



John Example

Report Leadership Assessment

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Consultant
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Introduction

This automated report describes your leadership style, outlining your match with leadership, your leadership style, insight into leadership, aptitude for competencies, your leadership traits and your qualities and pitfalls. This analysis is based on your answers to the Work-related Personality, Career Values and SJT Leadership questionnaires. Your answers were compared with those of a large group of others to calculate the scores.

This report is a tool for gaining self-insight. We therefore cannot accept responsibility for the accuracy of the descriptions and conclusions. Your own and your adviser's critical attitude remain vital in this process. Psychological evaluation reports remain valid for up to two years and should be destroyed after that period. Your adviser should request your permission before discussing this report and its conclusions with others.

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In accordance with NIP guidelines, this report is valid for a maximum of two years as people may change over a period of time.

This automatically generated report describes an individual's personality traits as derived from the answers to the questionnaires. The answers are compared to those given by a large group of other people. The subjective nature of assessments based on questionnaires should be taken into account when interpreting the results. The test supplier can therefore not accept responsibility for the accuracy of the results and descriptions.

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1. Summary

This report provides insight into your talent for leadership. Your match with our leadership profiles is determined by combining your scores in the various questionnaires.

2. Your insight into leadership

This section provides a more detailed look at your insight into leadership situations. This insight was measured with the SJT Leadership questionnaire that you completed for this assignment. In this questionnaire, you were asked to consider a number of situations and indicate how effective you thought various leadership responses would be. Your ability to assess which situations require a transactional or transformational leadership style was determined on the basis of your answers.

3. Your leadership skills and pitfalls for effective leadership

This section provides a more detailed look at your leadership competencies per leadership style (transformational, transactional and laissez-faire leadership). What are you naturally good at? What do you have a talent for? What are you less good at? You can use this insight to reflect on your leadership competencies: are there any qualities you would like to work on? Which competencies would you like to use more often?

4. Your leadership traits

Finally, this report will detail your unique management style according to Quinn's Competing Values Framework (2005). It will also outline your strengths and pitfalls. What are your best traits and what should you watch out for?

Summary

Your match with leadership

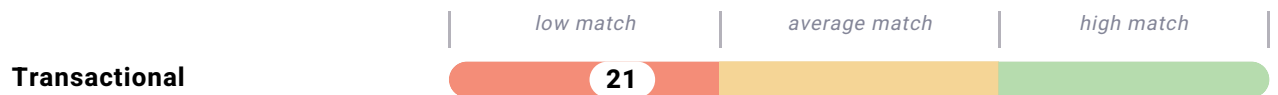


Based on your insight, motivation, personality and aptitude, we have determined that you have **low** match with our leadership profile. A managerial position may demand more energy from you than from most other people.

Your match with leadership styles



Based on your insight and transformational competencies, you score **low** on transformational competencies. Transformational leadership is a form of relationship-oriented leadership. The leader focuses on employee development, so that employees can learn to work independently and tackle complex problems. The leader offers a clear vision and knows how to fire up and motivate employees to achieve set goals. The leader has a proactive attitude, actively listens to employees' individual needs and challenges them to get the best out of themselves.




Based on your insight and transactional competencies, you score **low** on transactional leadership. Transactional leadership is a form of task-oriented leadership. The leader sets clear goals for his or her employees and makes sure that they know what the rewards and penalties are for achieving, or failing to achieve, certain objectives. The leader also has a clear monitoring system, to keep track of how projects are progressing. The leader then intervenes when things go wrong.



Based on your insight and competencies, you score **average** on laissez-faire leadership. Laissez-faire leaders tend to give their employees autonomy and freedom, rather than taking action themselves. Scientific research has shown that, compared to other leadership styles, laissez-faire leadership produces less good results. For this reason, a high match with laissez-faire leadership corresponds to a lower match with our leadership profile.


Your insight into leadership

In one of the questionnaires, you were asked to imagine you were in a managerial position and determine the effectiveness of various responses in a range of leadership situations. This page explains how well you were able to recognise which leadership style was most appropriate in a given situation. There was no situation in which laissez-faire leadership was the most effective leadership style, which is why this report does not give any feedback on this style.

Score:1 Insight into Transformational leadership	
	<p>You usually find it very difficult to estimate which response is appropriate in a transformational leadership situation. You were able to identify situations that called for transformational leadership in 0% of the cases. In 11% of the cases you opted for transactional leadership and in 0% of the cases for laissez-faire. In 8% of the cases you estimated that all three leadership styles were equally appropriate to the situation.</p>

Tip for transformational leadership

- Encourage your staff to think about the organisation's core values and the extent to which they match their own values and needs. This allows you to try to harmonise your staff's values with those of the organisation, thus increasing their intrinsic motivation. Your staff will be more motivated to do that little bit more: after all, they will be working for values that they also consider important.

Score:1 Insight into Transactional leadership	
	<p>You usually find it very difficult to estimate which response is appropriate in a transactional leadership situation. You were able to identify situations that called for transactional leadership in 0% of the cases. In 0% of the cases you opted for transformational leadership and in 0% of the cases for laissez-faire. In 17% you considered transactional and laissez-faire leadership equally appropriate in the situation, while transactional leadership was, in fact, the most appropriate style. In 5% of the cases you estimated that all three leadership styles were equally appropriate to the situation.</p>

Tip for transactional leadership

- Transactional leadership typically depends on the transaction of certain rewards for good performances. These rewards could be part of the secondary working conditions: the prerequisites that motivate staff to do their job. Make sure that you have a good idea of what motivates your staff. If someone has just had a baby, for example, they'll be happy to be rewarded with some hours off work in the mornings. If someone has to provide care to a dependent during the afternoon, they'll be happy if they can make up for the hours they have missed at a time that suits them. By responding to the things that motivate your staff, you can

encourage them to perform better.

Transformational leadership

Each leadership style has its own competencies. This section goes into detail on the most characteristic competencies of the three leadership styles. When calculating the competencies, we examined which personality traits, motives and insights contribute to this competency profile.

The following pages will explain which competencies you have a weaker or stronger aptitude for, based on our questionnaires. *Aptitude* indicates whether you will easily acquire this competency based on your personal traits. A high aptitude score does not mean that you actually possess this competency. Whether or not you have a competency depends in part on how much experience you have with the competency in question. Please refer to the tables for the definitions of the various leadership competencies, as well as for an indication of your aptitude for these competencies. The higher the number of stars printed next to a competency, the greater your expected aptitude for said competency.

This calculation has shown that you have the following match score for transformational leadership: **10%**

According to our profile, you have a weak aptitude for transformational leadership and scored poorly on all transformational competencies highlighted in this report. No strong transformational competencies manifested themselves.

You have a weaker aptitude for the following competencies related to *transformational* leadership:

Competency	Aptitude	Definition
Adaptability	★ ★ ☆ ☆ ☆	Remaining open to innovations and going along with the team.
Coaching groups and individuals	★ ☆ ☆ ☆ ☆	Being able to guide employees and team members in their development.
Consultation	★ ☆ ☆ ☆ ☆	Being open to the input of others. Involving team members in discussions and asking questions to understand their goals and interests.
Inspiration	★ ☆ ☆ ☆ ☆	Encouraging and motivating team members to achieve their goals and presenting arguments with conviction.
Focus on development	★ ☆ ☆ ☆ ☆	Feeling it is important for employees to develop and encouraging them to grow.
Vision	★ ☆ ☆ ☆ ☆	Having the creative ability to develop and refine a vision.
Collaboration	★ ☆ ☆ ☆ ☆	Actively contributing ideas and working with others towards set goals.
Sensitivity	★ ☆ ☆ ☆ ☆	Being able to sense team members' vibes and respond adequately to them.

Transactional leadership

Your talent for our transactional leadership profile is based on your insight into transactional situations in combination with your aptitude for transactional competencies. This calculation has shown that you have the following match score for transactional leadership: **21%**

You have a strong aptitude for the following `_transactional_`competencies:

Competency	Aptitude	Definition
Providing guidance	★ ★ ★ ☆ ☆	Giving clear tasks and instructions to employees, knowing how to address and direct people, daring and able to act.

You have a weaker aptitude for the following competencies related to *transactional* leadership:

Competency	Aptitude	Definition
Progress control	★ ★ ☆ ☆ ☆	Having insight into employees' work and their progress, knowing how to talk to employees about these matters.
Delegating	★ ★ ☆ ☆ ☆	Being able to delegate tasks to others. Facilitating the delegation of tasks by giving clear instructions.
Result-oriented	★ ☆ ☆ ☆ ☆	Being driven to achieve specific goals and results, and setting clear goals to achieve this result.

Laissez-faire leadership

Your aptitude for our laissez-faire leadership profile is based on your insight into leadership situations in combination with your risk of falling into laissez-faire pitfalls. This calculation has shown that you have the following match score for laissez-faire leadership: **57%**

The table below lists characteristics that are part of laissez-faire leadership. Please note that we list pitfalls rather than competencies for laissez-faire leadership. Research has shown that laissez-faire is the least successful leadership style and has a number of pitfalls. This report therefore reflects your degree of *risk* of succumbing to these pitfalls. Virtually everyone has a certain tendency to lapse into these pitfalls, so take a careful look at your tendency to do so to determine to what extent you may encounter these in your work.

Pitfall	Risk	Definition
Laissez faire	★ ★ ★ ☆ ☆	Not propagating a clear vision and not inclined to monitor or support employees in their work.
Indecision	★ ★ ★ ☆ ☆	Finding it difficult to make choices and putting off decisions.
Wait and see	★ ★ ★ ☆ ☆	Adopting a 'wait and see' approach. Preferring others to take the initiative.
Trusting	★ ★ ☆ ☆ ☆	Being a trusting person and believing that employees have the best interests of the company at heart. This can turn into naivety.

Your leadership traits

Leaders can use various leadership styles, such as transformational or transactional leadership. Even within these leadership styles, one leader can differ strongly from another. This section looks at your leadership traits from the perspective of the Quinn management model. What do you expect from your employees? What are your characteristic traits on the work floor? What, based on your personality, are your intentions?

Changing

You facilitate adaptation and change and pay attention to your changing surroundings. You identify important trends, envision and anticipate necessary changes, and tolerate uncertainty and risks. You rely on facts, ideas and intuitive insight. You're creative and can envision innovations, flesh them out in an inspirational way and convince others that they are necessary and desirable. You usually have a vision and are willing to take risks to realise it.

In addition, image, presentation and reputation are important to you. You're a politician, are persuasive and wield influence and power. You deal with people from outside the department, including representatives, negotiators, liaison officers, spokespersons and acquirers of production resources. You are also involved in marketing.

What do you need to watch out for?

You must be careful not to get bogged down in opportunism and overly ambitious aspirations. You have to take care that your risk-taking does not lead to disastrous experiments: don't waste too much energy on things that can't be achieved.

Your leadership traits

Your Qualities

Qualities are positive traits that significantly characterise you. Based on the questionnaires you have completed, the following qualities fit your personality.

Characteristic	Quality
Serious	If necessary you can be very serious and strict with other people.
Calm	You like to take it easy. You are not easily worried.
Conservative	You are able to do repetitive work without finding it boring.
Vigilant	You are good at identifying disadvantages or dangers. You are not very likely to take risks.
Stability	You prefer applying existing ideas to coming up with new ones. You are unlikely to come up with impractical or impossible plans.

Your Pitfalls

Every human being has his or her weaknesses, flip sides and areas in which they can make a mistake in stressful or tempting situations. Usually, these weaknesses are not on the surface, but under certain circumstances they can come to the fore and pose a risk to your career. Denying and ignoring these pitfalls increases the chance that they will come back to haunt you.

When drawing up your personality profile, we examined which pitfalls are relevant to you. That is not to say that you will necessarily encounter them, but knowing what they are may help you prevent them. That is why it is good to be aware of these pitfalls and to take them into account.

Pitfall	Explanation
Convenience	You prefer taking things easy. If something requires a lot of energy, you tend to give up or avoid starting it in the first place. Completing difficult projects is not for you; you prefer to stay in the background. This can boost efficiency, as you can achieve a lot in a short period of time, but more often than not, you end up doing sloppy work. This tendency can put you in a difficult position if you have a demanding job or work with people who have certain expectations of you.
Skeptical	You're critical and don't easily trust others. You want to be sure of their intentions first. The positive side of this is that you won't be fooled easily. Because you're suspicious of others, you won't be able to truly trust many people. Conversely, this can mean that others will struggle to trust you in turn. Your relationships with people are built carefully. The downside is that a critical attitude can lead to suspicion and skepticism, or even to a cynical attitude towards others. You sometimes look into things too much, so that your distrust acts as an obstacle. This can turn into paranoid behaviour when you feel attacked and threatened.