

Leadership Capability Indicator (LCI)

For

Pat Sample

Date:

Dec 11, 2008

About the Leadership Capability Indicator

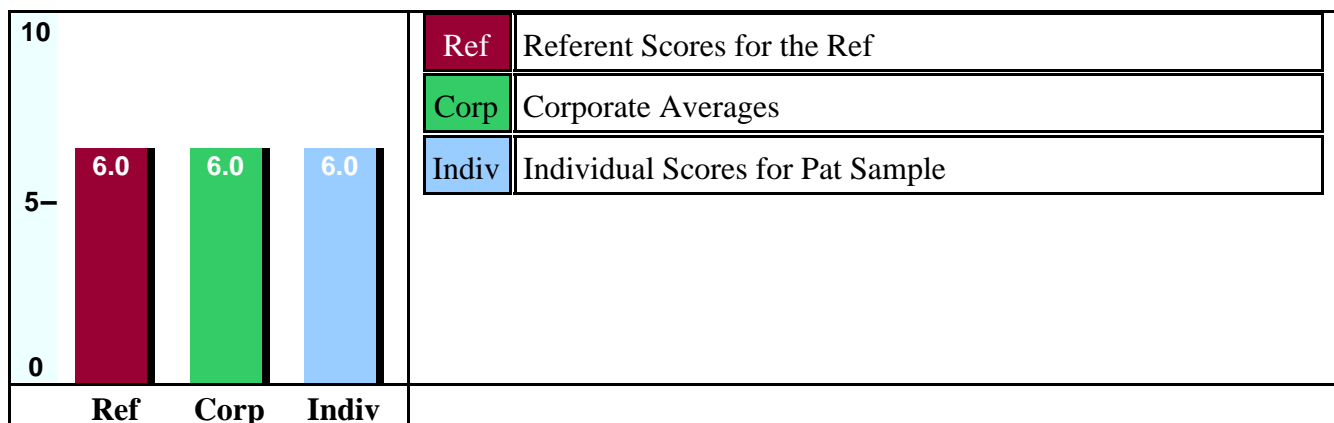
The Leadership Capability Indicator is a collection of twenty-two key metrics that have been proven by scientific research to be predictive of executive success. This assessment tool should not be used as the exclusive informational source in hiring decisions. However, the twenty-two indicators measured in this report have all been demonstrated to have substantial reliability and validity. These twenty-two key metrics are also assessments of a person's natural state; their natural state is not their current behavioral mode, which is sometimes influenced by where they are and with whom they are interacting; instead, it is how they would *prefer* to behave in a relaxed environment, uninfluenced by outside pressures and perceived expectations. To the untrained eye, this could create some confusion when observed behavior is different than the person's preferred (natural) state. These differences simply mean that the person has learned a certain behavior, or possibly they have been subject to some kind of traumatic event in their life which has influenced how they behave in certain circumstances.

The critical thing to understand is that these metrics can help with a myriad of decisions regarding personnel. They can be helpful in development activities and self-insight processes. If used in personnel selection processes, they should be used with great care. The warning here is to develop an understanding of fit and not be overly focused on a person's scores. Focus on fit and develop a clear concept of a person's fit within job criteria.

As a final note, only people certified in the instrument should be doing major interpretation and debrief work with the tool. Those not trained in the interpretation of the complex interactions of the report criteria are likely to make errors in reading the report and understanding how all seven of the indicators function as a cohesive picture. Focusing too much on any one of the metrics inside this assessment will likely cause errant decisions.

Good luck with your development tasks and remember: focusing on development is to focus on living your professional life to the fullest.

Table Reference and Color Codes:



Leadership Capability Indicator And The Five Cs

Capacity, Character, Communication, Collaboration and Change

It is critical for users of the Leadership Capability Indicator to understand the measurement linkages between specific measures related to an individual's cognitive abilities and personality characteristics. Each of the Five Cs is supported by a number of metrics from the assessment questionnaire. Scores derived from these metrics are compared to benchmark scores within the assessment database. To accomplish this, we define each of the Five Cs below and carefully outline how one might develop an understanding of a person's leadership profile around the Five Cs.

Two important assumptions related to the Leadership Capability Indicator must be mentioned. First, each of the individual components of the profile does not operate independently – rather, certain metrics support multiple components. This is not unusual, and is quite typical when examining a person's predispositions and innate capabilities. Secondly, it is critical to realize that all of these data are based on a person's innate preferences, and not specific work–related behaviors. Environmental and contextual situations are likely to affect how these preferences are revealed within the work environment. Given the above perspectives, definitions for the Five Cs are provided below.

Capacity: In the Leadership Capability Indicator, Capacity includes an individual's level and type of intellectual capability.

The key metrics for Capacity are Cognitive Activity, Openness, Learning Agility, Ambiguity Tolerance, and Conscientiousness.

These metrics provide a perspective related to a person's capacity for:

- Cognitive processing (Cognitive Activity);
- Their ability to learn and apply their learning (Learning Agility);
- Their preferences towards handling problems with lots of different solutions (Ambiguity Tolerance);
- Their openness to new experiences (Openness); and
- Their use of methodical and careful approaches to work and problem–solving (Conscientiousness).

Taken together, these metrics help describe how a person is able to handle complex problems and solve them. A person who has a great deal of capacity around cognitive processing and learning but is not capable of tolerating ambiguity or interested in new experiences is likely to be bright, but have difficulties with problem sets that call for innovative solutions. They are probably more tactical than strategic in their approach to decision–making, largely due to their efforts to solve a problem set that does not fit their pre–defined and previously used set of solutions.

Capacity, Character, Communication, Collaboration, and Change (cont'd)

Character: In the Leadership Capability Indicator, Character includes an individual's level of integrity, stability, maturity and perseverance.

The key metrics for Character are:

- Reactions to stress, issues with anxiousness, and emotional control (Emotional Stability);
- The need to be liked by others and keep relationships placid (Agreeableness);
- The willingness to take calculated risk (Self Regulation);
- A person's attitude in regards to their outlook on the world and work (Positive Outlook);
- A person's belief in their ability to accomplish tasks and their own view of self worth (Self Confidence);
- A person's view of accomplishment and their need to accomplish (Need for Achievement Internal/External)
- A person's need for control and their belief as to whether that control is internal or external (Locus of Control).

For the Leadership Capability Indicator, Character is the extent to which an individual is able to maintain their composure under stress, be managerially courageous, has self belief and no issues with control, and the extent to which they are able to view the world as a positive opportunity.

Communication: In the Leadership Capability Indicator, Communication includes interpersonal communication capacity, and the broader ability to build and maintain productive relationships with others.

There are three key metrics that indicate competency around communication and relationship development:

- A person's need for interaction with others (Extraversion);
- The extent to which a person feels valued and important (Individual Consideration);
- A person's overall level of self awareness when interacting with others (Emotional Quotient); and,
- A person's innate or developed capabilities around communications (Communications Competency)

Together, Extraversion, Individual Consideration, and Emotional Quotient serve as the basis for understanding a person's innate abilities to communicate and connect with others. A person that is high on these factors, relative to norm groups, is likely to have fewer issues developing and maintaining relationships with others.

Capacity, Character, Communication, Collaboration and Change (cont'd)

Collaboration: In the Leadership Capability Indicator, Collaboration includes the ability to work in collaboration with individuals who are critical to the execution of critical tasks and to the encouragement of teamwork on the parts of various teams.

There are six key metrics that indicate competency around collaboration and team development which include:

- A person's overall level of self awareness when interacting with others (Emotional Quotient);
- Reactions to stress, issues with anxiousness, and emotional control (Emotional Stability);
- A person's belief in their ability to accomplish tasks and their own view of self worth (Self Confidence);
- The need to be liked by others and keep relationships placid (Agreeableness);
- Their openness to new experiences (Openness); and
- Cognitive processing (Cognitive Activity).

Together these dimensions drive a person's ability to interact with others in a collaborative way. During collaborative activities it is imperative that individuals are open to others ideas, emotionally level during the discussions, that they have a substantial enough level of self confidence and that they do not react defensively during conflict laden discussions. A person that is high on these factors should be better able to develop the kind of interaction that fosters superior collaboration between dyads and teams.

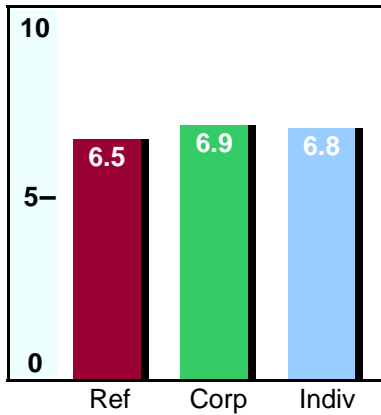
Change: In the Leadership Capability Indicator, Change is mostly comprised around an individual's capacity to lead and handle change in their environment.

The key metrics here are Self Regulation, Openness, Conscientiousness, Ambiguity Tolerance, and Learning Agility. Together, these dimensions drive a person's ability to cope with change and lead through it. All of these metrics are critical, but two of these metrics are particularly crucial. These two metrics are:

- The ability to learn and alter one's behavior, deal with situations in which there is not an answer that is clearly correct (Learning Agility); and
- The orientation towards openness to new or innovative ideas or experiences (Openness).

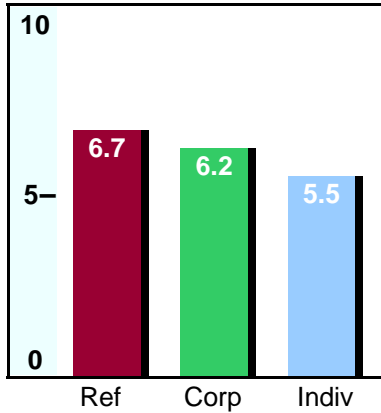
This combination of cognitive traits allows a person to take change in stride and deal with it in a constructive way. Along with Self Regulation, which represents the extent to which one is willing to take calculated risks, they form a clear understanding of how a person processes critical information about a changing environment and reacts to that information.

Overview of the Five Cs



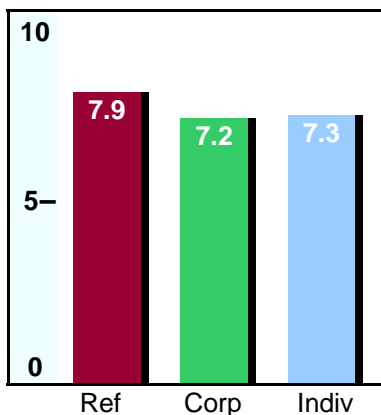
Capacity – In the Leadership Capability Indicator, Capacity includes an individual's level and type of intellectual capability.

Individual Results – This person is likely to be able to solve most of the problems that they face. They will struggle with the most complex of problems and depending on their Capacity Type, will be more significantly challenged with issues that are opposite of their strength (for instance a person strategically predisposed might struggle with more operational issues). Capacity for this person is a strength but there will be times when Capacity is a bit of a struggle.



Character – In the Leadership Capability Indicator, Character includes an individual's level of integrity, stability, maturity and perseverance.

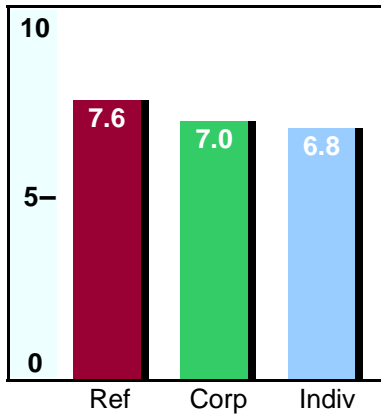
Individual Results – This is a person of moderate overall leadership Character. Not to say that they are not a good moral and ethical person, but rather they are a person who clearly has a strong challenge. The form of this challenge or challenges is critical. It is imperative that this person come to a clear understanding about their leadership Character challenges and that they form real self insight in regard to how Character works for them and where their strengths and development areas lie.



Communication – In the Leadership Capability Indicator, Communication includes interpersonal communication capacity, and the broader ability to build and maintain productive relationships with others.

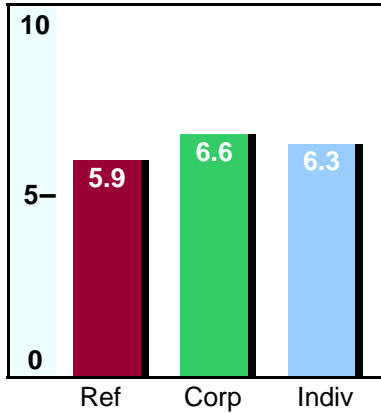
Individual Results – This is a person that should have only moderate difficulty at times building and sustaining relationships with others. There is likely one aspect of building and maintaining relationships with others that does not work as well as it should and this "disconnect" should be understood and self insight should be gained in regard to this particular issue.

Overview of the Five Cs (cont'd)



Collaboration – In the Leadership Capability Indicator, Collaboration includes the ability to work in collaboration with individuals who are critical to the execution of critical tasks and to the encouragement of teamwork on the parts of various teams.

Individual Results – This person will tend to do moderately well collaborating with others. They are likely to have a single issue inhibiting their willingness to fully collaborate. Whatever the issue, it is imperative that clarity and self insight be gained by the individual. While they are not likely to be derailed from Collaboration, and, in fact, they will be good at collaborating most of the time, they will be challenged from time to time when their particular issue is critical. Collaboration is likely to be a moderate strength for this individual.

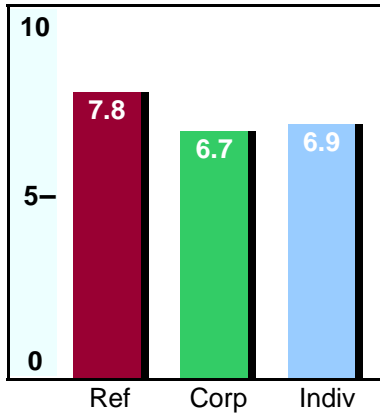


Change – In the Leadership Capability Indicator, Change is mostly comprised around an individual's capacity to lead and handle change in their environment.

Individual Results – This particular individual is likely to have challenges in regard to dealing with change, and change of any kind is likely to be a challenge for this individual. However, they are likely to be much more challenged with unexpected change rather than expected changes. Overall, Change is a moderate challenge for this individual.

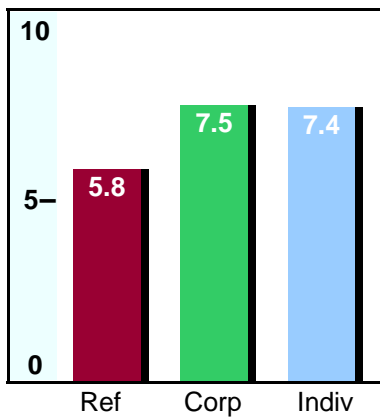
Leadership Capability Indicator – Analysis of Results

Capacity: In the Leadership Capability Indicator, Capacity includes an individual's level and type of intellectual capability.



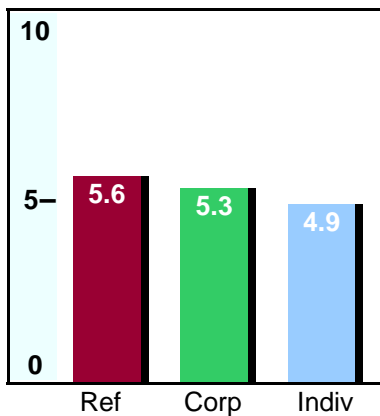
Cognitive Activity – Cognitive Activity is highly correlated with general intelligence and has been demonstrated to be predictive of problem solving and decision making. Cognitive activity here is intended to help us understand the extent to which the executive or manager in question enjoys thinking enough to process the complex problems that managers tend to face.

Individual Results – This person will not like cognitive processing and will believe that thinking for the sake of thinking is a waste of time and energy. They are likely to avoid very complex problems and will gravitate toward problems that are simpler and more routine. They are likely to use their cognitive processing power only when it is pressed into service and find it quite unappealing to be in an environment where they are constantly required to think.



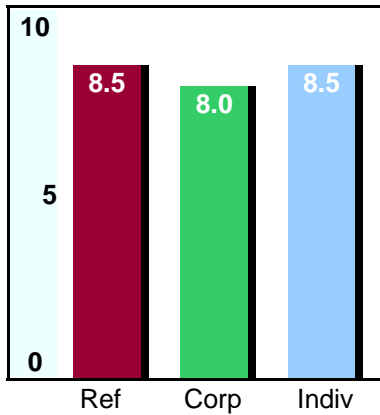
Learning Agility – Learning Agility is the ability to apply learning to one's behavior. The idea is that a person would alter their behavior when they learn new things. Think of it as how many times does an executive have to hit the wall before they turn and take another direction.

Individual Results – This person will only in rare situations repeat the same mistakes. They are likely to find change a positive challenge. They will approach change as an important aspect of managing, but they will be challenged in the most difficult and unstable of situations. Scores in this range will make a person appear higher in cognitive capacity than they really are. This is likely to be an executive who will not be challenged by change in their environment unless the environment becomes completely unstable.



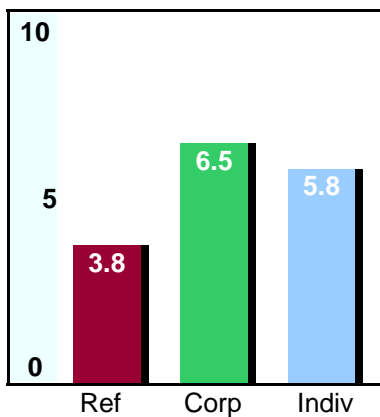
Ambiguity Tolerance – Ambiguity Tolerance is the ability to deal with situations or problems that have no clear "correct" answer or where there are possibly many potential correct answers. Executive and managerial work is fraught with these "grey areas". The ability of a person to function productively and efficiently within these grey areas is Ambiguity Tolerance.

Individual Results – This person will feel uncomfortable with any ambiguity in a problem. They will be limited in the complexity of problems that they solve. They probably are not going to see the need to consider a large number of solutions to problems even when a number of solutions might exist. Ambiguity will cause stress in these respondents.



Conscientiousness – Conscientiousness measures the extent to which a person uses methodical approaches in their decision making. It is also indicative of organization, being careful, and developing logical processes. Higher scores are more conscientious.

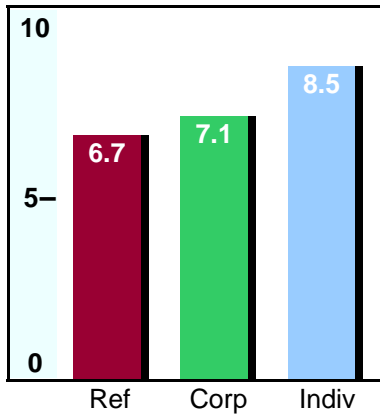
Individual Results – This person will be organized and methodical in almost any situation. They will use logic and a methodical approach in most decision making.



Openness – Openness measures the extent to which a person is interested in new and different experiences. Openness manifests itself in most cases as creativity or curiosity. The combination of Openness and Conscientiousness is one of the most powerful predictors of executive success. When both are high the person statistically has outstanding potential to develop executive capability. Higher scores are more open.

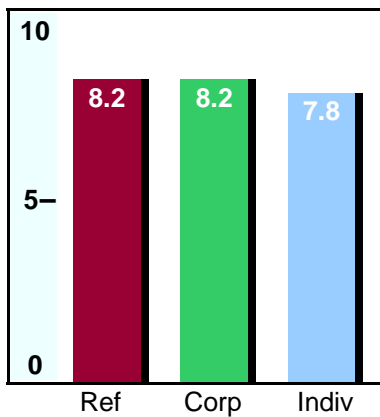
Individual Results – This person will be as interested in traditional as well as new approaches to solving problems. They will tend to believe that some experimentation is valuable, but they are not likely to believe in its regular use.

Character: In the Leadership Capability Indicator, Character includes an individual's level of integrity, stability, maturity and perseverance.



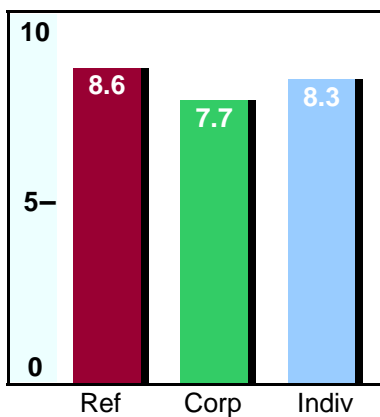
Agreeableness – Agreeableness measures the extent to which a person wishes to have placid relationships with others and between those that they interact with on a regular basis. Agreeableness is especially important to executive assessment because of its role in perseverance and the willingness to make difficult business decisions that will negatively impact their relationships with others. Higher scores are more agreeable.

Individual Results – This person will work very carefully to keep relationships in tact. They will have difficulty with decisions that might impact their relationships with others and will work diligently to develop the relationships between others around them as placidly as possible.



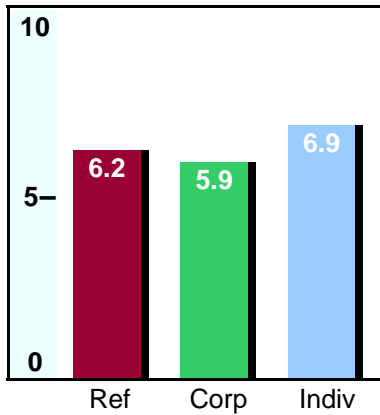
Self Confidence – Self Confidence is the belief that one has in their ability to be motivated, think and problem solve, and get work done given the challenges of their job. The higher the Self Confidence score, the more positive the outlook.

Individual Results – These individuals will have a great deal of belief in their ability to accomplish tasks, but they will occasionally have doubts about their ability to accomplish especially complex, new, or difficult tasks. They are more likely to be challenged on their belief that they can accomplish new tasks.



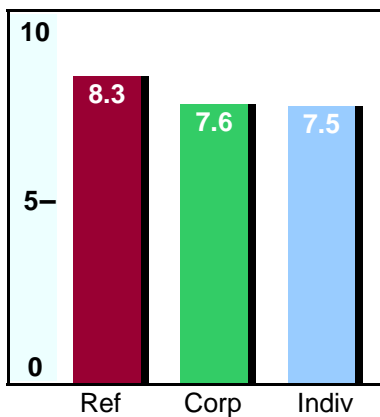
General Locus of Control – Locus of Control is the belief that one has over the control of their own work outcomes. That is, whether they internally control their work outcomes or whether these outcomes are controlled by external forces beyond their control.

Individual Results – This person will tend to have difficulty accepting the fact that they cannot have control in every situation and cannot have complete control of their own destiny. They will be highly unsatisfied in situations where they do not have some level of control and in the extreme will be viewed as potentially repressive and controlling.



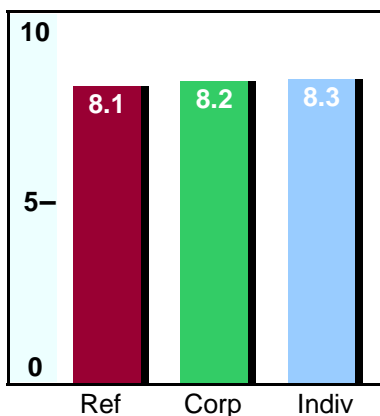
Need for Control – The extent to which a person has a desire to control those issues and things around them. It is their desire for control and relates directly to a person’s need to develop control mechanisms and efforts around them.

Individual Results – This person is likely to feel a greater than average need for control. While control is not likely to be the most critical issue it is extremely important to this individual.



Emotional Stability – Emotional Stability is defined as the extent to which a person is naturally anxious or suspicious. Emotional Stability defines the extent to which the person can remain calm in stressful situations. This is not related to Extraversion where a person may naturally be loud or quiet, but instead, the extent to which a person maintains or loses self control. Displays of anger without provocation, and believing that others are out to get them, are examples of Emotional Stability. Higher scores are better.

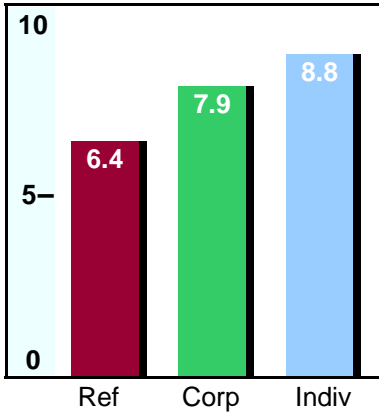
Individual Results – This person will display emotional stability in all but the most stressful of situations. They will be unflappable in most situations. They are likely to have an emotional outburst only when pressed or in the most dire of situations.



General Outlook – A person's General Outlook is the way they view the things that occur in their lives. Everybody has circumstances in their lives that affect them personally and professionally. Do they view these occurrences as a set of possibilities (Positive Outlook) or as a series of setbacks (Negative Outlook)? Do they tend to see opportunities to succeed or chances to fail? The higher the score, the more positive the outlook.

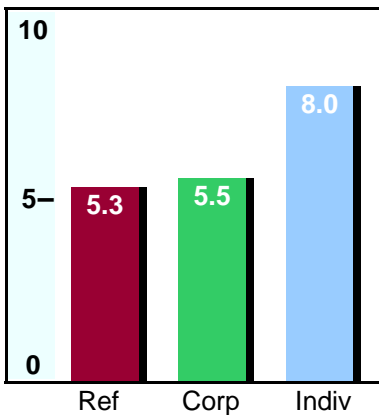
Individual Results – This person is likely to see the world a set of possibilities. They will not be overly optimistic but they will still tend to see what is possible, and will generally believe that things will turn out for the good.

Self Regulation – Self Regulation is the way in which a person "regulates" their behavior. A person's philosophy may be to play to win, or they may play not to lose. Though on the surface these two concepts may appear to be the same thing, they are actually diametrically opposed. This idea or construct is heavily related to the idea of risk tolerance. A person that plays to win will tend to take calculated risks. They will strategically analyze every move and not make a move until they feel confident it is the best possible move. Conversely, a person that plays not to lose will tend to resist risk-taking behavior. Winning is not critical to them as long as they are not losing. In the charts below, look at the dominant score. If they have a Playing to Win (Promotion) score greater than 8, that is generally a sign that they will take calculated risks. On the other hand, a score higher than 6 on playing not to lose (Prevention) will mean that the person is fairly risk averse. A comparison of both scores should give a good picture of risk tolerance.



Self Regulation – Promotion

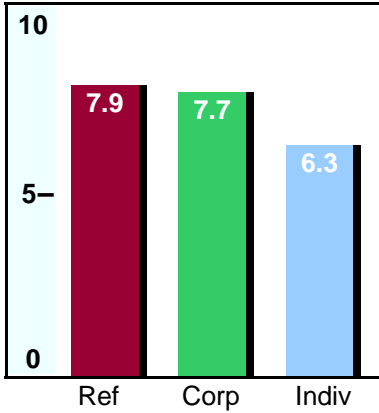
Individual Results – A person with this score is likely to feel that risk is a natural part of executive life. It is possible that these executives will even take uncalculated risks, often taking chances that will lead to both big accomplishments and, in some cases, big failures.



Self Regulation – Prevention

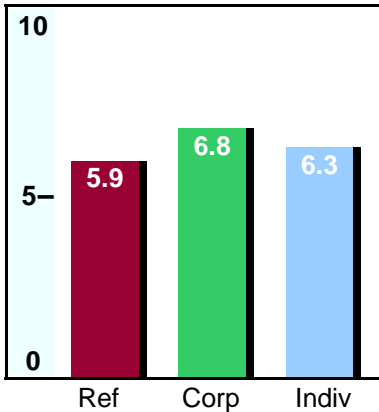
Individual Results – This person approaches life from the standpoint of how to keep loss from happening. They are not oriented toward creating success but view their role as minimizing or stopping loss.

Need for Achievement – Need for Achievement has long been recognized as a critical aspect of tug and pull between achievement and self esteem. Our approach is a bit different than the traditional measure. Need for Achievement often shows up differently in different people. The externally focused need for achievement is focused on getting external validation for accomplishments. The internally focused version of need for achievement is focused on a set of internally driven norms of accomplishment whose metrics are set and measured by the individual.



Need for Achievement – External

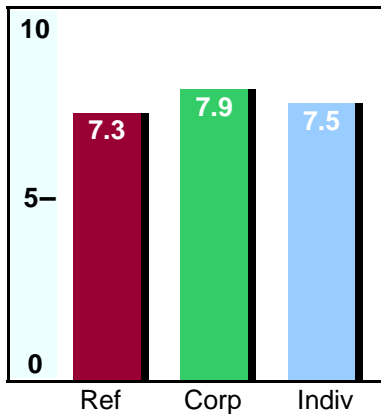
Individual Results – This person is likely to believe that external validation is an important indicator of their value to others and the organization. They are likely to have a stronger than average desire for accolades and complements on their accomplishments. Getting positive feedback is important to these types of individuals.



Need for Achievement – Internal

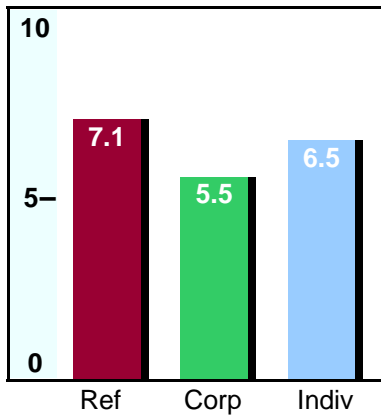
Individual Results – This person is likely to be more motivated by internally driven factors than most. They are likely to use internal metrics to determine their accomplishments and the value of their contribution. This individual is likely to use their internal metrics as the basis for assessment of their contribution.

Coping strategies are used by executives to deal with their professional and personal challenges. Coping strategies include *Problem Solving* by working to solve the issue, *Support Seeking* is reaching out to others to discuss and confide their hopes and fears about their particular challenge. Both of these coping mechanisms are designed to help and propel the executive when they face challenges. *Problem Avoidance* is a coping mechanism but it is often not productive and is a sign of a growing issue that the executive is likely to have to face in the end.



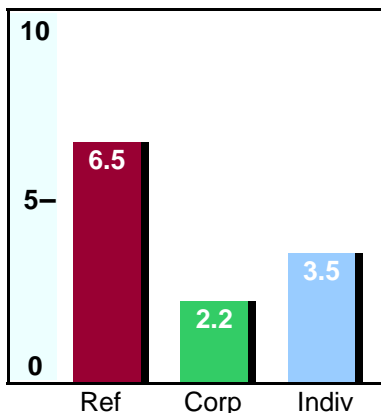
Problem Solving

Individual Results – This person is likely to believe that problem solving is a critical aspect of dealing with life’s challenges. They are likely to use problem solving a substantial portion of the time to deal with challenging situations.



Support Seeking

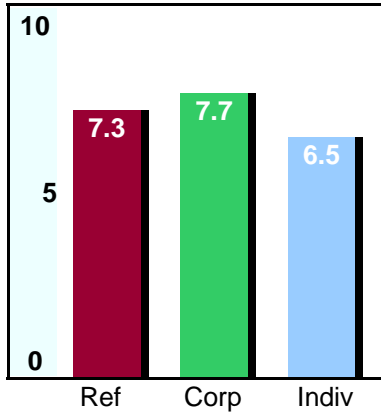
Individual Results – This person is likely to seek advice and counseling from key colleagues and friends when faced with issues and problems. They are likely to use this advice as a part of their decision making in regards to how they meet challenges.



Problem Avoidance

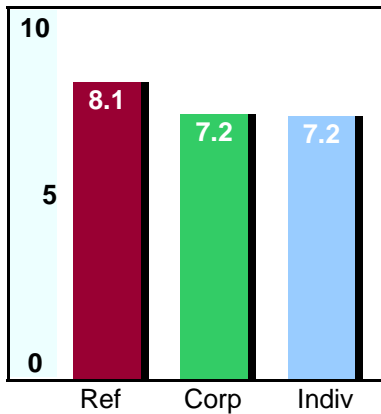
Individual Results – This person is likely to feel that avoiding issues and challenges will only make them worse. They are likely to take problems head on and not avoid them.

Communication: In the Leadership Capability Indicator, Communication includes interpersonal communication capacity, and the broader ability to build and maintain productive relationships with others.



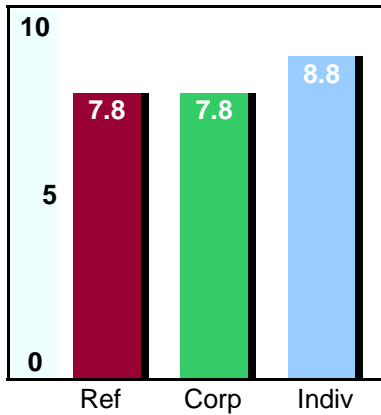
Communication Competence – The extent to which a person has innate or developed capabilities around communications. Communication Competence also includes the extent to which a person has the capability to use their communication skills effectively. The Communication Competence measure goes directly to a person's ability to use all portions of the communications process.

Individual Results – These individuals will tend to find communications taxing and difficult. It is not likely their most favorite thing to do but they will occasionally show flashes of a good communications capability. It is possible for them to build on their basis for communications especially if they have a strong desire for personal growth. However, communication competence is likely to be a general deficit for them. Overall, communication is a challenge for this person.

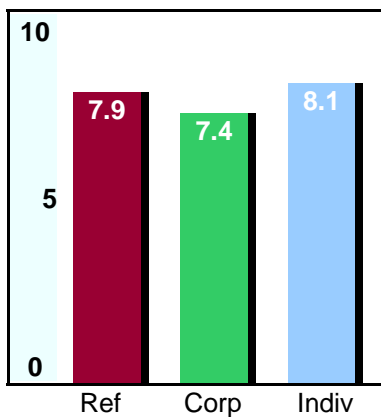


Emotional Quotient – Emotional Quotient is the extent to which a person naturally bonds with others and has a high level of self awareness. A person with a high emotional quotient will tend to find others easy to connect and bond with and they will enjoy building relationships with other people.

Individual Results – This person will have a generally positive ability to develop relationships with others. They may have some issues with self-awareness but they are likely to understand what their difficulties might mean and will adjust their behavior accordingly.

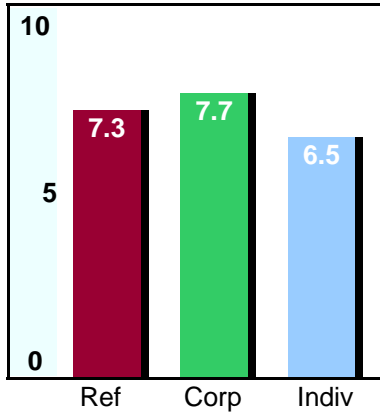


Individual Consideration – Individual Consideration is the extent to which this person can make others feel that they are important and considered in key decisions.
Individual Results – These individuals are able to make others feel that they are important and valuable. They tend to have natural abilities to motivate others because of their ability to connect with them.



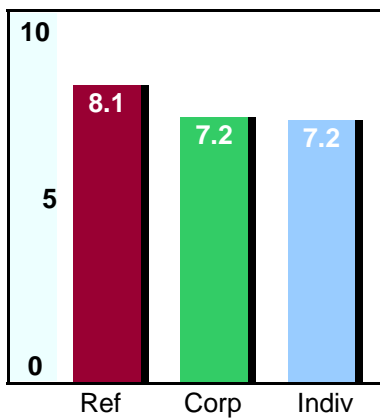
Extraversion – Extraversion is the extent to which a person gets their energy from being alone or from being around other people. This scale measures the extent to which a person is extraverted, or their need for social interaction. Higher scores are more extraverted.
Individual Results – This person will find it difficult not to interact with others. They are likely to get all of their energy from social interaction and feel that it is imperative to be around other people. When not around people, they will feel the need to have sounds, such as music, playing at all times.

Collaboration: In the Leadership Capability Indicator, Collaboration includes the ability to work in collaboration with individuals who are critical to the execution of critical tasks and to the encouragement of teamwork on the parts of various teams.



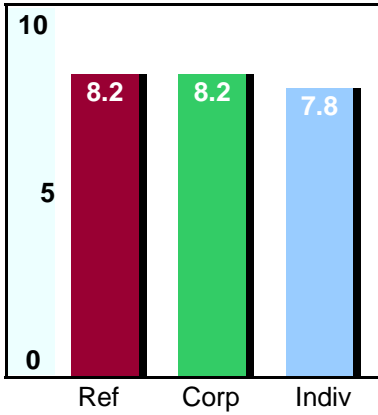
Communication Competence –

Individual Results – These individuals will tend to find communications taxing and difficult. It is not likely their most favorite thing to do but they will occasionally show flashes of a good communications capability. It is possible for them to build on their basis for communications especially if they have a strong desire for personal growth. However, communication competence is likely to be a general deficit for them. Overall, communication is a challenge for this person.



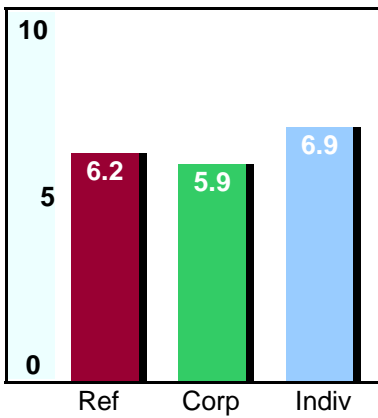
Emotional Quotient – Emotional Quotient is the extent to which a person naturally bonds with others and has a high level of self awareness. A person with a high emotional quotient will tend to find others easy to connect and bond with and they will enjoy building relationships with other people.

Individual Results – This person will have a generally positive ability to develop relationships with others. They may have some issues with self-awareness but they are likely to understand what their difficulties might mean and will adjust their behavior accordingly.



Self Confidence – Self Confidence is the belief that one has in their ability to be motivated, think and problem solve, and get work done given the challenges of their job. The higher the Self Confidence score, the more positive the outlook.

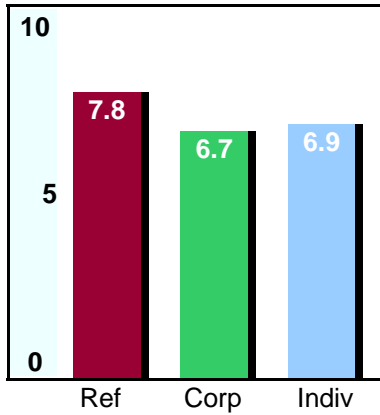
Individual Results – These individuals will have a great deal of belief in their ability to accomplish tasks, but they will occasionally have doubts about their ability to accomplish especially complex, new, or difficult tasks. They are more likely to be challenged on their belief that they can accomplish new tasks.



Need for Control

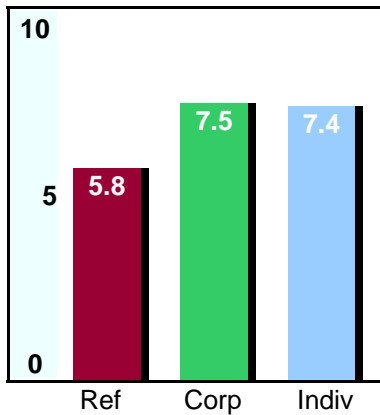
Individual Results – This person is likely to feel a greater than average need for control. While control is not likely to be the most critical issue it is extremely important to this individual.

Change: In the Leadership Capability Indicator, Change is mostly comprised around an individual's capacity to lead and handle change in their environment.



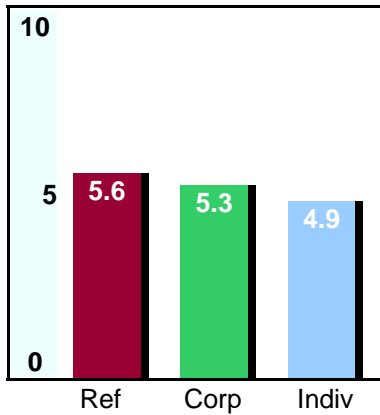
Cognitive Activity – Cognitive Activity is highly correlated with general intelligence and has been demonstrated to be predictive of problem solving and decision making. Cognitive activity here is intended to help us understand the extent to which the executive or manager in question enjoys thinking enough to process the complex problems that managers tend to face.

Individual Results – This person will not like cognitive processing and will believe that thinking for the sake of thinking is a waste of time and energy. They are likely to avoid very complex problems and will gravitate toward problems that are simpler and more routine. They are likely to use their cognitive processing power only when it is pressed into service and find it quite unappealing to be in an environment where they are constantly required to think.



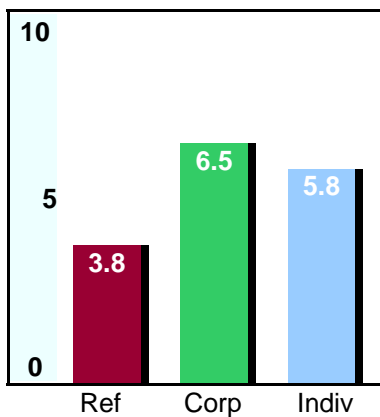
Learning Agility – Learning Agility is the ability to apply learning to one's behavior. The idea is that a person would alter their behavior when they learn new things. Think of it as how many times does an executive have to hit the wall before they turn and take another direction.

Individual Results – This person will only in rare situations repeat the same mistakes. They are likely to find change a positive challenge. They will approach change as an important aspect of managing, but they will be challenged in the most difficult and unstable of situations. Scores in this range will make a person appear higher in cognitive capacity than they really are. This is likely to be an executive who will not be challenged by change in their environment unless the environment becomes completely unstable.



Ambiguity Tolerance – Ambiguity Tolerance is the ability to deal with situations or problems that have no clear "correct" answer or where there are possibly many potential correct answers. Executive and managerial work is fraught with these "grey areas". The ability of a person to function productively and efficiently within these grey areas is Ambiguity Tolerance.

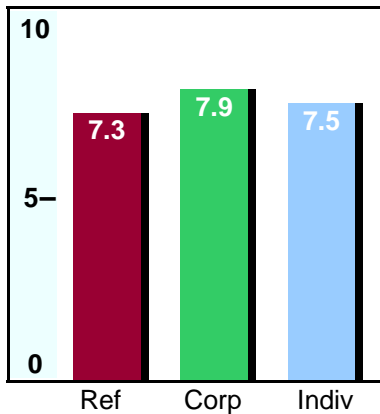
Individual Results – This person will feel uncomfortable with any ambiguity in a problem. They will be limited in the complexity of problems that they solve. They probably are not going to see the need to consider a large number of solutions to problems even when a number of solutions might exist. Ambiguity will cause stress in these respondents.



Openness – Openness measures the extent to which a person is interested in new and different experiences. Openness manifests itself in most cases as creativity or curiosity. The combination of Openness and Conscientiousness is one of the most powerful predictors of executive success. When both are high the person statistically has outstanding potential to develop executive capability. Higher scores are more open.

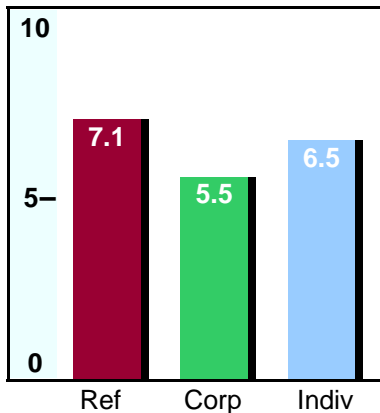
Individual Results – This person will be as interested in traditional as well as new approaches to solving problems. They will tend to believe that some experimentation is valuable, but they are not likely to believe in its regular use.

Coping strategies are used by executives to deal with their professional and personal challenges. Coping strategies include *Problem Solving* by working to solve the issue, *Support Seeking* is reaching out to others to discuss and confide their hopes and fears about their particular challenge. Both of these coping mechanisms are designed to help and propel the executive when they face challenges. *Problem Avoidance* is a coping mechanism but it is often not productive and is a sign of a growing issue that the executive is likely to have to face in the end.



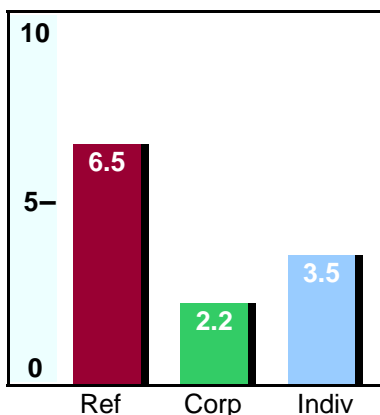
Problem Solving

Individual Results – This person is likely to believe that problem solving is a critical aspect of dealing with life’s challenges. They are likely to use problem solving a substantial portion of the time to deal with challenging situations.



Support Seeking

Individual Results – This person is likely to seek advice and counseling from key colleagues and friends when faced with issues and problems. They are likely to use this advice as a part of their decision making in regards to how they meet challenges.



Problem Avoidance

Individual Results – This person is likely to feel that avoiding issues and challenges will only make them worse. They are likely to take problems head on and not avoid them.

Personality

Scale	Raw Score	Range
(ES) Emotional Stability	7.5	High
(E) Extraversion	8.1	Very High
(O) Openness	5.8	Average
(A) Agreeableness	8.5	High
(C) Conscientiousness	8.5	High

Defense Mechanism (ES–O+)

Team members with this defensive style are very aware of situations that reflect conflict, stress, and threat. They will use this awareness to stimulate creative solutions or adaptations. They are likely to view life stresses as a source of creativity or inspiration.

Anger Management (ES–A+)

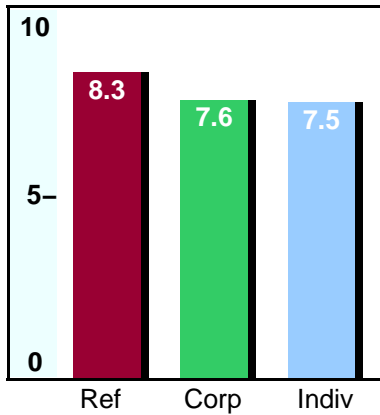
Team members with this anger management style are slow to get angry, and are reluctant to express anger, if they feel it. These team members are likely to try to “forgive and forget”, and seek common ground if there is a dispute.

Impulse Management (ES–C+)

Team members with this impulse management style have a clear understanding of their needs and goals, and are able to direct their efforts towards them, even in difficult situations. These team members are likely to take adversity in stride, and can stay focused on a particular plan of action.

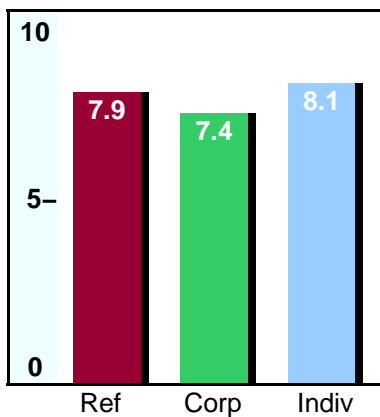
Social Ability (E+A+)

Team members with this social ability are good natured and enjoy the company of others. They are often easy to get along with and are popular with other team members. They form friendships easily, and are likely to have deep attachments to those friends they currently have.



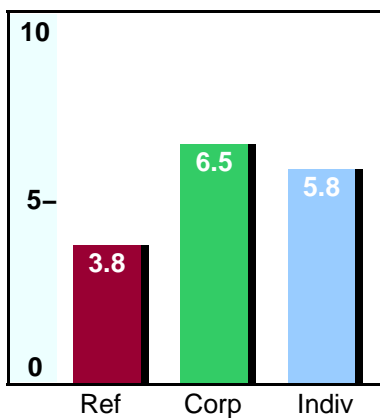
Emotional Stability – Emotional Stability is defined as the extent to which a person is naturally anxious or suspicious. Emotional Stability defines the extent to which the person can remain calm in stressful situations. This is not related to Extraversion where a person may naturally be loud or quiet, but instead, the extent to which a person maintains or loses self control. Displays of anger without provocation, and believing that others are out to get them, are examples of Emotional Stability. Higher scores are better.

Individual Results – This person will display emotional stability in all but the most stressful of situations. They will be unflappable in most situations. They are likely to have an emotional outburst only when pressed or in the most dire of situations.



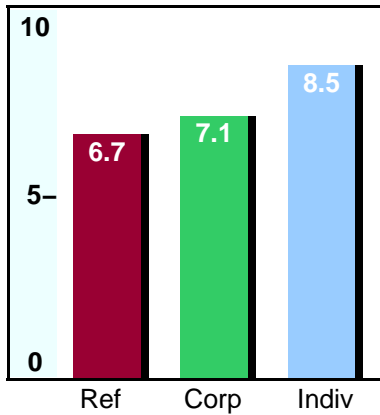
Extraversion – Extraversion is the extent to which a person gets their energy from being alone or from being around other people. This scale measures the extent to which a person is extraverted, or their need for social interaction. Higher scores are more extraverted.

Individual Results – This person will find it difficult not to interact with others. They are likely to get all of their energy from social interaction and feel that it is imperative to be around other people. When not around people, they will feel the need to have sounds, such as music, playing at all times.



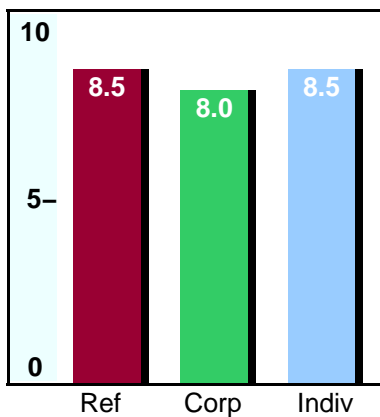
Openness – Openness measures the extent to which a person is interested in new and different experiences. Openness manifests itself in most cases as creativity or curiosity. The combination of Openness and Conscientiousness is one of the most powerful predictors of executive success. When both are high the person statistically has outstanding potential to develop executive capability. Higher scores are more open.

Individual Results – This person will be as interested in traditional as well as new approaches to solving problems. They will tend to believe that some experimentation is valuable, but they are not likely to believe in its regular use.



Agreeableness – Agreeableness measures the extent to which a person wishes to have placid relationships with others and between those that they interact with on a regular basis. Agreeableness is especially important to executive assessment because of its role in perseverance and the willingness to make difficult business decisions that will negatively impact their relationships with others. Higher scores are more agreeable.

Individual Results – This person will work very carefully to keep relationships in tact. They will have difficulty with decisions that might impact their relationships with others and will work diligently to develop the relationships between others around them as placidly as possible.



Conscientiousness – Conscientiousness measures the extent to which a person uses methodical approaches in their decision making. It is also indicative of organization, being careful, and developing logical processes. Higher scores are more conscientious.

Individual Results – This person will be organized and methodical in almost any situation. They will use logic and a methodical approach in most decision making.