



**LDP**

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# Leading Style Guide

Your Personalized Guide to Discovering and  
Enhancing Your Leading Style

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**LEAD WITH GIANTS**

## Introduction

The opportunity, or perhaps better said, the responsibility for leadership touches all of us. From the boardroom to the classroom, from the home to the headquarters, and from the battlefield to the athletic field, the need for effective leadership is everywhere. It is a common aspect of every event or activity where people gather toward a shared goal. As common as the need for leadership is, highly effective leaders are far less common.

Whether we recognize it or not, we all take on leadership roles at one time or another, both formally and informally. How we go about this can have a tremendous impact on the lives of those whom we influence. Think for just a moment about the number of people whom you influence in some manner, on any given day. Like it or not, for good or for ill, you have tremendous influence! This Leading Style Guide is designed to identify how you most likely influence others, while guiding you in recognizing your distinct leading dimensions. What you do with that style is up to you, but the fact that you are engaging in this self-assessment says a great deal about your potential to be a constructive influence in the lives of those around you.

On the subsequent pages we will begin with a high-level summary and then proceed into a more in-depth review of the ten dimensions that shape your leading style. Ready to begin?

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## Overview

As we approach tasks and goals, and as we work with and around others, we tend to adhere to a particular style. While we don't always follow the same routine, the way we approach tasks and relationships does tend to reveal a consistent pattern. We summarize this pattern using two specific sources of motivational drive:

- *Achievement Drive*: this describes the manner in which we approach tasks, processes and goals (the “what” of leading). At opposite ends of the *Achievement Drive* continuum are two approaches: methodical (a more tactical orientation to leading) and urgent (a more strategic orientation to leading).
- *Relational Drive*: this describes the manner in which we engage emotionally with others (the “how” of leading). At opposite ends of the *Relational Drive* continuum are two approaches: guarded (a more enforcing orientation to leading) and expressive (a more enabling orientation to leading).

These two sources of motivational drive interact to reveal one of four unique profiles which describe your primary leading style:

- *Counselor* (the combination of methodical *Achievement Drive* and expressive *Relational Drive*)
- *Coach* (the combination of urgent *Achievement Drive* and expressive *Relational Drive*)
- *Driver* (the combination of urgent *Achievement Drive* and guarded *Relational Drive*)
- *Advisor* (the combination of methodical *Achievement Drive* and guarded *Relational Drive*)

Each profile carries certain markers or characteristics that help to differentiate it from the other styles. These markers are those behavioral patterns that we tend to follow, and others observe, as we engage in leadership activities. No style is better or worse than any other style, and each offers both strengths and challenges depending on the circumstances (a helpful reference guide is provided on [page 10](#)). Learning about your style is a key step in developing greater self-awareness and, ultimately, the emotional intelligence which separates effective and ineffective leaders.

Your style influences how you define and carry out your leadership role. A practical way to describe this influence is by measuring two sets of leadership orientations that describe the “what” and the “how” of your leadership approach. First, let's explore the “what” of leadership.

**Note:**

This guide was derived based on your responses to the Leading Dimensions Profile (LDP). The LDP reveals your unique leading style, as well as the ten personality characteristics (your “leading dimensions”) which influence how you approach your role. Each of these characteristics is discussed within this guide, beginning with a summary of your leading style. A list of your leading dimensions is provided on [page 50](#) of this guide.

## Leading Style > Leading Orientation > Achievement Drive

The “what” of leadership is concerned with the leader’s primary approach to following processes, completing tasks and pursuing goals. We measure this by your *Achievement Drive* score, which describes the focus and intensity we bring to work. At opposite ends of the *Achievement Drive* continuum are two behavioral approaches: *methodical/tactical* and *urgent/strategic*. Each approach offers both strengths and challenges, depending on the individual and their relative circumstances. First, let’s look at the *methodical/tactical* approach.

### Methodical/Tactical Approach

Individuals following a *methodical/tactical* approach address tasks and goals in a measured or balanced manner. Rarely impulsive, *methodical/tactical* individuals are typically deliberate in their actions and prefer to consider all possible outcomes before choosing a specific course. They are inclined to seek clarification and order so they can fully understand the circumstances they face.

For *methodical/tactical* individuals, leadership is concerned with making sure followers efficiently perform their assigned tasks. Their orientation is more directed toward operational matters, such as:

- allocating resources
- maintaining accuracy
- ensuring that effective processes are in place to support the group

Together, these make up a more *methodical/tactical* leadership orientation. Next, let’s examine the *urgent/strategic* pattern.

### Urgent/Strategic Approach

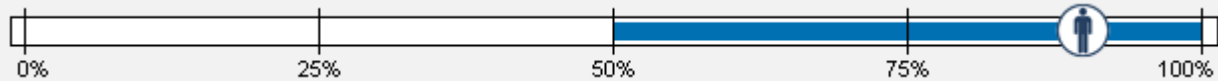
Individuals following an *urgent/strategic* approach address activities in a fast-paced and intense manner. *Urgent/strategic* individuals are typically comfortable with ambiguity and do not shy away from taking action, even without a clear plan up-front. Their desire for recognizable accomplishments and need for change often causes them to work at a faster pace than their peers.

For *urgent/strategic* individuals, leadership is more concerned with a “big picture” view, where the focus is on organizational progress. Their orientation is more directed toward growth, such as:

- sharing a vision
- encouraging creativity
- ensuring that the group understands how its efforts grow the organization

Together, these contribute to a more *urgent/strategic* leadership orientation.

### Achievement Drive (Your Score = 90%)



#### Methodical/Tactical Focus

- Most concerned with methods/processes
- Values efficiency, reliability
- Prioritizes order

#### Urgent/Strategic Focus

- Most concerned with big-picture objectives
- Values growth, innovation
- Prioritizes creativity

 Most Coaches tend to exhibit an Urgent/Strategic Focus.

Your LDP results indicate that you are more likely to follow an *urgent/strategic* orientation in defining your leadership role. You tend to evaluate your effectiveness in relation to the organization's growth or accomplishment of strategic objectives. You would be more likely to develop a compelling vision of what the group could achieve as it reaches its full potential, than to focus on maintaining the status quo.

Recognizing your *Achievement Drive* is very important to understanding the task-related aspects of your leading style. We will explore this in greater detail throughout this guide. But first, let's see how the people-related aspects of your leading style are shaped by your *Relational Drive*.

## Leading Style > Leading Orientation > Relational Drive

The “how” of leadership is concerned with the leader’s primary method of influencing individual performance. We measure this by your *Relational Drive*. *Relational Drive* describes the extent to which we engage emotionally with others. At opposite ends of the *Relational Drive* continuum, are two behavioral approaches: *guarded/enforcing* and *expressive/enabling*. Each approach offers both strengths and challenges, depending on the individual and their relative circumstances. First, let’s look at the *guarded/enforcing* approach.

### Guarded/Enforcing Approach

Individuals exhibiting a *guarded/enforcing* approach tend to be reserved, private and distant in their interactions with others. Often considered quiet or even shy by others, *guarded/enforcing* individuals are typically very careful about confiding in and sharing personal information with others. They are inclined to maintain a formal and distant approach in most personal interactions, until others gain their confidence and trust.

For *guarded/enforcing* individuals, leadership is more concerned with creating structure and accountability systems which encourage desired performance. Their orientation is more focused on:

- communicating clear expectations
- maintaining accountability
- facilitating effective decision-making

Together, these contribute to a more *guarded/enforcing* leading orientation.

### Expressive/Enabling Approach

Individuals characterized by an *expressive/enabling* approach appear more outgoing, gregarious and amiable in their interactions. Outgoing in nature, *expressive/enabling* individuals are drawn to personal interactions and opportunities to affiliate with groups. *Expressive/Enabling* individuals are often seen as sensitive and warm in their approach, and they will attempt to influence others based on an emotional appeal.

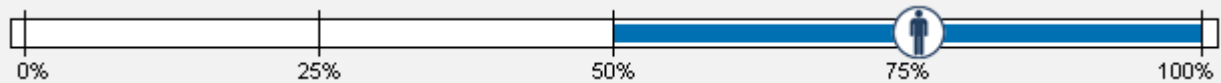
For *expressive/enabling* individuals, leadership is concerned with developing people and building networks. Their orientation is more focused on:

- gaining buy-in from followers
- supporting individual needs
- maintaining an open dialogue within the group

Together, these contribute to a more *expressive/enabling* leading orientation.



### Relational Drive (Your Score = 76%)



#### Guarded/Enforcing

- Directs/authorizes
- Relies on policy to guide decisions
- Emphasizes accountability

#### Expressive/Enabling

- Empowers/supports
- Relies on buy-in to guide decisions
- Emphasizes cohesion

 *Most Coaches tend to exhibit an Expressive/Enabling orientation.*

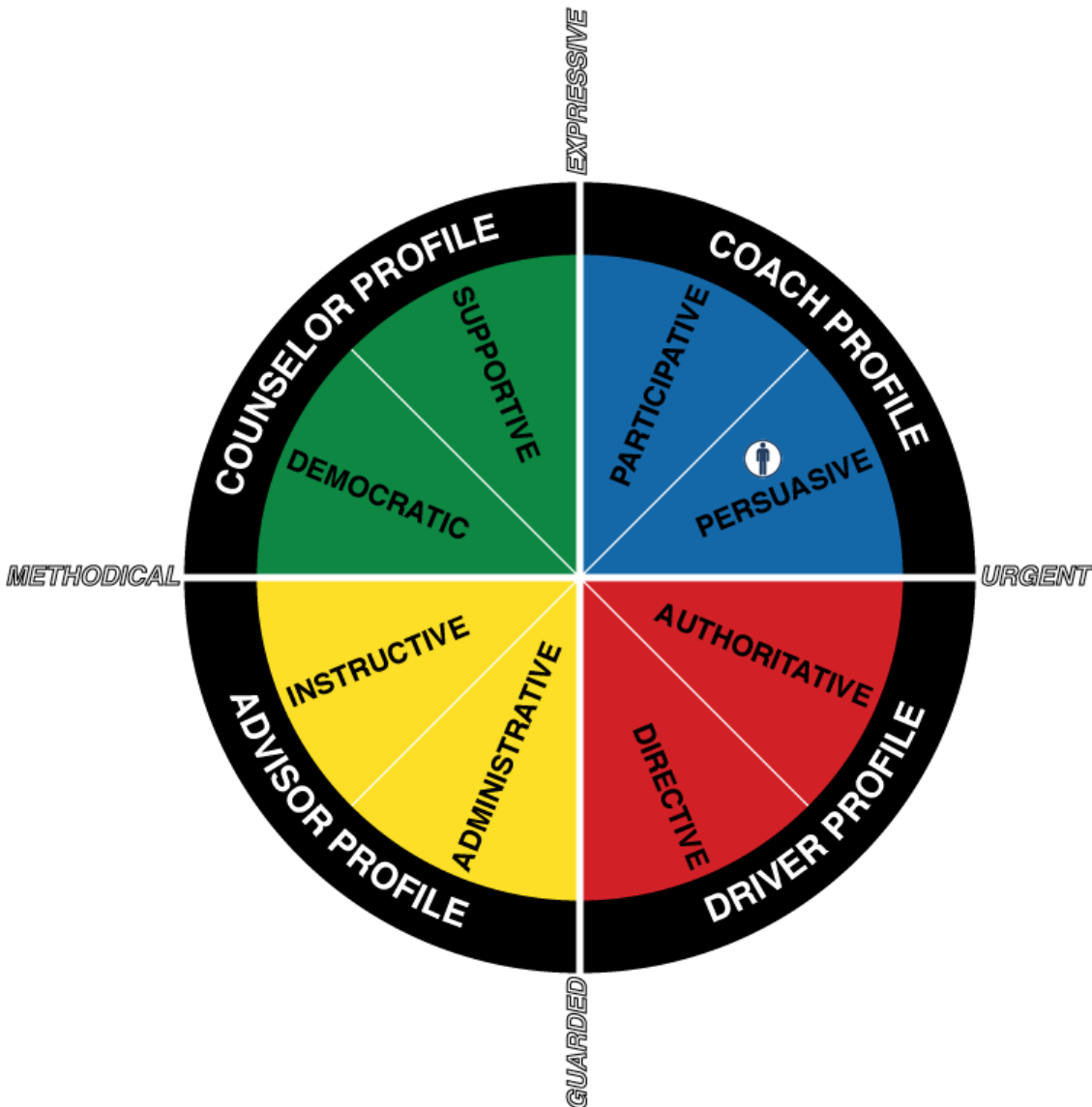
Your LDP results indicate that you are more likely to follow an *expressive/enabling* orientation in executing your leadership role. You tend to involve followers in the process of developing expectations for performance, while cultivating a high level of team unity and engagement. You would be more likely to lead by creating opportunities for team members to shine, while also encouraging them to achieve objectives that match the mission and vision of the organization.

Given the complex and diverse needs of most groups, there is no single, most preferred leadership orientation across every situation you may encounter. In fact, the most effective leaders learn to recognize which orientation is appropriate for a given situation and they develop the ability to stretch themselves toward the opposing orientation when necessary. By developing this awareness and practicing some elements of each orientation, you will become a more versatile leader.

Having reviewed the “what” and “how” of your leadership orientation, let’s now explore your specific leading style.

## Leading Style > Leading Style Grid

The circular grid shown below has been generated from your responses to the Leading Dimensions Profile (LDP). Your responses provided scores for two primary drives that shape much of your behavior: *Achievement Drive* (which is portrayed graphically as a plot on the horizontal axis), and *Relational Drive* (which is plotted on the vertical axis). The intersection of these two plots, which is indicated by the figure on the grid, reveals your primary leadership style is best described as: **The Coach Profile**.



**IMPORTANT NOTE:** The closer the figure is to the outer rim of the circular grid, the more your style will be similar to the profile indicated in the respective segment. The closer the figure is to the center of the circular grid, the more your style is moderated, meaning you may tend to exhibit some of the characteristics of all four profiles and you tend to be more flexible in your approach. In reality, there may be occasions where you exhibit some characteristics of each profile, depending on the situation. The profile shown here simply portrays your primary leadership style.

## Leading Style > Your Style Summary

Generally speaking, *Coaches* are characterized by a participative or persuasive approach to leadership due to a more urgent *Achievement Drive* and a more expressive *Relational Drive*. Your more urgent *Achievement Drive* suggests that you tend to be more intense and assertive in approaching your leadership role, while your more expressive *Relational Drive* suggests that you tend to be more open and sociable in expressing emotions.

- As a result of this interaction, you may tend to rely on your excitement and energy to influence others. Rather than giving out orders or issuing policies, you seek to gain emotional buy-in for the cause.
- Given your passion for guiding others toward a shared vision, you tend to take on the role of coach and mentor. At times, this may cause strain with others who do not share your sense of urgency or who prefer a more reserved approach.

### Ideal Working Environment

The *Coach's* ideal working environment would best be described as one in which the leader and followers participate in a fast-paced, team culture. In such an environment, the leader articulates a compelling vision, while engaging followers to share in developing and pursuing specific goals. In this culture, the leader works to keep followers excited about how their efforts impact the vision. Through achieving key milestones together, the *coach* looks for every opportunity to celebrate success.

*Coaches* seek to make a noticeable impact on the lives of those around them, and will often find an outlet for this in their work. As such, you may be most motivated when your energy is focused on building high performing teams. When there is no vision for the team's role in the organization, you may get frustrated or even discouraged. You are likely at your best when the situation calls for a leader to rally others around a specific cause (whether responding to a crisis or opportunity).

## Common Strengths

There are several characteristics, typically viewed as potential strengths, commonly associated with the *Coach* profile:

Potential Strengths:	To what extent do these describe you?	
	<i>Most of the time</i>	<i>Some of the time</i>
• Focused on goal accomplishment	<input type="radio"/>	<input type="radio"/>
• Motivated by a fast-paced environment	<input type="radio"/>	<input type="radio"/>
• Flexible in trying new approaches	<input type="radio"/>	<input type="radio"/>
• Adapts quickly to changing circumstances	<input type="radio"/>	<input type="radio"/>
• Risk-tolerant	<input type="radio"/>	<input type="radio"/>
• Works best in a team environment	<input type="radio"/>	<input type="radio"/>
• Invests in the lives of those around them	<input type="radio"/>	<input type="radio"/>
• Emotionally engaged in decision-making	<input type="radio"/>	<input type="radio"/>

As you reflect on these potential strengths, you may find that some are more likely to describe you than others. In fact, some of these strengths may be in need of further development. While reviewing this Leading Style Guide, you will be encouraged to consider how you might more clearly recognize the dimensions of your style, while investing the time and effort to cultivate these into strengths.

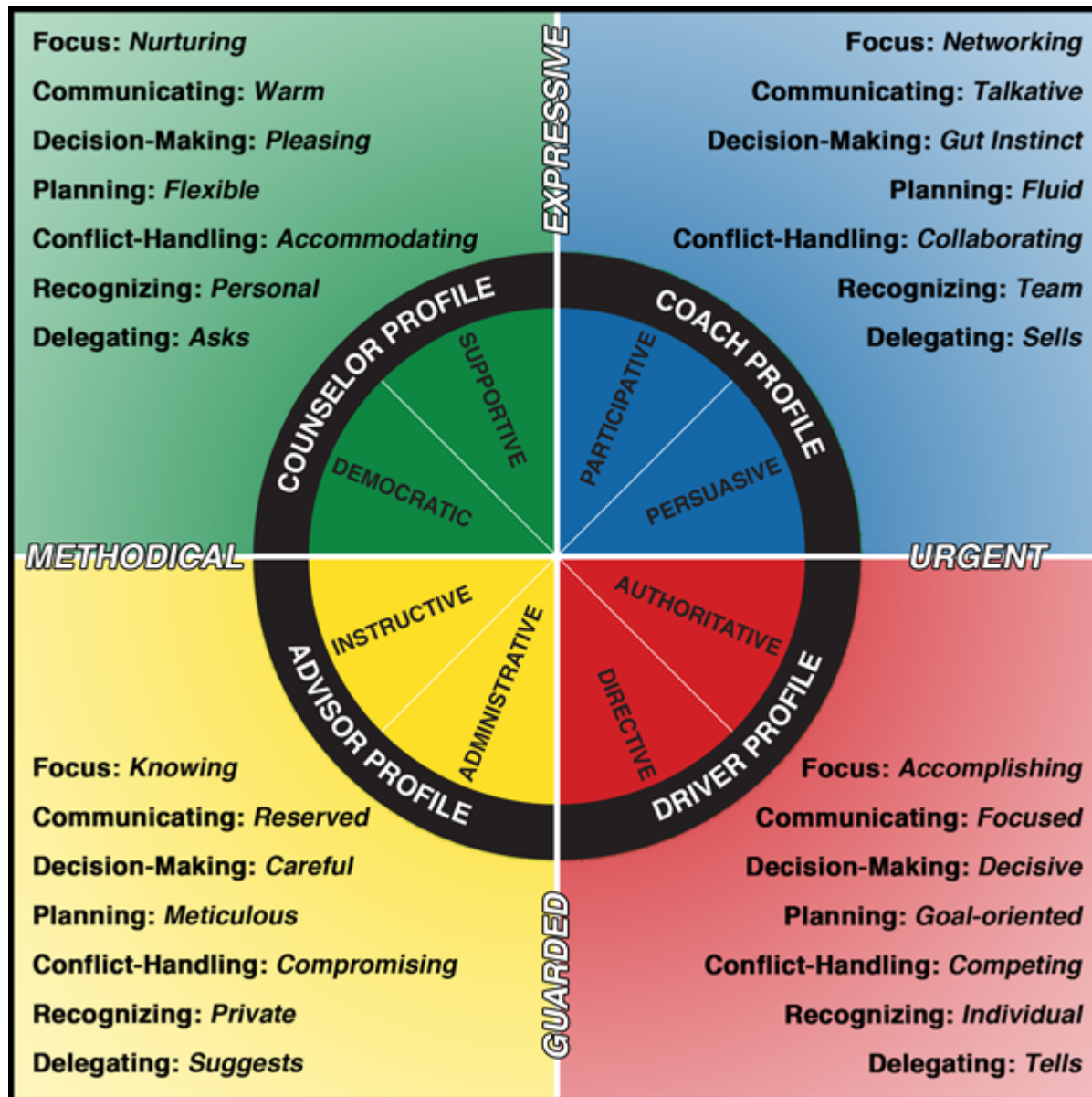
## Potential De-railers

While each leadership style may be characterized by key attributes, some of these can actually derail one's effectiveness if taken too far. In other words, every strength in your style can become a weakness if over-utilized or if applied within the wrong context. For example, while adaptability is most often considered a strength of the *Coach* profile (especially in a fast-paced environment), this can derail your effectiveness if you fail to recognize that some situations call for a more consistent approach. A critical challenge for you (as for all leaders) is to recognize your strengths and learn to apply them in the proper context and to the appropriate degree.

*Coaches* tend to engage others continually in pursuing compelling ideas and goals. While the *coach's* natural persuasiveness can be very helpful, it can also contribute to conflict if the ideas are not fully vetted or understood by the team. For coaches in particular, it is important to recognize when team members are not fully onboard with the vision or if they are not able to keep up with the pace of action. As it is natural for the coach to inspire others, there may be times when it is beneficial to "dial back" the excitement level in order to encourage more genuine buy-in from others.

## Leading Style > Style Markers > Quick Reference

While specific behaviors may vary based on the circumstances (such as at work or at home), your primary style will most likely be described in a fairly consistent manner. Let's take a moment now to review how each of the leading profiles may be recognized in broad terms:



Next, we will explore how your unique style shapes your approach to communicating, planning, and conflict-handling.

## Leading Style > Style Markers > Communicating

The *Coach's* leadership style is typically characterized by a communication approach that is very engaging and outgoing. The *Coach* is typically quick to share personal information or experiences with others as a means of developing rapport and sharing the reason for their passion and excitement. The *Coach's* primary communication mode is best described as gregarious, and is focused on making a connection.

### Impact

- When communicating within a group or team setting, you tend to motivate others to participate with you in achieving the goal. While some (especially those with similar styles) may jump at the opportunity to join your cause, others may want to analyze specific details before lending their support. You may be less persuasive when the conversation drifts into such details, simply because you are quite comfortable adapting your approach as you begin making progress toward the goal (something that may make others nervous).
- Others may notice that you are more expressive in sharing feelings, and you may be very animated at times (especially when the idea or cause is challenged).
- Your approach to communication allows you to convey important information in a compelling manner. As such, your direction helps to maintain the emotional engagement (the “buy-in”) of those who will support the cause. Others look to you for encouragement as unforeseen circumstances arise, and your adaptive approach will provide confidence during times of uncertainty.

### Coaching Point

- While your demeanor is very sociable, this may cause a challenge when it comes to building credibility with others. Although those who know you well will see your sincerity and formality at times, new acquaintances may view your approach as dramatic. Be careful that your persuasiveness does not appear that you are always selling in your communication.
- Group cohesion can be threatened if members are discouraged from sharing a dissenting opinion or concern. Watch for signs that group members may avoid sharing information with you, due to perceptions regarding the need to be a “team player”.
- You may find it helpful to pursue a more reserved approach at times, allowing others to offer a diverse perspective. They will appreciate that you value their ideas and experiences, and you may learn new insight. For the *Coach*, having all the answers can be tempting, but it can also result in missed opportunities or even costly mistakes.



## Leading Style > Style Markers > Planning

The *Coach's* leadership style is typically characterized by the propensity to take decisive action. The *Coach* prefers to focus their efforts on achieving the overall objective, and is comfortable accepting considerable uncertainty in the process. While others may be very cautious and meticulous in their preparation, the *Coach's* primary planning mode is best described as “bold”.

### Impact

- When approaching a new goal or project, you tend to immediately identify the finish line or ultimate objective. While you may value planning and analysis, you are more likely than others to proceed toward the goal without having all your “i’s dotted and t’s crossed”.
- Some group members may consider you to be a risk-taker and your decisive action may make them uncomfortable at times. It’s not that you don’t appreciate the need to be methodical and careful, but you recognize that groups can suffer from “analysis paralysis” when they focus more on planning than on execution.
- Your approach to planning allows you to make quick progress in moving the group toward a specific goal. You are known for being an adaptive leader who can find a way to “make it work” even when things don’t go as you expected. You are not worried about that over which you have no control, and you are comfortable addressing challenges as they come, always with the finish line in view.

### Coaching Point

- While you accept that uncertainty is a part of life, others may view your risk tolerance as reckless, straining their confidence in your ability to guide them. Although meticulous preparation may not be necessary in every instance, be mindful that some degree of planning is important in executing any strategy effectively.
- Watch for signs that group members may become uneasy or resistant by what they might perceive as an over-confidence in the face of uncertainty.
- You may find it helpful to articulate a three-step plan for significant goals or challenges facing the group. By providing at least an outline of the process you expect to follow, you will help the more cautious group members to gain a comfort level with your approach. You might also explore the best and worst case scenarios with the group, while identifying what actions likely separate these two outcomes. By involving others in your thought process, you will help them understand what drives your decisiveness.

## Leading Style > Style Markers > Conflict-Handling

The *Coach's* leading style is typically known for its collaborative approach to conflict. As their attention is mostly focused on maintaining team unity, the *Coach* views conflict as a threat that must be dealt with openly. While others may seek to avoid or accommodate the source of conflict, the *Coach's* primary mode is best described as “finding common ground”.

### Impact

- When challenged, whether by others or by circumstances, you may seek to minimize the effect on the group by directly approaching the conflict source. Because you tend to find a way to “make things happen” based on your adaptability, you will quickly search for an alternative or compromise to mitigate obstacles facing the group.
- Where compromise is not possible, you are likely to leverage your persuasiveness to win over those with whom you disagree. While you may not look for trouble, you are most concerned with removing conflict decisively in order to minimize the impact on the group’s progress toward its goals.
- Your approach to conflict shows that you recognize the value of momentum, and you know just how quickly conflict can erode progress and hinder productivity. Your group members will look to you for encouragement in the face of challenges, and will appreciate your adaptive approach to maintaining team unity.

### Coaching Point

- There may be times when your desire to quickly resolve conflict may cause you to overlook underlying concerns. Be mindful that there are times when conflict must be addressed in a way that results in ruffled feathers. Watch for signs that your approach may be hindered by seeking collaboration with those who may not have your best interest at heart. In as much as possible, balance collaboration with your independent, decisive action.
- You may find it helpful to examine the source of a conflict before choosing a course of action. While you may expect that others appreciate your vision for where the team should go, some conflict may originate from differing viewpoints that emerge as the team progresses toward its goals. It is a worthwhile exercise to continually reinforce the vision and goals with others to discover any potential for the team to get off-track. When such problems do arise, take time to reinforce the shared values and ideas that brought the team together in the first place, and seek compromise as a way of encouraging their ongoing commitment to the cause.



## Leading Dimensions

Now that you have reviewed the markers of your style, let's turn our attention to ten specific dimensions of personality that help to influence how you apply your unique leadership approach. As you influence others, or lead groups and teams, these dimensions interact to shape your most common behavioral patterns. By examining these dimensions in more detail, you can uncover ways in which your behaviors are sources of strength, while also learning where you might benefit from further development. These ten dimensions include five *Achieving Dimensions* and five *Relating Dimensions* (for a summary of your dimension scores, see [page 50](#)).

If the grid (on [page 7](#)) provided a 30,000-foot view of your leading style, these dimensions are closer to the ground level. Meaning, these dimensions shed light regarding how you tend to carry out your leading style. While you are familiar with your *Coach* profile and are most comfortable working with other *Coaches* (as we are all most comfortable working within our own style), even within this style, no two *Coaches* are alike. Using these ten dimensions, we will now explore how different behavior patterns can emerge even within a given profile.

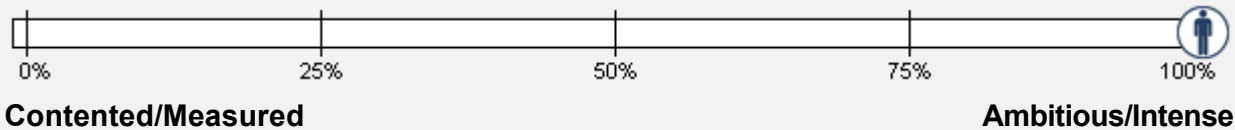
## Leading Dimensions > Achieving Dimensions

As we have already explored, *Achievement Drive* describes the manner in which we approach tasks, processes and goals (the “what” of leading). As a motivational source, *Achievement Drive* can be most evident to us, and those around us, based on five behavioral dimensions. The five *Achieving Dimensions* include:

1. *Accomplishing Goals* (a measure of your Work Intensity) – see [page 16](#)
2. *Asserting Yourself* (a measure of your Assertiveness) – see [page 19](#)
3. *Taking Risks* (a measure of your Uncertainty Avoidance) – see [page 22](#)
4. *Adapting to Change* (a measure of your Adaptability) – see [page 25](#)
5. *Decision-making* (a measure of your Perception) – see [page 28](#)

## Achieving Dimensions > Accomplishing Goals

This dimension describes how you pursue goals, whether for personal or work initiatives. While some prefer to work at a steady, balanced pace, others show an intense, urgent pace. Most of us tend to fluctuate between a measured and intense focus at times.



**Accomplishing Goals Percentile: 100% (Ambitious/Intense)**

You approach your work with more ambition and a greater sense of urgency than most people.

### Recognizing the Dimension

You tend to work with more urgency than others, and you tend to be quite comfortable under pressure. You dislike boring or mundane processes, and you like to get to the bottom line quickly. While you may appear aggressive at times, you are intensely focused on surpassing expectations for yourself and for the team.

Describe at least one way in which your approach to *Accomplishing Goals* may be evident to those around you.

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Common behaviors for the ambitious/intense approach:	To what extent do these describe you?	
	<i>Most of the time</i>	<i>Some of the time</i>
• growing impatient with routine processes	<input type="radio"/>	<input type="radio"/>
• focusing intently on "what's next"	<input type="radio"/>	<input type="radio"/>
• pushing yourself to surpass prior accomplishments	<input type="radio"/>	<input type="radio"/>



## Potential Strength

You approach most situations with focus and intensity. You push yourself to get things done, and you are not bothered by the pressure that may rattle others. While others may slow down or retreat, you can hold the team's "feet to the fire" and keep focused on reaching objectives.

Describe a way in which your approach to *Accomplishing Goals* is a source of strength in your leadership role.

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## Potential Challenge

Although your focus allows you to thrive under pressure, your intensity level may contribute to stress for those around you. You may need to "throttle back" at times in order to keep others engaged; otherwise, you may out-run the group's ability to keep up. You may find it helpful to stretch yourself by practicing a more measured or even laid back approach during those times when a specific deadline is not required or an urgent need is not apparent. You might also find an alternative outlet for your high intensity (apart from your leadership role) that satisfies your need to achieve.

Describe a way in which your approach to *Accomplishing Goals* might present a challenge in your leadership role.

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## Development Goal

Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Accomplishing Goals* into a consistent source of strength.

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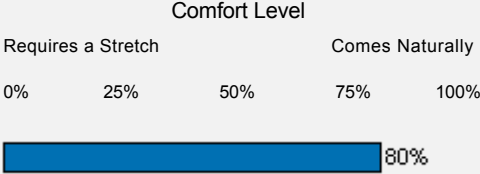
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## Leading Impact

Your approach to *Accomplishing Goals* may impact specific activities or functions that leaders perform. Your relative comfort level in performing the following activities may be particularly impacted by the *Accomplishing Goals* dimension:

### Rallying Others around a Cause:

- Engaging team members toward a compelling goal.
- Gaining the involvement of disinterested individuals.



### Maintaining Focus on Objectives:

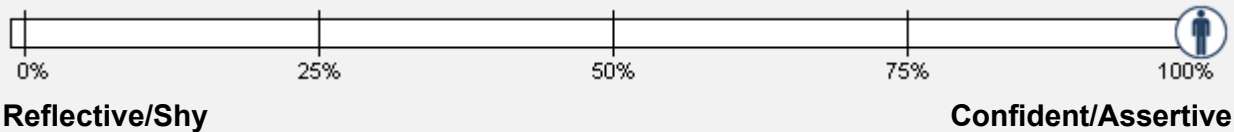
- Keeping the team members' attention focused.
- Reducing distractions that impact performance.



For a complete list of key leading activities, including your likely comfort level with each, please refer to [page 47](#) in this guide.

## Achieving Dimensions > Asserting Yourself

This dimension describes how you assert your viewpoint. Some tend to be very quick to assert their opinions and may aspire to lead others. Others tend to be more reserved and defer opportunities to offer their opinion. Most of us seem to dislike public speaking, but will assert ourselves when needed.



**Asserting Yourself Percentile: 100% (Confident/Assertive)**

You tend to assert your viewpoint more confidently than others when exercising influence.

### Recognizing the Dimension

You are probably more interested in taking charge than following someone else's lead. You work well under stress and you are not afraid to challenge those with whom you disagree. Others see you as outgoing and confident, and you are quick to share your opinions.

Describe at least one way in which your approach to *Asserting Yourself* may be evident to those around you.

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Common behaviors for the confident/assertive approach:	To what extent do these describe you?	
	<i>Most of the time</i>	<i>Some of the time</i>
• being quick to advance your position	<input type="radio"/>	<input type="radio"/>
• confronting others with whom you disagree	<input type="radio"/>	<input type="radio"/>
• readily providing direction to others	<input type="radio"/>	<input type="radio"/>



## Potential Strength

You are self-assured and confident. You are rarely intimidated by others and you are typically comfortable expressing your views, even when approaching strangers. Others will rely on your influence and you may tend to gravitate toward both formal and informal leadership roles.

Describe a way in which your approach to *Asserting Yourself* is a source of strength in your leadership role.

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## Potential Challenge

Be mindful that your high confidence level may cause you to appear aggressive at times, and you may even fail to consider your own weaknesses. While you may have no problem asserting your viewpoint, your confidence may actually intimidate others at times, causing them to shy away from offering their input. When working in a collaborative setting, this could prevent you from gaining valuable insight from more timid individuals. You may find it helpful to use your assertiveness to gently encourage their participation.

Describe a way in which your approach to *Asserting Yourself* might present a challenge in your leadership role.

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## Development Goal

Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Asserting Yourself* into a consistent source of strength.

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### Leading Impact

Your approach to *Asserting Yourself* may impact specific activities or functions that leaders perform. Your relative comfort level in performing the following activities may be particularly impacted by the *Asserting Yourself* dimension:

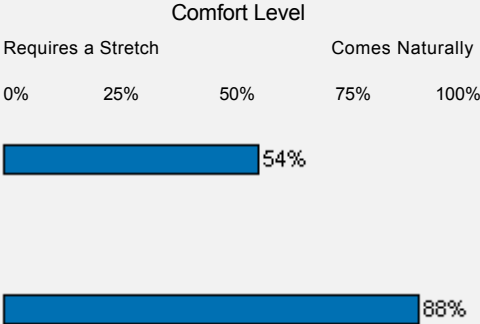
#### Evaluating Individual Performance:

- Assessing contributions against expectations.
- Providing objective evaluation of individual efforts.

#### Setting Clear Expectations:

- Providing clear expectations for individuals.
- Articulating clear objectives for the team.

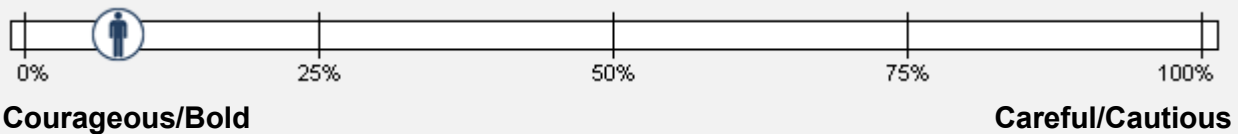
For a complete list of key leading activities, including your likely comfort level with each, please refer to [page 47](#) in this guide.





## Achieving Dimensions > *Taking Risks*

This dimension describes how you approach uncertain or risky situations. Some people seem to be natural risk takers, while others tend to be more cautious and careful. Most of us tend to fluctuate somewhere between avoiding and taking risks, depending on the situation.



***Taking Risks* Percentile: 8% (Courageous/Bold)**

You are most likely to respond with boldness during times of uncertainty or stress.

### Recognizing the Dimension

You enjoy the chance to use your creativity and imagination to solve problems, and you are not afraid to experiment with unproven ideas. You are willing to go it alone if others are less comfortable with your approach, and you are not easily intimidated by new or challenging goals.

Describe at least one way in which your approach to *Taking Risks* may be evident to those around you.

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Common behaviors for the courageous/bold approach:	To what extent do these describe you?	
	<i>Most of the time</i>	<i>Some of the time</i>
• being motivated by challenging goals	<input type="radio"/>	<input type="radio"/>
• experimenting with unproven methods	<input type="radio"/>	<input type="radio"/>
• appearing calm in the face of uncertainty	<input type="radio"/>	<input type="radio"/>



## Potential Strength

You are not easily intimidated by unfamiliar or uncertain situations. Since you don't hesitate to act where others might, peers may view you as a courageous leader. You tend to encourage others when the team might otherwise be reluctant to move forward in new situations.

Describe a way in which your approach to *Taking Risks* is a source of strength in your leadership role.

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## Potential Challenge

Your willingness to take action, even in the face of uncertainty, allows you to capitalize on opportunities that others may resist. Still, your more risk-averse team members may not consider some of your actions as courageous. In fact, there may be times when others view your courage as a failure to evaluate risk. As you approach difficult or uncertain situations, make sure you convey an understanding of the implications for your actions before taking the first step. Allow others to see that your courage is accompanied by ample awareness of what is at stake in your decision-making.

Describe a way in which your approach to *Taking Risks* might present a challenge in your leadership role.

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## Development Goal

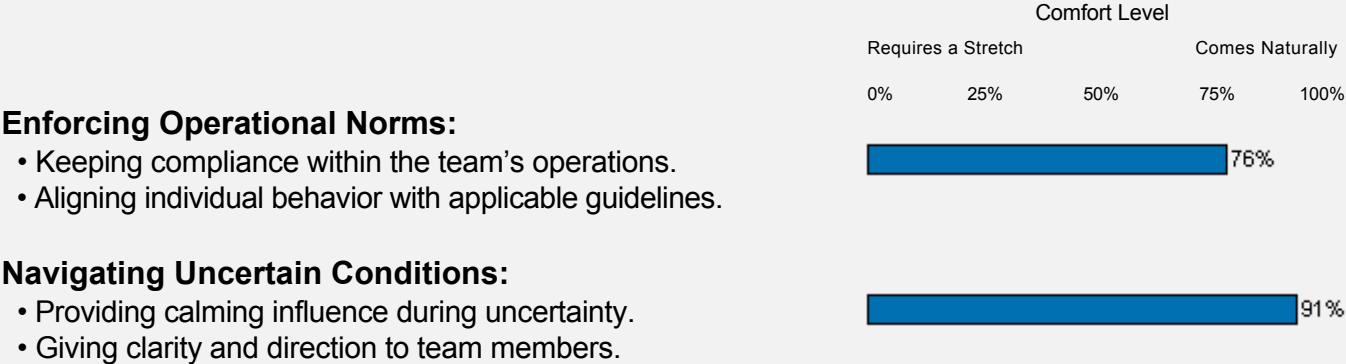
Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Taking Risks* into a consistent source of strength.

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## Leading Impact

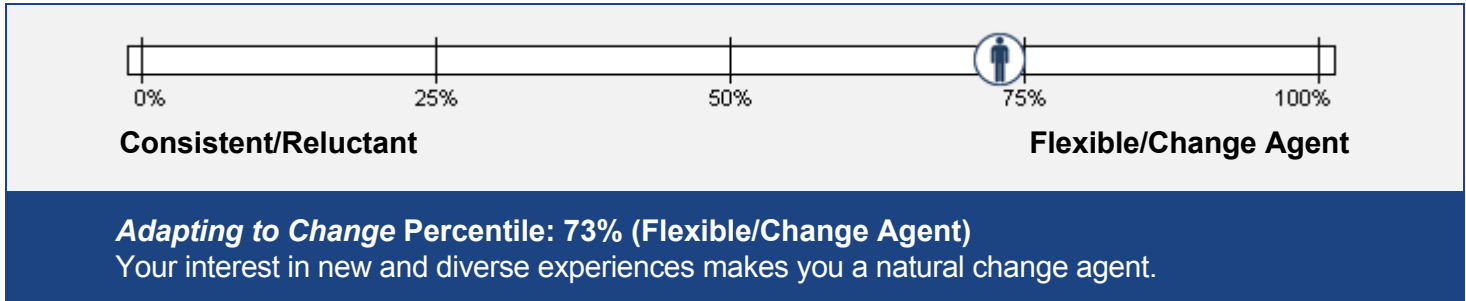
Your approach to *Taking Risks* may impact specific activities or functions that leaders perform. Your relative comfort level in performing the following activities may be particularly impacted by the *Taking Risks* dimension:



For a complete list of key leading activities, including your likely comfort level with each, please refer to [page 47](#) in this guide.

## Achieving Dimensions > *Adapting to Change*

This dimension describes how you navigate change. While some prefer stability and a predictable environment, others enjoy frequent change and lots of variety. For the most part, we tend to display both reluctance and flexibility at times, depending on the significance of the change.



### Recognizing the Dimension

You tend to enjoy your role most when there is change and variety, and you are likely to become bored easily with the status quo. You don't mind trying new things, and you may even appear restless at times. You are an independent thinker who tends to act quickly once you put your mind to something.

Describe at least one way in which your approach to *Adapting to Change* may be evident to those around you.

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Common behaviors for the flexible/change agent approach:	To what extent do these describe you?	
	<i>Most of the time</i>	<i>Some of the time</i>
• challenging the status quo at times	<input type="radio"/>	<input type="radio"/>
• going with the flow in stressful circumstances	<input type="radio"/>	<input type="radio"/>
• overlooking proven or currently effective methods	<input type="radio"/>	<input type="radio"/>



## Potential Strength

You look for new ways to approach problems, and you enjoy opportunities to try something new. You are often looking for opportunities to grow. While others can become nervous about your interest in new things, you are often the catalyst that drives others to consider change.

Describe a way in which your approach to *Adapting to Change* is a source of strength in your leadership role.

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## Potential Challenge

Your appetite for variety encourages you to enjoy new experiences where others may have been content without the change. Still, there may be times when your flexibility may cause you to make unnecessary changes, simply to experience something new. Be careful that you don't seek change simply for the sake of change. You may find it helpful to carefully scrutinize the potential gains associated with any prospective change, since there may be times when the status quo remains the best option.

Describe a way in which your approach to *Adapting to Change* might present a challenge in your leadership role.

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## Development Goal

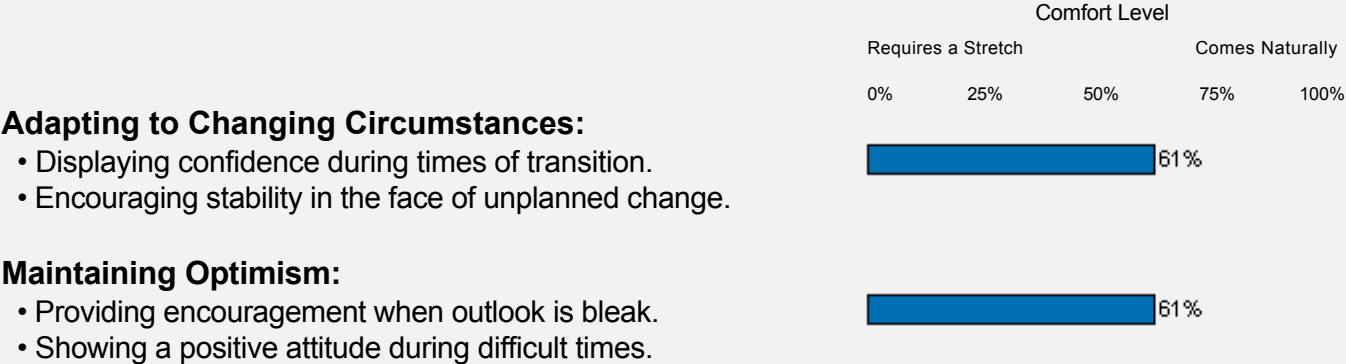
Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Adapting to Change* into a consistent source of strength.

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## Leading Impact

Your approach to *Adapting to Change* may impact specific activities or functions that leaders perform. Your relative comfort level in performing the following activities may be particularly impacted by the *Adapting to Change* dimension:



For a complete list of key leading activities, including your likely comfort level with each, please refer to [page 47](#) in this guide.

## Achieving Dimensions > *Decision-making*

This dimension describes how we learn and process information in making decisions. Some tend to rely on their intuition and experience, while others rely on a more analytical approach. Most of us tend to balance both perceptive and analytical approaches to some degree in making decisions.



**Decision-making Percentile: 56% (Perceptive/Intuitive)**

You are more likely than most people to leverage intuition and experience in making decisions.

### Recognizing the Dimension

You emphasize the value of observation and perception in making decisions, and you are comfortable going with your gut instinct. You may not enjoy tasks that require lots of careful analysis, so you might delegate most of the details to others. You learn quickly from both mistakes and observations.

Describe at least one way in which your approach to *Decision-making* may be evident to those around you.

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Common behaviors for the perceptive/intuitive approach:	To what extent do these describe you?	
	<i>Most of the time</i>	<i>Some of the time</i>
• being comfortable “going with your gut”	<input type="radio"/>	<input type="radio"/>
• making adjustments more frequently	<input type="radio"/>	<input type="radio"/>
• preferring insight and experience over data	<input type="radio"/>	<input type="radio"/>



## Potential Strength

You think quickly on your feet and are comfortable learning as you go. Where others can get lost in the details, you offer a big picture perspective. Your comfort level using intuition and experience in making decisions may make others nervous at times but you provide an important gut-check for the team.

Describe a way in which your approach to *Decision-making* is a source of strength in your leadership role.

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## Potential Challenge

Making decisions based on your intuition and experience can allow you to take quick action when necessary. However, there may be situations in which your experience is inadequate to inform your decision-making process. Be careful not to dismiss the value of careful analysis offered by others who may not share your instinctive approach. Allow them the opportunity to carefully work through the facts and details of the situation, and learn from their findings. Although this may slow your decision-making at times, it may make the difference between success and failure.

Describe a way in which your approach to *Decision-making* might present a challenge in your leadership role.

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## Development Goal

Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Decision-making* into a consistent source of strength.

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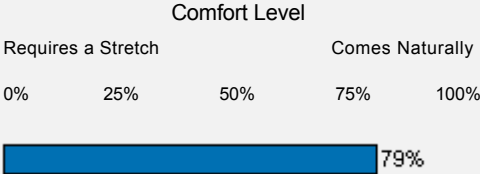


### Leading Impact

Your approach to *Decision-making* may impact specific activities or functions that leaders perform. Your relative comfort level in performing the following activities may be particularly impacted by the *Decision-making* dimension:

#### Approaching Complex Issues:

- Breaking down problems into simplified elements.
- Identifying steps toward a workable solution.



#### Controlling Processes:

- Maintaining work flow to meet operational needs.
- Recognizing and addressing potential disruptions.



For a complete list of key leading activities, including your likely comfort level with each, please refer to [page 47](#) in this guide.

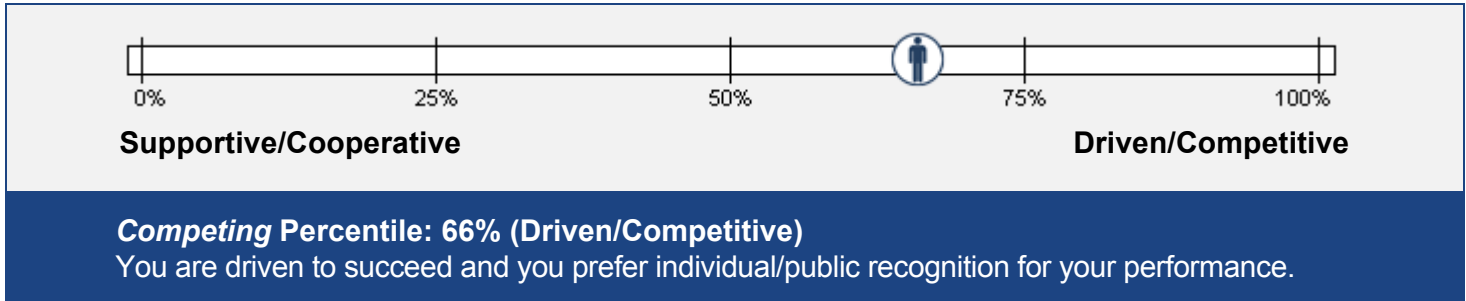
## Leading Dimensions > Relating Dimensions

Now that you have explored how your leading style is impacted by the five *Achieving Dimensions*, let's shift our attention to the five *Relating Dimensions* which provide insight regarding how you interact with others and express yourself (the "how" of leading):

1. *Competing* (a measure of your Status Motivation) – see [page 32](#)
2. *Working Together* (a measure of your Affiliation) – see [page 35](#)
3. *Helping Others* (a measure of your Consideration) – see [page 38](#)
4. *Opening Up* (a measure of your Openness) – see [page 41](#)
5. *Protecting Yourself* (a measure of your Self-Protection) – see [page 44](#)

## Relating Dimensions > *Competing*

This dimension describes how we relate to others as we accomplish goals. While some tend to thrive in competitive settings where they are rewarded for their individual performance, others prefer cooperative efforts and team rewards. Most of us tend to enjoy both opportunities from time to time.



### Recognizing the Dimension

You tend to enjoy competitive situations. You like to be rewarded for your success, and you are always looking for the next challenge to overcome. Your drive to win makes you a natural in incentive-based environments, where your individual status can be recognized.

Describe at least one way in which your approach to *Competing* may be evident to those around you.

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Common behaviors for the driven/competitive approach:	To what extent do these describe you?	
	<i>Most of the time</i>	<i>Some of the time</i>
• desiring public recognition for your efforts	<input type="radio"/>	<input type="radio"/>
• seek to impress and surpass others	<input type="radio"/>	<input type="radio"/>
• be motivated by incentivized work	<input type="radio"/>	<input type="radio"/>

## Potential Strength

You are driven to succeed in all you do and you enjoy recognition for a job well done. You enjoy the thrill of competition and you are motivated to win. You will tend to seek accolades for your team, and your tenacity can provide a rallying cry for others to follow.

Describe a way in which your approach to *Competing* is a source of strength in your leadership role.

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## Potential Challenge

Since you may be most motivated by public recognition, there may be times when you are reluctant to pursue a cooperative endeavor (where teamwork is rewarded over individual performance). Your competitive drive may even alienate others, causing you to miss out on the benefit of their contributions. Look for opportunities to leverage your competitive drive in a way that promotes team performance. For example, identify a specific target or goal that can only be achieved through a collaborative effort, and then share the recognition accordingly. Do your best to include others, and make sure you remain a team player.

Describe a way in which your approach to *Competing* might present a challenge in your leadership role.

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## Development Goal

Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Competing* into a consistent source of strength.

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## Leading Impact

Your approach to *Competing* may impact specific activities or functions that leaders perform. Your relative comfort level in performing the following activities may be particularly impacted by the *Competing* dimension:

### Recognizing Others' Efforts:

- Providing effective feedback to team members.
- Encouraging desired individual performance.



### Cultivating Team Spirit:

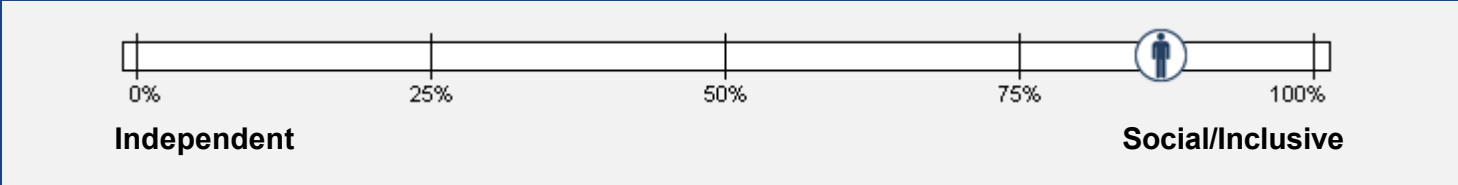
- Promoting cooperation among diverse individuals.
- Encouraging a sense of team identity and unity.



For a complete list of key leading activities, including your likely comfort level with each, please refer to [page 47](#) in this guide.

# Relating Dimensions > Working Together

This dimension describes how we collaborate with others in getting things done. While some of us prefer to go it alone and work independently, others are much more comfortable when they can work together. Most of us tend to work independently or collectively at times, based on the circumstances.



**Working Together Percentile: 87% (Social/Inclusive)**  
You prefer to make decisions and take action through collaboration rather than going it alone.

### Recognizing the Dimension

You tend to be most comfortable working with others, and you may have little desire to strike out on your own. You go out of your way to include others, and you feel the best decisions are made through consensus and collaboration (both of which you try to build).

Describe at least one way in which your approach to *Working Together* may be evident to those around you.

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Common behaviors for the social/inclusive approach:	To what extent do these describe you?	
	<i>Most of the time</i>	<i>Some of the time</i>
• preferring collaboration in decision-making	<input type="radio"/>	<input type="radio"/>
• looking for consensus before taking action	<input type="radio"/>	<input type="radio"/>
• seeking recognition as a team member	<input type="radio"/>	<input type="radio"/>



### Potential Strength

You enjoy working with others and you make every effort to ensure they are welcomed and included. Others tend to view your approach as supportive and helpful. You can be the glue that keeps a team working together in the face of challenging obstacles, and you make others feel at home in a team setting.

Describe a way in which your approach to *Working Together* is a source of strength in your leadership role.

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### Potential Challenge

There may be times when independent action is required or when team members need to be moved away from complacency. Be mindful that “groupthink” can occur when team members are reluctant to ask questions or offer different opinions. Don’t be afraid to go it alone if necessary, particularly when the options or timing require immediate action. This is where it can be especially important to be guided by clear values and a compelling vision in your leadership. In that way, your actions can be supported in the absence of the usual collaboration that you have come to rely upon in reaching decisions.

Describe a way in which your approach to *Working Together* might present a challenge in your leadership role.

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### Development Goal

Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Working Together* into a consistent source of strength.

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## Leading Impact

Your approach to *Working Together* may impact specific activities or functions that leaders perform. Your relative comfort level in performing the following activities may be particularly impacted by the *Working Together* dimension:

### Gaining Consensus:

- Finding common ground amidst varying perspectives.
- Motivating individuals to support the team's cause.



### Finding Opportunities for Synergy:

- Seeking out ways to capitalize on available talent.
- Leveraging contributions to surpass expectations.

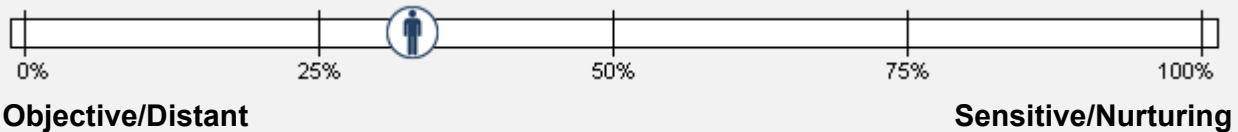


For a complete list of key leading activities, including your likely comfort level with each, please refer to [page 47](#) in this guide.



## Relating Dimensions > *Helping Others*

This dimension describes how we recognize the feelings and interests of those around us. While some of us go out of our way to learn how we can help others, some of us tend to approach others more formally or objectively. Most of us tend to fluctuate between sensitive and objective approaches.



**Helping Others Percentile: 33% (Objective/Distant)**

You are likely known for your objective approach, and would rarely be described as nurturing.

### Recognizing the Dimension

You appreciate a more self-sufficient environment, where people tend to take care of their own needs. While others can count on you to lend a hand when needed, you tend to value objectivity and practicality over an emotional response to problems.

Describe at least one way in which your approach to *Helping Others* may be evident to those around you.

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Common behaviors for the objective/distant approach:	To what extent do these describe you?	
	<i>Most of the time</i>	<i>Some of the time</i>
• prefer objectivity in decision-making	<input type="radio"/>	<input type="radio"/>
• overlook others' feelings	<input type="radio"/>	<input type="radio"/>
• remain neutral in workplace issues	<input type="radio"/>	<input type="radio"/>

## Potential Strength

You tend to remain objective where others may become emotionally involved in making decisions or solving problems. Others can rely on you for an impartial perspective. Your objectivity can provide great balance in approaching complex problems and your desire to stay on-task can keep the team moving along.

Describe a way in which your approach to *Helping Others* is a source of strength in your leadership role.

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## Potential Challenge

At times your objective approach may be viewed as cold or harsh by more sensitive team members. While you may be reluctant to reach out to others in need of encouragement, such a nurturing response may be the most effective action you can take at times. Watch closely for signs that team members appear down or disheartened, and take care to soften your comments as you remain on-task. Others will appreciate that you recognize and consider their feelings, and you will be more likely to prevent smaller issues from becoming insurmountable problems.

Describe a way in which your approach to *Helping Others* might present a challenge in your leadership role.

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## Development Goal

Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Helping Others* into a consistent source of strength.

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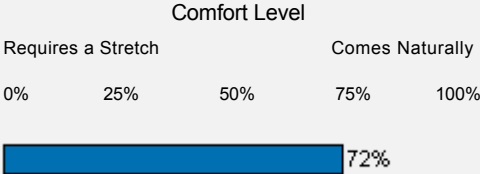
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## Leading Impact

Your approach to *Helping Others* may impact specific activities or functions that leaders perform. Your relative comfort level in performing the following activities may be particularly impacted by the *Helping Others* dimension:

### Mentoring Followers:

- Investing in the growth of others.
- Coaching individuals to reach personal milestones.



### Easing Tension among Members:

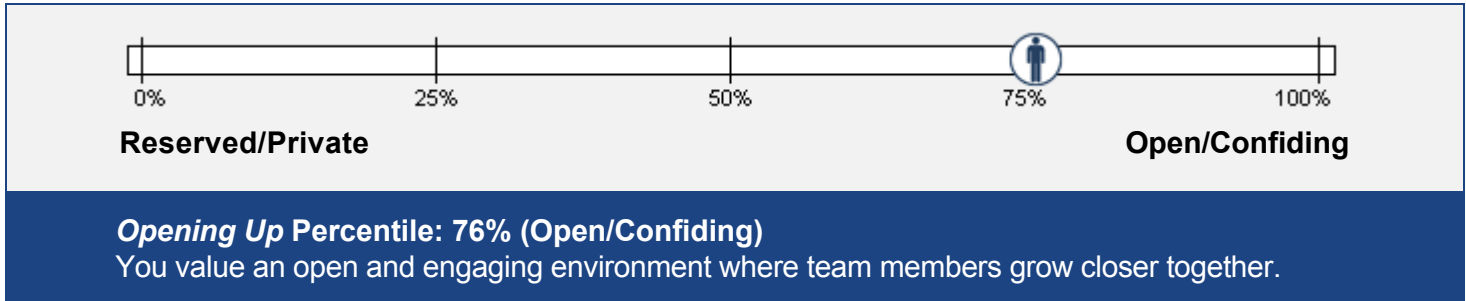
- Identifying sources of conflict among team members.
- Reducing friction, while maintaining momentum.



For a complete list of key leading activities, including your likely comfort level with each, please refer to [page 47](#) in this guide.

## Relating Dimensions > *Opening Up*

This dimension describes your interest in sharing personal information with others. While some tend to place a high value on privacy and formality, others are much more open in their communication. Most of us tend to be quiet at times, and open up in others, depending on the circumstances.



### Recognizing the Dimension

You go out of your way to talk with others and you show genuine interest in learning about them. You tend to relate easily, even with strangers, and your communication style is seen as open and friendly. You have the gift of gab, which allows you to build rapport quickly.

Describe at least one way in which your approach to *Opening Up* may be evident to those around you.

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Common behaviors for the open/confiding approach:	To what extent do these describe you?	
	<i>Most of the time</i>	<i>Some of the time</i>
• enjoy sharing personal stories with others	<input type="radio"/>	<input type="radio"/>
• seek to learn about others' interests	<input type="radio"/>	<input type="radio"/>
• develop working relationships easily	<input type="radio"/>	<input type="radio"/>

## Potential Strength

You are friendly and open, and you show a genuine interest in others. You find it easy to initiate conversations and others feel welcomed and appreciated by your approach. Your openness and willingness to express feelings make you a natural at relationship-building. Your approach helps the team remain cohesive.

Describe a way in which your approach to *Opening Up* is a source of strength in your leadership role.

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## Potential Challenge

Your open approach typically involves sharing both excitement and vulnerabilities with the group, further contributing to unity and trust. While this allows you to build new relationships rather easily, it may cause tension among team members who tend to value formality and distance. Look for signs that some team members may be reluctant to open up, and balance your openness with their desire for privacy. Not all of your peers may prefer to share personal stories or information in a group setting, and some may pull back from what they might perceive as intrusion at times.

Describe a way in which your approach to *Opening Up* might present a challenge in your leadership role.

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## Development Goal

Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Opening Up* into a consistent source of strength.

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## Leading Impact

Your approach to *Opening Up* may impact specific activities or functions that leaders perform. Your relative comfort level in performing the following activities may be particularly impacted by the *Opening Up* dimension:

### Building Rapport:

- Making a personal connection with others.
- Communicating with new acquaintances.

### Drawing out Others' Viewpoints:

- Encouraging participation from reluctant contributors.
- Gaining input from out-group members.

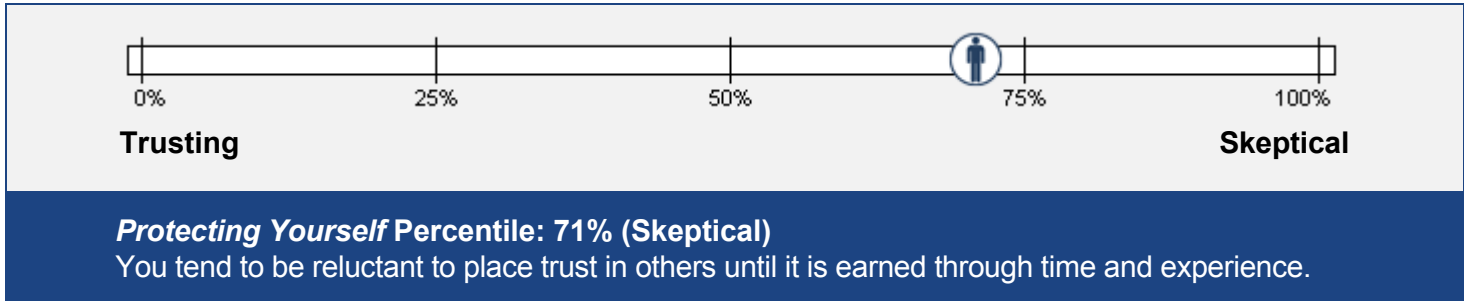
For a complete list of key leading activities, including your likely comfort level with each, please refer to [page 47](#) in this guide.

Comfort Level  
Requires a Stretch                      Comes Naturally  
0%      25%      50%      75%      100%



## Relating Dimensions > *Protecting Yourself*

This dimension describes how you tend to view others' intentions or reliability. While some are comfortable giving others the benefit of the doubt, others will be inclined to scrutinize things more carefully. For the most part, we tend to balance trust with skepticism in common situations.



### Recognizing the Dimension

You typically require others to earn your trust before you are willing to rely upon them. You ask the tough questions regarding plans and intentions in order to make informed decisions. You are a critical thinker who prefers to see proof to support assumptions.

Describe at least one way in which your approach to *Protecting Yourself* may be evident to those around you.

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Common behaviors for the skeptical approach:	To what extent do these describe you?	
	<i>Most of the time</i>	<i>Some of the time</i>
• questioning others' plans or decisions	<input type="radio"/>	<input type="radio"/>
• being uncomfortable delegating critical tasks	<input type="radio"/>	<input type="radio"/>
• scrutinizing others' intentions	<input type="radio"/>	<input type="radio"/>



### Potential Strength

You are careful and guarded in your approach. You are not easily taken advantage of and you tend to evaluate the safety and security of decisions before taking action. The scrutiny you provide in decision-making can be a significant asset for the team. Others will rely on your watchful eye to protect the team's interests.

Describe a way in which your approach to *Protecting Yourself* is a source of strength in your leadership role.

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### Potential Challenge

There may be occasions in which your protective nature can cause you to pass over a promising opportunity. Avoid rushing to judgment on people or ideas, simply out of a desire to protect yourself from failure (yours, or the result of others' actions). Learn to evaluate each instance against consistent criteria, such as your core values and your personal mission, so that you may add more objectivity to your decision-making process. Learn to separate your sense of self-worth from the outcome of your work, so that your self-protection will not prevent you from uncovering opportunities for collaboration.

Describe a way in which your approach to *Protecting Yourself* might present a challenge in your leadership role.

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### Development Goal

Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Protecting Yourself* into a consistent source of strength.

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### Leading Impact

Your approach to *Protecting Yourself* may impact specific activities or functions that leaders perform. Your relative comfort level in performing the following activities may be particularly impacted by the *Protecting Yourself* dimension:

**Maintaining Group Cohesion:**

- Keeping individuals on the same page.
- Encouraging camaraderie and engagement.

**Assimilating Team Members:**

- Providing a smooth transition for new members.
- Integrating the efforts of unproven contributors.



For a complete list of key leading activities, including your likely comfort level with each, please refer to [page 47](#) in this guide.

## Leading Activities

As you have reviewed the dimensions of your leading style, you have likely noticed that certain dimensions seem to make some activities more comfortable for you, while others seem to make the same activities more challenging. This is because each activity is influenced by more than one of your leading dimensions, meaning that there can be a “tug-of-war” at times as we approach certain activities. Simply put, we may feel quite comfortable performing an activity in some situations and less so in others.

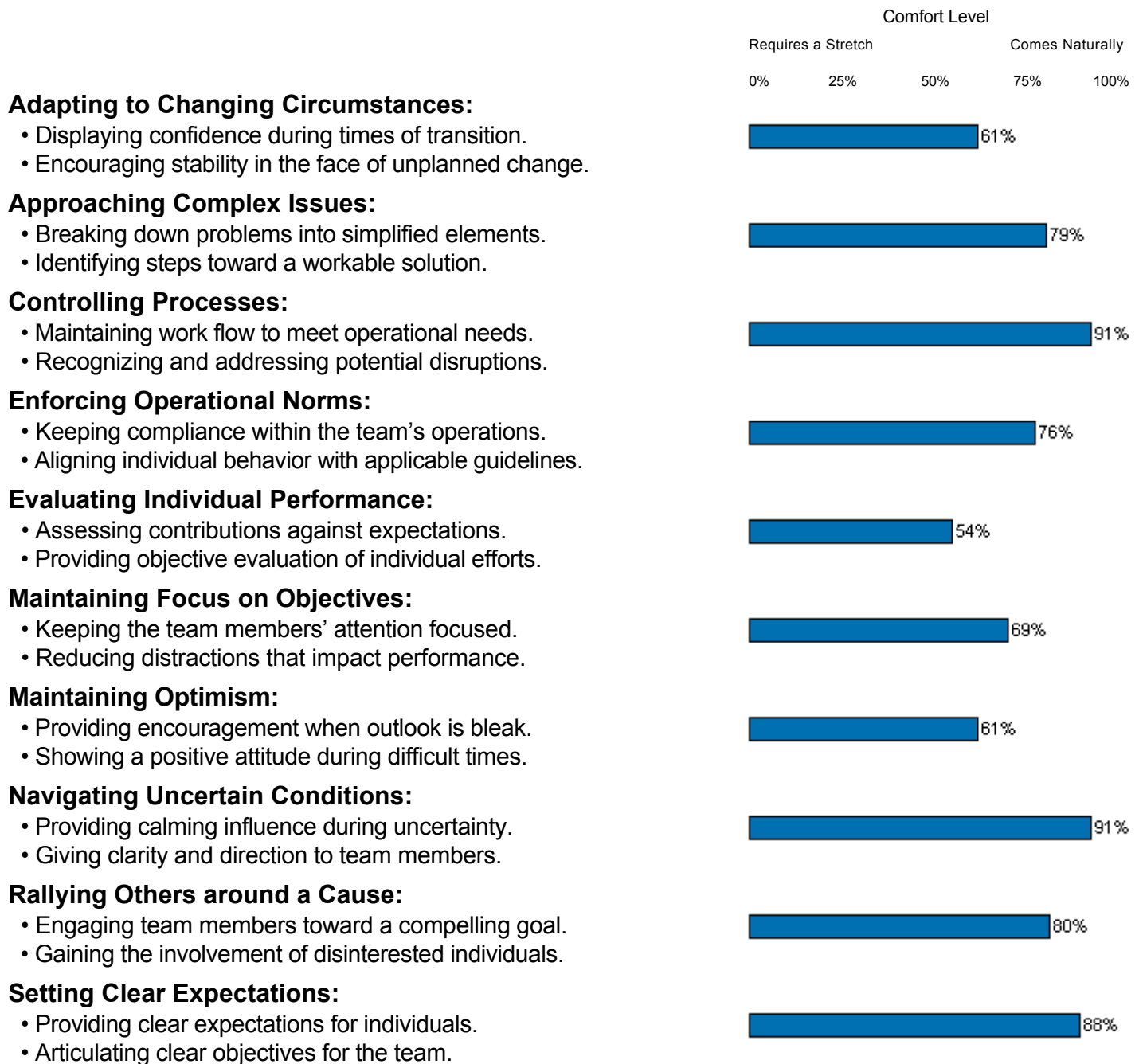
Since your leadership effectiveness is typically evaluated by how well you approach key activities, it is helpful to consider your relative comfort level with each one. Activities that are more comfortable can be a source of strength for you, while activities that are less comfortable can become a focal point for your ongoing development. Whether you are working independently to develop your leadership potential, or are being guided via a formal program, knowing where to focus your efforts can help you to make lasting improvements.

The following page describes various activities you might be expected to perform routinely in a leadership role, as well as your likely comfort level or preference for performing each one. Higher scores indicate you may feel very comfortable performing the activity (the activity tends to come naturally for you), while lower scores indicate you may experience difficulty performing the activity (the activity may require an intentional “stretch” on your part). For any activity, you may perform better under some circumstances, while feeling less comfortable in others. For those activities where you may have a lower comfort level, consider how you might stretch yourself to develop your leadership effectiveness. This can be particularly helpful in a team setting, as you recognize and develop skills that can integrate within the existing strengths and needs of the team.

Important Note: The following scores are based on your likely comfort level rather than your skill in performing each activity. You may develop a skilled approach in performing even the most uncomfortable activities, although you may prefer that these be delegated to someone else when possible.

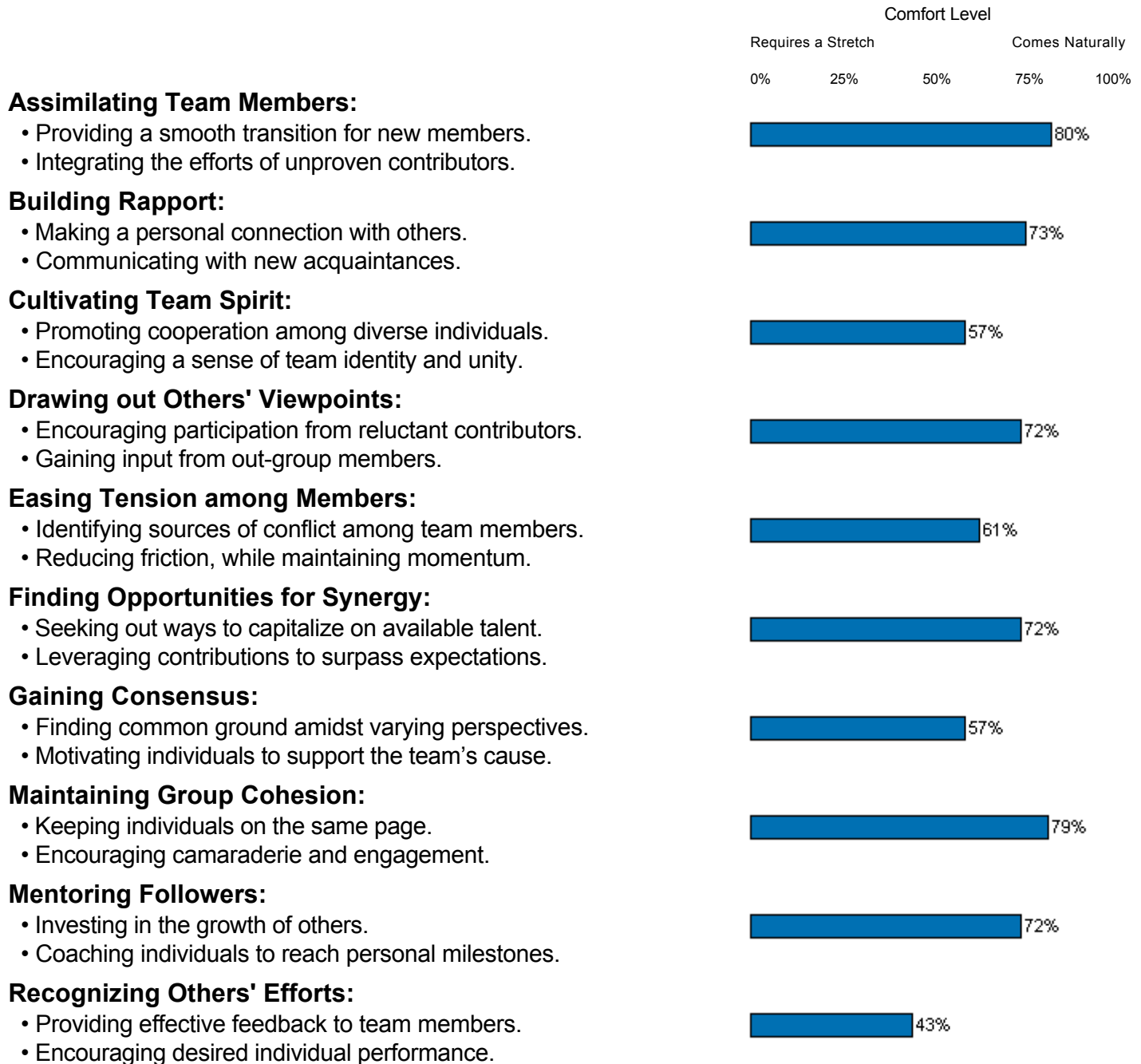
## Leading Activities > Achieving Activities

The following categories describe how you approach task-related ("achieving") activities:



## Leading Activities > Relating Activities

The following categories describe how you approach people-related ("relating") activities:



## Leading Dimensions Summary

The following table provides an overview of the primary drives and supporting dimensions measured by your Leading Dimensions Profile (LDP).

Primary Drives:	Score	0%	25%	50%	75%	100%
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Achievement Drive (page 3)	90%	Methodical/Tactical Focus		Urgent/Strategic Focus		
Relational Drive (page 5)	76%	Guarded/Enforcing Influence			Expressive/Enabling Influence	

Achievement Dimensions:	Score	0%	25%	50%	75%	100%
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Accomplishing Goals (Work Intensity) (page 16)	100%	Contented/Measured		Ambitious/Intense		
Asserting Yourself (Assertiveness) (page 19)	100%	Reflective/Shy		Confident/Assertive		
Taking Risks (Uncertainty Avoidance) (page 22)	8%	Courageous/Bold		Careful/Cautious		
Adapting to Change (Adaptability) (page 25)	73%	Consistent/Reluctant		Flexible/Change Agent		
Decision-making (Perception) (page 28)	56%	Analytical/Detail-minded		Perceptive/Intuitive		

Relating Dimensions:	Score	0%	25%	50%	75%	100%
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Competing (Status Motivation) (page 32)	66%	Supportive/Cooperative		Driven/Competitive		
Working Together (Affiliation) (page 35)	87%	Independent		Social/Inclusive		
Helping Others (Consideration) (page 38)	33%	Objective/Distant		Sensitive/Nurturing		
Opening Up (Openness) (page 41)	76%	Reserved/Private		Open/Confiding		
Protecting Yourself (Self-Protection) (page 44)	71%	Trusting		Skeptical		

## Conclusion

Whether you have reviewed this guide as a self-assessment exercise, or as part of a formal leadership training program, what's most important is what you do with the insight you have gained. Evaluating our strengths and improvement opportunities can be humbling for sure, and it is natural to view our own leadership approach only in the most positive light. Still, real growth comes from candidly identifying how we perform in specific circumstances, while considering how our behaviors tend to reveal certain patterns to those around us. Only then can we proceed with an informed recognition of where we might strengthen our approach. To the extent that this guide facilitates such recognition, your time has been well spent.

## Contact Information

For more information regarding the Leading Style Guide (LSG) or other products and services available to help you develop and coach high performers, please contact your LDC Affiliate:

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## Important Note

**This report does not represent a comprehensive measure of psychological traits, nor does it claim to represent a prediction of behavior. No part of this report is intended to convey a psychological, medical, or psychiatric evaluation. This report is intended to provide personal insight that is useful in coaching, teambuilding, and other aspects of professional development. No employment decision should be made based, in whole or in part, on the results contained herein.**