

Date : Jul 13, 2008

Name : Tom Tester  
ID : 295689

### Leadership Identifier Graph

Characteristic	Above Average	Average	Below Average
<b>Solving Problems</b>	●		
<b>Making Decisions</b>	●		
<b>Motivating Others</b>			●
<b>Planning and Time Management</b>			●
<b>Handling Confrontational Situations</b>	●		
<b>Making Presentations</b>			●
<b>Handling Change</b>			●
<b>Win-Win Team Approach</b>			●

#### Solving Problems

A large part of leading others involves the ability to assimilate information, think about how that information affects the big picture or situation and then being able to effectively communicate information and ideas to others in order for them to effectively do something with that information. The speed at which the individual learns new information can dramatically affect not only the ability to understand how different factors affect the big picture, but also in how they ultimately communicate and teach others.

- Tom learns information at a fast pace which allows quicker problem solving
- Dealing with routine problems on a regular basis can cause boredom and low productivity
- Tom may become frustrated and impatient if others are not keeping up with their thought process or instructions
- Being motivated by complex problem solving opportunities, Tom may not actually think through the tactical issues of how the solution could be implemented by the individuals who will have to take care of the details
- Solutions may be too complex for others to implement unless there is a thorough

breakdown of the steps that are required to implement the solution

**Question:** Describe a time when you became frustrated with one of your co-workers because they just didn't seem to understand what you were telling them. How did you handle the situation?

### **Making Decisions**

- Tom typically finds it comfortable to directly question things and make decisions
- Determination and independent nature may cause Tom to make decisions without taking the time to get buy in from others

**Question:** Describe a time when you had to work through a committee or group to get something accomplished. What was that like?

### **Motivating Others**

- Tom tends to be quiet and reserved which doesn't normally provide the outward motivation others need to be excited about projects or ideas
- Tom may make the assumption that the idea or objective in and of itself should be exciting and motivating, but some people need that outspoken, cheerleader type of interaction to add the motivation

**Question:** Tell me about a time when you had to be upbeat and sociable with others during the majority of the day. How did you handle it?

### **Planning and Time Management**

- Tom usually prefers to allow things to unfold, reacting to situations as they arise
- Tends to prefer a loose schedule rather than taking the time to plan everything out in advance making it difficult for others to know what is happening
- Generally deals well with multitasking during the day
- Tom may rely too much on their ability to think quickly rather than taking the time to plan and capture details for others to follow
- Important that Tom take the time to plan their day even though plans may have to change

**Question:** Describe a time when you had to develop and follow a very detailed plan at work. How long did you have to follow the plan?

### **Handling Confrontational Situations**

- Tom tends to be direct with others making it more comfortable for them to handle confrontational situations
- Could potentially be overly skeptical and questioning of others actually creating a more confrontational atmosphere even when it is not necessary

**Question:** Tell me about a time when you had to deal with a difficult situation with someone who was very emotional. How did you approach it?

### **Making Presentations**

- Tom tends to be less comfortable giving presentations particularly if they need to be upbeat and enthusiastic
- Typically has a more technical and low-key approach to presenting information and ideas

**Question:** Describe a time when you had to give a presentation where you were expected to be very enthusiastic in your approach. How did you prepare, and how did it turn out?

### **Handling Change**

- Tom generally prefers a more structured and stable environment versus one that experiences continual changes
- Tom generally looks for ways to improve processes that are in place
- Fast changing environments such as those found in start up situations or companies that

are having to dramatically change for their market will be more difficult for Tom

- Employees can generally count on Tom to be consistent

**Question:** Tell me about a time when you had to deal with a great deal of changes in your job. What were the changes and how did you deal with them?

### **Win-Win Team Approach**

- Tom tends to be motivated by individual rewards and motivations

- While Tom can function well on a team, it is important that there be individual recognition tied to goals and objectives

**Question:** Tell me about a time when you were highly motivated to do your job every day and felt that you were rewarded for your efforts. How were you rewarded?

### **Good Impression (Social Desirability)**

- Tom's responses have been frank and open

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**Note: This report represents only a small part of the factors that can be helpful in determining job performance. It is not designed to specifically recommend or not recommend any individual for employment and the ultimate employment decision rests with the Employer.**

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