

LEADERSHIP ASSESSMENT REPORT

Report for: Alex Doe (Example)

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*Report intended for developmental use only.

Overview

This assessment report was conducted to support Alex Doe's leadership development. This report contains the results of behavioral interviews with Alex, as well as several tests administered to gain insight into dimensions of his personality, leadership style, emotional intelligence, and interpersonal relations. This report concludes with a summary of findings and developmental recommendations.

Tests Administered

- WorkPlace Big Five Profile
- Hogan Personality Inventory
- Hogan Development Survey
- Hogan Emotional Intelligence (EQ) Assessment
- Emotional Intelligence Appraisal
- Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B)

Behavioral Observations

For this report, I met with Alex virtually (i.e., over video chat) for two 30-minute interviews. During these times, I asked Alex behaviorally anchored questions, or questions that required him to provide specific examples of his actions, skills, and abilities during given events. In these sessions, I also made note of his language use and nonverbal behavior.

At the start of our interviews, Alex spoke softly but appeared to grow more comfortable as we progressed, relaxing in his chair and speaking more firmly. Often, Alex took lengthy pauses in between the time a question was asked and his response. In nearly all of his responses, Alex spoke to the importance of feeling socially connected to others or motivated by the ability to work in team. This orientation towards sociability and groupwork converges with his quantitative test results. In response to a question regarding a time when he experienced a challenging situation working with others, Alex concluded by saying "while the work of the group suffered, the relationships were mended." Alex demonstrated a strong focus on social relationships.

On three occasions, Alex interjected while I was asking questions. Though these interruptions were enthusiastic and energetic in tone, he came off unconcerned by the interruption as he continued to speak without acknowledgement of it. Additionally, on four separate occasions Alex stated that he "forgot the question" after having spoken to the question posed for some time.

Alex was very open about personal details of his life, sharing experiences from childhood, as well as personal insights from challenging situations. On two occasions, Alex reacted to his own responses in the form of self-talk. First, after stating a response to his experience of correcting a mistake he had made, Alex said to himself "I think that's right." Additionally, in responding to the question of a time when he felt like he was a good leader, Alex told himself "no, wait."

These behaviors lent to an emerging pattern of self-doubt. An observation further underscored as he retold a situation in which he had to make a difficult decision at work, stating that he “felt helpless and on the verge of tears,” and “like [he] could not take the initiative to resolve the situation.”

In addition to his response to the question of when he felt like he was a good leader, he offered an experience in a previous position managing others, stating that he “got things done” and would use “fear” if needed. Looking to gather more detail from this experience, I asked him how he has persuaded others in the past. Alex stated, “through violence, manipulation, and fear.” Though seen to be said under the guise of sarcasm, such words were used in response to multiple other questions.

Personality

The WorkPlace Big Five Profile was administered to provide insight into Alex’s personality structure and overall emotional and behavioral style. The WorkPlace Big Five Profile assesses personality against five dimensions; need for stability, extraversion, originality, accommodation, and consolidation. This self-report measure reflects the degree to which Alex personally identifies with these dimensions.

Alex reports to respond to stress in a reactive manner, such that his attentive response may elicit greater feelings of anxiousness and worry that would require him more time to recover before resuming work tasks. Alex also shows a high level of intensity and concern that can translate to a greater frequency of experiencing anger and worry.

With a generally more extraverted disposition, Alex prefers to be around others and lead others. Being around others gives Alex an opportunity to demonstrate his warmth, sociability, and team-orientation. Moreover, Alex is likely to derive a sense of energy through lively interaction with others. However, his natural tendency to be social and talkative may compromise his ability to listen deeply to others and lead him to dominate conversations.

Alex maintains a balanced approach when it comes to his openness for new experiences and ways of doing things. He appreciates innovative ideas as equally as ideas that are efficient. Alex demonstrates a preference to be attentive to details.

A strong dimension of his personality, Alex is bold in stating his perspective and welcomes debate and exchanges of thought. While his expressiveness generally comes from a desire to provoke deep reflection and careful consideration, his approach can be seen as hostile and self-focused. This is noted in the subscales of the accommodation dimension, which show his propensity to be more interested in his needs and to openly express his opinion. Finally, Alex shows to be balanced in his work demands and personal needs. This can be further understood when noting that he maintains a high preference for organization, planning, and a need to achieve, yet easily shifts between on-going tasks before completing any of them.

Performance and Leadership

Alex completed both the Hogan Personality Inventory (HPI) and Hogan Development Survey (HDS). Both assessments are reputation-based, meaning results represent how Alex is likely seen or described by others. The HPI describes Alex's strengths and developmental needs, while the HDS provides insight into Alex's behaviors that could undermine or inhibit his performance.

The HPI revealed that Alex is highly inquisitive, sociable, and ambitious. Alex appears to possess an innate curiosity and appetite for new technology, processes, and ways of thinking. He also shows to be socially self-confident with others that he knows, as well as strangers. With this combination he tends to be very active in a group setting and comfortable establishing his perspective and leading group behaviors. However, his intensity can make those less experienced or those who are lower performing, timid. Alex's focus as a leader is largely dependent on how competent he deems those with whom he is working. If his team appears competent, he is more likely to take a people-oriented approach. If his team appears less competent, he can become increasingly task oriented. The intensity Alex brings to his work can also translate into a tendency to be self-doubting, such that he is reluctant to let go of his mistakes and tends to personalize criticism.

The HDS showed that Alex is highly imaginative, colorful, mischievous, skeptical, and excitable. Dimensions of this assessment suggest that Alex is susceptible to overextending his enthusiasm in work to the point that he appears volatile and moody. He can also become easily disappointed when committing himself to work that others are not equally committed to. With a keen sense of social dynamics and group politics, Alex is alert to signs of betrayal and even has an expectation of mistreatment, which may lead him to misread social interactions or push people away. Alex maintains a high level of imagination, which leads to his often-playful disposition. However, his imagination and novel thinking can lead him to change focus quickly and be challenging to follow or understand. Colorful, Alex tends to move fluidly through social settings, but can, at times, dominate social situations and seek attention. On par with other facets of his intensity, Alex enjoys testing limits and is excited by variety.

Emotional Intelligence

Looking at how Alex understands and uses his emotions and the emotions of others, he was administered the Hogan EQ assessment and the Emotional Intelligence Appraisal. Alex scored "Low" on emotional intelligence based on the Hogan EQ assessment and "Above Average" on the Emotional Intelligence Appraisal. These contrasting findings become clearer when considering that the former assessment is reputation-based and the latter is identity based, or self-identifying. Thus, it can be understood that while others may perceive Alex to have a lower degree of emotional intelligence, he perceives himself to have above average emotional intelligence.

Alex is bold and assertive. This finding was indicated in the Hogan EQ assessment, as well as seen in his behavioral interviews. He is unafraid to speak his mind, willing to deal with conflict directly, and less concerned with making a positive impression on others than with expressing his authentic self. While his boldness and authenticity can be points of admiration, Alex should be aware that he may be seen by others as unconcerned about their feelings, unable to hide his own negative feelings, and independent to the point of stubbornness.

Interpersonal Relations

Alex completed the Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B) assessment, which provided insight into how he tends to orient towards interpersonal relationships. The FIRO-B assesses what an individual wants and what an individual expresses interpersonally as measured by inclusion, control, and affection.

Overall, Alex has high interpersonal needs. He perceives that other people and human interaction can help him attain his goals and achieve personal satisfaction. Alex's highest total need is for inclusion, such that he seeks to include others and likes to be included, enjoys the opportunity to provide input, and sees little distinction between work and social gatherings.

Professionally, Alex would likely be more satisfied in work that allows for plenty of interaction with others and an organization that includes employees in decision making processes. Further, he may prefer an organization that takes a personal interest in employees and provides a home away from home atmosphere. Finally, Alex may enjoy work that offers general guidelines for performance but allows for the flexibility to deal with exceptions.

Summary

Alex is highly expressive and socially oriented. His boldness in asserting his perspective and creative thinking can motivate and stimulate individual and group activity. His impassioned stances, though often well-intended, may lead others to believe he is more concerned with the expression of his thoughts, than with hearing their thoughts. Alex clearly enjoys being around others and has a desire to connect deeply with them, leveraging his openness, warmth, and playfulness to build tightknit relationships.

Recommendations

Based on the information presented in this report, the following recommendations are tailored to support Alex's leadership development.

Listening – Alex's energy during exchanges can lead him to miss what others say or respond in such a way that does not leave his fellow conversational partners feeling heard. As he holds a desire to connect deeply with others, refining his listening will ensure his social needs are met and his working relationships are strengthened.

- **Action option 1:** Paraphrase back to your conversation partners what they said to ensure clarity and demonstrate that they were heard.
- **Action option 2:** After providing a response to someone's questions, ensure that you offered a useful and relevant response by asking "Does that answer your question?" or "Would it be helpful for me to elaborate further?"

Composure – Alex demonstrates a tendency to be reactive to situations and conversations and more easily overwhelmed by tasks.

- **Action option 1:** Impulse control can be increased by holding back your first response choice, and only expressing yourself once you have thought of a second and third response option. This thought exercise will allow you the time needed to level out any high response impulses.
- **Action option 2:** Do not make criticism personal. At work, task pressures and organizational expectations inform most employees behaviors. Seldom are criticism or critiques directed at you as a person. Rather such critiques are made to flesh out expectations and find alignment with organizational needs. To gain clarity on this in the moment, ask questions to better understand any resistance to your contribution and gain insight into what others find important.

Action Orientation – From Alex's behavioral interviews emerged a pattern of self-doubt. While bold in stating his perspective, he recounted multiple occasions where he was reluctant to act. This was often do to an overly methodical and planned approach.

- **Action option 1:** Curb your need for certainty and reassurance. Developing an internal sense of direction for work will be critical to your professional development and performance. To help, make note of all the reasons you should be confident in your ability to set your own course of action. For example, you are more educated than most in the subject area and have successfully completed similar projects in the past.
- **Action option 2:** Balance thought and action. You are unlikely to ever have 100% of the data you need to make a decision, however, you must identify how much information you do need to make a reasonable decision. This can in part be done by making a pros and cons list, noting a pro for each con associated with an intended course of action.

Assessment Values Summary

Workplace Big Five

Dimension	Score
Need for stability (Reactive)	59
Extraversion (Extravert)	57
Originality (Moderate)	55
Accommodation (Challenger)	31
Consolidation (Balanced)	51

Leadership Forecast - Potential

Dimension	Degree	%
Adjustment	Low	1
Ambition	High	73
Sociability	High	89
Interpersonal sense.	Low	22
Prudence	Low	3
Inquisitive	High	91
Learning approach	Average	36

Leadership Forecast - Challenge

Dimension	Degree (risk)	%
Excitable	High	92
Skeptical	High	92
Cautious	No risk	28
Reserved	No risk	23
Leisurely	Low	43
Bold	Moderate	74
Mischievous	High	95
Colorful	High	99
Imaginative	High	100
Diligent	Low	52
Dutiful	Low	53

Hogan Emotional Intelligence (EQ)

Dimension	Degree	Score
Awareness	Low	23
Detection	Low	9
Regulation	Low	0
Influence	Low	3
Expression	Low	1
Empathy	Low	0
Total EQ	Low	6/100

Emotional Intelligence Appraisal (TalentSmart)

Dimension	Degree	Score
Personal competence	Average	77
Self-awareness	Above average	82
Self-mgmt.	Average	71
Social competence	Above average	87
Social awareness	Above average	90
Relationship mgmt.	Above average	83
Total EQ	Above average	82/100

FIRO-B

	Inclusion	Control	Affection	Total
E	9	9	8	26
W	9	3	9	21
Total	18	12	17	47

E = Expressed, W = Wanted