

WORK PERSONALITY®  
INDEX

# Leadership Potential

User's Manual

 Psychometrics

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## INTRODUCTION

### THE CURRENT STATE OF LEADERSHIP POTENTIAL

A critical component for any organization is a strong leadership team. However, the leaders in an organization today will not be those who will lead in the future. Many organizations are left with the question “How do we fill this role?” Successful organizations seek to identify their future leaders from their current individual contributors, and will help them develop the necessary leadership skills. Not only does this training provide the organization with benefits in the future, it also helps these individuals contribute more in the short-term (e.g., build better relationships internally and externally, bring new ideas to the table that can help improve the organization, provide a source of motivation and engagement for the high potential).

However, the criteria used to identify leadership potential is subjective in nature. In many cases, current leaders look for those who are most like them. In other cases, they apply subjective evaluations (e.g., performance evaluations from managers) or abstract criteria (e.g., they're humble, they communicate well with the leadership team, they are loyal to the organization). While many organizations try to quantify these evaluations, they lack an objective perspective.

### THE NEED FOR EFFECTIVE LEADERSHIP POTENTIAL IDENTIFICATION AND DEVELOPMENT

When asked to define the qualities needed for an effective leader, many organizations produce traits that are vague or even mysterious. This is completely understandable, as leadership qualities are often hard to identify. Sometimes, it seems leaders have an undefinable quality about them. In response to this challenge, many organizations have tried to fit candidates to various models based on subjective evaluation. However, the belief that the best future leaders will be those who fit these frameworks can be a costly mistake.

Effective leadership potential identification begins with understanding the traits and skills that a leader will need within the organization. Many of these qualities may differ from company to company.

After understanding the qualities that a leader needs within the unique environment, candidates can be identified by objectively measuring their workplace traits and preferences. Each individual will have strengths that they can harness in a leadership role, as well as areas where they can develop to be a more effective leader. Organizations can develop their best future leaders by treating candidates as individuals, understanding where they currently are and identifying how they need to develop.

### EFFECTIVE LEADERSHIP STARTS WITH SELF-AWARENESS

Self-awareness is often cited as one of the key factors towards becoming a great leader. Successful leaders understand themselves and those around them, allowing them to manage relationships, influence behaviours, manage conflict, lead change and make better decisions.

Self-awareness development is most effective when based on an objective measure of an individual's traits, as this will identify the individual's strengths and development needs when preparing for a leadership role. Incorporating these measured preferences into their development plan will help the candidate realize their full potential as a leader.

## THE WORK PERSONALITY INDEX® LEADERSHIP POTENTIAL REPORT

The Work Personality Index Leadership Potential Report is an objective measure of an individual's traits and preferences that will influence their performance as a leader. Identifying, understanding and developing these qualities will help create the most effective future leaders.

The Work Personality Index® Leadership Potential report measures and describes 21 key traits of an individual's style that will influence their performance as a leader.

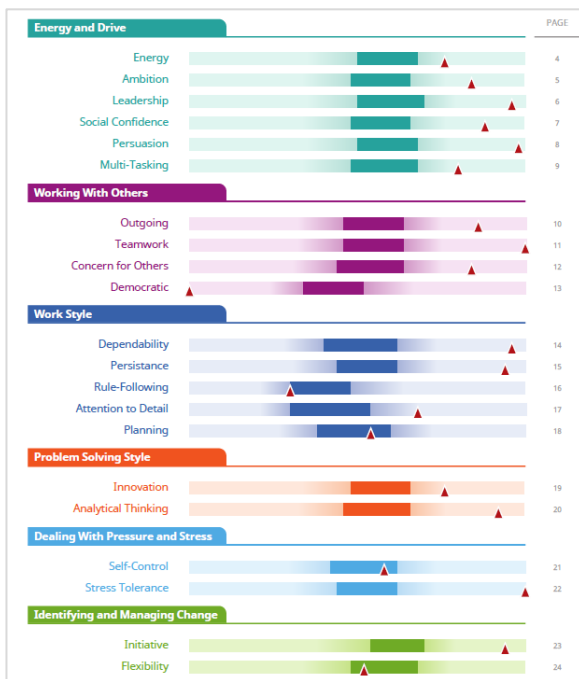
## THE LEADERSHIP SAMPLE AND THE LEADERSHIP RANGE

In order to create the Leadership Range mentioned above, a sample of Senior Leaders was compiled. 712 Directors, Executives (e.g., Vice Presidents, Senior Vice Presidents) and Top Executives (e.g., C-levels, Presidents) were included in this sample. Demographics of the sample can be found in Appendix A.

The Leadership Range was constructed by determining the average score and the standard deviation. The Leadership Range for each scale consists of a half standard deviation above and below the average, to ensure that candidates are being compared with the traits shown by the majority of the leaders in the sample.

## USING THE LEADERSHIP POTENTIAL REPORT FOR SELECTION

One potential use for the Leadership Potential Report is to assist during the identification phase of a leadership potential program. This report is designed to bring objective, data-driven information about a candidate’s leadership strengths and weaknesses, which can help to explore questions such as “Does this person have the qualities that we need for the role?” and “Does this person have the qualities that suit the organization?”



In order to tune your identification process and integrate the Leadership Potential Report, we recommend that you consider the following:

- Out of the 21 scales in the Work Personality Index model, which of these are the most relevant for your organization? Common considerations for succession programs include the candidate’s performance, their drive and their ability to connect with others to build relationships. However, remember you’re not trying to develop someone for their own career growth, you’re trying to develop someone who can lead the organization.
- Review whether or not each candidate is performing well in these areas. You can use the Leadership Range to see how their style may match or stray from other leaders.
- Consider how you can help coach or train the candidate in areas where they may need development. It’s uncommon to find candidates who are a perfect fit for leadership, and all candidates can benefit from leadership development. Is the candidate outside of the Leadership Range in any of the important scales? Refer to the individual scale pages to see how you can help the individual develop.

## USING THE LEADERSHIP POTENTIAL REPORT FOR DEVELOPMENT

After harnessing the information during the identification or selection process, the Leadership Potential Report can be used to guide or support a development plan for the candidates. Below are some highlights and options for doing so.

In order to better help further coaching efforts while using the Work Personality Index Leadership Potential Report, the Leadership Range is presented for each scale. This allows coaches and trainers to compare the candidate’s scores to Senior Leaders. This will help the candidate understand how they are more similar to other leaders and how they differ.

There are two topics that will help candidates get the most out of debrief session: Their “Strengths to Harness” and “Areas for Development”. Page 3 of the report contains a starting point for this information.

### Strengths to Harness

**Planning**  
You thrive in environments where you can plan for important goals, but are able to adapt the plan as needed.

**Self-Control**  
Being authentic and diplomatic is a strength that you can harness.

**Flexibility**  
You prefer a balance of routine and variety in your day-to-day tasks.

▶ See **PAGE 18** for the implications of this result, as well as ways to harness these strengths.

▶ See **PAGE 21** for the implications of this result, as well as ways to harness these strengths.

▶ See **PAGE 24** for the implications of this result, as well as ways to harness these strengths.

Where is the candidate most similar to other leaders? (Strengths to Harness)

- This section provides the three scales where the candidate is most like the Leadership Sample. Based on this information, the presented scales have been identified as the strengths that the candidate can harness to refine their leadership capabilities. For detailed feedback around each scale, please see the corresponding page highlighted to the right of the page.

### Key Development Areas

**Stress Tolerance**  
You can manage stress better than most. Keep in mind that what you find exciting, others might find nerve-wracking.

**Democratic**  
Consider how your independent approach may cause you to overlook input from others.

**Teamwork**  
Consider how you can operate with greater independence.

▶ See **PAGE 22** for the implications of this result, as well as developmental strategies.

▶ See **PAGE 13** for the implications of this result, as well as developmental strategies.

▶ See **PAGE 11** for the implications of this result, as well as developmental strategies.

Where is the candidate most different from leaders? (Areas for Development)

- This section provides the three scales where the candidate is least like the Leadership Sample. Based on this information, the presented scales have been identified as the best traits to develop in order to strengthen their leadership capabilities. For detailed feedback around each scale, please see the corresponding page highlighted to the right of the page.

Of course, these comparisons are not meant to be seen as the sole consideration when determining leadership potential. Individual organizations may have different needs within their leadership roles, and these needs should be considered when developing coaching and training programs for future leaders. Additionally, leaders can still be successful without fitting perfectly into the Leadership Range.

### Concern for Others

**Emotionally perceptive, understanding, and tactful**

**Quick to assist others in need**

**Show a great deal of empathy and compassion when supporting others**

**Consider the impact of decisions on people**

**Your Strengths**

- Building and maintaining supportive work relationships
- Identifying the impact decisions will have on people
- Interpersonal sensitivity and acceptance of others

**Potential Derailers**

- Not dealing with conflict
- Having to make difficult people decisions where no matter how much you try, you cannot minimize the negative impact
- Maintaining an impartial and objective approach to people-related challenges

**Enhancing Your Leadership**

- When making a decision, you may give too much weight to the feelings of others. Is it worthwhile to approach the decision from a more objective standpoint, or involve someone who is detached from the issue?
- Share tough feedback and provide critiques to others - they need this to grow. By softening your responses to spare their feelings, you may be withholding valuable advice and learning opportunities.

### Stress Tolerance

**Able to cope with many demands and tolerate stress very well**

**Remain relaxed when under extreme pressure or facing difficult challenges**

**Respond constructively to problems and do not take criticism personally**

**Your Strengths**

- Stress tolerance and resiliency
- Remaining calm in tense situations
- Constructive use of criticism

**Potential Derailers**

- Getting bored quickly with tasks that pose little challenge
- Not appreciating the anxiety or emotional turmoil that others may be feeling

**Enhancing Your Leadership**

- What you find exciting and engaging, others may find stressful and difficult. Recognize that others may not be able to deal with stress as effectively as you can. How can you provide support to these individuals, especially when they are in a difficult situation?
- When faced with a task that you find routine and repetitive, could you delegate this work? Could you then take on some of the tasks that your team finds stressful and difficult, but you find engaging?

APPDENIX A – LEADERSHIP SAMPLE DEMOGRAPHICS

