



Page Work Behavior Inventory

Feedback Report

Prepared For:

Susan Sample

ID: JOD06U3H

December 11, 2009

Powered By:



www.aai-live.com



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

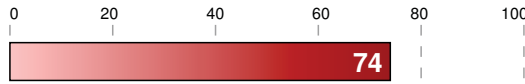
Descriptions of Scores Below 50%ile

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.



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.



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.



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.



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.



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.

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.

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.

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 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.



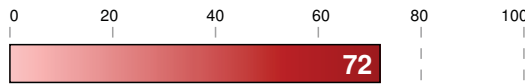
Graphic Summary

Descriptions of Scores Below 50%ile

Percentile Score

Descriptions of Scores Above 50%ile

Introversion – Is reserved; lets others take charge or be the center of attention.



Individualism – Feels unproductive in groups; is candid; not interested in caring for others.



Conventionalism – Prefers structure, a set routine and concrete thinking.



Casualness – Is relaxed about goals, deadlines, opportunities, details, and rules.



Emotional Spontaneity – Tends to worry, show frustration, or feel discouraged by criticism.



Big 5 Factors

22. Extraversion – Seeks the company of others; asserts self and tends to be persuasive.

23. Agreeableness – Is compliant and supportive; works to maintain social harmony.

24. Openness To Experience – Seeks change; analyzes issues and makes own decisions.

25. Conscientiousness – Is goal-oriented, persistent, meticulous and rule following.

26. Emotional Stability – Controls frustration, feels confident and easily recovers from setbacks.

Tends not to be focused on task completion; is disinclined to set goals and monitor performance.



Tends not to be focused on others; is disinclined to have social ties with employees.



Leadership Styles

27. Task/Results Orientation – Focuses on getting results and can be somewhat impersonal.

28. People Orientation – Focuses on relationships and is considerate and interactive with employees.

Tends to lack enthusiasm or assertiveness when selling; is disinclined to debate or negotiate.



Tends not to use a logical approach; doesn't stress technical advantages when selling.



Tends not to develop rapport before selling; doesn't feel a need to sell to friends.



Selling & Influencing Styles

29. Dynamic – Sells based on energy and drive; is ambitious, assertive, and persuasive.

30. Analytical – Sells based on facts and analysis; is logical in addressing advantages.

31. Interpersonal – Sells based on personally connecting with others; develops friendships with customers.

Disinclined for future roles with broader, higher level responsibilities and potential to grow.



Behavioral Potential

32. Behavioral Potential – Potential to advance in to roles with broader, higher level responsibilities.

Behaviors tend not to be in alignment with customer service professionals.



Behaviors tend not to be in alignment with successful sales professionals.



Behaviors tend not to be in alignment with senior leadership roles.



Behaviors tend not to be in alignment with starting and growing a business.



Tends not to have behaviors in alignment with "emotional competencies."



Occupational Fit

33. Customer Service – Has behaviors in alignment with customer service roles.

34. Sales – Has behaviors in alignment with sales roles.

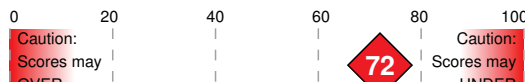
35. Leadership – Has behaviors in alignment with senior leadership roles.

36. Entrepreneurship – Has behaviors in alignment with starting and growing a business.

37. Emotional Intelligence – Has behaviors in alignment with "emotional competencies."

Percentile

Tends to over-estimate own capabilities and not fully recognize own limitations.



Provided a virtuous description; is either highly virtuous or enhanced this description by claiming uncommon virtues.



If score is below 90, tended to show consistency in responses similar to other managers/professionals.



Response Fidelity

38. Accurate Self-Assessment – Is humble and readily admits to one's own personal limitations.

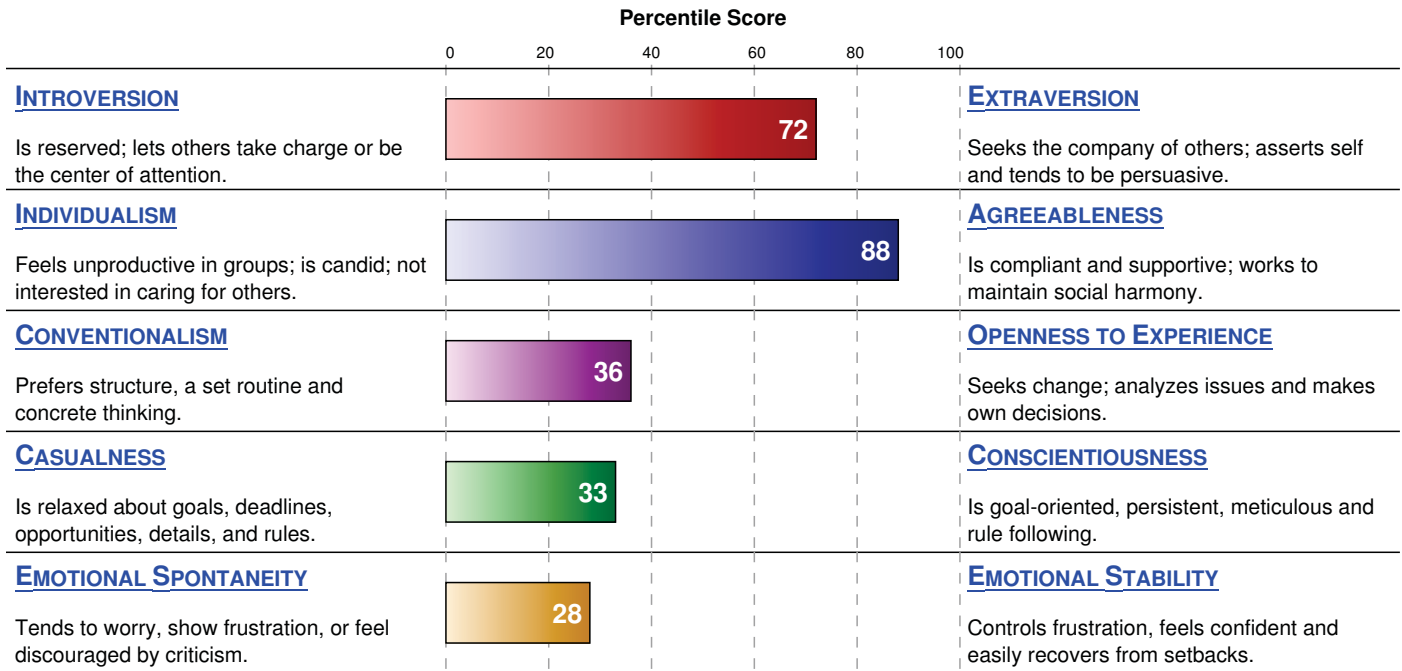
39. Accurate Self-Presentation – Provided a modest description; has been quite willing to admit to personal flaws.

40. Response Inconsistency – If score is over 90, the respondent was inattentive or randomly responded to the inventory.



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

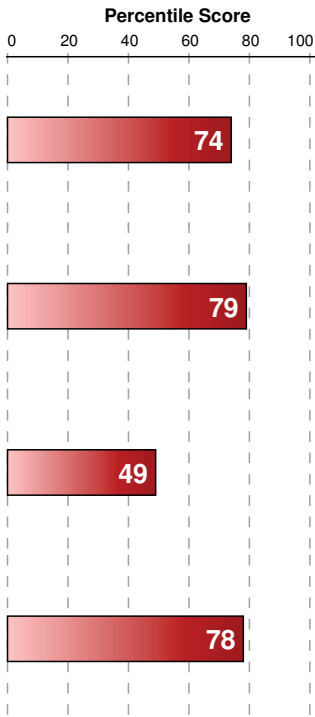
Is characterized by setting and striving to reach stretch goals as well as being dependable, following rules, and attending to detail. Those high on conscientiousness show a preference for planned rather than spontaneous behavior. They typically like to compete against standards, work toward career advancement, 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: High, Compared to others

You report ease in directing people and asserting yourself over others. You are able to take charge of a leaderless group and provide it with structure and motivation. Given your capacity for motivating others, you typically seek and enjoy leadership roles. You are a good fit with environments where you lead groups.

Influence: Average, Compared to others

You are average at convincing, negotiating with, and persuading others. You probably find it easy to persuade some people, although you may have difficulty convincing people who are particularly resistant. Whether you are interested in debating issues probably depends on the situation and the people involved.

Energy: High, Compared to others

You report having more energy and endurance than most and like to complete tasks at a fast pace. You are constantly involved with many activities, tend to get things done quickly, and are quite active. You likely fit with fast-paced jobs and organizations.

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 **Sociability**:

- ◆ 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.

Because you scored **High** on **Leadership**:

- ◆ You are able to bring people together to accomplish a common goal; you enable others to accomplish goals.
- ◆ Others may depend on your willingness to take charge to guide their behaviors.

Because you scored **High** on **Energy**:

- ◆ Demanding workloads do not exhaust or intimidate you; you can perform multiple tasks at the same time without becoming tired.
- ◆ Your energy will allow you to get things done faster than most people.

Potential Cautions

Because you scored **High** on **Sociability**:

- ◆ 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.

Because you scored **High** on **Leadership**:

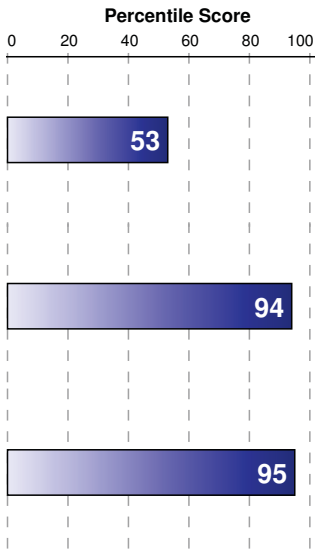
- ◆ You may be perceived as prone to "micro-managing" others; you may take charge of situations unnecessarily.
- ◆ You may sometimes be perceived as too controlling or forceful; you may have conflicts with others who also like to take charge.

Because you scored **High** on **Energy**:

- ◆ You may work so quickly that you miss out on important facts; you may become bored in slow-paced work environments.
- ◆ You may overestimate others' abilities to handle interruptions in a fast-paced work setting.



Agreeableness Scales



Cooperation: **Average**, Compared to others

You cooperate, encourage group morale, and support team goals as much as the typical person. You are like the average person in terms of supporting coworkers and collaborating toward common goals. Your ability to work in a group or individually, depending on what the situation warrants, enables you to be versatile for working on teams or individually.

Concern for Others: **Very High**, Compared to others

You are strongly motivated to help and care for others. You take the time to thoroughly understand the concerns of others, are quite effective at showing empathy, and find that many people feel comfortable talking to you about their problems. You likely fit with social service or customer service roles.

Diplomacy: **Very High**, Compared to others

You are very effective at treating others with consideration, tact, and diplomacy. Even when confronted with angry or difficult people, you make them feel that their concerns are well understood and their opinions respected. You fit with customer service roles where diplomacy, respect, and tact are 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 **Very High** on **Concern for Others**:

- ◆ It is easy for you to show compassion for others; you are strongly motivated to help and care for others.
- ◆ Others likely appreciate your concern for their well-being; you are likely to be perceived as very effective in care-giving roles.

Because you scored **Very High** on **Diplomacy**:

- ◆ You are courteous and diplomatic with a wide range of people; you are likely to be effective in handling emotional or upset people.
- ◆ You can find ways to communicate negative information without offending or upsetting people.

Potential Cautions

Because you scored **Very High** on **Concern for Others**:

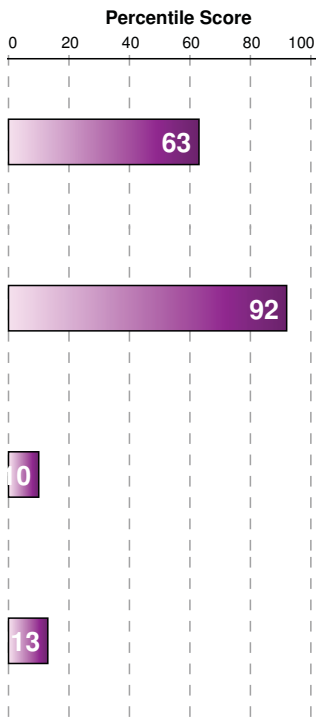
- ◆ In roles where you should not show empathy, your personal concern for others may be perceived as a liability.
- ◆ Some people might take advantage of your kindness or you may be prone to emotional burnout if you are unsuccessful helping others.

Because you scored **Very High** on **Diplomacy**:

- ◆ You may be so courteous and tactful that you are perceived as insincere; you may strive to meet others' expectations before your own.
- ◆ You may be perceived as "waffling on the issues" because you are so diplomatic.



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: Very High. Compared to others

You have a vivid imagination that generates many new ideas and are good at brainstorming novel approaches. You are quite good at combining unrelated things in new and unusual ways. Coworkers may tend to look to you for a fresh perspective on issues. You are a good fit with environments that require creativity and innovation.

Analytical Thinking: Low. Compared to others

You tend to focus on tangible, concrete ideas rather than abstract ones. You tend to prefer straightforward concepts and clear-cut issues and tend to use your past experience to readily identify the proper solution. You may fit environments where problems are clear-cut and standard procedures address most issues.

Independence: Low. Compared to others

You usually don't mind close supervision and tend to seek the advice and support of others when making difficult decisions. You generally prefer to make decisions in a group and may feel somewhat uncomfortable if you must be your own boss. You may fit well with organizations that provide structure and guidance.

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

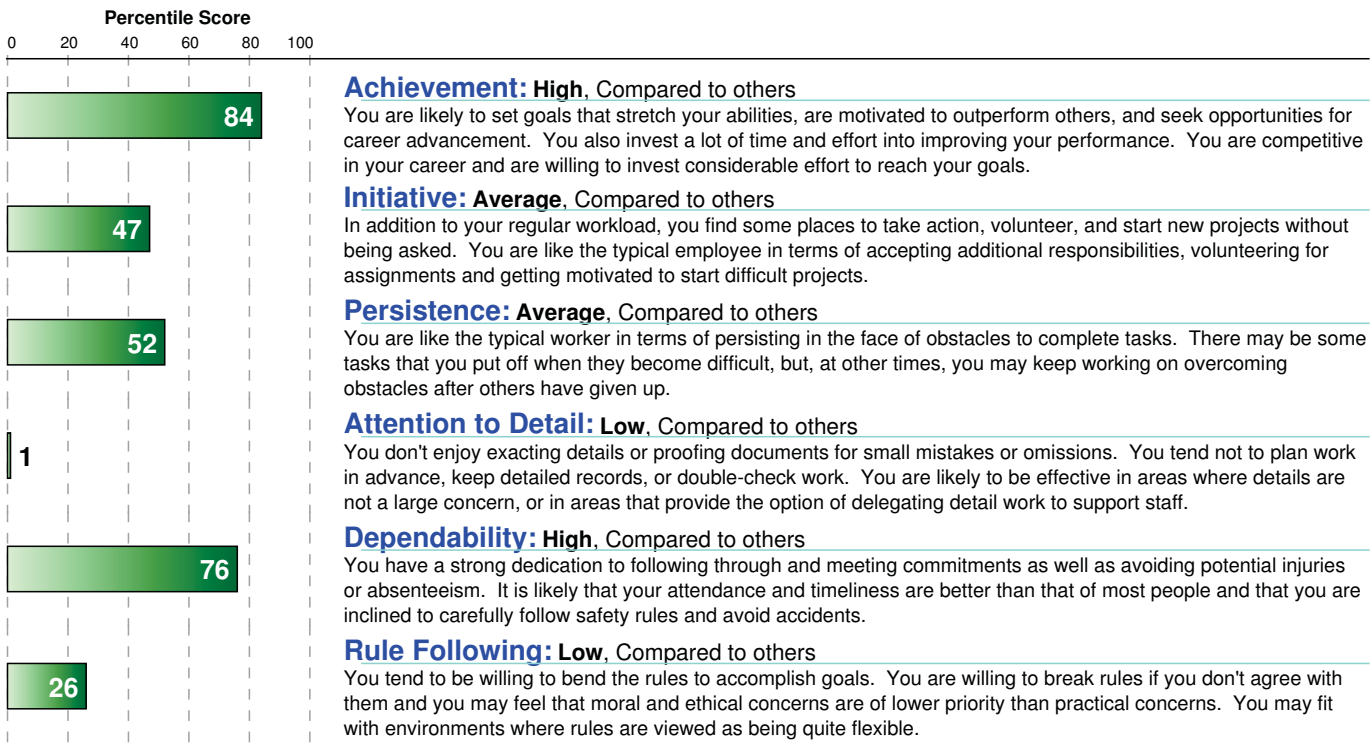
| |
|---|
| <p>Because you scored Very High on Innovation:</p> <ul style="list-style-type: none"> You may generate creative solutions to previously unmet challenges; you are an "idea generator". You are likely to come up with inventions, new product ideas, or new opportunities within the marketplace. |
| <p>Because you scored Low on Analytical Thinking:</p> <ul style="list-style-type: none"> You thrive in environments where issues are clear-cut and standardized procedures address all issues. You tend to rely on your intuition or "gut feelings" in settings where the solutions to problems may be ambiguous. |
| <p>Because you scored Low on Independence:</p> <ul style="list-style-type: none"> By always consulting with others before acting independently, you reduce the risk of making a wrong decision. You try to include a group member when making decisions; you will likely trust the judgements of others and allow them to make decisions. |

Potential Cautions

| |
|---|
| <p>Because you scored Very High on Innovation:</p> <ul style="list-style-type: none"> 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. |
| <p>Because you scored Low on Analytical Thinking:</p> <ul style="list-style-type: none"> You may rely on intuition or "gut feelings" too much; you may have difficulty identifying connections in problems or issues. You tend to avoid complicated ideas or abstract concepts; you tend not to anticipate potential problems and their possible solutions. |
| <p>Because you scored Low on Independence:</p> <ul style="list-style-type: none"> You might be too reliant on others when making difficult decisions; others may find this reliance to be frustrating and time consuming. You may follow others' decisions despite having better ideas in mind; you may be perceived as overly hesitant to take risks. |



Conscientiousness 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%).

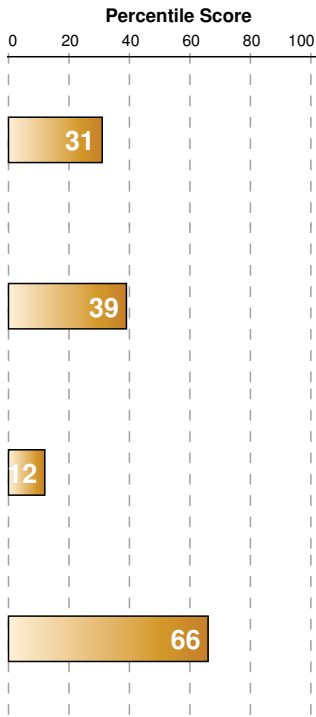
Potential Assets

Potential Cautions

| | |
|---|--|
| <p>Because you scored High on Achievement:</p> <ul style="list-style-type: none"> You likely thrive in entrepreneurial or pay-for-results environments that provide rewards for working hard. You are willing to take calculated risks to achieve "stretch" goals; you invest considerable effort to advance your career. | <p>Because you scored High on Achievement:</p> <ul style="list-style-type: none"> You may focus on personal goals and success at the expense of others; others may feel that you are too demanding. Your desire to be the best may lead others to feel that you are overly competitive or trying to make them look bad. |
| <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 High on Dependability:</p> <ul style="list-style-type: none"> You tend to be well suited for work environments where attendance, punctuality, and work safety is critically important. You are unlikely to procrastinate and almost always meet work deadlines; teammates and superiors can count on you. | <p>Because you scored High on Dependability:</p> <ul style="list-style-type: none"> You may push others too hard just to meet a deadline; you may worry too much about meeting deadlines that are not crucial. You may be hesitant to use sick or personal time when you really need it. |
| <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: **Average**, Compared to others

You are like the typical person in your ability to handle job stress and recover from setbacks, rejection, or failure. You are able to take your mind off problems as easily as the average person, and you tend not to worry much. You are likely to fit with in an environment that has an average level of stress.

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

You tend to feel unsure of yourself in new or challenging situations or find it difficult to be optimistic about your chances for success. At times, you may be discouraged when you have a setback or feel uncertain about your future success. You may fit best with environments where you are sure of your capabilities.

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 **Low** on **Self Confidence**:

- ◆ You are likely to be open to direction and group work; you may actively pursue group goals before your own.
- ◆ Others probably appreciate your unassuming nature and receptiveness to criticism.

Potential Cautions

Because you scored **Low** on **Self Confidence**:

- ◆ You probably underestimate how effective many of your skills and abilities are and can be.
- ◆ You may be intimidated and find it a challenge to defend your opinions; you may not be optimistic about your chances for success.



Leadership Styles

Your Scores

Task/Results Orientation: 58

People Orientation: 75

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:

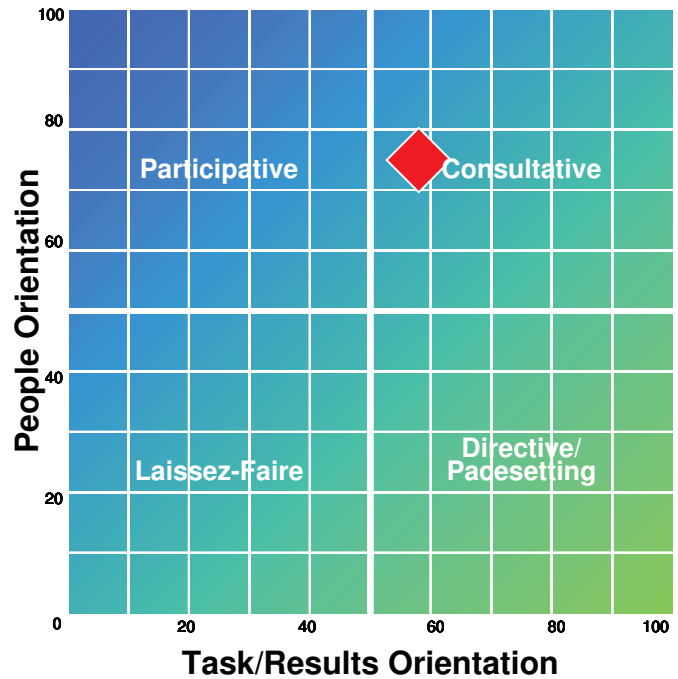
Laissez-Faire—tend to be low in Task/Results Orientation and People Orientation; tend to trust others to do the job and don't give close direction/oversight.

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 **Consultative**. You are inclined to be focused on both defining/achieving objectives and showing consideration for your staff. You are likely to be sensitive to your staff, gather input from them, and consider their perspectives when making important decisions. However, at the same time you likely provide clear direction about goals and responsibilities and follow up by monitoring progress against them.



Where Your Leadership Style is Likely to be Effective

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

- ◆ Meeting task objectives and including team members are both equally important to the employer.
- ◆ In dynamic settings where well-informed, intelligent decisions need to be made reasonably quickly.
- ◆ Subordinates have a diversity of opinions, experiences, and backgrounds that the leader should utilize and unite in his/her final analysis.

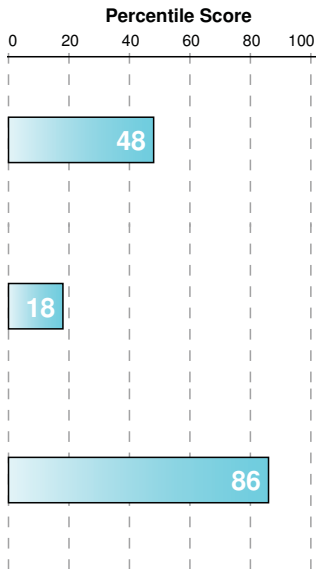
Where Your Leadership Style is Likely to be Ineffective

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

- ◆ In crisis situations where a leader must take control of the situation and allocate responsibilities quickly and efficiently.
- ◆ In production-oriented environments where everyone knows their role and responsibilities.
- ◆ Team members are more skilled than their leader, poor decisions may result and staff may perceive their views as devalued.



Selling & Influencing Styles



Dynamic: Average, Compared to others

Sometimes, you may use enthusiasm and lots of energy when in a sales role. Depending on the situation, you may show lots of competitive drive, enthusiasm, and energy to win over and convince others of your suggestions.

Analytical: Low, Compared to others

You are unlikely to adopt an analytical, logical and fact-based style when in a sales role. You are disinclined to provide extensive details and logic when trying to convince someone to your perspective. Rather, you may be disinclined to sell or may be inclined to use another approach.

Interpersonal: High, Compared to others

You are likely to use a people-oriented and interpersonal style when in a sales role. You are inclined to be comfortable in building relationships with people, such that they know and trust you, and then use your personal influence to convince them of your recommendations. Because they have a warm relationship with you, they are inclined to trust you and be swayed by your recommendations.

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:

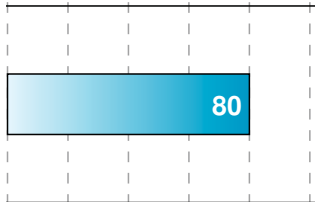
- ◆ There is little opportunity to develop relationships and you must move quickly to the next prospect.
- ◆ Working with technically inclined and informed clients who know what they want.
- ◆ Working with comparison shoppers.
- ◆ Working with quick decision makers.



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



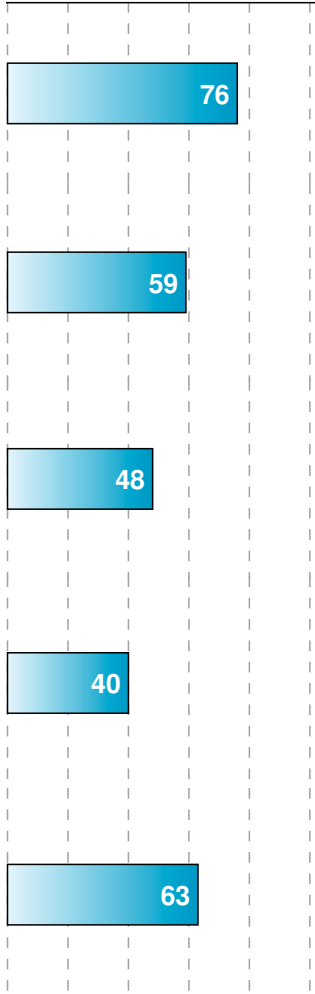
Behavioral Potential: High, Compared to others

You are **high** in Behavioral Potential compared to others. You demonstrate behavioral styles similar to those who advance significantly over their careers and take on new, higher-level responsibilities, often in diverse functions. You likely display growth-related aspects of self-confidence, persuasiveness and influence, cognitive flexibility, commitment to life-long growth and learning, and comfort with change. You likely possess substantial career motivation for advancement and inspire others to greater achievement.

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



Customer Service: High, Compared to others

You have a **high** fit with customer service effectiveness, indicating that you are likely to be highly effective in a customer service role. For example, you are likely to be highly effective in: understanding the problems and feelings of others; being sensitive, caring, tactful, and diplomatic with others; influencing others without pressuring them; being highly motivated to help and care for others. You are likely to be quite successful in jobs that require extensive customer service.

Sales: Moderate, Compared to others

You have a **moderate** fit with sales effectiveness, indicating that you have the interest and behavioral characteristics associated with a moderately effective sales person. For example, you likely have a good capability to: start conversations with strangers; convince people with persuasive arguments; enjoy keeping busy doing lots of things at once; be highly motivated by trying to exceed standards of performance; always stay optimistic about your effectiveness and success.

Leadership: Moderate, Compared to others

You have a **moderate** fit with leadership effectiveness, indicating that you have the interest and behavioral characteristics associated with a moderately effective leader. For example, you likely have an average capability to: take charge of a group; get people to do more than they expected to do; inspire others; resolve group conflict; set challenging standards; project assertiveness and self-confidence; consistently be self-reliant and willing to risk making mistakes.

Entrepreneurial: Moderate, Compared to others

You have a **moderate** fit with entrepreneurial effectiveness, indicating that you have the interest and behavioral characteristics associated with a moderately effective entrepreneur. For example, you likely have an average capability to: convince people with persuasive arguments; work in a fast-paced environment; adapt to change and uncertainty; set ambitious goals for yourself if there is a good risk of failure; take action without being asked; make personal sacrifices to complete projects; always expect to succeed; and work independently.

Emotional Intelligence: Moderate, Compared to others

You are **average** on Emotional Intelligence (EI) compared to others. This suggests that you tend to have an average level of competence across the emotional competencies and are likely to be moderate in terms of the emotional intelligence areas of self-awareness, self-management, social awareness, and relationship management. However, you may be low in some of these specific competencies, and the previous scales described in this report may help you pinpoint capabilities that you could benefit from developing.



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.



Assessment Associates International, LLC
11100 Wayzata Blvd., Suite 620
Minnetonka, MN, 55305 USA

Phone: 952-854-6551

Fax: 952-544-2546

Internet: <http://www.aai-assessment.com>

Email: info@aai-assessment.com