

CPI 260®
CLIENT
FEEDBACK
REPORT

DEVELOPED BY HARRISON G. GOUGH, Ph.D., AND PAMELA BRADLEY, Ph.D.



Report prepared for

J. SAMPLE

June 17, 2026



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This report is based on your answers to the CPI 260® instrument. It includes information about your approach to life, how you see yourself, and how you compare to others on characteristics that are important at work and in everyday living. The goal of the report is to provide as accurate a picture as possible, one that will help you to understand yourself and to achieve your own personal objectives.

YOUR APPROACH TO THE INSTRUMENT

There are certain ways in which most people respond to the instrument. For example, most people answer all or nearly all of the questions and also acknowledge at least a few personal problems and worries. Departures from general tendencies like these can affect the validity of the information presented below. For this reason, your responses are first screened for indications of unusual trends.

No indication of anything unusual was found.

THREE BASIC ORIENTATIONS

Interpretation of the CPI 260 instrument begins with three basic orientations:

1. Toward other people and interpersonal experience
2. Toward conventional rules and values
3. Toward one's inner feelings

The first two orientations are expressed in observable behavior. The third deals with feelings of self-realization and level of satisfaction. Each of these orientations is assessed by a separate measure.

On the first measure, implications range from a liking for social participation, pleasure in the company of others, and an active interpersonal style at one pole, to a desire for privacy and a reserved and quiet social manner at the other. The second goes from rule-testing and even rule-breaking behavior at one end, to rule-respecting and even conformist behavior at the other. The third measure shows how you feel about yourself and how sure or unsure you are about your ability to cope with the problems and opportunities you encounter in your own life.

FOUR WAYS OF LIVING

Scores on the first two measures, when considered together, define four ways of living or lifestyles, as indicated below:

The **IMPLEMENTER LIFESTYLE** includes people who are interpersonally active and comfortable with social rules. *Implementers* step forward, take part, and do not hesitate to act. They believe that social rules are proper and should be obeyed. They are ambitious, goal-directed, strong in leadership potential, and well-organized.

At their best, *Implementers* can be charismatic leaders and initiators of constructive endeavors. At their worst, they can be opportunistic, manipulative, and hostile toward those who behave in rule-violating ways.

The **SUPPORTER LIFESTYLE** includes people who are reserved in their behavior and supportive of social norms. *Supporters* are caring, conscientious, patient, and well-organized. They value and protect their internal, private feelings, avoiding public display or disclosure. Their role is to preserve values and humanize the ways in which social rules are enforced.

At their best, *Supporters* can be inspirational models of goodness, virtue, and tolerance. At their worst, they may be self-denying, lacking in self-esteem and confidence.

The **INNOVATOR LIFESTYLE** includes people who are interpersonally active, but who see flaws and even absurdities in the way many things are done. *Innovators* are imaginative and often creative in their work. Their values are personal, not traditional or conventional.

At their best, *Innovators* are insightful creators of new ideas, new products, and new social forms. At their worst, they are rebellious, intolerant, self-indulgent, and disruptive.

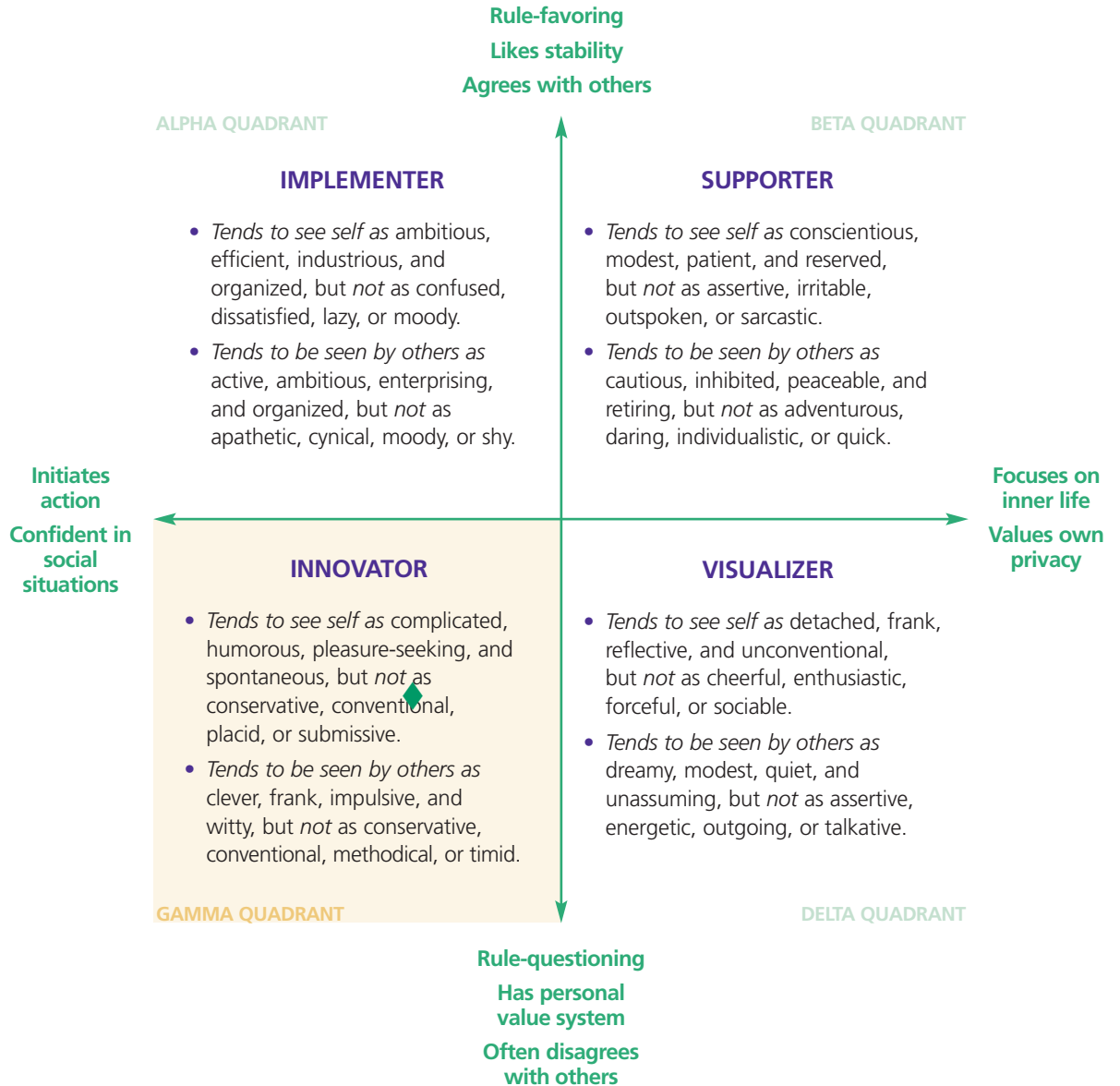
The **VISUALIZER LIFESTYLE** includes people who value their own privacy and who see many of society's conventions as arbitrary and unduly restrictive. *Visualizers* are reflective and nonconforming. They see things differently from others, but for the most part keep these perspectives private. They are most comfortable working alone in fields such as the arts and abstract sciences.

At their best, *Visualizers* are imaginative, are aesthetically perceptive, and have a rich inner life. At their worst, they feel fragmented, alienated from others, and internally in conflict.

In the general population, approximately 25 percent of the people are classified in each of the four ways of living.

LIFESTYLE DIAGRAM

The following diagram gives specific information as to how persons in each lifestyle see themselves and as to how they are viewed by others. The diagram also shows how the interpersonal and norm-favoring orientations are combined to define the four ways of living. Your answers to the instrument place you in the Gamma quadrant, where the basic lifestyle is that of the *Innovator*. The plotting of your lifestyle score is shown by the diamond in that quadrant.



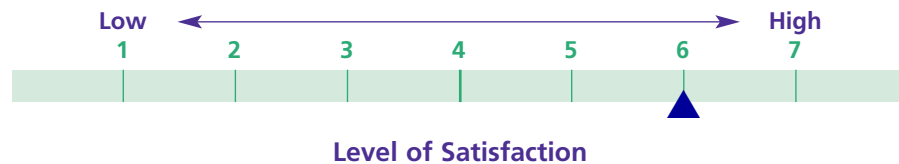
YOUR LIFESTYLE

Innovators have strong, individualized systems of values, and tend to be critical of ordinary, conventional beliefs. They are self-confident and persuasive in presenting their own ideas.

Innovators want things to change and to improve and at their best are capable of creative thinking about new products and new ways of doing things. When under stress or functioning poorly, *Innovators* can be rebellious, self-indulgent, and prone to rule-breaking behavior.

LEVEL OF SATISFACTION

The third basic theme of this instrument pertains to one's sense of satisfaction in living and feelings of self-realization or fulfillment. Those who rank low on this measure tend to be dissatisfied with their current status and feel that their potentialities are not being fulfilled or realized. Those who score high tend to feel that they are living up to their own potentialities and also that they can cope effectively with the demands of living. Your score on this dimension is indicated by the blue triangle on the line below.



This score suggests that you are fairly well satisfied with your current circumstances and with your lifestyle.

The information above gives an overview of your way of living and of broad, general trends in your personal style. In the next section, more detailed and specific information will be presented.

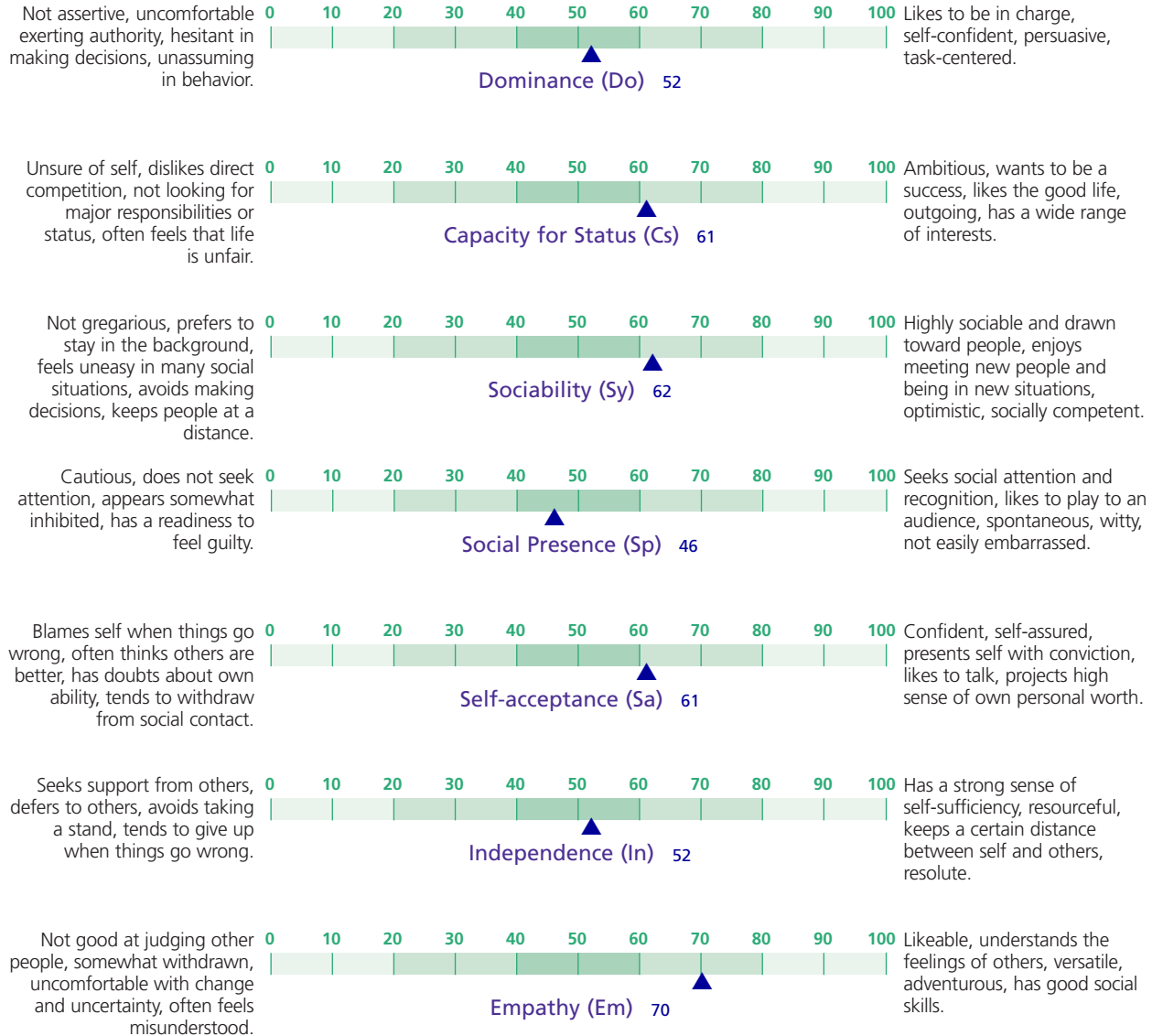
DETAILED RESULTS

In this section, your scores on 26 separate measures are reported, grouped into five broad categories:

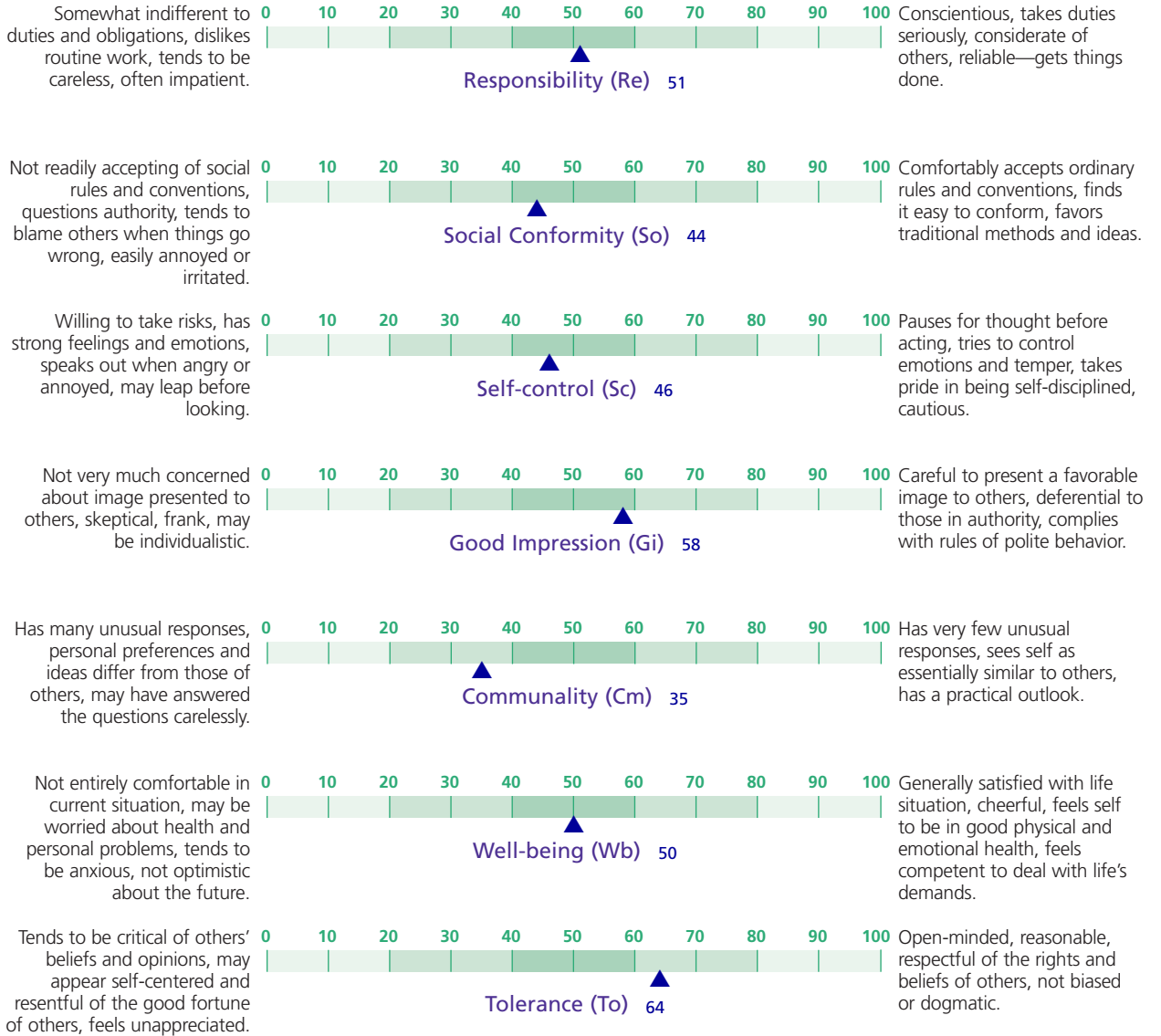
1. Dealing with others
2. Self-management
3. Motivations and thinking style
4. Personal characteristics
5. Work-related measures

Scores are reported in standardized form, based on a norm sample of 6,000 persons (3,000 men, 3,000 women). For each scale, 50 is the norm-based midpoint. The lower the score, the more relevant the comments to the left of the graph will be; the higher the score, the more relevant those to the right of the graph will be.

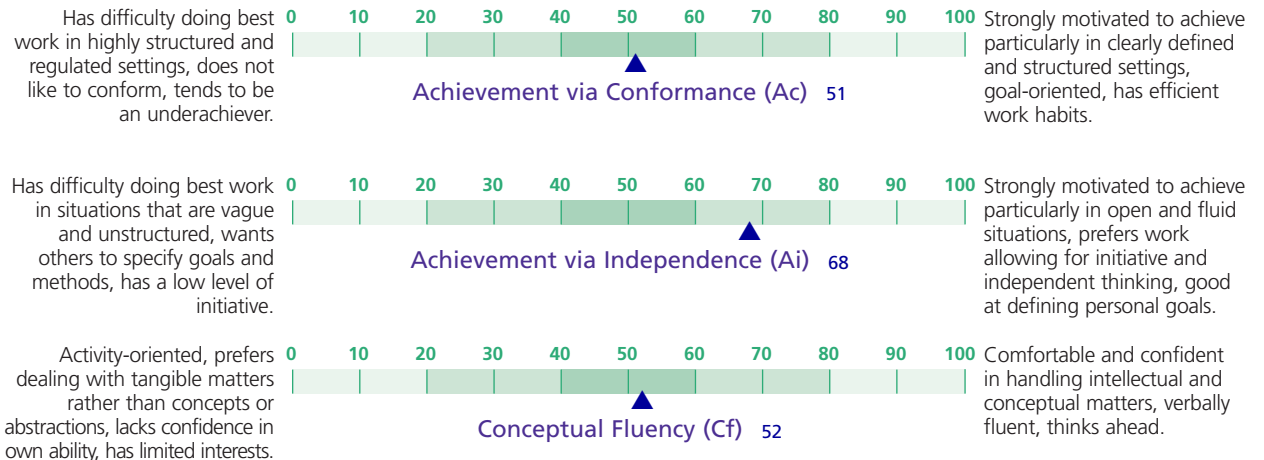
DEALING WITH OTHERS



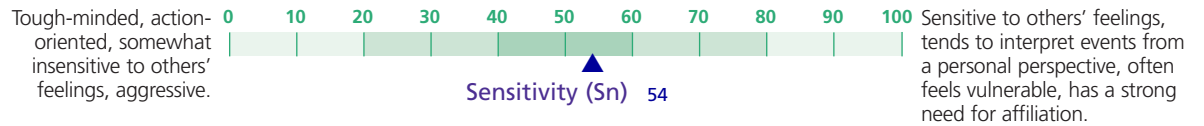
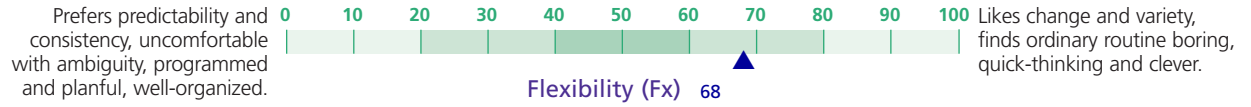
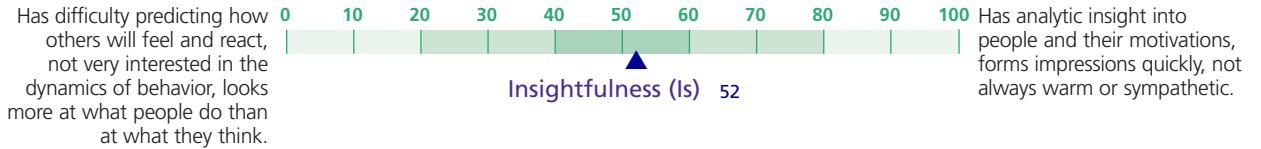
SELF-MANAGEMENT



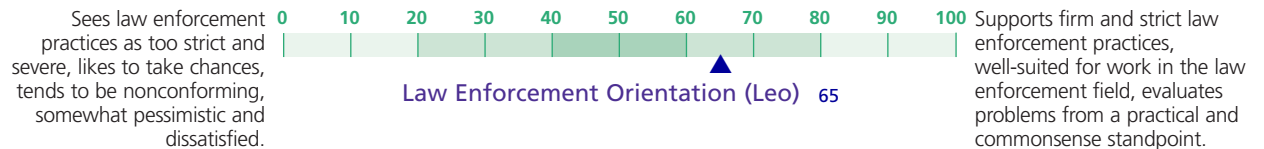
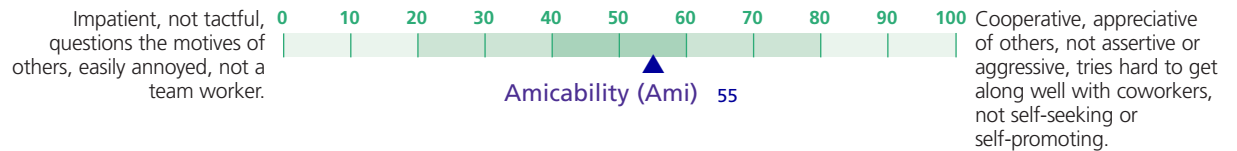
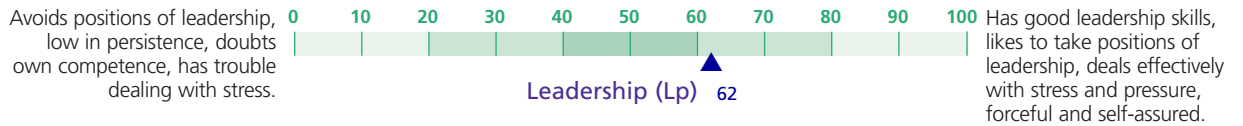
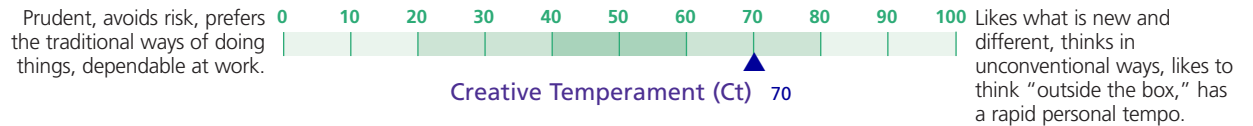
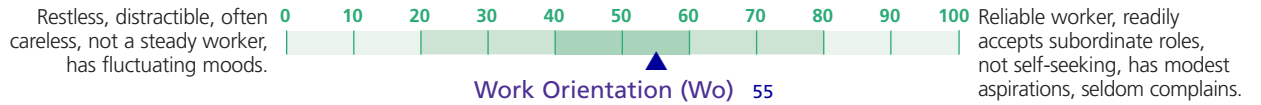
MOTIVATIONS AND THINKING STYLE



PERSONAL CHARACTERISTICS



WORK-RELATED MEASURES



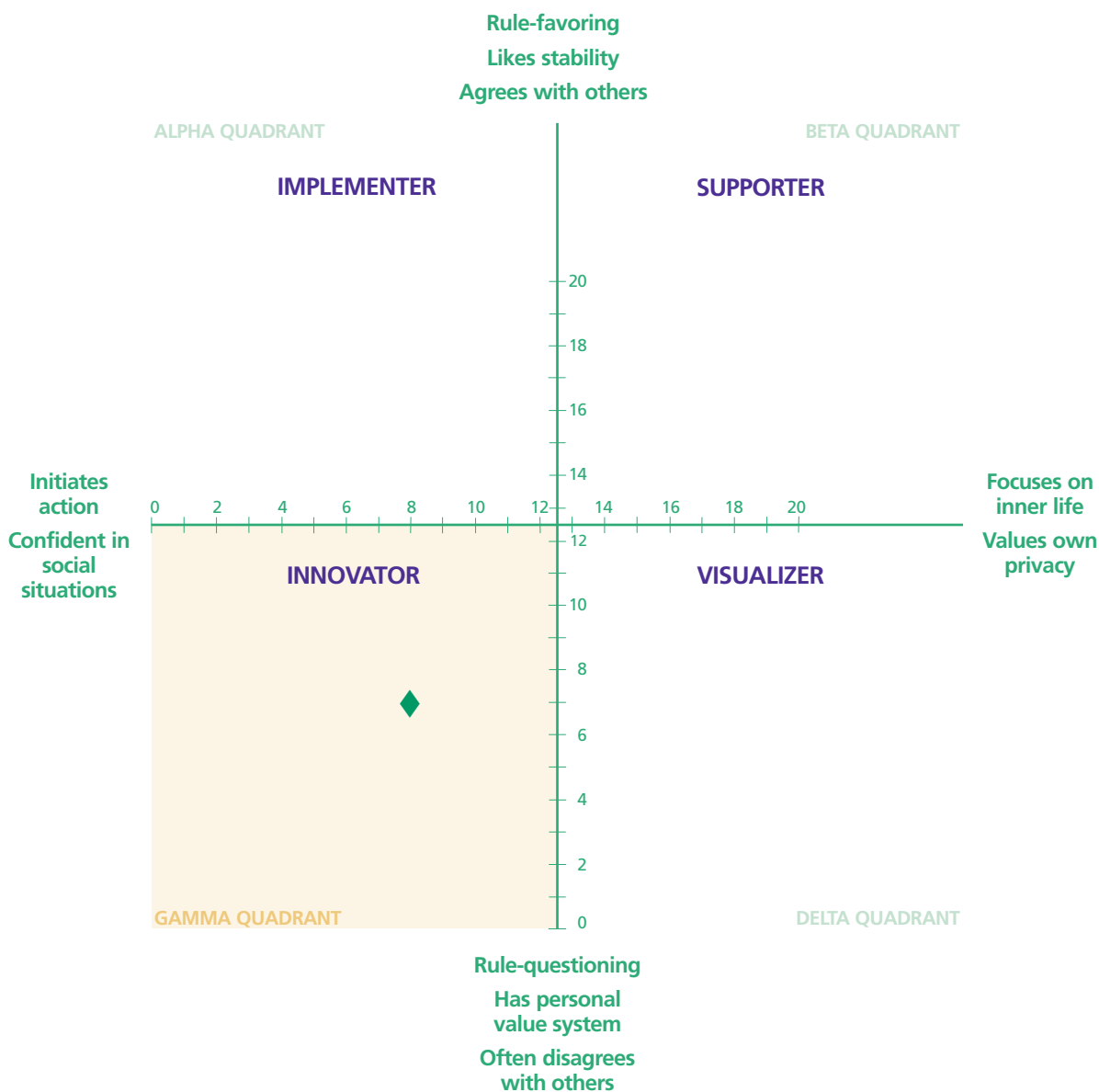
RECOGNIZING YOUR PERSONAL PERSPECTIVE

Psychological measurements are always approximations and estimates, not precise indicators. Because of this margin of uncertainty, you should use your own judgment as you review your results on this instrument. The report suggests what higher and lower scores on each scale signify about your temperament and behavior, but these remarks must be viewed in the context of what you know about yourself. Of course, there would be no reason to take the inventory if nothing new or unanticipated turned up. The goal of this report is to give a balanced, true-to-life picture to help you in gaining a better understanding of yourself. If anything in the report seems strange or incorrect, you should discuss these matters with the person who arranged for you to take the CPI 260 instrument.



LIFESTYLE DIAGRAM SUPPLEMENT

The Lifestyle diagram plots the respondent's scores on two measures of the CPI 260® instrument. On the first measure, vector 1, lower scores indicate that the respondent tends to be more self-confident, sociable, and gregarious, while higher scores on this measure suggest that the respondent is more detached and protective of his or her privacy. On the second, vector 2, lower scores indicate that the respondent is more adventurous, unconventional, and independent, whereas higher scores indicate a respondent who is more rule oriented, conscientious, and cautious. The intersection of these two vectors creates four quadrants, or lifestyles, into which the respondent's scores can be plotted. The scores for the vectors are in raw score units ranging from 0 to 20, while most other measures on the CPI 260 are reported in standardized scores, ranging from 0 to 100.



CPI 260®
COACHING
REPORT for
LEADERS

DEVELOPED BY SAM MANOOGIAN

IN CONSULTATION WITH
HARRISON GOUGH • ROBERT DEVINE • DAVID DONNAY



Report prepared for

J. SAMPLE

June 17, 2026



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UNDERSTANDING YOUR REPORT

This report will help you better understand your preferences, attitudes, and behaviors in key dimensions of management and leadership. It will help you capitalize on your strengths, target areas for further development, set goals, and plan action steps. It is intended for your use and should not be considered a selection or placement tool.

This report is based on an instrument that has been used and validated in a wide variety of management and leadership development programs. Empirical research extending over five decades demonstrates that a person's responses to the instrument—when taken all together—are highly predictive of managerial competencies as determined by independent observers. Your responses have been compared to the responses of a large group of managers and executives, male and female. It is a group of experienced and by many standards successful individuals who are on track for continued success and career advancement.*

WHAT INFORMATION DOES MY REPORT INCLUDE?

In addition to this introductory section, your report contains three sections: Your Leadership Characteristics, the Snapshot page, and Next Steps.

YOUR LEADERSHIP CHARACTERISTICS is the heart of the report. For each Leadership Characteristic, we compare your results on key measures with those of the comparison group of managers and executives. Based on this comparison, the report analyzes your strengths and developmental needs and, where appropriate, offers a *suggested action step* you can take to gather more information or develop a new behavior. Suggested action steps may propose ways to further develop strengths as well as address developmental needs. Not all Leadership Characteristics will have action steps related to them.

The Leadership Characteristics are organized into the following core performance areas:

1. SELF-MANAGEMENT
2. ORGANIZATIONAL CAPABILITIES
3. TEAM BUILDING AND TEAMWORK
4. PROBLEM SOLVING
5. SUSTAINING THE VISION

Management and leadership are increasingly complex endeavors, requiring an evolving repertoire of competencies and behaviors. The five core performance areas are not exhaustive but are key indicators of managerial success. While they do not form a rigid hierarchy, competence in one core performance area does tend to underlie effectiveness in the next. They are arranged in this report from the most basic level (Self-Management) to the highest level (Sustaining the Vision).

The SNAPSHOT page offers a quick overview of your results.

The NEXT STEPS section offers advice on planning your next steps in leadership development.

* This report is based on data collected at the Center for Creative Leadership® (CCL®). The data are from more than 5,600 workshop participants enrolled in CCL's Leadership Development Program from 1995 to 1996. Center for Creative Leadership and CCL are registered trademarks owned by the Center for Creative Leadership.

WHAT DO THE ICONS MEAN?

In addition to providing comments for each Leadership Characteristic, your Coaching Report for Leaders offers at-a-glance guidance for prioritizing your developmental efforts:



CHECK THESE OFF AS YOUR STRENGTHS

A **Check Mark** indicates a strength in that your preferences, attitudes, and behaviors on that Leadership Characteristic *compare favorably* to those of the reference group of managers and executives who are generally on track for continued advancement. For *most* people, in *most* situations, the attitudes and behaviors indicated will contribute to effectiveness and be perceived by others as contributing to a strength. These are areas in which you are probably comfortable and in which you perform effectively.



TAKE A CLOSE LOOK AT THESE POTENTIAL DEVELOPMENTAL NEEDS

A **Magnifying Glass** suggests that you should look closely at the Leadership Characteristic: It may represent a developmental need for you in that your preferences, attitudes, and behaviors seem to *contrast* somewhat unfavorably with those of the comparison group. For *most* people, in *most* situations, the attitudes and behaviors indicated will hamper effectiveness and be perceived negatively by others.



EXAMINE WHETHER THESE WORK TO YOUR ADVANTAGE OR DISADVANTAGE

An **Arrows** symbol indicates simply that your preferences, attitudes, and behaviors in that Leadership Characteristic *differ* from those of the comparison group. This difference may represent *either* a strength *or* a potential developmental need, depending on your functional area, your role in the organization, and your organizational culture. You may want to assess whether your behavior in this area works to your advantage or disadvantage.

HOW DO I GET THE MOST OUT OF MY REPORT?

As you examine your Coaching Report for Leaders, keep the following points in mind:

1. Keep your own role and situation at the forefront. What the report characterizes as strengths and limitations is not absolute. An asset in one job, level of management, or organization might be a liability in others.
2. Pay as much attention to your strengths as to possible developmental areas. After all, you have achieved your current position because of your strengths.
3. Remember, above all, that you are the ultimate expert—the only one who can verify these results. This report cannot describe every nuance of your style or capture every competency relevant to your success in your job.

YOUR LEADERSHIP CHARACTERISTICS

SELF-MANAGEMENT

Effective leaders are first of all effective in managing themselves—their time, their focus of attention, and their emotions. They know their strengths and weaknesses, their habits of thought and biases, their likes and dislikes.



1. SELF-AWARENESS

Because they are able to monitor and manage their own feelings and their effect on others, successful leaders can respond to people and events in an authentic, appropriate, and genuine manner.

- Like other effective leaders, you are generally secure with yourself; you are likely to be in touch with and accepting of who you are and can respond authentically to people, events, and situations.
- More so than other leaders, you tend to be sensitive to the needs and feelings of other people, with an unusually well developed capacity to understand them intuitively. You can be highly effective in social and interpersonal interactions, and others find it easy to work with you.
- Your sensitivity to others may affect your ability to maintain objectivity in handling people problems and applying objective measures of work performance. Others may experience you as inconsistent or playing favorites even though you are only trying to take into account each person's different circumstances.
- **SUGGESTED ACTION STEP:** If you find yourself serving as a counselor to others, objectively assess whether this is adversely affecting your ability to function in your role as leader.



2. SELF-CONTROL

Effective leaders are disciplined and think before acting. Their self-control may come at the expense of some spontaneity and the free expression of feelings and emotional reactions, but it does not mean they are overly reserved or inflexible. See also *4. Use of Power and Authority*.

- You may be an effective turnaround or change agent; you may be effective in working around organizational bottlenecks and administrative bureaucracy.
- Others may see you as self-centered and insufficiently attentive or responsive to the needs, feelings, and agendas of coworkers; further, you may be seen by others as careless and unconcerned about deadlines, details, and commitments.
- There may be significant gaps between your current interests, skills, and abilities and the interpersonal style and behaviors of most other successful executives and managers, as well as the demands and expectations of most organizations.
- **SUGGESTED ACTION STEP:** You can improve your overall effectiveness by learning to act and express your emotions with more regard for the effect they have on the perceptions, reactions, and resistance of other people and the organization.



3. RESILIENCE

Leaders who succeed are able to manage stress, bounce back from frustration and setbacks, and devote time to important areas of life outside work. They are realistically optimistic and show a healthy degree of independence and self-reliance.

- Like other effective leaders, you generally have displayed a confident and mostly optimistic approach to work and working with others; you tend to recover quickly from setbacks and persist even in the face of adversity and roadblocks.
- However, your current physical and emotional resources appear to be depleted for some reason; you seem to have low levels of energy, interest, or engagement. It is possible that you are feeling the effects of excessive pressure, such that worries and doubts are distracting you and draining your energy.
- **SUGGESTED ACTION STEP:** Evaluate your current health, work-life balance, and potential for burnout; if appropriate, consider working with your Human Resources department to identify and correct the causes of your low energy and high stress.

ORGANIZATIONAL CAPABILITIES

An important requirement for effective leadership is skill in handling the roles, rules, and structures of organizational life: using power and authority appropriately, working within a framework of policies and established procedures, holding others (and oneself) accountable, making tough decisions, and the like.



4. USE OF POWER AND AUTHORITY

Effective leaders exercise formal and informal power, influence, and authority without overwhelming coworkers. They adapt the style and intensity of their leadership to fit the situation and are able to function in a subordinate role when necessary.

- You seem to be significantly less confident, assertive, and forceful than most other executives and managers.
- You are probably less inclined than most others in leadership positions to manage your emotions and general manner of interacting with people; as a result, others may perceive you as either impulsive and self-indulgent or rebellious and undisciplined, especially when leadership situations or positions of authority are forced on you.
- You appear to be less willing than other leaders to make decisions or to use authority to command the attention of other people, and you may either too readily accept a subordinate position or take a rebellious, resistant stance to the authority of others.
- **SUGGESTED ACTION STEP:** With the assistance of your Human Resources department or an external consultant, evaluate the fit between your personality and career goals and your current job and career path.



5. COMFORT WITH ORGANIZATIONAL STRUCTURES

Effective managers and executives work productively within organizational structures, such as formal policies and rules, chains of command, organizational processes, and unwritten norms. They must articulate and support these structures while at the same time supporting individual initiative and the need for flexibility. See also 2. *Self-Control*.

- You are likely to have less respect for the prevailing customs of the organization than most other managers and executives. Your willingness to take chances or bend the rules may lead others to question your value as a team player.
- Others may question your commitment to the organization and your willingness to fit into its culture because of your tendency to push back against what you view as the constraints of organizational structure and convention.
- Others may have difficulty predicting what you will do in many situations, and they may have reservations about your value as a work-group member.
- **SUGGESTED ACTION STEP:** With the help of performance feedback, your Human Resources department, or an external consultant, assess the fit between your motivation for career advancement and your job satisfaction in relation to your personality, current job and employer, and management style.



6. RESPONSIBILITY AND ACCOUNTABILITY

Successful leaders welcome the personal responsibility and accountability that go with positions of authority. Valuing dependability, honesty, and forthrightness, they hold others accountable for the commitments they have made, accept fault or criticism when it is deserved, and expect others to do the same.

- Like most other executives and managers, you are apt to think it is important to accept responsibility and to be honest and forthright; hence, you will likely think less favorably of those who avoid taking responsibility and tend to inappropriately blame others.
- You probably see yourself as well suited for positions of significant leadership and decision-making responsibility, and others tend to see you in a similar light.
- You are likely inclined toward accepting roles and responsibilities for which leadership and management are key expectations.



7. DECISIVENESS

Effective managers and executives make decisions expediently and take appropriate action. In making their decisions, they take into account a large number of potentially contradictory factors and bits of information, seek and accept the participation of others when appropriate, and are not overly burdened by the effect of their decisions on others. See also *4. Use of Power and Authority* and *14. Action Orientation*.

- You appear to be less willing and able than other executives and managers to make decisions that affect other people and less inclined to defend the decisions you do make.
- Your decisions may be more influenced by the opinions of others than are those of most other executives and managers, and you may be more inclined to alter your decisions in the face of external pressures or challenges.
- **SUGGESTED ACTION STEP:** Look for opportunities to take on more leadership roles, both at work and in the community, so that you can practice and refine your leadership and decision-making skills. Discuss with other leaders, especially more seasoned ones, how they learned to make decisions and be comfortable doing so.

TEAM BUILDING AND TEAMWORK

Whether leading a project team or sharing leadership with others on an executive team, today's managers and executives must possess the people skills needed to forge united, smoothly functioning, goal-oriented teams made up of people with disparate skills, motivations, and personalities.



8. INTERPERSONAL SKILL

In their interactions with team members, effective leaders listen attentively, send clear signals, and convey openness, friendliness, and cooperation. They are approachable, in spite of the formal or informal authority that goes with a management position. See also *17. Influence*.

- Like most other executives and managers, you are probably reasonably comfortable meeting other people, and others likely experience you as outgoing and sociable.
- As a coworker and team player, you probably attempt to fit in and be considerate of others to the same extent as most other executives and managers; others tend to see you as cooperative, approachable, and friendly.



9. UNDERSTANDING OTHERS

Strong team leaders have a cognitive understanding of personality differences, individual behavior, interpersonal dynamics, and group process, as well as an ability to empathize with others—to understand their feelings and subjective reactions on an intuitive level. See also *1. Self-Awareness*.

- Others likely experience you as extremely compassionate—as the kind of leader who really takes the time and makes the effort to solicit and understand people's concerns.
- You show an unusual pattern of skills in that you seem to have a unique ability to convey empathy, care, and concern for other people, but you may not be as insightful or discerning as other executives and managers. As a result, you may be blindsided by some of the underlying or less obvious psychological dynamics at play on teams.
- You can probably empathize with others better than most managers and executives, but some people may see you as too accommodating of coworkers' emotional issues and concerns and not tough enough when rules are broken or performance is subpar.
- **SUGGESTED ACTION STEP:** Through self-assessment and feedback from colleagues, determine whether your empathy and compassion create challenges in the areas of time management, managerial objectivity, and meeting business goals and objectives.



10. CAPACITY FOR COLLABORATION

Aware that the input of diverse ideas can facilitate problem solving, effective leaders welcome the participation of others. They encourage the open discussion of ideas, opinions, and suggestions while maintaining a healthy skepticism and keeping the pressure on for results. See also *4. Use of Power and Authority*, *7. Decisiveness*, and *15. Self-Confidence*.

- You are probably as open, trusting of other people, and receptive to their ideas as most other executives and managers.
- Compared with other executives and managers, you tend to be more encouraging of the open discussion of ideas as a way of facilitating creative problem solving; you are apt to be more inclined than other leaders to endorse the novel or unusual solutions that result from group discussions.
- **SUGGESTED ACTION STEP:** Solicit feedback from coworkers as to whether you are too focused on innovative, unusual, or nontraditional and out-of-the-box ideas that are not sufficiently balanced by practical and logistical constraints.



11. WORKING WITH AND THROUGH OTHERS

To accomplish bigger and more complex tasks than any one person could hope to do alone, effective leaders work both with others, by soliciting input and sharing decision making, and through others, by delegating work and responsibility.

- Like most other executives and managers, you may be effective in balancing self-directed actions with trusting and depending on others and at monitoring, managing, and following up on the work of others.
- You are likely less assertive about your own views, opinions, and expectations than most other executives and managers. You may overemphasize harmony and avoid confrontation, which may lead you to undermanage the work of others and not adequately enforce performance standards and expectations.
- You are probably very much inclined to operate from a position of cooperation rather than competition.
- **SUGGESTED ACTION STEP:** If work experience or feedback from others leads you to believe that you undermanage the work of others, learn more about performance management skills and techniques. Participate in training workshops geared to managing the work of others.

PROBLEM SOLVING

Handling problems well and finding effective solutions for them demand a multifaceted array of talents and skills, including political finesse, and an understanding of the motivations and feelings of others. Many of the skills assessed in this report bear on solving problems, but here we focus on three areas most directly related to problem solving: being creative, handling sensitive issues, and taking decisive action.



12. CREATIVITY

Effective managers and executives are willing and able to generate creative and innovative ideas and to take calculated risks. When necessary, they challenge standard procedures or the status quo, and they formulate novel actions or solutions.

- You are likely very imaginative and independent, able to put forth unpopular or unusual ideas even when group support is absent; others probably experience you as clever and resourceful.
- You may prefer a higher rate of change and innovation than others within the organization. When others challenge your ideas, you may react impatiently.
- You may not fully appreciate the need to manage the politics of innovation and persuasively sell your ideas and suggestions to key constituents.
- **SUGGESTED ACTION STEP:** Solicit feedback from coworkers as to whether you adequately and effectively sell your ideas. If necessary, solicit suggestions for ways to enhance your persuasiveness and thus more fully leverage your high creativity.



13. HANDLING SENSITIVE PROBLEMS

Successful leaders confront rather than avoid sensitive issues and problems, such as infringements of corporate policy or subpar work performance. They deliver difficult messages or critical feedback directly and frankly while maintaining a sensitivity and concern for those receiving the news. See also *1. Self-Awareness*.

- You seem to be less willing than other executives and managers to confront employees' performance problems and other sensitive issues. You likely take a passive approach or delay getting involved altogether.
- Even more than other executives and managers, you may be interested in trying to understand other people's feelings and viewpoints. If you became more willing to address sensitive issues, your sensitivity and empathy could be a major strength.
- **SUGGESTED ACTION STEP:** Consider asking direct reports if you would be more effective if you delivered critical feedback in a more forthright and/or frequent manner. When delivering difficult feedback, make an effort to describe explicitly the seriousness of the problem and how needed changes will be measured. Consider additional training in performance management issues.



14. ACTION ORIENTATION

Effective leaders take action after reflecting on the pros and cons of all the available options, often without resolving every unanswered question. Although they are curious and patient, and take into account the effects their decisions may have on people, they have a bias for results and act decisively.

- You appear to be more inclined than most other executives and managers to enjoy change and more likely to seek out new ideas and innovative solutions to problems.
- You are probably more likely than other managers and executives to be concerned about how others will evaluate or criticize your actions.
- Your flexibility, adaptability, and openness to new ideas may challenge you to set priorities and to stay focused on one set course of action.
- **SUGGESTED ACTION STEP:** Solicit feedback from coworkers that will allow you to evaluate what, if any, changes might be needed to improve the effectiveness of your decision making: Do you focus too much on analyzing problems and generating creative solutions? Does it take too long for you to make up your mind and act?

SUSTAINING THE VISION

Strong leaders have a clear vision for the organization and a coherent set of organizational goals. They are able to sustain the vision by inspiring the confidence of others through their own self-confidence, by using well-developed communication skills to influence and motivate others, and by being visible embodiments of organizational values and goals.



15. SELF-CONFIDENCE

Leaders who can rally others to pursue a vision are self-confident and optimistic. They project this confidence and optimism and use it to inspire others, despite having normal doubts, worries, and stress.

- You can probably be reasonably self-assured, poised, and assertive if you know you have the backing of those around you, but in other situations you may appear hesitant, less self-assured than most executives and managers, and less willing than they to express your thoughts, opinions, and views.
- At times, you may be overwhelmed or intimidated by more confident, dominant, or forceful coworkers and accept decisions you know to be less than optimal.
- You may display a quiet confidence and lead more by example as you seem to prefer to work cooperatively in a team situation. You may be reluctant to act independently without some degree of supervision and support from others.
- **SUGGESTED ACTION STEP:** To strengthen your independence and self-confidence, consider enlisting the assistance of your Human Resources department, enrolling in one of the many outdoor leadership development programs, or joining a volunteer community program.



16. MANAGING CHANGE

Most managers and executives face a constantly changing environment. To be effective, they balance the benefits of order and stability with the benefits of flexibility, change, and growth. Leaders maintain focus while remaining open to exploring new approaches and new priorities.

- You are probably even more adept than most executives and managers at approaching situations from many different perspectives. You seem to be flexible, open to change, and able to easily generate a variety of different solutions to problems.
- You are likely less inhibited than other executives and managers and more inclined to act on, or express, your thoughts, feelings, or ideas—possibly in your own self-interest. You are apt to be more inclined toward risk than reflectivity, possibly even boldly or dramatically so.
- Others might perceive you as an effective agent of change, but they may also see you as a “loose cannon” or as unpredictable, impulsive, and self-indulgent; in the extreme you might be seen as exercising poor judgment in your efforts at bringing about change.
- **SUGGESTED ACTION STEP:** You might survey your direct reports, team members, and other coworkers to find out if they perceive your management of and reaction to change positively or negatively.



17. INFLUENCE

Strong leaders naturally want to influence others and are skilled in doing so. They are generally poised, outgoing, and socially and professionally confident and have well-developed communication skills that allow them to be persuasive without being overbearing. See also *4. Use of Power and Authority*.

- You seem to be as sociable and outgoing as other leaders, but you may be less confident, poised, and assertive. As a result, you may be less effective than most other executives and managers in extending your sphere of influence beyond your immediate work group.
- When your ideas are challenged, you may withdraw or concede, or not respond, rather than assertively defending your positions and views.
- **SUGGESTED ACTION STEP:** Work with your Human Resources department, a mentor, or an external coach to assess and improve your leadership presence. Develop a strategy to expand your network within the organization.






18. COMFORT WITH VISIBILITY

Leaders seek out responsibility and enjoy the visibility that comes with it. Comfortable speaking in public and acting to exemplify the organization's values, they confidently meet new people, sustain working relationships, and seek out opportunities to make formal and informal presentations to people in high positions.

- Your ambitions for positions of high visibility—in terms of level, title, salary, and size of organization—seem to be similar to those of most other executives and managers, but you may be much less poised in handling the wide variety of social situations that are typically required at such levels.
- You seem to be less verbally active and socially confident than most other executives and managers, and you may not be comfortable being the center of attention.
- Your ability to influence and inspire others may be limited by the degree to which others find you impersonal, hard to get to know, or uncommunicative.
- **SUGGESTED ACTION STEP:** Look for opportunities at work to have social interactions and build relationships with key coworkers. Practice putting yourself in positions of ever-increasing visibility, especially where you feel the most confident and competent.

SNAPSHOT OF YOUR LEADERSHIP CHARACTERISTICS

YOUR LEADERSHIP CHARACTERISTICS	 CONSIDER THESE YOUR STRENGTHS	 EXAMINE THESE POTENTIAL DEVELOPMENTAL OPPORTUNITIES	 ASSESS WHETHER THESE BEHAVIORS WORK TO YOUR ADVANTAGE
SELF MANAGEMENT			
1. Self-Awareness	■		
2. Self-Control		■	
3. Resilience		■	
ORGANIZATIONAL CAPABILITIES			
4. Use of Power and Authority		■	
5. Comfort with Organizational Structures		■	
6. Responsibility and Accountability	■		
7. Decisiveness		■	
TEAM BUILDING AND TEAMWORK			
8. Interpersonal Skill	■		
9. Understanding Others			■
10. Capacity for Collaboration	■		
11. Working with and Through Others			■
PROBLEM SOLVING			
12. Creativity	■		
13. Handling Sensitive Problems		■	
14. Action Orientation			■
SUSTAINING THE VISION			
15. Self-Confidence		■	
16. Managing Change			■
17. Influence		■	
18. Comfort with Visibility		■	

NEXT STEPS

So what does all this mean? How can you further develop yourself as a manager or executive? There are two alternative ways to begin planning your next steps: (1) You can start with what you have learned about yourself from this report and then move on from there. (2) You can start with the challenges you are currently facing as a leader and then look to this report for some insight in meeting these challenges. Below, we offer some guidance on both approaches. They are not mutually exclusive, and you may want to consider both.

STARTING WITH YOURSELF

CONSIDER YOUR STRENGTHS

First, look at your strengths as indicated on your Snapshot page. In addition to the Leadership Characteristics listed in the check mark column, which of the characteristics in the arrows column do you consider to be personal strengths?

In the left column of the table below, list the three strengths that you tend to rely on most. These represent skills or competencies that you exercise frequently and comfortably. In the right column, list three characteristics that you were surprised to discover were strengths or that you use less comfortably or less frequently.

STRENGTHS I RELY ON	STRENGTHS I COULD USE MORE
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____

The strengths in the first column are those that, in your own judgment, already work well for you. Most managers and executives will realize the greatest benefit by focusing on those areas of strength that they are *less* comfortable using—those in the right column.

- Mark these strengths from the right column on your Snapshot page and then go back and read the detailed comments printed for you in the body of this report.
- Consider your functional area, your role and level in the organization, and the written and unwritten rules in your organization as you assess the analysis presented. Do you agree with the observations and descriptions as reasonably accurate?
- Consider ways in which you can develop these strengths further. For example, you can accept a new assignment, find a mentor or role model, or just make a mental note to yourself to practice the skills or behaviors conscientiously.

CONSIDER YOUR DEVELOPMENTAL NEEDS

In addition to exercising underused strengths, you may also want to consider addressing certain skills or behaviors that may be currently limiting your effectiveness as an executive or manager. Look again at your Snapshot page, and examine the Leadership Characteristics listed in the magnifying glass column. Also consider those characteristics listed in the arrows column that you consider to be limitations or developmental needs.

On the left side of the table below, list up to three characteristics that you were least surprised to find were not your strengths. On the right side, list up to three characteristics that you were most surprised to see described as areas of developmental need.

LEAST SURPRISING DEVELOPMENTAL NEEDS	MOST SURPRISING DEVELOPMENTAL NEEDS
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____

These two categories of developmental needs represent very different challenges for most leaders. Your least surprising developmental areas are, by definition, ones you know very well. You may have developed strategies that compensate for them; perhaps you have moved to a position in which they seem less important or less critical. In any case, they are probably known quantities for you.

Your most surprising developmental areas, in contrast, are potentially more troubling in that they could represent blind spots. Your preferences, attitudes, and behavior in such an area may be somewhat hidden from you but visible to others and may hamper your effectiveness.

- Mark your potential blind spots on your Snapshot page and then go back and read the detailed comments printed for each of these Leadership Characteristics.
- Consider the formal and informal feedback you have received from others (especially the person to whom you report) and your career aspirations. How do the behaviors related to your potential blind spots show up in your work? How do others react to you when they do show up? What can you do to change?
- Read the action step suggested for each potential blind spot. If it fits your own assessment, consider what practical measures you can take to act on it.

STARTING WITH YOUR CURRENT SITUATION

Another way to use this report is to consider some of the major challenges you are facing at work. Perhaps you are trying to pull together a new team for an important project. Or maybe you are leading or assisting in a major change initiative. Or perhaps your challenge is to be effective in an organization whose structures and lines of authority are hazy and indistinct (or rigid and bureaucratic). You can use this report to help you gain some insights into meeting some of these key challenges.

CONSIDER THE FOLLOWING STEPS

1. Write down the major challenge you are facing. (Pick only one challenge at first and repeat this process to consider others.)
2. Scan this report and mark the core performance areas and/or Leadership Characteristics that seem most relevant to your challenge.
3. Among the areas you marked, identify the Leadership Characteristics for which you received a check mark. These are generally your strengths. It may be more advantageous to you to capitalize on one of these strengths than to strengthen a less developed characteristic. Make a list of the strengths on which you want to capitalize.
4. Go back and carefully reread the areas you marked, paying most attention to those in which you have a magnifying glass. Do you agree that the observations and descriptions are reasonably accurate? Do you see the behaviors playing out as developmental areas for you?
5. Next, reread any marked areas in which you have an arrows symbol. Do you agree with the observations and descriptions? Do you see the behaviors playing out as strengths for you, or do you see developmental areas? Where mixed, does the behavior generally serve you more as a strength than a limitation? Make a list of the suggested action steps that seem most relevant.
6. As you reflect on your list, does it seem reasonably accurate and descriptive? Are the results or descriptors relatively consistent with each other? Are the results consistent with what you have heard before in the way of formal and informal feedback?
7. Focus on the two or three key action areas that you want to pursue.

We hope that by reading this report you have gained personal awareness and insight and have grown more sensitive to some of the unique strengths and limitations of your particular style and how they affect your work as an executive or manager. We encourage you to use your enhanced self-awareness to embark on a self-directed process of continual personal and professional development.

