EARLY IDENTIFIER REPORT

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Learn More About Yourself

Great leaders aren't born. They develop their influence through self-knowledge and experience. This report is your first step towards unlocking your leadership potential. It provides insights around important predictors of effective leadership based on your responses and scores on the Early Identifier.

The purpose of this report is to help you gain a better understanding of your personality and skillset and how those things can impact your leadership emergence and effectiveness. In addition, this report provides developmental guidelines and directs you to tools that may help to hone your skills and leverage the right behaviors to help you become an effective leader.

While reviewing, keep in mind that there is not one ideal profile for a successful leader. You probably don't have the highest marks in all areas and that's okay, few people do, especially early in their careers. However, you can use your results to decide actions you'll take right now to develop for the future.

Understanding Your Scores

Your scores are informed by your responses to the Early Identifier items and compared against others who previously completed this assessment. Accordingly, this report provides objective insights around facets of your personality and skill set that could impact your leadership effectiveness in the future.

When you review your results, please acknowledge that this is not an evaluation of your readiness or performance as a leader. Instead, this is a tool that provides insights and guided development on what could leverage or inhibit your long-term growth as a leader.

How are Scores determined?

You are presented with one of three bands on all personality and skill facets.

◆ ◆ ◆   High Score

◆ ◆ ◇   Average Score

◆ ◇ ◇   Low Score
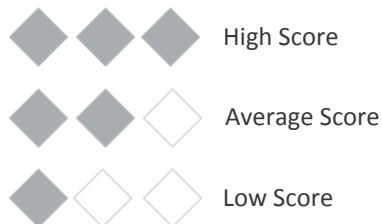
This does not mean that you had low, average, or high number of "correct" scores. It just means that compared to others, you scored below average, about average, or higher than average as compared to those who have previously completed the test. Insights and developmental guidelines are accordingly presented.

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Personality

Personality refers to the way you tend to behave across situations. There are no right or wrong answers to questions about your personality. Don't think of a low or high score as bad or good. This information simply provides insight on how likely and strongly your personality may influence your behavior as a leader.

Low Scores = Compared to others who completed this assessment, you have a lower level of this attribute.

High Scores = Compared to others who completed this assessment, you have a higher level of this attribute.

Your Personality Scores

Collaborative Orientation

Involving others and coordinating teams to work through complex problems.

Details

You're highly motivated to lead collaborations with others. But an interest in collaboration and effectively leading collaboration are two different things – if you want to take on higher leadership responsibilities, keep looking for opportunities to build your network, bring others together and help them benefit from collaboration. Facilitating collaborative relationships between people is essential for converting innovative ideas into results.

People with low scores tend to:

- Prefer independent work
- Value self-reliance

People with high scores tend to:

- Favor managing collaborations
- Enjoy frequent communication

Adaptive Motivation

Preference for working in an environment that involves frequent change rather than in one that stays the same.

Details

You have a slight preference for work assignments that involve adapting to new challenges on a regular basis, but that doesn't mean you don't appreciate the value of order and consistency. If leadership is your goal, learning to be more comfortable with fast changing work environments will help you be successful.

People with low scores tend to:

- Like routines
- Prefer structured assignments
- Avoid risk

People with high scores tend to:

- Enjoy accommodating new challenges
- Stay flexible
- Take risks

Coaching Motivation

Monitoring, supporting, and at times, pushing people to reach higher levels of performance.

Details

Being a leader means sometimes you must have difficult conversations with someone who is struggling in their role. People often need support and guidance to get back on track. You aren't particularly interested in coaching and developing others, but you don't run away from it, either. Talking with others to understand the value of becoming a better coach, then practicing and improving your skills might help you overcome your initial lack of enthusiasm. Leaders who aren't motivated to coach others often just try to do everything themselves, but quickly recognize how that damages their group's performance.

People with low scores tend to:

- Be less interested in developing others
- Work around people who are less competent

People with high scores tend to:

- Take the time to help others develop
- Be willing to have tough feedback conversations with others

Discipline

Being organized and planful.

Details

You are generally organized and planful when you need to be. You are also likely to be flexible when plans need to change. When you take charge of long-term projects you will need to make sure to consistently clarify roles and think through the steps of projects. Others will appreciate your attention to those details and it will help avoid wasting efforts.

People with low scores tend to:

- Distract easily
- Procrastinate
- Avoid details

People with high scores tend to:

- Stay focused
- Act consistently
- Follow through with plans

Perspective Taking

Understanding people's views, beliefs, motives, and opinions by imagining the world from their point-of-view.

Details

In general, you are interested in understanding why other people hold perspectives that are different from your own. This characteristic is critical for building trusting partnerships and effectively influencing others. Taking an interest in why people believe the things they do is important for working and leading across diverse groups. Continuing to build your habits around understanding others' point of view without judgment will elevate your success as a leader.

People with low scores tend to:

- Appear closed-minded
- Disregard alternative points-of-view

People with high scores tend to:

- Appear open-minded
- Explore other people's views
- Empathize with diverse groups

Assertiveness

Being direct, taking charge, challenging others, and showing confidence.

Details

You feel comfortable allowing others to step up and take the lead or make decisions. Being less assertive doesn't necessarily mean you aren't a great performer, it just means that you're less compelled to dominate the conversation or challenge others. However, you may not get as many opportunities to lead as people who are more outspoken. Make sure you seek recognition and be direct about opportunities you're interested in pursuing. By speaking up more frequently, you may be pleasantly surprised to find how much value you're adding to the discussion.

People with low scores tend to:

- Follow others willingly
- React passively
- Be agreeable

People with high scores tend to:

- Take charge
- Debate others
- Challenge the status quo

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Competitive Drive

Striving for excellence and setting challenging goals.

Details

People with your level of drive are likely to set achievable goals. This can make you more approachable to others since people see will you as less intense. However, you may tend to give up on goals prematurely or lower expectations when challenges arise. In the future, try creating more challenging, but attainable goals for yourself and others – it might be riskier, but also more rewarding.

People with low scores tend to:

- Compete less
- Set comfortable goals
- Demand less of themselves and others

People with high scores tend to:

- Persist through challenges
- Feel confident
- Pursue challenging goals
- Be motivated by a desire to win

Control Orientation

Believing that people have control over their successes and failures through actions.

Details

You might tend to view outcomes in your life as resulting from factors outside of your control. Having a general feeling of not being in control can be stressful and de-motivating. Make it a regular practice to see connections between your actions and their subsequent results. Seeing this link more clearly will motivate you to make meaningful changes over time and help you to achieve your goals.

People with low scores tend to:

- Feel less influential
- Make excuses
- Believe in fate

People with high scores tend to:

- Feel in control of their future
- Take responsibility for outcomes
- Cope with uncertainty

Feedback Receptivity

Seeking, valuing, and reflecting on feedback from others.

Details

People with your level of feedback receptivity don't ask for feedback on a regular basis and often make excuses when offered constructive criticism at work. As uncomfortable as it may be, feedback from others is essential to learning from mistakes and improving over time. When you're not as receptive to feedback, you may be dissuading people from speaking up if they see a problem or a mistake that's about to occur. By proactively seeking and learning from feedback, you'll experience more professional growth while enhancing your personal brand by setting a positive example for others.

People with low scores tend to:

- Discourage feedback
- Avoid criticism
- Become defensive when criticized

People with high scores tend to:

- Seek feedback
- Welcome coaching
- Be self-critical

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Workplace Curiosity

Interest in learning by exploring new, complex, and broad-reaching ideas and challenges.

Details

People with lower workplace curiosity prefer to solve practical problems rather than think about more broad or abstract concepts. They also tend to stick with tried and true methods rather than trying out new approaches. Not all leaders need to be highly curious, but make sure you don't resist new ideas prematurely. Being open to new trends in your industry or organization may help you find better solutions to existing problems.

People with low scores tend to:

- Be overly practical
- Act conventionally
- Prefer familiar ideas

People with high scores tend to:

- Seek complex challenges
- Ask questions and investigate issues
- Explore new problems and ideas

Skills

Skills are what you use to demonstrate your expertise and to show effective behaviors. In this assessment, however, "skills" refers to your judgment on which leadership behaviors would be the most effective when responding to challenges presented in the scenarios.

Low Scores = Compared to other respondents, you chose behaviors that were less effective in response to the test scenarios.

High Scores = Compared to other respondents, you chose behaviors that were more effective in response to the test scenarios.

Your Skill Scores

Navigating Complex Decisions

Facilitating the decision-making process and influencing key stakeholders to arrive at the best outcome.

Details

You demonstrate some good understanding in this area. Continue learning how to approach decisions by involving the right people and building a thorough influence strategy to persuade key stakeholders. Remember, your ideas are only as good as your ability to convince others to act upon them.

Key Actions for Success

- Focus on details most relevant to your stakeholder
- Tailor your influence strategy to engage the emotional and rational needs of your stakeholder
- Involve the right people at the right time to move the decision forward
- Anticipate how potential conflicts or misunderstandings could develop between your stakeholders

Analyzing Strategy

Taking multiple sources of information and accurately analyzing them to determine critical priorities for long-term success.

Details

Leaders must be able to adjust their strategy as the environment changes and keep focused on long-term strategic goals. This skill is a developmental area for you. Developing an understanding of how to think big picture while using a variety of data to make decisions doesn't come easily. It takes time to learn how to evaluate different sources of information and make judgments when the answers aren't very clear.

Key Actions for Success

- Evaluates strategy given new information
- Allocate resources effectively
- Distinguish between short-term and long-term priorities

Developing Others

Providing feedback that improves the awareness, motivation, and learning of others.

Details

Most people overestimate their skill for developing others. You have some work to do in understanding what it takes to give effective developmental feedback and planning. Seek out resources to learn more about how to best develop others, then continue to practice what you've learned while asking for feedback along the way. By doing these things, you'll not only enhance your personal brand but also benefit from a more productive team.

Key Actions for Success

- Clarify expectations and areas for improvement
- Ask appropriate questions to determine causes of poor performance
- Involve the person in determining new development goals
- Make people aware of the value of their contributions

Driving Results

Setting appropriate goals, creating structure, and monitoring progress to guide teams towards success.

Details

Achieving results as an individual contributor is very different from achieving results as a leader. You have room to grow in understanding how to drive results, but this is a very developable skill. As you gain more experience in this area, make sure you strike the right balance between micromanaging and being too hands-off. You'll also need to translate strategy into achievable goals that push the team forward. Use the development resources in this report to start developing your capabilities in this area.

Key Actions for Success

- Stay involved without micromanaging
- Assign tasks based on the knowledge of your team
- Setup clear accountabilities
- Help the team stay focused on addressing the problem and learning

Leading Change

Encouraging others to challenge assumptions, showing sensitivity to others' resistance to change, and maintaining a sense of urgency.

Details

In a world where change is the norm, not the exception, this skill is critical for leadership success. You have some work to do in understanding how leaders' actions help facilitate change. This might be a good area of development to start with, especially if your organization is undergoing change efforts.

Key Actions for Success

- Encourage others to get involved and challenge the status quo
- Address the source of people's frustration and resistance
- Consider your level of credibility in the eyes of others
- Authentically share relevant information

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Managing Relationships

Sharing appropriate thoughts, making others feel valued, and acting in a trustworthy manner.

Details

It's easy to overlook the importance of maintaining relationships when striving to accomplish challenging goals. You have some work to do in understanding how leaders' actions can affect their relationships. Make sure that you don't sacrifice relationships with others in the pursuit of achieving short-term goals. Without trusting relationships, it's very difficult for leaders to build momentum to achieve great results. This might be a good area of development for you to start with.

Key Actions for Success

- Make people feel appreciated and heard
- Demonstrate humility and integrity
- Ask for help
- Encourage others to take ownership over important tasks

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What's Next?

Now that you've reviewed your scores and understand the factors associated with effective leadership, it's time to plan the actions you'll take. Meeting with your manager is key to this process. Your manager can help you relate the insights you've gained and your development actions to future work opportunities.

Step 1

Identify two or three items you want to develop. We recommend starting with items in which you scored lowest, but there might be advantages to leveraging your stronger items.

Step 2

Prepare for a meeting with your manager. We recommend reviewing the Development Guide for each item you identified as needing development.

Step 3

Once you've met with your manager, be sure to leverage available resources to maintain and continue your development.