

Leading with
INTENTION

LEADER ASSESSMENT REPORT

Report for: Alex Doe (Sample)

Date: 20XX

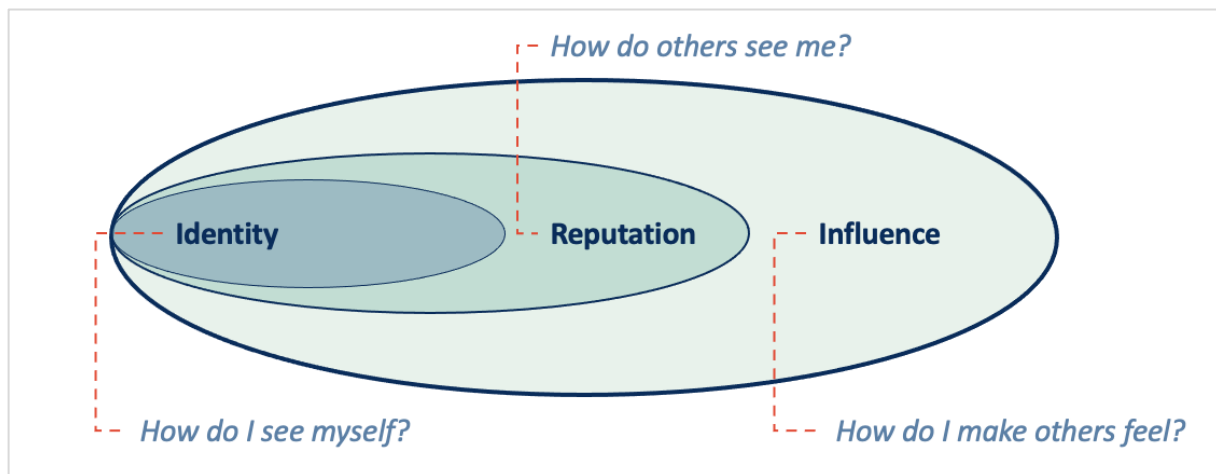
This report is intended for developmental use, unless otherwise specified.

Introduction

Our actions and interactions have a ripple effect. This effect can shape our self-image, reputation, and relationships. The Leader Assessment Report provides deep psychological insights that help build strategic self-awareness to show up the way you intend and have the impact you desire.

Intentional Leader Model

The Leader Assessment Report is based on the Intentional Leader Model, a leadership development framework founded on three integrated dimensions (Identity, Reputation, and Influence) that collectively represent a leader's total impact.



Each dimension of the model has a corresponding assessment:

Identity considers how an individual sees and understands themselves.

Assessment: Workplace Big 5 Profile 4.0

Reputation captures how an individual is seen by others.

Assessment: Hogan Personality Inventory and Development Survey

Influence denotes the effect an individual has on those around them.

Assessment: Emotional Intelligence Appraisal

Using This Report

This report is divided into three sections. To start, explore the facets of your identity and then move outward to reputation, and end with influence. Each section includes a detailed breakdown of assessment scores along with narrative details which provide greater context to scores. Each section ends with developmental recommendations based on assessment findings. This report is most effective when debriefed with the support of psychology professional well-versed in assessments.

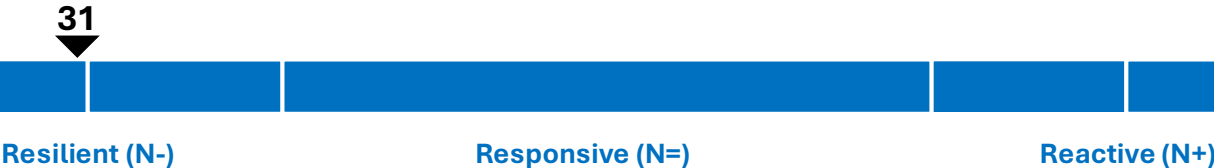
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Identity

Alex Doe's Workplace Big Five 4.0 Profile provides a detailed analysis of his personality traits and how they influence his behavior and performance in the workplace. The assessment categorizes his personality into five major dimensions: Need for Stability, Extraversion, Originality, Accommodation, and Consolidation. Each dimension includes specific subtraits that further detail his tendencies and preferences.

Core Personality Characteristics

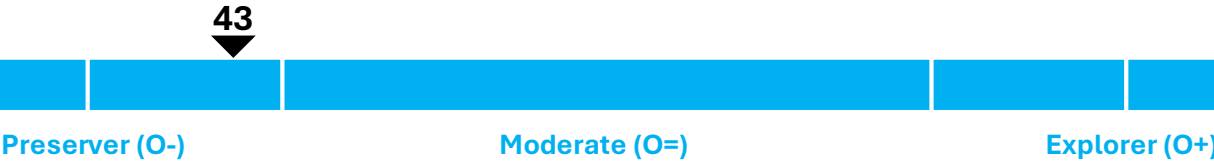
Need for Stability: Degree to which we respond to stress.



Extraversion: Degree to which we tolerate stimulation from people/situations.



Originality: Degree to which we are open to new experiences/new ways of doing things.



Accommodation: Degree to which we defer to others.



Consolidation: Degree to which we push towards goals.



Need for Stability (N-)

- **Trait:** Resilient
- **Description:** Alex handles stressful situations calmly and effectively. He tends to remain stress-free and quickly shifts to problem-solving mode when challenges arise. However, he may sometimes appear too relaxed or unconcerned about critical problems.

Extraversion (E=)

- **Trait:** Ambivert
- **Description:** Alex balances well between social interactions and working alone. He finds a mix of both types of work satisfying, adapting to the needs of the situation. This midrange position allows him to connect with both extraverts and introverts effectively.

Originality (O-)

- **Trait:** Preserver
- **Description:** Alex prefers practical, efficient approaches to work, focusing on tried-and-true methods. He is comfortable with routine tasks and may resist changes or new methods, which can be seen as a conservative or rigid approach.

Accommodation (A+)

- **Trait:** Adapter
- **Description:** Alex is agreeable and often defers to others, promoting harmony within the team. He is seen as helpful and a team player, but might also come across as submissive or conflict-averse, potentially compromising his own positions to maintain peace.

Consolidation (C+)

- **Trait:** Focused
- **Description:** Alex is disciplined and industrious, with a strong drive to achieve his goals. He works in a linear, organized manner, often seen as meticulous or even a workaholic. His focus on goals can sometimes make him inflexible or stubborn.

Summary of Subtraits

- **High Trust (E5):** Moderately trusts others, indicating situational trust based on previous experiences.
- **High Tact (E6):** Carefully selects his words, effectively handling sensitive situations and facilitating discussions.

Implications for Work

- **Strengths:** Alex's resilience to stress, balanced social preferences, practical approach, adaptability, and strong focus on goals make him a reliable and effective team member. He is well-suited for roles that require calm under pressure, meticulous planning, and harmony within teams.
- **Areas for Development:** To enhance his leadership capabilities, Alex could work on embracing change and innovation, assertiveness in decision-making, and flexibility in his goal-oriented approach. These adjustments could help him become more adaptable and influential in dynamic work environments.

Developmental Areas

Based on Alex Doe's Workplace Big Five Profile, the following three focus areas are recommended for executive coaching to enhance his leadership development:

1. Enhancing Adaptability and Openness to Change

- **Rationale:** Alex's Originality score (O-) indicates a preference for practical, efficient approaches and a resistance to change. Developing adaptability and openness to new methods and ideas can help him thrive in dynamic environments and foster innovation.
- **Coaching Strategies:**
 - **Change Management Training:** Provide training on change management principles and practices to help Alex become more comfortable with transitions and new initiatives.
 - **Exposure to New Ideas:** Encourage participation in cross-functional projects, innovation workshops, and industry conferences to expose Alex to diverse perspectives and innovative approaches.
 - **Incremental Change Practices:** Introduce Alex to incremental change techniques, where small, manageable changes are implemented gradually, helping him adapt without feeling overwhelmed.

2. Developing Assertiveness and Decision-Making Confidence

- **Rationale:** Alex's Accommodation score (A+) suggests a high level of agreeableness and a tendency to defer to others. Building assertiveness and confidence in decision-making can help him take on more authoritative leadership roles and make balanced, independent decisions.
- **Coaching Strategies:**
 - **Assertiveness Training:** Engage in assertiveness training to help Alex communicate his ideas and needs effectively while maintaining respect for others.
 - **Decision-Making Frameworks:** Introduce structured decision-making frameworks that emphasize balanced analysis and confident choices.
 - **Role-Playing Scenarios:** Practice role-playing scenarios where Alex must take the lead in making decisions and managing conflicts, helping him build confidence and assertiveness in a supportive environment.

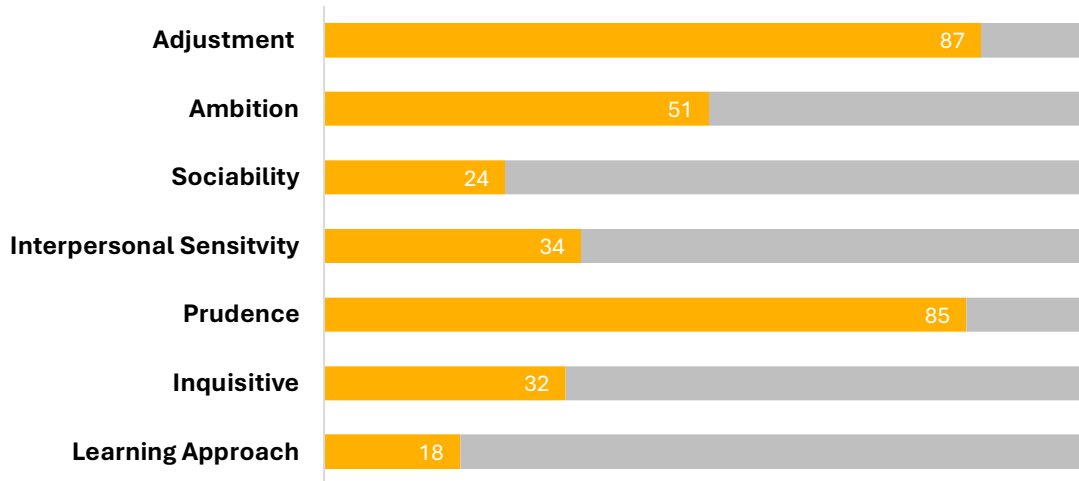
3. Fostering Flexibility in Goal Achievement

- **Rationale:** Alex's Consolidation score (C+) indicates a strong focus on goal achievement, which can sometimes lead to inflexibility. Developing a more flexible approach to goal-setting and execution can enhance his ability to adapt to changing circumstances and collaborate effectively.
- **Coaching Strategies:**
 - **Agile Methodologies:** Introduce Alex to agile methodologies that emphasize iterative progress, flexibility, and responsiveness to change.
 - **Collaborative Goal Setting:** Encourage collaborative goal-setting sessions with his team to incorporate diverse inputs and adapt goals as needed.
 - **Reflective Practices:** Implement reflective practices such as regular check-ins and retrospective meetings to review progress and adjust goals and strategies based on current realities.

Reputation

This Hogan Assessment provides an evaluation of Alex Doe's personality traits across two major inventories: the Hogan Personality Inventory (HPI) and Hogan Development Survey (HDS). Each inventory contributes to understanding Alex's personality characteristics *as seen by others*, and his potential derailers under stress, respectively.

Hogan Personality Inventory (HPI)



Adjustment (87): Alex exhibits high emotional stability, resilience, and calmness. He remains composed under pressure and handles stress effectively.

Ambition (51): Alex shows moderate ambition and competitiveness. He has a balanced approach to leadership and achievement, indicating a steady drive without aggressive pursuit.

Sociability (24): Alex prefers solitary or small group interactions over large social gatherings. He might not actively seek out social engagements or enjoy highly sociable environments.

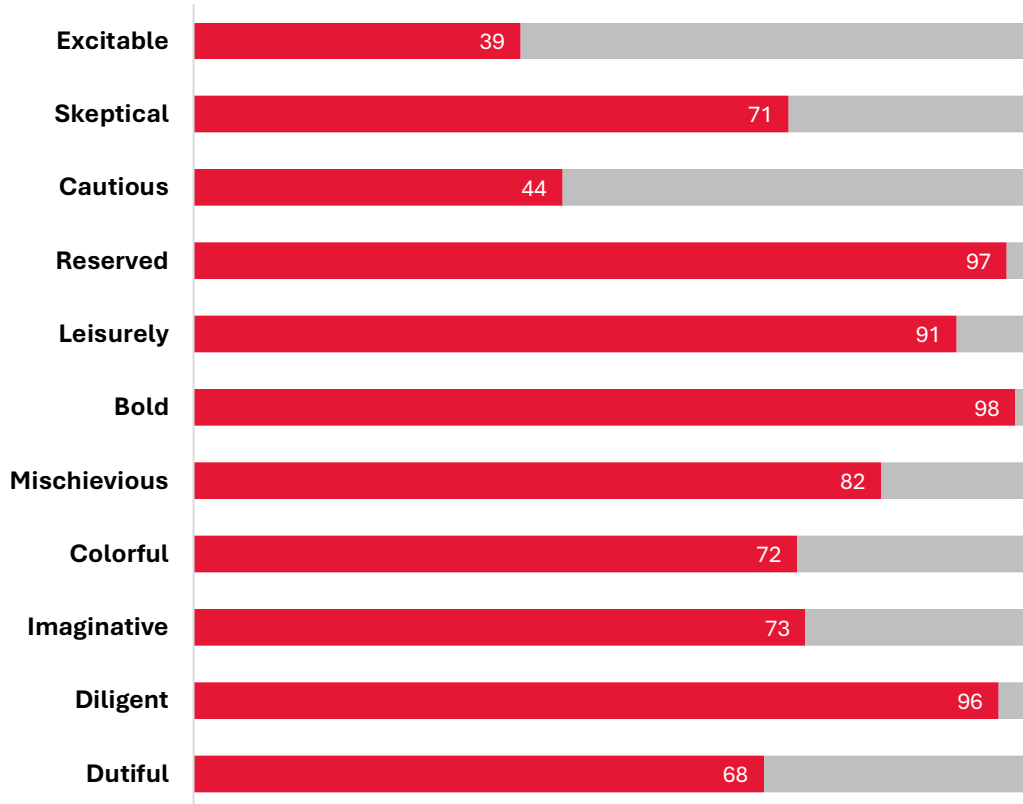
Interpersonal Sensitivity (34): Alex is somewhat reserved in expressing empathy and warmth. While he can be considerate, he may not consistently prioritize interpersonal harmony.

Prudence (85): Alex is highly conscientious, disciplined, and detail-oriented. He values structure and is likely to follow rules and procedures meticulously.

Inquisitive (32): Alex has a lower inclination towards curiosity and innovation. He might prefer practical and conventional approaches over novel or theoretical ones.

Learning Approach (18): Alex shows limited interest in continuous learning and academic pursuits. He might not actively seek educational opportunities or enjoy intellectual challenges.

Hogan Development Survey (HDS)



Excitable (39): Alex is moderately stable under pressure, with occasional tendencies to become frustrated or impatient.

Skeptical (71): Alex exhibits high skepticism, often questioning others' motives and maintaining a cautious stance.

Cautious (44): Alex is relatively careful but not overly fearful of making mistakes. He balances risk aversion with measured decision-making.

Reserved (97): Alex is extremely introverted, preferring to keep to himself and avoid social interactions. He may come across as detached or aloof.

Leisurely (91): Alex tends to display passive-aggressive traits, often agreeing superficially while harboring hidden resistance or resentment.

Bold (98): Alex exhibits a strong sense of entitlement and confidence. He may take on risks and assert his presence boldly.

Mischievous (82): Alex is inclined towards risk-taking and manipulative behaviors, enjoying excitement and challenge.

Colorful (72): Alex is confident in social settings and enjoys being the center of attention but might sometimes be perceived as distractible.

Imaginative (73): Alex shows creativity and a preference for unconventional thinking, often coming up with unique ideas.

Diligent (96): Alex is highly perfectionistic and organized, setting high standards for himself and others.

Dutiful (68): Alex is compliant and eager to please, often prioritizing others' expectations and conforming to norms.

Summary

Alex Doe demonstrates a profile marked by emotional stability, high conscientiousness, and a strong drive for power and financial success. While he is reserved and independent, he also shows creative thinking and risk-taking tendencies. Understanding these traits can guide effective management, career development, and personal growth strategies for Alex.

Developmental Areas

Based on Alex Doe's Hogan Personality Assessment, the following three focus areas are recommended for executive coaching to enhance his leadership development:

1. Enhancing Interpersonal Sensitivity and Sociability

- **Rationale:** Alex's scores indicate lower levels of sociability (24) and interpersonal sensitivity (34). Improving these areas can help Alex build stronger relationships, communicate more effectively, and increase his influence within teams.
- **Coaching Strategies:**
 - **Active Listening and Empathy Training:** Engage in exercises to enhance empathy and active listening skills, helping Alex to better understand and connect with others' perspectives.
 - **Networking and Social Engagement:** Encourage participation in networking events and social activities to build comfort and confidence in larger groups and diverse settings.
 - **Emotional Intelligence Development:** Utilize tools and assessments to improve Alex's emotional intelligence, focusing on recognizing and managing his own emotions and those of others.

2. Balancing Boldness with Prudence

- **Rationale:** Alex exhibits high levels of boldness (98) and prudence (85). While confidence and decisiveness are strengths, they must be balanced with careful planning and consideration to avoid potential pitfalls.
- **Coaching Strategies:**
 - **Risk Management Training:** Provide training on risk assessment and management to help Alex make bold decisions while considering potential risks and outcomes.

- **Decision-Making Frameworks:** Introduce structured decision-making frameworks to ensure Alex's confidence is tempered with thorough analysis and prudence.
- **Reflective Practices:** Encourage reflective practices such as journaling or peer feedback sessions to help Alex evaluate past decisions and learn from both successes and mistakes.

3. Leveraging Creative and Innovative Thinking

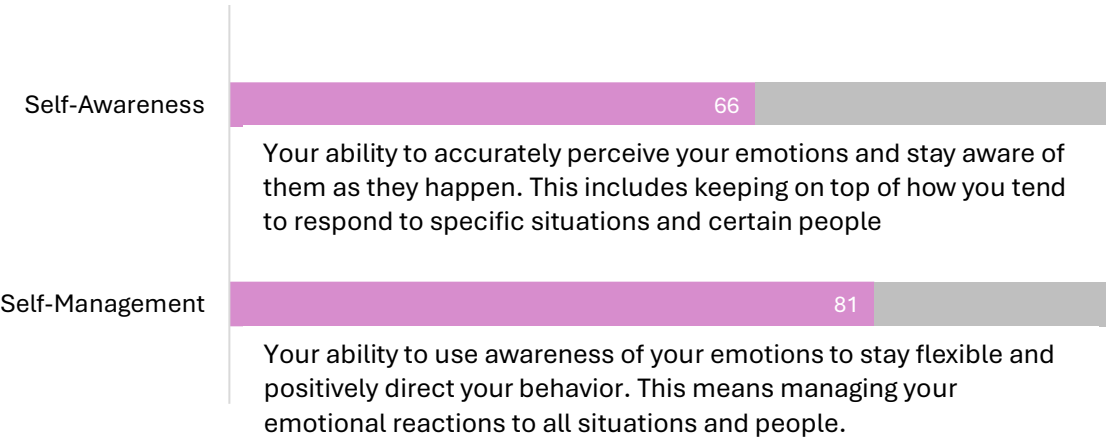
- **Rationale:** Alex's scores suggest a strong inclination towards creative and unconventional thinking (Imaginative 73) but lower inquisitiveness (32). Enhancing his ability to apply creative thinking in a structured manner can drive innovation and problem-solving.
- **Coaching Strategies:**
 - **Innovation Workshops:** Participate in workshops and training sessions focused on fostering creativity and innovative problem-solving within the organizational context.
 - **Cross-Functional Projects:** Encourage involvement in cross-functional teams and projects that require diverse thinking and innovative approaches.

Idea Generation Techniques: Introduce Alex to various idea generation and brainstorming techniques such as mind mapping, lateral thinking, and design thinking to stimulate and structure his creative processes.

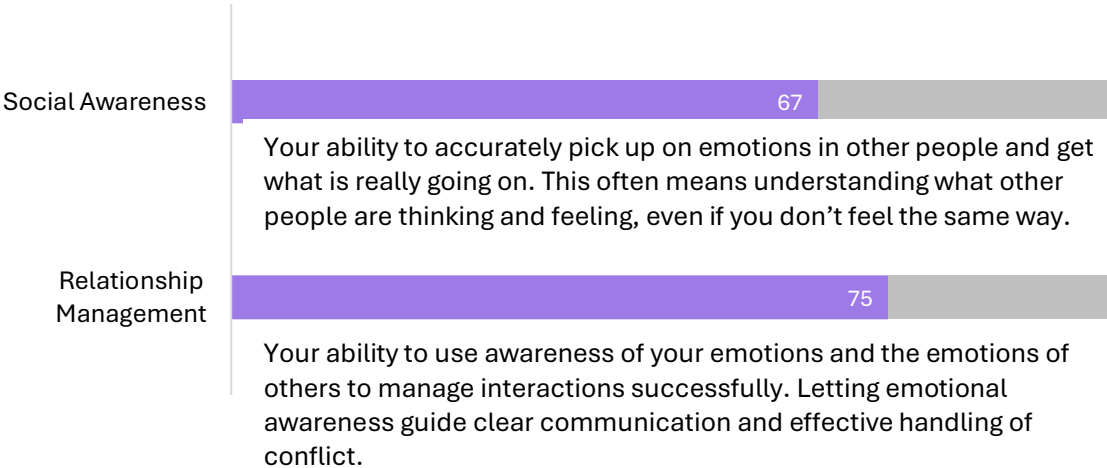
Influence

Alex Doe completed the Emotional Intelligence Appraisal. This assessment evaluates four core EQ skills: Self-Awareness, Self-Management, Social Awareness, and Relationship Management. Scores are benchmarked against a global sample to provide insights into Alex's emotional intelligence strengths and areas for development.

Personal Competence: Collective power of your self-awareness and self-management skills.



Social Competence: The combination of you social awareness and relationships management skills.



Overall EQ Score: 72

Detailed Scores:

Self-Awareness: 66

- Alex is generally aware of his emotions and can often identify how they influence his actions and reactions. However, there are moments where his self-perception may not fully align with reality.

Self-Management: 81

- Alex can manage his emotional reactions to various situations but sometimes struggles to maintain consistency in high-stress environments. He shows good potential for improvement with practice.

Social Awareness: 67

- Alex's ability to pick up on and understand others' emotions is slightly below average. This indicates a need for greater attentiveness and empathy towards others' feelings and perspectives.

Relationship Management: 75

- Alex manages interactions and relationships relatively well, using his emotional awareness to navigate social situations. However, there is still room for growth to enhance his effectiveness in managing conflicts and fostering deeper connections.

Highest Rated EQ Behaviors:

- Resisting the urge to act or speak impulsively.
- Not reacting regretfully when upset.
- Being reliable and trustworthy.

Strategies to Maximize Strengths:

1. **Pause to Consider Impact:** Before speaking during tough conversations, Alex should ask himself if what he wants to say is true, kind, and necessary.
2. **Learn from Anger:** Reflect on moments of anger to understand underlying values and lessons.
3. **Leverage Dependability:** Utilize his network for support and diverse perspectives when needed.

Lowest Rated EQ Behaviors:

- Difficulty recognizing his role in creating challenges.
- Reluctance to acknowledge shortcomings.
- Underestimating the impact of his behavior on others.

Strategies for Improvement:

1. **Visit Your Values:** Regularly reflect on core beliefs and recent behaviors to ensure alignment.
2. **Seek Feedback:** Actively solicit and consider feedback from peers to gain a more objective self-view.
3. **Observe Ripple Effects:** Understand and reflect on how his emotions and behaviors influence those around him.

Developmental Areas

Based on Alex Doe's Emotional Intelligence Appraisal, the following three focus areas are recommended for executive coaching to enhance his leadership development:

1. **Enhancing Self-Awareness and Accurate Self-Perception**
 - **Rationale:** Alex scored 74 in self-awareness, indicating he has a good understanding of his emotions but sometimes struggles with aligning his self-perception with reality. Improving this area will help him make more informed decisions and lead more effectively.
 - **Coaching Strategies:**
 - **Regular Reflection Practices:** Encourage Alex to keep a journal where he reflects on his emotional responses to various situations and how these influence his decisions and interactions.
 - **Feedback Mechanisms:** Implement regular 360-degree feedback sessions where Alex can receive constructive insights from peers, subordinates, and superiors to better understand how others perceive him.
 - **Mindfulness Training:** Introduce mindfulness exercises to help Alex become more aware of his emotions in the moment and understand their origins and impacts.
2. **Improving Social Awareness and Empathy**
 - **Rationale:** With a score of 67 in social awareness, Alex needs to improve his ability to understand and empathize with others' emotions. This will enhance his interpersonal relationships and ability to manage a diverse team effectively.
 - **Coaching Strategies:**
 - **Empathy Exercises:** Practice active listening and empathy exercises that focus on understanding and validating others' feelings and perspectives.
 - **Emotional Cues Training:** Provide training on recognizing non-verbal emotional cues, such as body language and facial expressions, to better gauge the emotional states of team members.
 - **Role-Playing Scenarios:** Use role-playing scenarios to simulate challenging social interactions, allowing Alex to practice and develop his social awareness and empathetic responses.
3. **Strengthening Relationship Management Skills**
 - **Rationale:** Alex scored 75 in relationship management, indicating a good foundation but with room for improvement in managing conflicts and fostering deeper connections. Enhancing this skill will help him build stronger, more productive relationships.

- **Coaching Strategies:**
 - **Conflict Resolution Training:** Offer training on conflict resolution techniques to help Alex manage and resolve disputes effectively, ensuring team harmony and productivity.
 - **Building Rapport:** Encourage Alex to invest time in building rapport with team members through regular one-on-one meetings, team-building activities, and open communication channels.
 - **Leadership Communication Skills:** Enhance Alex's communication skills with a focus on clarity, assertiveness, and emotional intelligence, ensuring he can convey his vision and expectations while maintaining positive relationships

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