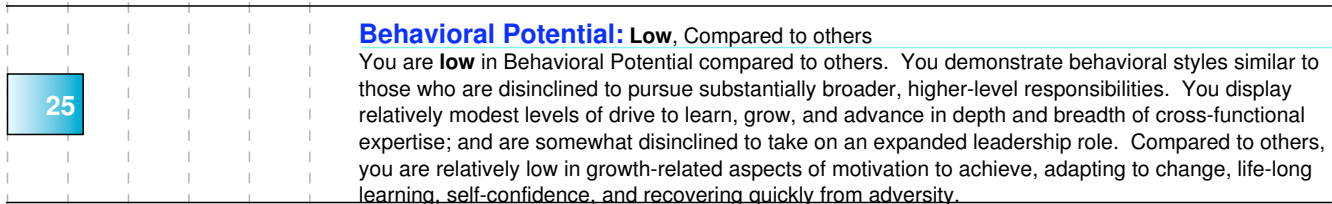
- ◆ There is little opportunity to develop relationships and you must move quickly to the next prospect.
- ◆ Working with technically inclined and informed clients who know what they want.
- ◆ Working with comparison shoppers.
- ◆ Working with quick decision makers.



Behavioral Potential

Definition of Behavioral Potential: demonstrating potential for professional growth and career advancement. This includes demonstrating behaviors that relate to consistently growing the breadth of one's career-related capabilities, taking on higher-level responsibilities, and showing motivation for advancing into future roles with increased responsibilities. Showing commitment to life-long growth and learning, comfort with change, achievement orientation, career initiative, self-efficacy, and leadership.

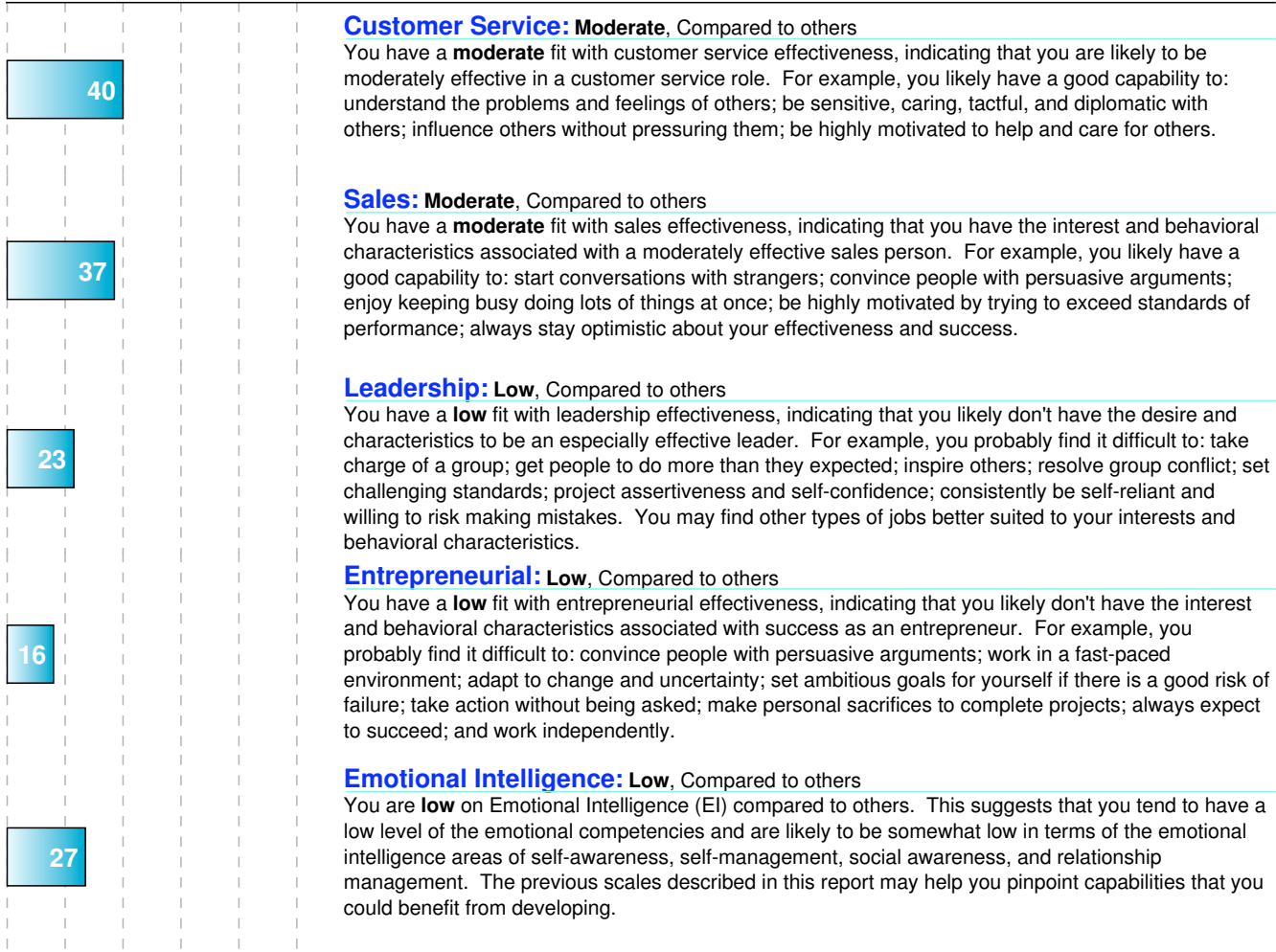
Percentile Score
0 20 40 60 80 100



Occupational Fit

The following scales indicate the degree to which you have work styles that fit with various occupations or work environments.

Percentile Score
0 20 40 60 80 100





Taking Action

An Exercise to Promote Self-Understanding

Knowing your true assets and potential cautions is invaluable. Understanding these developmental areas may enable you to appropriately apply your strengths, develop further capability, and reach your full career potential.

The following is a quick exercise to help you integrate the information in this report and develop a realistic understanding of its implications for you. Review your Potential Assets listed on this report and find the six that are the most important to you and your work. Write them below under "Assets."

Assets

| | |
|----|----|
| 1. | 4. |
| 2. | 5. |
| 3. | 6. |

Next, review the Potential Cautions on this report. Write the six that you feel are most relevant to your job and career below under "Cautions."

Cautions

| | |
|----|----|
| 1. | 4. |
| 2. | 5. |
| 3. | 6. |

Questions to consider regarding your Assets:

- ◆ What are the themes among your Assets?
- ◆ How do they relate to your career goals?
- ◆ How can you leverage these assets?

Questions to consider regarding your Cautions:

- ◆ What are the themes among your Cautions?
- ◆ How do they relate to your development goals?
- ◆ Are any of these impediments to your career success?

Next Steps

You should now have a good understanding of your work styles. To better understand how you fit with your job and work environment, you should:

- ◆ Review your results from the exercise above.
- ◆ Consider your role within the organization, its culture, and your coworkers and their style. What work behaviors are assets? What behaviors may pose difficulties?
- ◆ Consider ways in which you may develop strengths further.
- ◆ Identify specific actions that you may want to take. Refer to the *Coaching Winners* book for some suggestions.



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