Assessment details

⚠ 👤→ Drivers

Successful leaders are motivated to lead others, are focused on their career, and prefer the work of leadership over specialization. They have specific career ambitions, well-defined preferences, and detailed plans for reaching goals. They enjoy work that requires personal accountability for outcomes that are largely out of their direct control. Your results suggest that while you are likely to enjoy and be engaged by the work of the target level, your career planning is more opportunistic than focused, and it also seems that your near- or longer-term career aspirations are inconsistent with attaining the target level.

Advancement drive

Less driven. Less motivated by the challenge of advancement and responsibilities of power, less willing to dedicate time and energy toward that end.	**5** 1 11 50 99	More driven. More motivated by the challenge of advancement and responsibilities of power, more willing to dedicate time and energy toward that end.

Your advancement drive score is below average for the target level. And, on the other hand, your near-term aspiration (a completely different career or profession) suggests that your career path may lie outside your current organization. Scores in this range of advancement drive are less likely associated with continued advancement to the target level.

Career planning

37

1 11 50 99

Your results suggest you are somewhat less focused about your career than is typical for the target level. Your results suggest you have some preferences about the types of organizations, industries, roles, etc., you would consider but that you have only a general career plan. You would benefit from narrowing your preferences and then refining your career plan to focus on attaining your career goals.

When it comes to your career, you have clear, strong preferences about:

- The type of role (line or staff) you want.
- The industries that interest you.

But you are relatively indifferent about:

- The type of organization (public, private, government, etc.) you would prefer.
- The size of organization you would prefer.
- The functional areas that interest you.

Role preferences

Prefers roles requiring professional mastery, focused work, and achievement through expert skill utilization.

1 11 50 90 99

Prefers roles requiring versatility, meeting multiple demands, pragmatism, and achievement through others.

Your score is notably higher than most for the target level. Most of the role preferences you chose are associated with leadership roles: practical solutions to problems and getting things done through others. This suggests you will enjoy and be engaged by the work of higher-level leadership.

⚠ 💼 Experience

Successful leaders can gain three types of experience. Core experience is acquired during the routine, day-to-day work of being a leader. Perspective is gained by leading across a variety of settings. Finally, some leaders gain specific experience when they confront key leadership challenges (e.g., dealing with a crisis). Your results suggest that you have less core experience than most leaders at your current level, that you have less perspective than most at this level, and that you have less experience with key leadership challenges than your peers.

Core experience

| Less experience than expected of leaders at a similar level. May have gaps in career path. | 40
 1 11 50 99 | More experience than expected of leaders at a similar level. May have previously worked at a higher level than current role. |

Perspective

| Experience concentrated in relatively few functional areas, role types, organizations, industries, or countries. | 25
 1 11 50 99 | Broadly experienced across diverse functional areas, role types, organizations, industries, and countries. |

Gaining perspective through experience—and thus understanding the different ways to approach problems—is an important part of succeeding as a leader. Your results suggest that you have perspective that is somewhat less than typical for your current level. You would likely benefit from gaining more perspective. The easiest ways to gain perspective are to take on different leadership roles (staff vs. line), to work in different functional areas, or to live and work in other countries.

Key challenges

Faced fewer key challenges and had less direct involvement in them.	Faced more key challenges and was at the center of dealing with them.

17

1　11　50　99

In the course of your career, you have faced fewer key challenges and report less experience than is typical for your current level. Key challenges are somewhat fickle. Many leaders go their entire careers without ever facing a key challenge. So, while you cannot plan or prearrange key challenges, being aware of what they are and watching for opportunities to gain such experience will enhance your chances for success in the target level. Items with a checkmark indicate key challenges where you already have had some experience. Items with an open box indicate key challenges where you do not yet have any experience.

⚠️ 👁 Awareness

Successful leaders are aware of their strengths and weaknesses, allowing them to leverage their skills and focus on improving in areas that will yield the greatest returns. They are aware of their impact on other people, as well as what influences their own behavior. They adapt quickly to shifting situations. Your results suggest that you would benefit from a deeper, more accurate understanding of your strengths and development needs as a leader, and from increased awareness of the impact you have on others and vice versa.

Self-awareness

Might overestimate or underestimate your capabilities. Is often surprised by others' feedback.	**13** ⬇ 1 — 11 ———— 50 ————— 99	Knows personal strengths and weaknesses. Actively seeks and responds well to feedback.

Your results suggest that you are considerably less self-aware than is typical for successful leaders at the target level and that you would benefit from development in this area. Self-awareness makes an important contribution to success as a leader. A more complete understanding of your development needs will help you focus development efforts where they can yield the best returns and may help prevent you from getting in over your head in areas where you are less competent. Enhanced insights about your strengths can enhance your confidence and help you know when and where to leverage your abilities.

Situational self-awareness

May not notice things happening around you. Less attuned to the impact you're having or that others are having on you.	**30** ⬇ 1 — 11 ———— 50 ————— 99	Easily concentrates on the here and now. Highly aware of the impact you have on people and events and vice versa.

Your results fall in a region somewhat lower than average and suggest that you would benefit from continuing to develop your situational self-awareness. Situational self-awareness gives you the immediate feedback you need to adjust your approach and better manage your leadership style. Being aware of the impact you are having on those around you increases your ability to act intentionally. Understanding the impact that people and situations are having on you increases your ability to manage yourself rather than be managed by those events.

Learning agility

Successful leaders are agile learners. They learn from experience by extracting the meaning and "rules of thumb" from their experiences and leveraging those lessons when facing a new or novel situation. The more learning agile you are, the better your chances for success at the target level. Your results suggest you would benefit from increasing your learning agility across each of the four learning agility factors. More information on each aspect of learning agility as well as tips for building up each is provided below.

Mental agility

Tends to value conventional wisdom and favor well-established solutions. Prefers the familiar and well-defined.		Inquisitive and quickly grasps complex issues. Enjoys tackling new problems or ambiguous issues.

12
1 11 50 91 99

Having broad curiosity about the complex issues, challenges, and novel situations leaders face daily sets the stage for effective problem solving. Your results suggest that you are considerably less mentally agile than is typical for successful leaders at the target level and that you would benefit from development in this area. Mental agility is about your interest in exploring the causes and consequences of issues and challenges, not about your ability to get problems solved. You would benefit from taking more time to explore issues and think about inter-relationships.

People agility

Tends to treat everyone the same, favors harmony, and may avoid challenging interpersonal situations.		Gets things done with and through different types of people effectively. Insightful about interpersonal situations.

39
1 11 50 91 99

Effective leaders understand the value of getting work done with and through people and are attuned to individuals' needs and motivations. Your results fall in the somewhat below average to just below average range for successful leaders at the target level. Leaders with relatively low people agility are at increased risk for misreading social cues and for being too indirect or tentative in the way they attempt to influence others. While you are not without skill in this area, you may find value from continuing to develop and enhance your people agility.

Change agility

| Prefers structure, stability, and the "tried and true." May prefer to follow rather than lead change. | 13 — scale bar: 1 · 11 · 50 · 91 99 | Explores possibilities and more likely to take ideas from vision to reality. Future-centric. |

Successful leaders embrace change and take well-reasoned risks even in the face of uncertainty or incomplete information. Your results suggest that you are considerably less change agile than is typical for successful leaders at the target level and that you would benefit from development in this area. Change is unavoidable, and you would benefit from focusing more on the opportunities than the drawbacks of change. Every decision (even decisions to wait before deciding) involves risks and trade-offs.

Results agility

Prefers attainable, well-understood goals. Makes steady effort to deliver on time and within budget.
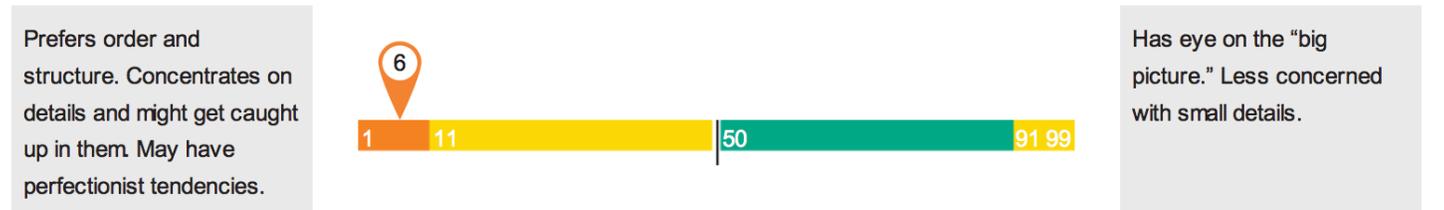
3

1 11 50 91 99

Energized by new, tough assignments and overcomes obstacles to achieve stretch work objectives.

Every leader must deliver expected results, and those who do so reliably are far more likely to be successful. When it comes to delivering strong results—especially when faced with new or challenging circumstances—your results put you in the bottom 10% of successful leaders at the target level and indicate an urgent need for development in this area. Don't rely on the existing processes to see you through. Anticipate how circumstances might change, and develop contingency plans so your ability to deliver is not interrupted. Set the bar a bit higher and push yourself and your team to meet or even exceed expectations.
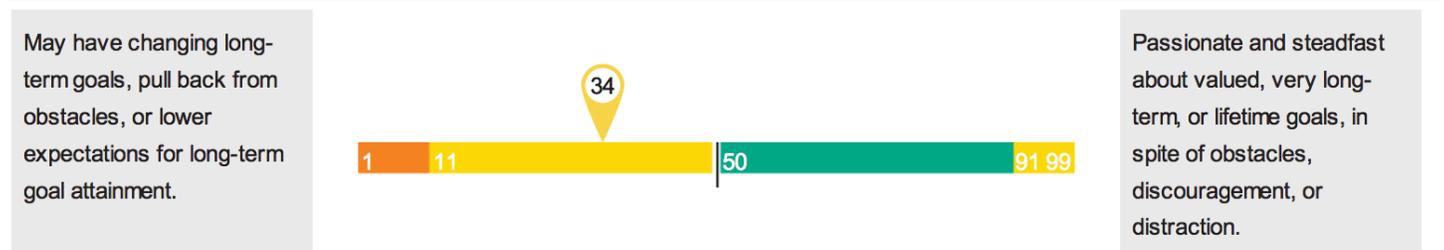
⚠ 👥 Leadership traits

Traits reflect our underlying tendencies, styles, or preferences. They predispose us to behave in certain ways. The more you are naturally inclined to behave like a leader, the better your chances for success. Your results suggest you are naturally inclined toward effective leadership behaviors on only one of five of the measured traits. Additional information about each trait and ideas about how to develop them are provided below.

Focus

| Prefers order and structure. Concentrates on details and might get caught up in them. May have perfectionist tendencies. | 6 — 1 11 50 91 99 | Has eye on the "big picture." Less concerned with small details. |

Successful leaders must strike the right balance between tracking important details and keeping their eye on the big picture. The further you progress in your leadership career, the more important it is to keep sight of the big picture, even if that means letting some details go. Your results put you in the bottom 10% of successful leaders at the target level and indicate an urgent need for development in this area. Not every detail is worth chasing. As is true for many things, 80% of the value will come from only 20% of the details. Success as a leader comes, in part, from knowing which 20% of the details are important and limiting your attention to just those critical few.

Persistence

| May have changing long-term goals, pull back from obstacles, or lower expectations for long-term goal attainment. | 34 — 1 11 50 91 99 | Passionate and steadfast about valued, very long-term, or lifetime goals, in spite of obstacles, discouragement, or distraction. |

Successful leaders have closely held and personal long-term goals which help them focus and sustain them through difficulties and detours. Your results show you as somewhat less persistent than average, suggesting that you find keeping such long-term goals difficult, or that these goals frequently change or you are often distracted from them. You can't be a successful leader without a considerable amount of dedication to the long-term goals that sustain you. Consider carefully what is really important to you and try to adopt long-term goals that you value. Ensure that these goals are compatible with advancement as a leader and consider how to adjust your professional goals to align with your closely held personal goals.

Tolerance of ambiguity

More likely to be disoriented or even immobilized by uncertainty or ambiguity in information or situations.

7

1   11   50   91 99

Comfortable with uncertain, vague, or contradictory information. Open to alternate solutions.

It is a volatile, uncertain, complex, and ambiguous (VUCA) world, and leaders need to navigate these conditions to succeed. Your results put you in the bottom 10% of successful leaders at the target level and indicate an urgent need to become more comfortable with ambiguity. You are more likely than most to find situations laden with vague or contradictory information quite challenging. You would benefit from finding ways to impose order on such unclear situations. Listing options, articulating pros and cons of each, and eliminating unproductive or unlikely alternatives—all these steps can help you focus when dealing with ambiguous information, considering options, or making decisions.

Assertiveness

May feel tentative, passive, or indecisive, and may be more comfortable following the lead of others.

1

1   11   50   91 99

Expects to take charge, comfortable directing others and making decisions.

Successful leaders are comfortable taking charge and accepting leadership responsibilities. Your results put you in the bottom 10% of leaders at the target level on assertiveness and indicate an urgent need for development in this area. You would benefit from developing your comfort with the responsibility of taking charge and leading. For instance, reflect on the specific things about asserting leadership that cause you to be uncomfortable. Is it advocating for a position, making final decisions, working with a particular person? This may reveal an underlying pattern to the things that trigger your discomfort. Are there ways to overcome them? Consider exercising your assertiveness in small groups of people you are comfortable with or in particular areas where you have specific expertise. Once you know the causes of your discomfort with being assertive, you can learn skills to overcome them.

Optimism

Has a more negative outlook. Tends to take setbacks personally. May appear dubious about work or things generally.

56

1   11   50   91 99

Generally upbeat about events and the future. Gets past disappointments. Looks forward to things.

Leadership involves accomplishments, but also inevitable setbacks. A positive, optimistic outlook will make a significant contribution to your success. Your results put you in the average to somewhat above average range for successful leaders at the target level. Leverage this strength and continue to reinforce your optimistic nature by focusing as much or more on the positive as you do on the setbacks or challenges you face.

⚠ 〽 Capacity

Successful leaders are skilled at spotting patterns even in ambiguous, contradictory, or otherwise "noisy" environments. This facility provides extra time to deal with challenges or to take advantage of emerging trends.

Problem solving

Discerns patterns or trends more slowly, especially in an unfamiliar arena.		Spots patterns or trends easily, even when working in new realms.

1

1 11 50 91 99

Successful leaders are quick studies who can detect trends even in complex data or ambiguous situations. They make accurate projections and capitalize on their insights. Your results put you in the bottom 10% of successful leaders at the target level and indicate an urgent need for development in this area. You would benefit from coaching, practice, planning, and working with your team in order to improve your problem-solving skills. Find someone who can help you break down any new problems you face and coach you on effective ways to approach them. Practice: Start with smaller problems in safer situations and work up from there. Plan ahead: Your results suggest you need a little more time to work through problems if they are something novel. If that is on the horizon, prepare and set aside extra time. Involve your team: Leadership is not a closed-book test. Use your team. What does it matter who solves the problem as long as the answer is found?

Derailment risks

Success in leadership is not just about what you do. Sometimes it's about what you resist doing. Certain behaviors reduce your effectiveness and can even derail your career. Three of the most common risk factors for derailment are: 1) behaving in a volatile or unpredictable manner; 2) being overly controlling or micromanaging; and 3) being closed to differences and relatively unwilling to change or adapt. Your results suggest that you are not excessively prone to any of these three risks.

Volatile

| Responds to stressful situations in a calm, even-handed manner. Not easily provoked or rattled. | 69 — 1 ... 85 91 99 | Easily provoked. Emotions run high and reactions can be unpredictable. |

A reputation for volatility is rarely good for a leader's career—especially if that reputation is deserved. Your results suggest that your risk of behaving in a volatile or unpredictable way is fairly typical for successful leaders at the target level. This risk stems from two intertwined tendencies: being easily rattled and overlooking the impact people or events have on you. This potent combination leaves you vulnerable to external events, and your unexpected reactions or outbursts can alarm others. While it is not urgent, you likely would benefit from taking steps to further mitigate this risk. Get feedback from a trusted colleague or mentor: are you ever perceived as being touchy, moody, unpredictable, or volatile? Consider the types of people, situations, or events (triggers) that increase your chances of an outburst. Understanding your triggers puts you in a position to avoid or manage them. If others don't see you as especially volatile in your behavior, it probably means you are already doing a good job of monitoring these internal pressures. Keep it up.

Micromanaging

| Delegates appropriately: holds others accountable for results, but gives them leeway on approach. | [bar chart: marker at 76] 1 ... 85 91 99 | May insist on how work is completed and monitor others too closely. |

Few behaviors damage team morale and performance more than micromanagement. It indicates that a leader doesn't trust people to get a job done well, or at all, unless they do things exactly as directed. It strips teams of any sense of personal investment in their work. After all, who wants to go the extra mile for a manager whose actions imply that everyone is incompetent? Your results suggest that your risk of micromanaging is fairly typical for successful leaders at the target level. While it is not urgent, you would likely benefit from monitoring and taking steps to mitigate this risk. Solicit feedback from your direct reports about the extent to which they feel you are overcontrolling or micromanaging. If it appears that you are, be conscious of how you delegate: assign tasks and outcomes, but not methods. People do their best work when they have autonomy and personal accountability, so long as expectations and standards are clear. Don't assume, however, that once the task is delegated, there is no need to follow up or check on progress. Establish check-in meetings on a schedule so you don't need to hover. Share ideas and suggestions, but resist any urge to step in and take over a task.

Closed

| Interested in different ideas, others' opinions, and alternative ways of doing things. Likely to be flexible and adaptable. | [bar chart: marker at 24] 1 ... 85 91 99 | Rigid preferences and opinions. Uninterested in exploring alternatives. Likely to be stubborn and unyielding. |

Your results suggest a lower risk of being closed than is typical for successful leaders at the target level. Keep it up! Continue to actively explore alternative perspectives or points of view and to vigorously debate their pros and cons. Combined with your natural tendencies to be flexible and to adapt relatively easily to change, this will contribute to your performance as a leader and enhance your chances for continued success.

Development priorities

Below are the three highest-priority development needs emerging from your assessment.

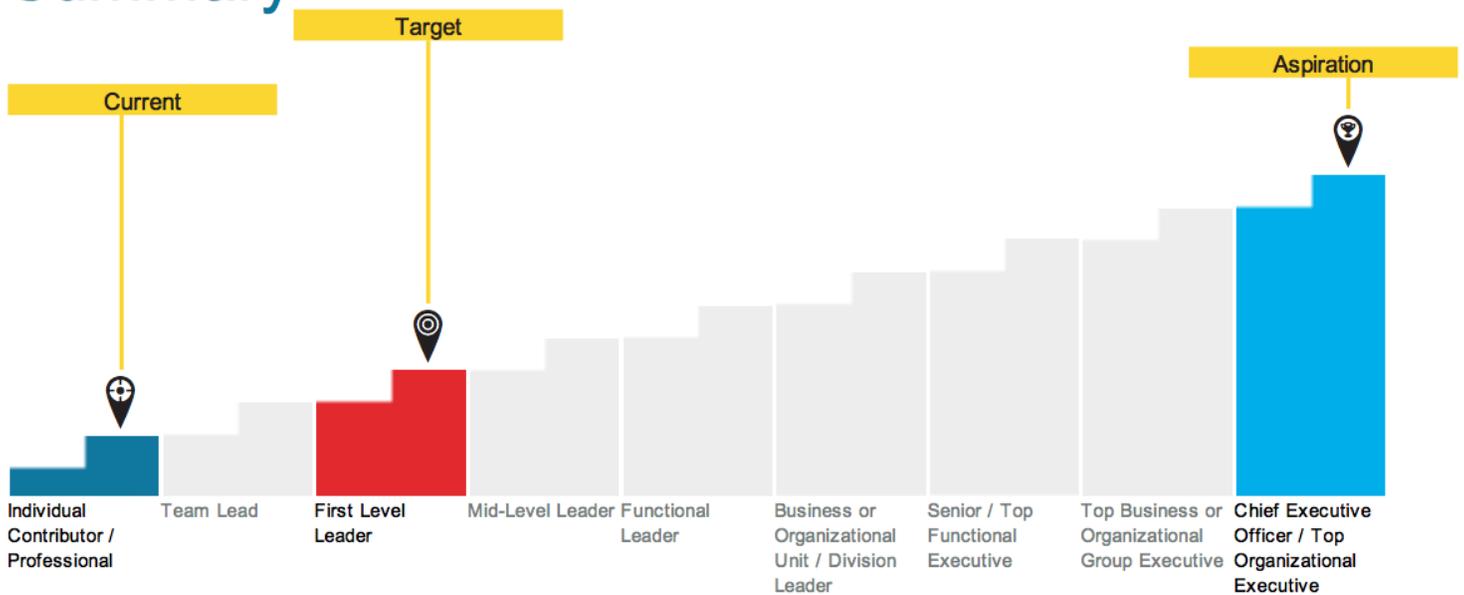|	
#1	**Accept leadership opportunities when they appear.** The higher you go, the more you will need to take charge and lead a variety of people. Your results suggest you would benefit from being more comfortable with the responsibility of leading. Find opportunities—formal or informal—to practice assertiveness skills so that you will find it more natural to take charge. Perhaps you have areas of expertise where your leadership and decision making feels more natural. Practice in these circumstances. One way of taking charge is to ensure that everyone on a team has the opportunity to contribute their perspective before you make a decision. In this way, you will not feel as if taking charge and making decisions is a burden falling solely on you. Finally, wherever you see an opportunity to take charge, step up. Sometimes people simply wait for someone else to chart the course. Take charge and move the group forward.
#2	**Spotting patterns and trends is an essential part of every leader's role.** Your results suggest you would benefit from enhancing your skills in this area, especially when working under deadline pressure, with complex data, or in an unfamiliar arena. There are a number of things you can do to improve your skills: Find someone who can help you break down any new problems you face and coach you on effective ways to approach them. Practice: Start with smaller problems in safer situations and work up from there. Enlist support: Leadership is not a closed-book test. Use your team. What does it matter who solves the problem as long as the answer is found?
#3	**Push yourself and your team harder.** You'll never know how much you or your team can accomplish if you've never hit your limits. Your results suggest you would benefit from setting more challenging goals. You don't want to overdo it or to set impossible goals. Challenging goals, clear expectations, good feedback, and personal accountability bring out the best in most people. Try setting the bar higher and prepare to be surprised by what people can accomplish.

Summary

Current

Target

Aspiration

| Individual Contributor / Professional | Team Lead | First Level Leader | Mid-Level Leader | Functional Leader | Business or Organizational Unit / Division Leader | Senior / Top Functional Executive | Top Business or Organizational Group Executive | Chief Executive Officer / Top Organizational Executive |

Background

0 Years in the workforce
0 Years in management roles
1 Organizations
1 Tenure with current organization (in years)
1 Tenure in current role (in years)
0 Years of board experience
1 Country

Career Goals and Objectives

- Has a general plan about what he/she wants to accomplish.
- Three- to five-year goal is an entirely new career or profession.
- Career aspiration is to become chief executive officer.

Ideal Role

- Lets me express myself creatively.
- Gives me a chance to experience new and different ideas and situations.
- Lets me coach others to help them develop their skills.
- Involves developing new products or services.

	2+ years' experience	Would consider in the future:
Organization Type		
Privately held	✔	
Organization Size		
Very small (fewer than 50 employees)	✔	
Industry		
Media & Entertainment		✔
Travel, Hospitality, & Leisure	✔	
Role Type		
Line role	✔	
Staff role		✔
Functional Area		
Customer Service	✔	

(current role)