



WORKPLACE

BIG FIVE PROFILE™

Standard Leader

A Customized Report For: Sample English

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Please note: When treating models developed external to Paradigm, we are assessing the degree to which your WorkPlace Big Five Profile™ scores would tend to provide natural energy for those models.

Leadership Behavior: **Delegation**

EXPLANATION OF THE CONCEPT

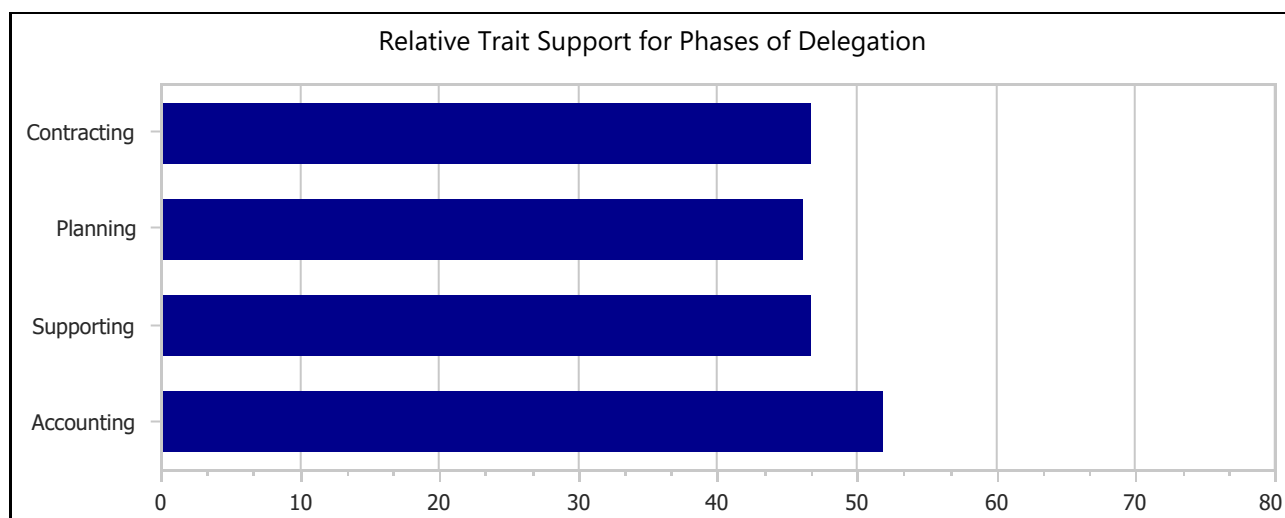
Delegation is not a single act, but several phases. Initially, delegation involves getting clear with the delegatee on the nature of the assignment. The focus is on clarifying the expected results. As soon as the end result is clear, the delegator then facilitates a discussion of possible approaches to accomplishing the task. This initial attention to detail then gives way to backing away and allowing the delegatee sufficient latitude to accomplish the work, yet remaining available as needed. Then, as the delegatee begins to make progress on the assignment, the delegator must remember to monitor progress and ensure that the delegatee has sufficient resources, both material and personal. So, here we identify four typical phases of the delegation process, along with the supertraits that provide the most natural energy for each phase:

YOUR ANALYSIS

Phase	Score	Level of Support	Definition	Associated Big Five Traits
Contracting	46.50	Medium	clarifying goals, results, expectations	E+O-
Planning	46.00	Medium	facilitating a discussion of possible approaches	E+O+A=
Supporting	46.50	Medium	giving appropriate latitude/support to get the job done	E=A+
Accounting	51.67	Medium	monitoring and follow-through	O-A-C+

Legend

- > 65.49 Unusually High
- > 55.49 High
- > 44.49 Medium
- > 34.49 Low
- < 34.5 Unusually Low



INTERPRETATION OF RESULTS

The contracting phase involves clarifying goals and expectations, and is optimally supported by the traits of higher extraversion and lower openness. Your medium average score on these two traits suggests that this phase of delegation may be natural in some situations, and unnatural in others. Take appropriate precautions, as in involving an associate or a checklist, not to shortchange the contracting phase.

The planning phase involves facilitating a discussion of the possible approaches to getting the job done, and is optimally supported by the traits of higher extraversion, higher originality, and mid-range accommodation. Your mid-range average score on these three traits suggests that this phase of delegation may be unnatural for you in some situations, and natural in others. Take precautions, as in involving an associate, or providing reference materials, not to shortchange the planning phase.

The supporting phase involves giving appropriate latitude, as well as support, for getting the job done, and is optimally supported by the traits of mid-range extraversion and higher accommodation. Your mid-range average score on these two traits suggests that this phase of delegation may be natural for you in some situations and not in others. Take precautions, as always letting your delegatee know your whereabouts, and in scheduling progress meetings, not to shortchange the supporting phase.

The accounting phase is essentially a closure phase in which you ensure that the assignment has been completed in an acceptable manner, and is optimally supported by the traits of lower originality, lower accommodation, and higher consolidation. Your medium average score on these three traits suggests that this phase of delegation may be natural for you in some situations and not in others. Take precautions, as in scheduling sufficient time for testing, proofreading, or whatever additional assignment completion tasks are appropriate, not to shortchange the accounting phase.

Leadership Behavior: **Escalation of Commitment**

EXPLANATION OF THE CONCEPT

"Escalation of commitment" (EoC) refers to a decision-maker's failure, or even refusal, to abandon a decision that proved to be wrong. Mistakenly, some leaders continue to allocate resources with the hope of turning around a failed decision. Lyndon B. Johnson, in spite of a consensus that Vietnam could not be "won," didn't just continue committing resources, he increased them. This is frequently given as an example of EoC. When the additional resources cannot be recovered, as in the Vietnam case, it is said to be escalation of commitment. However, if the additional resources can be recouped, as in painting a house before resale, it is not said to be an example of EoC.

DEFINITION

The Center for Creative Leadership, Greensboro NC, identified five behaviors that contribute towards escalation of commitment:

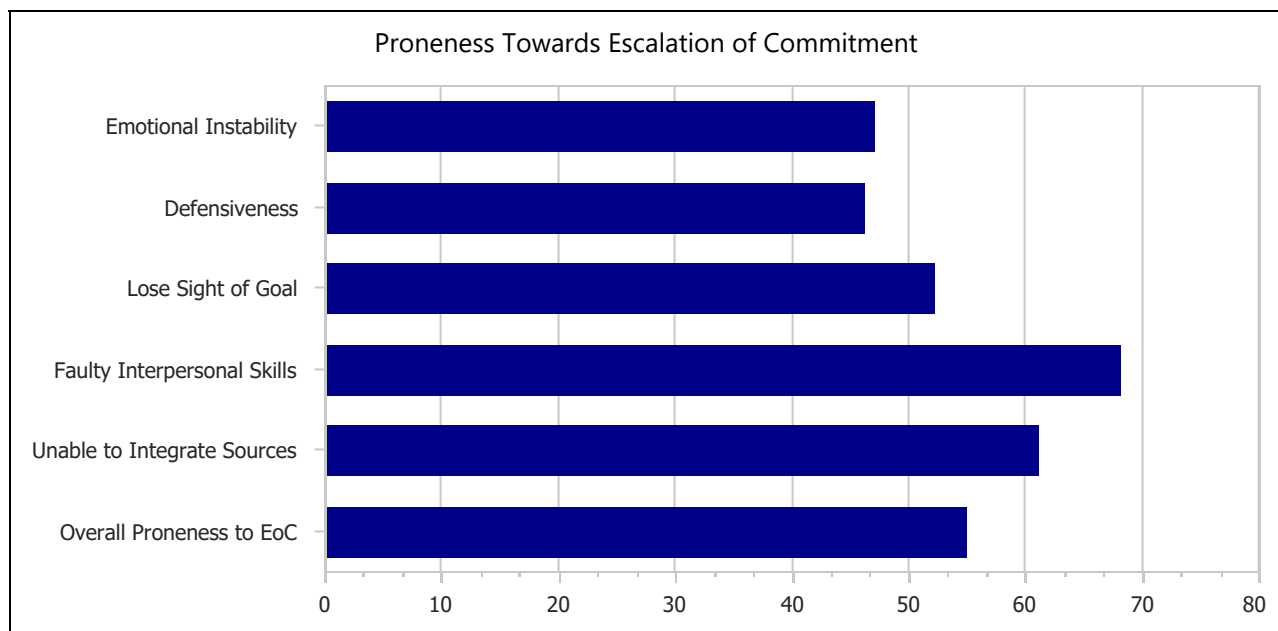
- 1. Emotional Instability.** More rational, calm temperaments tend to be less prone to EoC than temperaments characterized by worrying and anger. This behavior is associated with higher Need for Stability
- 2. Defensiveness/Need to Be Right.** Highly competitive, proud, and egocentric persons are more prone to EoC than more humble, cooperative persons. Defensiveness is associated with lower Accommodation.
- 3. Tendency to Lose Sight of the Goal.** Persons who are spontaneous and multi-tasking are more prone to EoC than persons who are disciplined and focused. This tendency is associated with low Consolidation.
- 4. Faulty Interpersonal Skills.** Persons with well-developed communication skills are less likely to engage in EoC because they end up with better information for making decisions. Faulty communication is more likely to be associated with lower Extraversion.
- 5. Unable to Integrate Multiple Sources of Knowledge.** Persons comfortable with complexity, change, and theory, and who are highly imaginative, tend to be less likely to engage in EoC because they naturally see the interrelatedness of issues. The inability to integrate multiple sources is associated with lower Originality.

Based on our understanding of this model, below we offer the estimates of your tendency towards EoC.

YOUR ANALYSIS

EoC Element	Score	Explanation
Emotional Instability	47	Moderately Prone
Defensiveness	46	Moderately Prone
Lose Sight of Goal	52	Moderately Prone
Faulty Interpersonal Skills	68	Extremely Prone
Unable to Integrate Sources	61	More Prone than Most
Overall Proneness to EoC	55	Moderately Prone

Legend
 > 65.49 Extremely Prone
 > 55.49 More Prone than Most
 > 44.49 Moderately Prone
 > 34.49 Probably Not Prone
 < 34.5 Highly Unlikely



INTERPRETATION OF RESULTS

Your medium score on N suggests that you are calm in some situations and not in others, making it possible that you could engage in EoC in some situations because of undue worry, volatile moods, temper, or other forms of emotional instability.

Your moderate score on A suggests that you are cooperative and humble in some situations, and more competitive and proud in others, making it likely that you could engage in EoC in some situations because of egotism, pride, or other forms of defensiveness and the need to be right, but not in others.

Your medium score on C means that you are focused, disciplined, and ambitious at some times and not at others, making it possible that in some situations you might engage in EoC for the reason of losing sight of the goal.

Your low score on E suggests that your solitary nature makes it likely that you could engage in EoC because of faulty interpersonal skills.

Your low score on O is associated with a somewhat narrow range of issues, making it likely that you could engage in EoC due to an inability to integrate diverse sources of information.

Overall, your scores suggest that your tendency towards EoC depends on the situation.

RESOURCES FOR FURTHER STUDY

Rita Gunther McGrath of Columbia University Business School suggests these manager-friendly versions:

- McGrath, R. G., & Ian, C. (2000). MacMillan. *The Entrepreneurial Mindset. Strategies for Continuously Creating Opportunity in an Age of Uncertainty.*
- Montealegre, R. & Keil, M. (2000). De-escalating information technology projects: Lessons from the Denver International Airport. *MIS Quarterly*, 24(3): 417-447.
- Staw, B. M. & Ross, J. (1987). Knowing When to Pull the Plug. *Harvard Business Review*, 65(2): 68-74.

And these more academic versions:

- Staw, B. M. (1976). Knee-deep in the big muddy: a study of escalating commitment to a chosen course of action. *Organizational Behavior and Human Performance*, 16(1), 27-44.
- Barton, S. L., Duchon, D., & Dunegan, K. J. (1989). An Empirical Test of Staw and Ross's Prescriptions for the Management of Escalation of Commitment Behavior in Organizations. *Decision Sciences*, 20(3), 532-544.
- Brockner, J. (1992). The escalation of commitment to a failing course of action: Toward theoretical progress. *Academy of Management Review*, 17(1): 39-61.
- Ross, J., & Staw, B. M. (1986). Expo 86: An Escalation Prototype. *Administrative Science Quarterly*, 31(2), 274-297.

Leadership Model: **The Furnham Management Study**

EXPLANATION OF THE STUDY

In *Personality and Individual Differences*, (1997), Adrian Furnham, John Crump, and Josh Whelan published an article entitled "Validating the NEO Personality Inventory Using Assessors' Ratings." The article summarized an assessment center process in which ten trained, licensed psychologists (who were also management consultants) rated 160 mid to upper managers from a multinational communication organization on ten indicators of management effectiveness. The article highlighted the correlation of these success factors to the NEO PI-R. Listed below are the definitions of the ten management success factors, with the associated ideal supportive traits in parentheses (we have translated NEO traits here into WorkPlace traits):

"

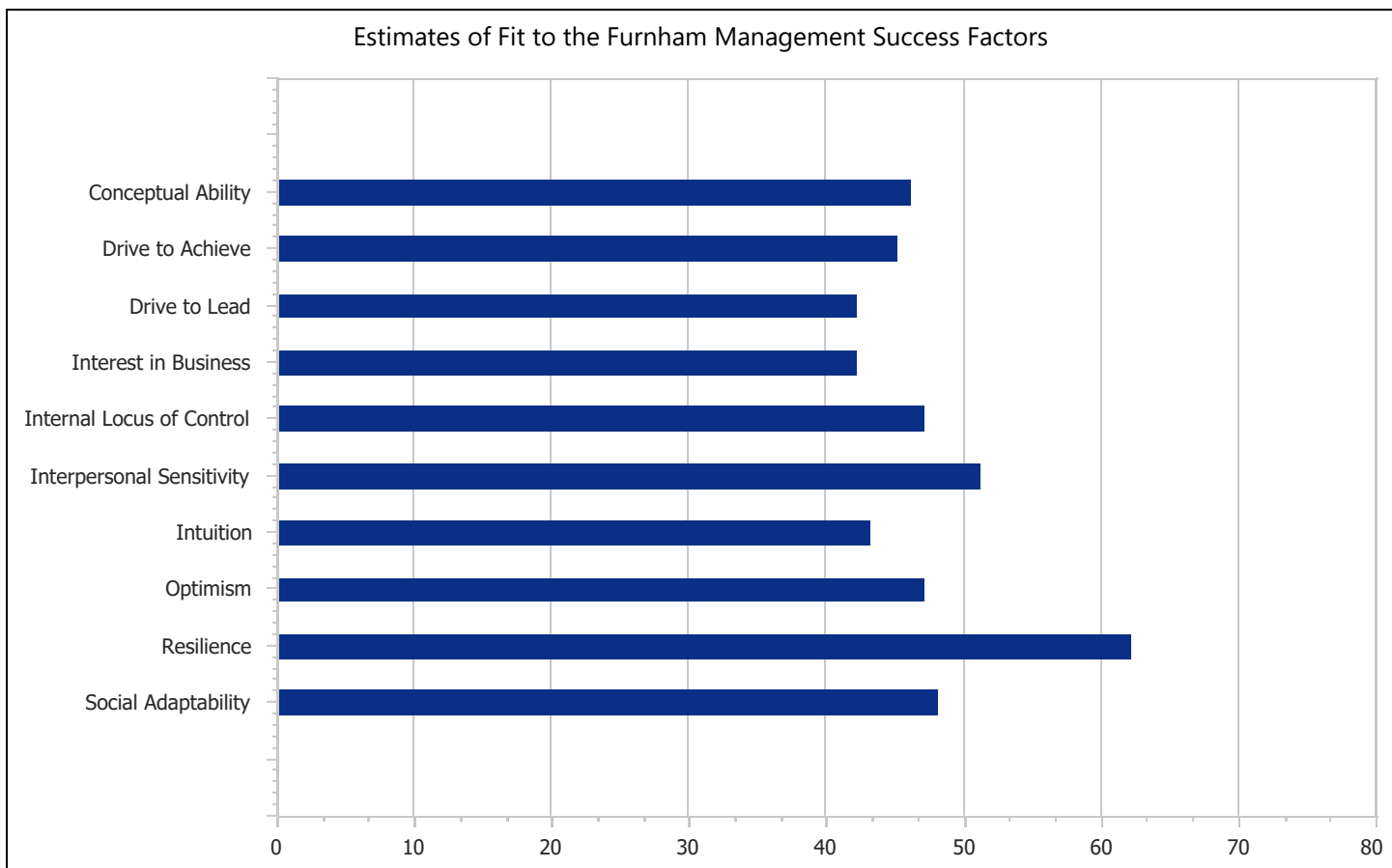
DEFINITION

1. **1. Conceptual ability.** Ability to conceptualize the main themes and issues from factual or abstract information. Ability to identify key patterns or principles from complex information. Interested in generating and using 'maps' or models. (N3-O+12+)
2. **2. Drive to achieve.** Concern to do things better or more efficiently than have been done previously or better than done elsewhere. (N-34-E++36+O+A234-C+++12345++)
3. **3. Drive to lead.** Desire to have the responsibility and authority of position to make an impact on others; highly involved in work that seems to have status and importance. (N-13-4--E+3++6+O+A-124--5-C+13++4+)
4. **4. Interest in Business.** Fascination for how businesses work. Interest in facts, figures, events and stories that help to explain things. 'Passive' attention to things that might be relevant, 'active' investigation to find out missing information. (N3-E+123+O2+A4-C+15+)
5. **5. Internal Locus of Control.** Possession of a clear internal framework of principles and beliefs that guide the individual's judgment. (N---1--3-4---E+3-4---C++134++2+)
6. **6. Interpersonal sensitivity.** Interest in and open attitude to other people's opinions, values, perspective, behavior and personality. (N2+3-E+125+A++123+)
7. **7. Intuition.** Confidence in own intuitions when making judgments. Draw strongly on past learning, consciously or unconsciously. (N3--4-E+13+O+3+12++A3+4--)
8. **8. Optimism.** Belief that things will turn out well. Generally positive and enthusiastic about life. (N--1-4--3---E++15+3++O-4--C+134+)
9. **9. Resilience.** Ability to cope with stress and adjust to unsatisfactory conditions. Ability to retain emotional balance when under pressure and to 'bounce back' after setbacks. (N-----13-----24---O1-A1++4-5---C+1345+)
10. **10. Social Adaptability.** Ability to relate competently with a wide range of different people in different social situations, using a broad repertoire of influence styles. (N2-3--E++2+1++O+A+4-)

In the table and graph below, we have estimated your degree of fit to the ten ideal formulas by using a simple averaging technique. This means that, for example, although you could have a good fit to the ideal profile for a specific success factor, one or more of the traits could be significantly out of the ideal range. Therefore, it would pay to study each formula carefully with respect to which of your trait scores match the ideal and support it, and on the other hand which of your trait scores fall outside the ideal and are not supportive.

YOUR ANALYSIS

Conceptual Ability	46	Somewhat Natural	<i>Legend</i>
Drive to Achieve	45	Somewhat Natural	> 65.49 Energizing
Drive to Lead	42	Draining	> 55.49 Natural
Interest in Business	42	Draining	> 44.49 Somewhat Natural
Internal Locus of Control	47	Somewhat Natural	> 34.49 Draining
Interpersonal Sensitivity	51	Somewhat Natural	< 34.5 Highly Unlikely
Intuition	43	Draining	
Optimism	47	Somewhat Natural	
Resilience	62	Natural	
Social Adaptability	48	Somewhat Natural	



INTERPRETATION OF RESULTS

"You likely have a moderate interest in conceptualizing the main themes and issues from factual or abstract information, or in generating and using 'maps' or models."

"Your profile suggests that you likely show moderate concern for doing things better or more efficiently than have been done previously, or better than done elsewhere."

"You likely have a low desire to have the responsibility and authority of position to make an impact on others."

"Your profile suggests that it is unlikely that you show an interest in how businesses work, or are interested in facts, figures, events, and stories that help to explain things."

"You likely possess a moderately clear internal framework of principles and beliefs that guide your judgment, but on occasion deferring to outside forces to explain successes and failures."

"You are likely to show moderate interest in and have a moderately open attitude to other people's opinions, values, perspective, behavior and personality."

"You probably have low confidence in your own intuitions when making judgments, resist drawing on past learning, consciously or unconsciously."

"You are likely to be realistic in your expectations--sometimes more pessimistic, sometimes more optimistic."

"You typically are able to take coping with stress in stride, adjusting to unsatisfactory conditions and retaining emotional balance when under pressure, and 'bouncing back' after setbacks."

"You probably have a moderate level energy for relating with a wide range of different people in different social situations, using a broad repertoire of influence styles."

RESOURCES FOR FURTHER STUDY

- Furnham, A., Crump, J., & Whelan, J. (May 1997). Validating the NEO Personality Inventory Using Assessors' Ratings. *Personality and Individual Differences*, 22(5), 669-675.

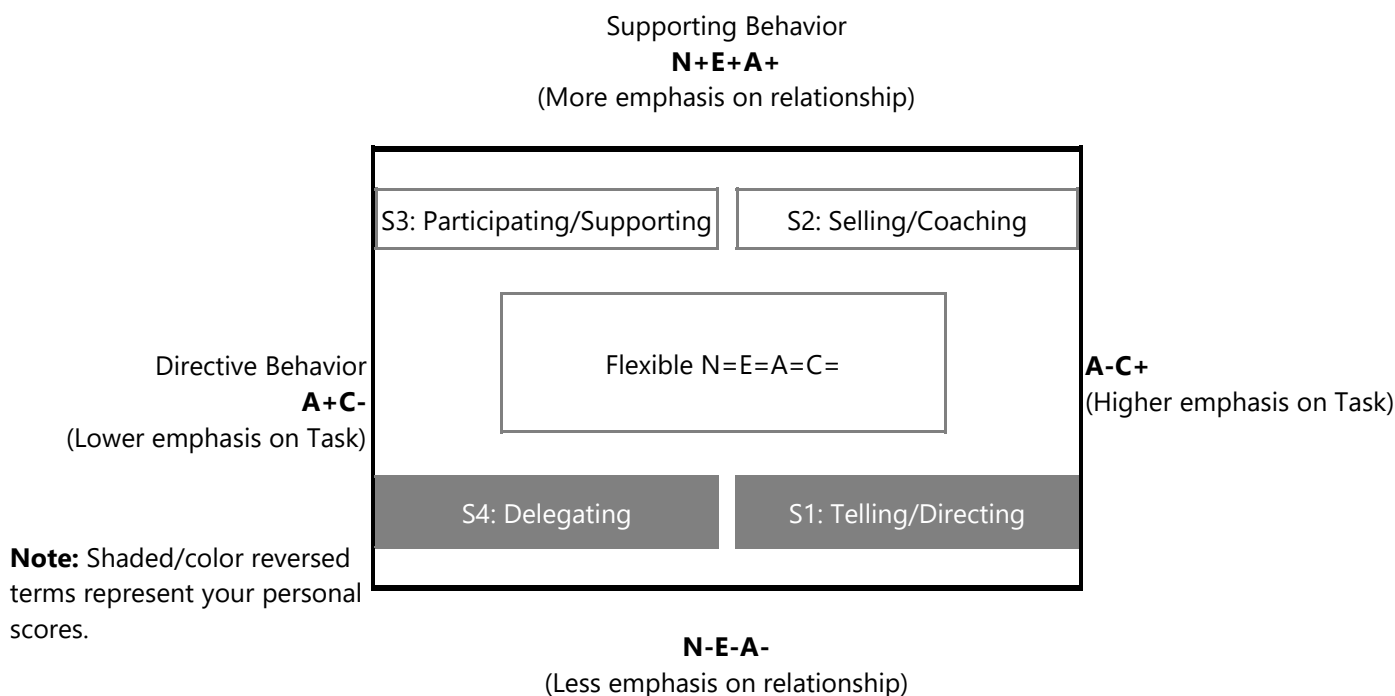
Leadership Model: **Situational Leadership**

EXPLANATION OF THE MODEL

Paul Hersey and Ken Blanchard developed this model based on the assumption that there is no one right style to use in managing all people across all tasks and situations. In other words, the proper style depends on the situation, hence, "situational leadership." They identified two ingredients that all situations have in common: the desire of the worker to perform the task, and the level of technical mastery the worker has for the task. The former is often referred to as "motivational maturity," and the latter is referred to as "technical maturity." In order to determine what style of leadership/management to use with a worker, we need to know their two maturity levels. Corresponding to these two maturity indicators, the manager has two management emphases: emphasis on the relationship and emphasis on the technical nature of the task. Here is how they correspond:

- a. Lower worker motivational maturity requires higher manager emphasis on relationship
- b. Higher worker motivational maturity requires lower manager emphasis on relationship
- c. Lower worker technical mastery requires higher manager emphasis on technical matters
- d. Higher worker technical mastery requires lower manager emphasis on technical matters

The chart below reflects how we see the Big Five relating to these two dimensions, with motivational maturity influenced by N, E, and A, and technical maturity influenced by A and C. So, workers who are high in N, E, and A are more likely to need a higher relationship emphasis from their managers, and, similarly, managers high in these three are more likely to prefer high relationship emphasis as their normal style, regardless of the needs of the worker. And, workers low in A and high in C are more likely to be technically mature, while managers with AC+ are more likely to use a high technical emphasis with workers, regardless of the worker. The chart below shows the style that you are most likely to prefer, based on your Big Five Scores. According to this theory, no one style is optimum for all workers in all situations, so the manager needs to vary his/her style according to the worker/situation. If you have a clear preference for one style over the others, be aware that you will need to make a special effort to use the other three styles when appropriate, even though they may feel unnatural at times.



Definitions of the Five Situational Leadership Styles

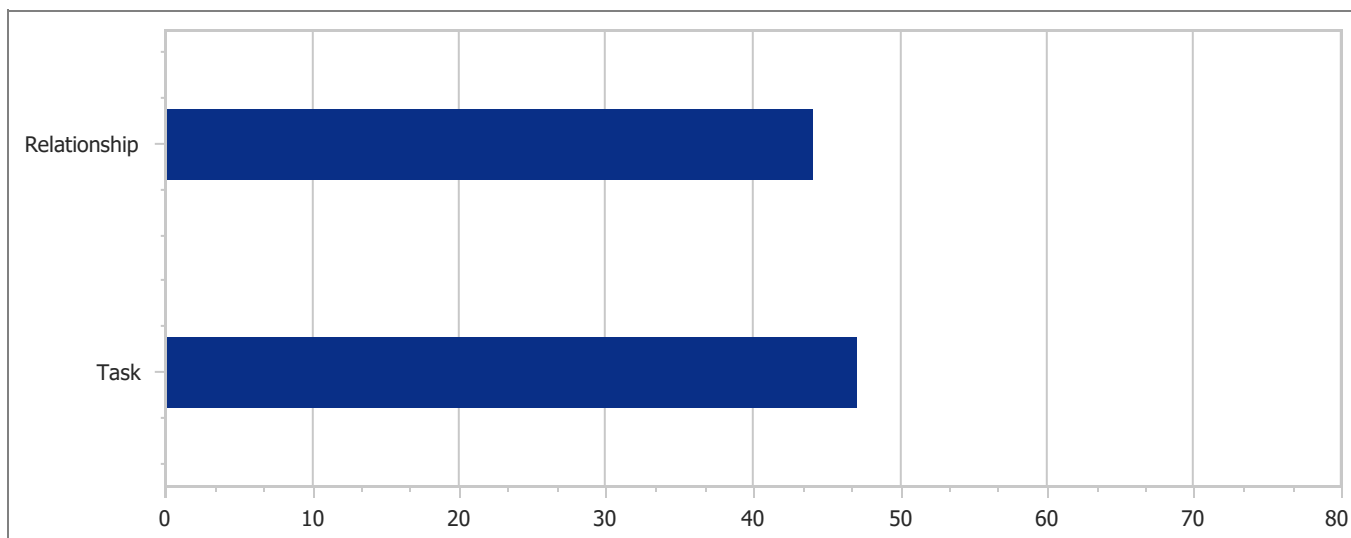
- **S1: Telling/Directing.** The manager capitalizes on superior knowledge of the technical aspect of doing the task and orients, instructs, and otherwise guides the worker towards technical mastery. Assumes the worker is essentially a beginner with respect to the particular task; so, minimal effort is placed on soliciting the worker's opinions and insights.
- **S2: Selling/Coaching.** The manager sees the worker improving significantly, such that the worker's knowledge and mastery begins to approach that of the manager's, with the result that the manager begins placing more emphasis on soliciting the worker's insights and opinions on how to organize and execute the task.
- **S3: Participating/Supporting.** The manager sees the worker as having roughly equal technical mastery, plus senses that the worker is motivated, in the sense of taking satisfaction in doing the task, and in doing it right; the manager's role becomes more that of colleague, in which both can roll up their sleeves and engage in problem-solving when necessary.
- **S4: Delegation.** The manager sees technical and motivational maturity in the worker for this task, and acknowledges that the worker is essentially independent and does not need the guidance of the manager; manager available as needed, but otherwise hands off.
- **Flexible.** While this is not a style per se, we have included it in the chart above as an indication that the profile of the manager is such that s/he is unlikely to show a preference for any one style over the other, and should find it easy to shift from style to style according to the need of the worker.

YOUR ANALYSIS

Emphasis on		
Relationship	44.00	Low
Task	47.00	Medium
Primary Style	None	
Co-Primary Styles	S1 & S4	
Clarity of Primary Style	Moderate	

Legend

- > 65.49 Very High
- > 55.49 High
- > 44.49 Medium
- > 34.49 Low
- < 34.5 Very Low



Note: If one scores in the mid range for one dimension and either high or low on the other dimension, then the analysis above will list "co-primaries," or the two styles associated with the one extreme score. "Clarity of Primary Style" will be described as one of three levels: Extremely Strong, Strong, or Moderate. These labels are a reflection of how extreme the scores are.

INTERPRETATION OF RESULTS

Your profile suggests that you would normally feel equally comfortable in either the S1: Telling/Directing style or the S4: Delegating style, both of which involve a low emphasis on developing the relationship with the worker through soliciting his or her insights into the nature of the task. Alternating between S1 and S4 is like running hot and cold--lots of guidance versus little or no guidance. Be aware that beginners may need more from you, that the masters may need less, and that everyone might benefit from more dialog and hands-on participation with you.

RESOURCES FOR FURTHER INFORMATION

- Hersey, P., Blanchard, K. H., & Johnson, D. E. (2000). *Management of organizational behavior (8th ed.)*. Upper Saddle River, NJ: Prentice hall
- The Center for Leadership Studies: <http://www.situational.com>

Center for Creative Leadership's 19 Career Derailers

Background and Introduction to the Derailment Concept and Research

The Center for Creative Leadership in Greensboro, North Carolina, has identified 19 behavioral tendencies that can derail a person in mid-career. Each of the derailers is associated with a Big Five infrastructure that predisposes a person towards a specific derailer. For example, inattention to market trends could derail an executive. Low Originality – the trait infrastructure—could predict such a behavior. This infrastructure does not guarantee inattention to future trends, but does put one at risk because of the O- tendency to focus on the present. With this knowledge, being forearmed is being forewarned. Each of the derailers listed below has such an infrastructure. In the right column, we describe the relationship of your profile to the derailers as “Unlikely”, “Caution”, or “A Threat”. For each threat, determine which out-of-range traits are the primary source of the threat, and plan accordingly.

19 Career Derailer Definitions

Arrogant - Persons who are higher in C, while lower in E and A, tend to be perceived as cold, uncaring, and superior to others.

Betrayal of Trust - Persons who are lower in A and C tend to show disregard for obligations towards others, sometimes intentionally, and sometimes out of lack of discipline.

Blocked Personal Learner - Persons who are lower in O and A tend to be somewhat comfortable with their current level of achievement and learning.

Defensiveness - Persons who are higher in N, while lower in O and A, tend to be more reactive when challenged, corrected, or criticized.

Failure to Build a Team - Persons who are lower in E, A, and C tend to be less oriented towards teamwork, and less willing to engage in the give-and-take and discipline necessary for team development.

Failure to Staffing Effectively - Persons who score in the middle range (45 to 55) tend to be most comfortable recommending persons different from themselves for positions, and less likely to recommend clones of themselves. The more extreme one's score, whether high or low, the more likely one would feel uncomfortable recommending someone at the other extreme.

Insensitive to Others - Persons who are higher in N and lower in A tend to be more self-absorbed and less focused on understanding and/or valuing the needs of others.

Key Skill Deficiencies - Persons lower in C tend to lack the discipline and drive necessary to persevere with practice until such time as optimum performance is attained.

Lack of Composure - Persons who are higher in N, while lower in A and C, tend to be less able to keep their emotions and thoughts to themselves.

Lack of Ethics and Values - Persons who are higher in N, while lower in A and C, tend to lack the calm, rational, disciplined nature that is associated with honesty, consistency, and dependability.

Non-Strategic - Persons who are lower in O tend to be more concerned with the here-and-now and impatient with talk about the future.

Overdependent on an Advocate - Persons who are higher in N and A, while lower in E and C, tend to defer to others for speaking up in meetings and in other contexts where differences need to be aired.

Overdependent on a Single Skill - Persons who are lower in O and C tend to be more likely to rest on their laurels, not being that comfortable with change and not that disciplined around ambition.

Overly Ambitious - Persons who are higher in N, E, and C, while lower in A, tend to emphasize their own personal ambition, often at the cost of important relationships.

Overmanaging - Persons who are higher in N, E, and C, while lower in A, tend to be more prone towards ensuring and stipulating that assigned work is done according to their prescribed timelines and methods.

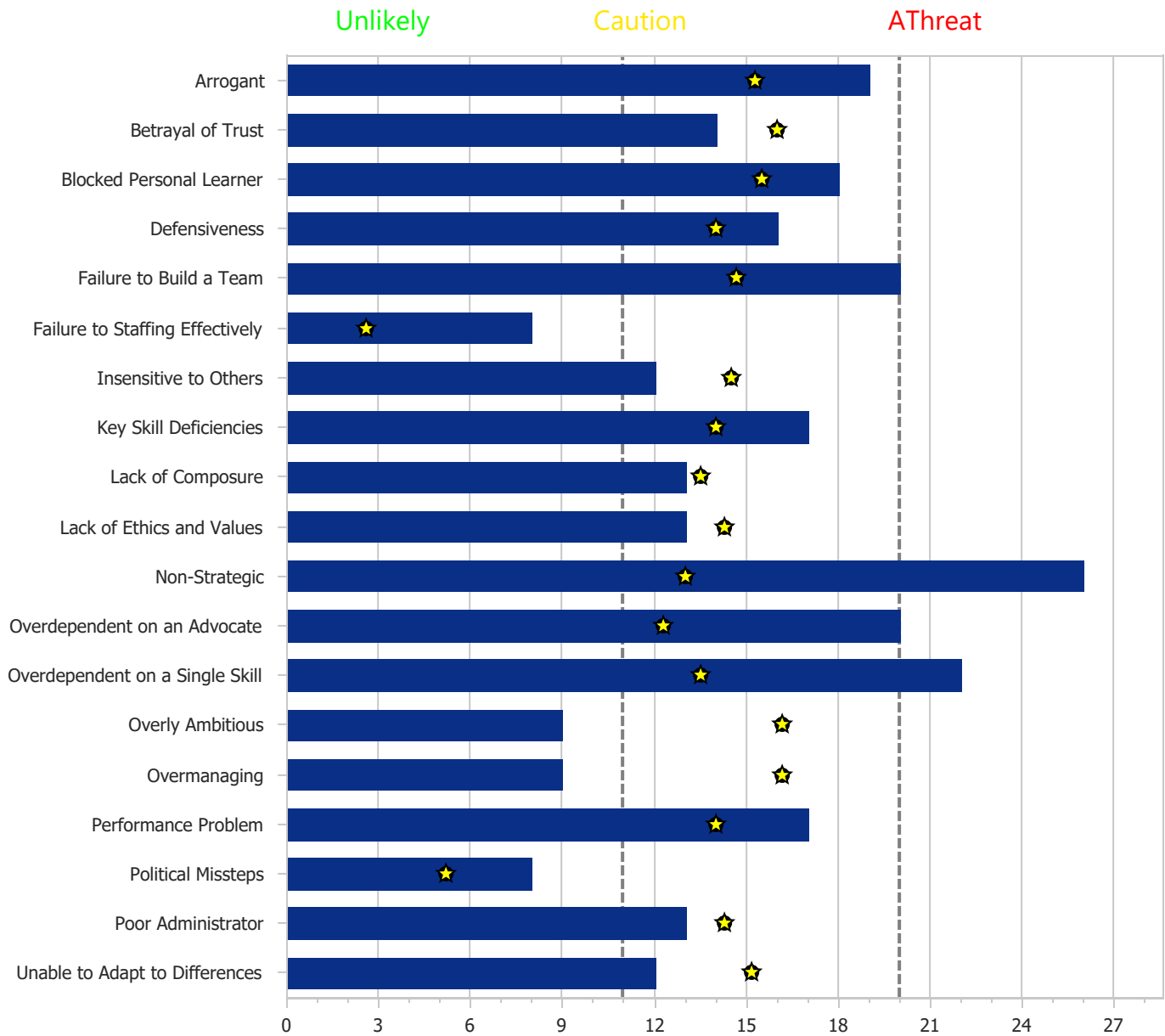
Performance Problem - Persons who are lower in C tend to prefer spontaneity over discipline, whereas discipline is crucial to successful performance in many competency areas.

Political Missteps - Persons who score in the middle range (45 to 55) are like "universal donors," who find it relatively comfortable to blend in with other persons at either extreme, while persons with extreme scores are more likely to show some kind of intolerance, contempt, impatience, or judgment towards persons at the other extreme.

Poor Administrator - Persons who are higher in O and A, while lower in C, tend to be less likely and less effective in dealing with the details and demands of routine administration.

Unable to Adapt to Differences - Persons who are higher in N, E, and C, while lower in O and A, tend to be less able to smoothly and willingly adapt to values, procedures, and persons who are different from them.

Obstacles to Success	Magnitud of Threat		Profile at Risk for this Obstacle					Your Scores				
	●											
Arrogant	●	19		E-		A-	C+		32		54	48
Betrayal of Trust	●	14				A-	C-				54	48
Blocked Personal Learner	●	18			O-	A-				39	54	
Defensiveness	●	16	N+		O-	A-		47		39	54	
Failure to Build a Team	●	20		E-		A-	C-		32		54	48
Failure to Staffing Effectively	●	8	N+/-	E+/-	O+/-	A+/-	C+/-	47	32	39	54	48
Insensitive to Others	●	12	N+			A-		47			54	
Key Skill Deficiencies	●	17					C-					48
Lack of Composure	●	13	N++			A-	C-	47			54	48
Lack of Ethics and Values	●	13	N+			A-	C-	47			54	48
Non-Strategic	●	26			O-					39		
Overdependent on an Advocate	●	20	N+	E-		A+	C-	47	32		54	48
Overdependent on a Single Skill	●	22			O-					39		
Overly Ambitious	●	9	N+	E+		A-	C+	47	32		54	48
Overmanaging	●	9	N+	E+		A-	C+	47	32		54	48
Performance Problem	●	17					C-					48
Political Missteps	●	8	N+/-	E+/-	O+/-	A+/-	C+/-	47	32	39	54	48
Poor Administrator	●	13			O+	A+	C-			39	54	48
Unable to Adapt to Differences	●	12	N+	E+	O-	A-	C+	47	32	39	54	48



Legend:

- >20 A Threat - the individual's profile closely resembles the derailer's infrastructure formula
- 11-19 Caution - the individual's profile resembles a portion of the derailer's infrastructure
- <11 Unlikely - the individual's profile does not resemble the derailer's infrastructure formula

Note: Mark denotes mean of 465 executives

INTERPRETATION OF RESULTS

If "threats" appear above in the far right column, up to three will be interpreted below.

Your trait profile appears to put you at risk for being non-strategic. Persons who are lower in O tend to be more concerned with the here-and-now and impatient with talk about the future. To plan against this obstacle for possibly derailing your career, understand which trait(s) in this risk profile match your actual traits, and then review pages 17 to 19 of The WorkPlace Big Five Profile Workbook for specific ideas on how to offset the effect of extreme traits.

Your trait profile appears to put you at risk for being overdependent on a single skill. Persons who are lower in O and C tend to be more likely to rest on their laurels, not being that comfortable with change and not that disciplined around ambition. To plan against this obstacle for possibly derailing your career, understand which trait(s) in this risk profile match your actual traits, and then review pages 17 to 19 of The WorkPlace Big Five Profile Workbook for specific ideas on how to offset the effect of extreme traits.

Note: The lower the Magnitude of Threat score, the more desirable. Low scores mean that this profile does not resemble the obstacle's likely profile, hence the individual is not likely to ultimately exhibit that obstacle behavior. High scores indicate a close resemblance between the individual's profile and that associated with the obstacle. Thus, a high score, i.e., over 20, is described as A Threat. A score of "0" is ideal and suggest minimal or no risk for the associated obstacle. Negative scores (e.g., "-15") are even better. Negative scores should be interpreted as "better than perfect." Think of "0" as a bullseye, while negative scores are bullseyes that are even closer to the center. Notice that for the last two derailers, Failure to Staff Effectively and Political Missteps, each trait is followed by a "+/-". This means that, for these two derailers, extreme scores on any of the traits puts one at risk. So, the optimum scores for avoiding these derailers would be mid-range, or, 45 to 55.

RESOURCES FOR FURTHER INFORMATION

- Leslie, J.B. & Velsor, V. (1995). *A Look at Derailment Today: North America and Europe*. Center for Creative Leadership.
- Lombardo, M., & Eichinger, R. (1989). *Preventing Derailment: What to Do Before It's Too Late*. Center for Creative Leadership.

Bar-On's Model of Emotional Intelligence

INTRODUCTION TO THE MODEL

Dr. Reuven Bar-On spent seventeen years testing over 19,000 individuals worldwide in order to develop the Bar-On Emotional Quotient Inventory, which is the first scientifically measured and validated measure of emotional intelligence. Emotional intelligence is one's ability to cope with environmental changes that occur in our everyday life. It also helps to predict success both in your professional and personal life. It is argued that the Bar-On Emotional Intelligence Inventory is a better measure of success than more traditional measures of cognitive intelligence. The Bar-On supplies you with an overall Emotional Intelligence score as well as your scores on its 15 subscales. For each of the 15 subscales, certain Big Five traits would appear to provide natural support. We have attempted here to identify which traits would optimally support each of the 15 Bar-On subscales. Brief definitions of the 15 subscales follow, along with our suggested associated traits.

DEFINITION

Intrapersonal Scale

- 1. Self-Regard.** Self-respect, acceptance, good self esteem, feel positive about themselves (N-E+A-)
- 2. Emotional Self-Awareness.** In touch with feelings, understand what and why they feel what they do (N+E+O+)
- 3. Assertiveness.** Able to express feelings, thoughts, and beliefs in a nondestructive fashion (N-E6+A4-)
- 4. Independence.** Self-reliant and independent in thinking and actions (N-A=)
- 5. Self-Actualization.** Able to realize one's full potential, live rich and meaningful lives (O+C+)

Interpersonal Scale

- 6. Empathy.** Aware of and appreciate the feelings of others (N+E+A+)
- 7. Social Responsibility.** Are cooperating and contributing members of social groups (A+C+)
- 8. Interpersonal Relationships.** Able to adjust their emotions, thoughts, and behaviors according to the change (N-E+A=)

Adaptability Scale

- 9. Reality Testing.** Realistic, well grounded, good at sizing up the situation (N-E+O+C+)
- 10. Flexibility.** Able to adjust their emotions, thoughts, and behaviors according to the changing environment (O+C-)
- 11. Problem Solving.** Adept at recognizing problems and generating solutions (N-O+C+)

Stress Management Scale

- 12. Stress Tolerance.** Can cope with stress actively and positively, calm and rarely anxious (N-)
- 13. Impulse Control.** Able to resist or delay impulses, rarely impatient (N-E-O-C+)

General Mood Scales

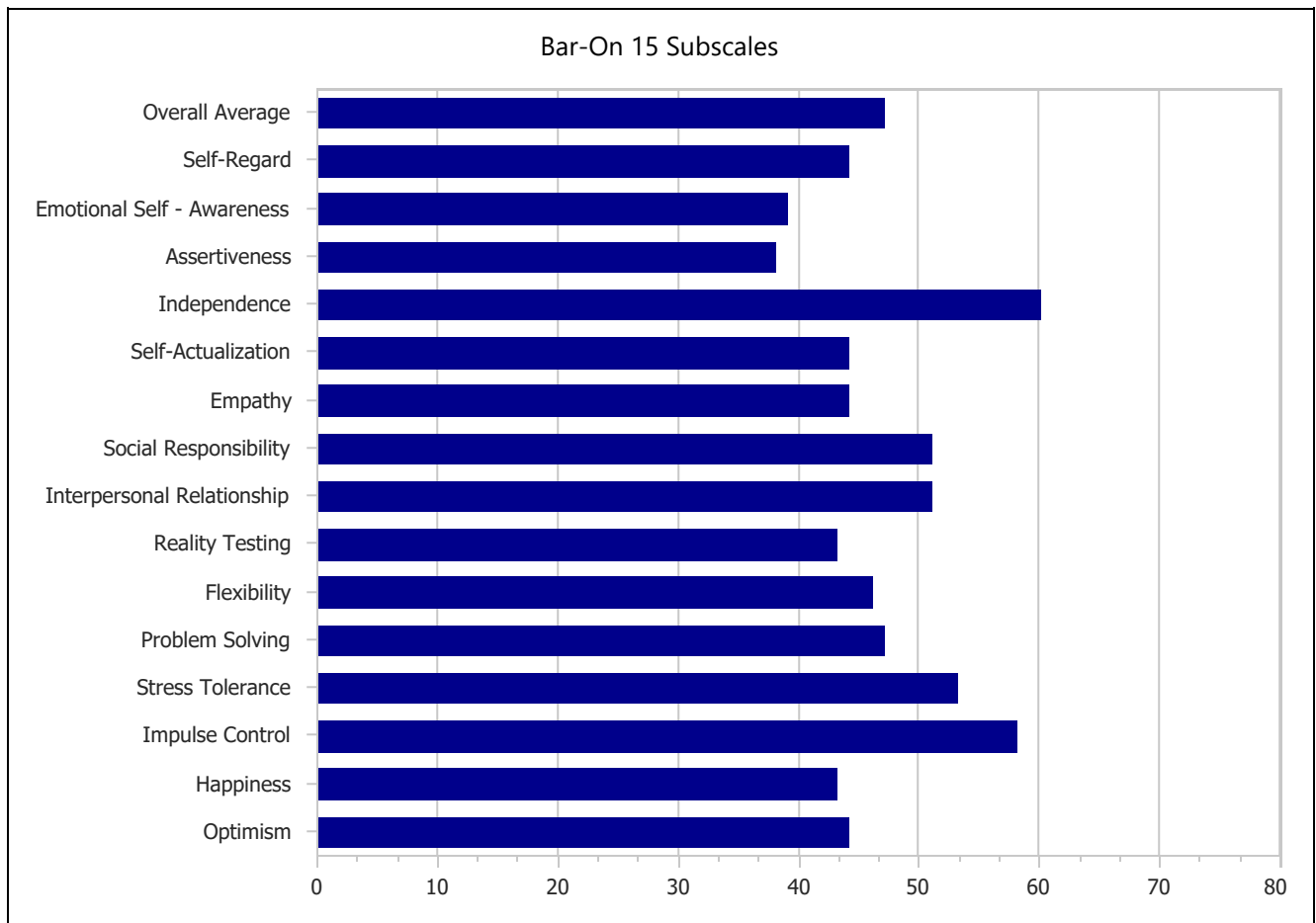
- 14. Happiness.** Satisfied with their lives, enjoying other people, happy and pleasant (N-E+)
- 15. Optimism.** Looks at the bright side of life (N-E+O+A-C+)

YOUR ANALYSIS

Overall Average		47	Somewhat Natural
Self-Regard	N-E+A-	44	Draining
Emotional Self - Awareness	N+E+O+	39	Draining
Assertiveness	N-E6+A4-	38	Draining
Independence	N-A-	60	Natural
Self-Actualization	O+C+	44	Draining
Empathy	N+E+A+	44	Draining
Social Responsibility	A+C+	51	Somewhat Natural
Interpersonal Relationship	N-E+A=	51	Somewhat Natural
Reality Testing	N-E+O+C+	43	Draining
Flexibility	O+C-	46	Somewhat Natural
Problem Solving	N-O+C+	47	Somewhat Natural
Stress Tolerance	N-	53	Somewhat Natural
Impulse Control	N-E+O+C+	58	Natural
Happiness	N-E+	43	Draining
Optimism	N-E+O+A+C+	44	Draining

Legend

- > 65.49 Energizing
- > 55.49 Natural
- > 44.49 Somewhat Natural
- > 34.49 Draining
- < 34.5 Outside Comfort Zone



INTERPRETATION OF RESULTS

Self-regard involves having a positive self-image and good self-esteem, and is supported by a calm, outgoing, and competitive temperament. Your low score suggests that you tend to show almost the opposite of this temperament.

Emotional Self Awareness involves knowing your feelings, and understanding why you feel what you do. It is supported by a sensitive, outgoing, and curious temperament. Your low average suggests that you tend to show the opposite of this temperament.

Assertiveness is the ability to express feelings in a non destructive way, and is supported by a calm, tactful, expressive, and "on stage" temperament. Your low average suggests that you tend to exhibit almost the opposite of this temperament.

Independence is being self reliant and independent in one's thinking, and is supported by a calm temperament that is neither defiant nor submissive. Your high average suggests that you in fact tend to show this temperament.

Self-Actualization involves the ability to realize one's full potential, and is supported by a curious yet focused temperament. Your low average suggests that you tend to exhibit almost the opposite of this temperament.

Empathy involves being aware and appreciating the feelings of others, and is supported by a sensitive, outgoing, and nurturing temperament. Your low score suggests that you tend to show almost the opposite of this temperament.

Social Responsibility involves being a cooperating and contributing member of social groups, and is supported by a nurturing yet disciplined temperament. Your mid-range score suggests that you are situational with this temperament.

Interpersonal Relationships involves being able to adjust emotions, thoughts, and behaviors to changes in the situation, and is supported by a calm, outgoing temperament that is neither aggressive nor deferential. Your mid-range score suggests that you are situational with this temperament.

Flexibility involves adjusting emotions, thoughts, and behaviors to the environment, and is supported by a curious and spontaneous temperament. Your low average suggests that you tend to exhibit almost the opposite of this temperament.

Flexibility involves adjusting emotions, thoughts, and behaviors to the environment, and is supported by a curious and spontaneous temperament. Your mid-range average suggests that you are situational with this temperament.

Problem Solving is being adept at recognizing problems and generating solutions, and is supported by a rational, curious, and disciplined temperament. Your mid-range average suggests that you are situational with this temperament.

Stress Tolerance involves being able to cope with stress actively and calmly, and is supported by a calm, rational, and resilient temperament. Your mid-range score suggests that you are situational with this temperament.

Impulse Control is the ability to resist or delay impulses, and is supported by a calm, solitary, practical, and disciplined temperament. Your high average suggests that you in fact tend to exhibit this temperament.

Happiness involves being satisfied with your life and genuinely enjoying other people, and is supported by a calm and outgoing temperament. Your low average suggests that you tend to exhibit almost the opposite of this temperament.

Optimism involves looking at the bright side of life, and is supported by a calm, outgoing, curious, aggressive, and disciplined temperament. Your low average suggests that you tend to exhibit almost the opposite of this temperament.

RESOURCES FOR FURTHER INFORMATION

- Daly, R., & Nicoll, D. (1997). Accelerating a team's development. *OD Practitioner: Journal of the Organizational Development Network*, 29(4), 20-28.
- Tuckman, B. W. (1965). Developmental sequence in small groups. *Psychological Bulletin*, 63(6), 384–399.
- Tuckman, B. W., & Jensen, M. A. C. (1977). Stages of small-group development revisited. *Group & Organization Studies*, 2(4), 419-427.

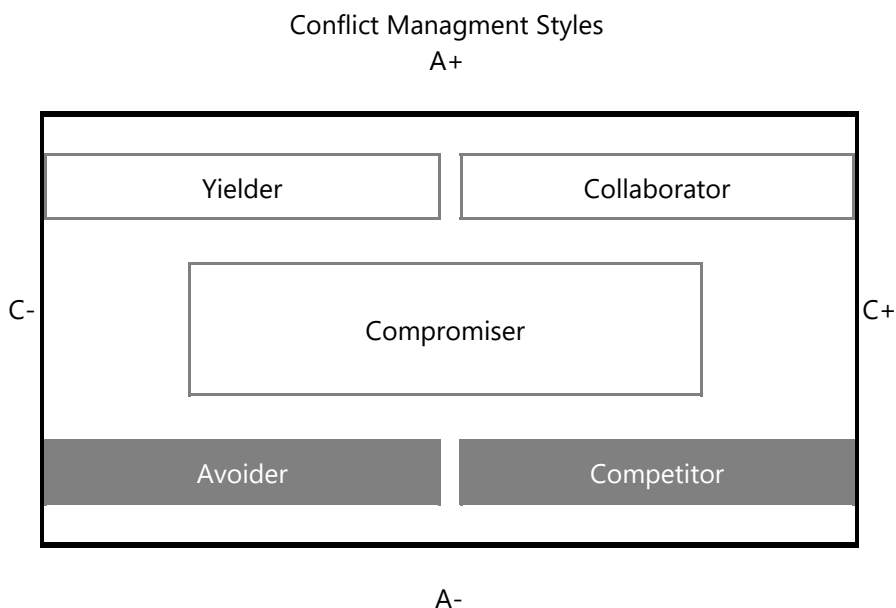
Conflict Management

INTRODUCTION

By conflict, we mean here a disagreement between two or more groups or individuals in which one party needs something at the expense of another in order to reach its desired outcome. In reaching the desired outcome there are two different types of conflict management, second party and third party. Second party conflict management occurs when two parties are conflicting and one of them tries to manage the conflict. In third party conflict management, two parties are involved in a disagreement and an outside party comes in for the sole purpose of resolving it. In each of the two types of management there are five different styles. Each of the five styles is associated with your scores on accommodation and consolidation. By looking at both scores we determine what style is most natural to you. Keep in mind that there isn't one management style that works best in every situation, and there is danger in always using the same one.

DEFINITION

- **Yielder.** This spontaneous (C-) and submissive (A+) temperament typically reacts to conflict by deferring to others - "I lose, You win." Limitations: Submission can lead to resentment, depending on the good will of the other parties.
- **Collaborator.** The combination of submission (A+) and ambition (C+) results in a "I win, You win" approach to conflict resolution. Limitations: Because it takes more time than the other styles, one can become exhausted if around much conflict.
- **Avoider.** Low self-discipline (C-) and tough-mindedness (A-) blend to form a style that tends to ignore conflict and skirt around the issues - "I lose, You lose." Limitations: excessive avoidance of conflict is unhealthy - it is associated with cancer proneness.
- **Competitor.** A strong will to achieve (C+) combined with tough-mindedness (A-) lead to a "take no prisoners" approach to conflict: "I win, You lose." Limitations: Too much of this style is poisonous to relationships, both at work and at home.
- **Compromiser.** The blend of negotiability (A=) and moderate achievement needs (C=) is willing to settle for something less than what was originally desired. Limitations: Everyone needs to win occasionally.



Note: Shaded/color-reversed terms represent the conflict management style associated with your trait scores.

YOUR ANALYSIS

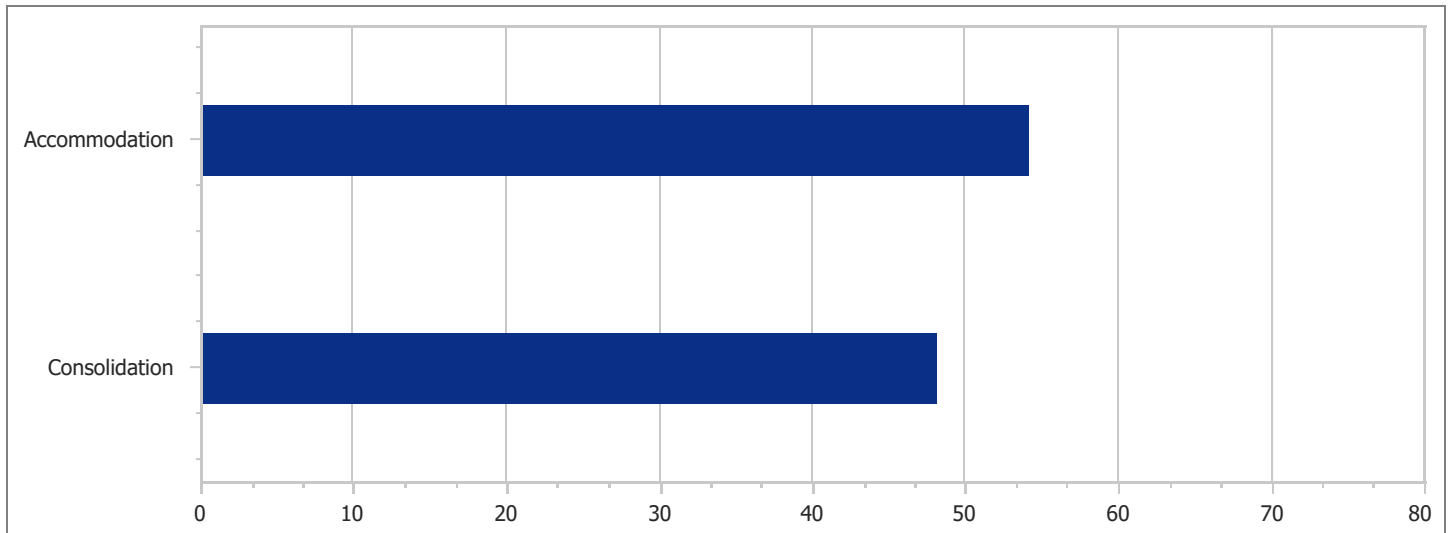
Trait	Score	Strength
Accommodation	54.00	Mid
Consolidation	48.00	Mid
Primary Style	None	
Co-Primary Styles	Avoider and Competitor	
Clarity of Primary Style	Moderately Strong	

Legend

- >65.49 Very High
- >55.49 High
- >44.49 Medium
- >34.49 Low
- <34.5 Very Low

Legend for Clarity

If A and C together are more than 40 points away from 50, then "Extremely Strong"; if more than 20 but not more than 40, then "Strong"; if 20 or less, "Moderately Strong."



Note: If one scores in the mid range for one dimension and either high or low on the other dimension, then the analysis above will list "co-primaries," or the two styles associated with the one extreme score. "Clarity of Primary Style" will be described as one of three levels: Extremely Strong, Strong, or Moderate. These labels are a reflection of how extreme the scores are.

INTERPRETATION OF RESULTS

The combination of your mid-range scores on both accommodation and consolidation suggests that your conflict behavior is situational. You are equally likely to be competitive, yielding, agreeable, or avoidant, qualities that support the Compromiser style.

RESOURCES FOR FURTHER INFORMATION

- Antonioni, D. (1998). *Relationship between the big five personality factors and conflict management styles*. International Journal of Conflict Management, 8, 336-355.
- Costa, P. T., Jr., & McCrae, R. R. (1992). *NEO PI-R: Professional Manual*. Odessa, FL: Psychology Assessment Resources.
- Hall, J. (1973). *Conflict Management Survey*. Telemetrics, International
- Moberg, P. J. (1998). *Predicting conflict strategy with personality traits: Incremental validity and the five factor model*. Internal Journal of Conflict Management.
- Thomas, K. W. (1974). *Thomas-Kilmann Conflict Mode Instrument*. Tuxedo, NY: XICOM.

The Johari Window

INTRODUCTION TO THE MODEL

The Johari Window was developed by two psychologists--Joe Luft and Harry Ingham. Hence, the name "Joe-Harry," or Johari, pronounced like the two first names. Originally described in 1969 by Luft in *Of Human Interaction*, this model has become a popular vehicle for assisting individuals in exploring how they interact with others. Leadership programs typically include an introduction to this model as an aid in helping leaders improve relationships.

The model is based on the notion that effective relationships are built on maximizing information between persons in a relationship. Minimize secrets, as it were. The more persons know about each other, and how they regard each other, the more solid the basis of the relationship. Luft and Ingham built the model around two axes: things about you that are known to you (such as whether you are hungry or not) & things about you that are unknown to you (such as whether you could learn to ski), versus things about you that are known to others (such as your height) & things about you that are unknown to others (such as whether you like them or not). The model is expressed in terms of four "windows."

- "Known to Self and Others" is called the Public Self: N-,E+,A+,C-
- "Known to Self and Unknown to Others" is called the Hidden Agenda: N+,E-,A-,C+
- "Known to Others and Unknown to Self" is called the Blind Spot: N-,E-,A-,C+
- "Unknown to both Self and Others" is called one's Untapped Potential: N+,E-,O-,A+,C+

The model assumes that it is good to maximize the Public Self and minimize the other three. The Blind Spot is reduced by soliciting feedback, the Hidden Agenda is reduced by self-disclosure, and the Untapped Potential is reduced by risk-taking. The table below relates the Big Five to this model by proposing formulas that suggest the ideal personality trait infrastructure for each of the four Joharri quadrants. If one's Big Five profile does not match the formula, that does not mean that one cannot master that quadrant--it simply means that one might have to try somewhat harder in that area than an individual who has a natural fit in that area.

YOUR ANALYSIS

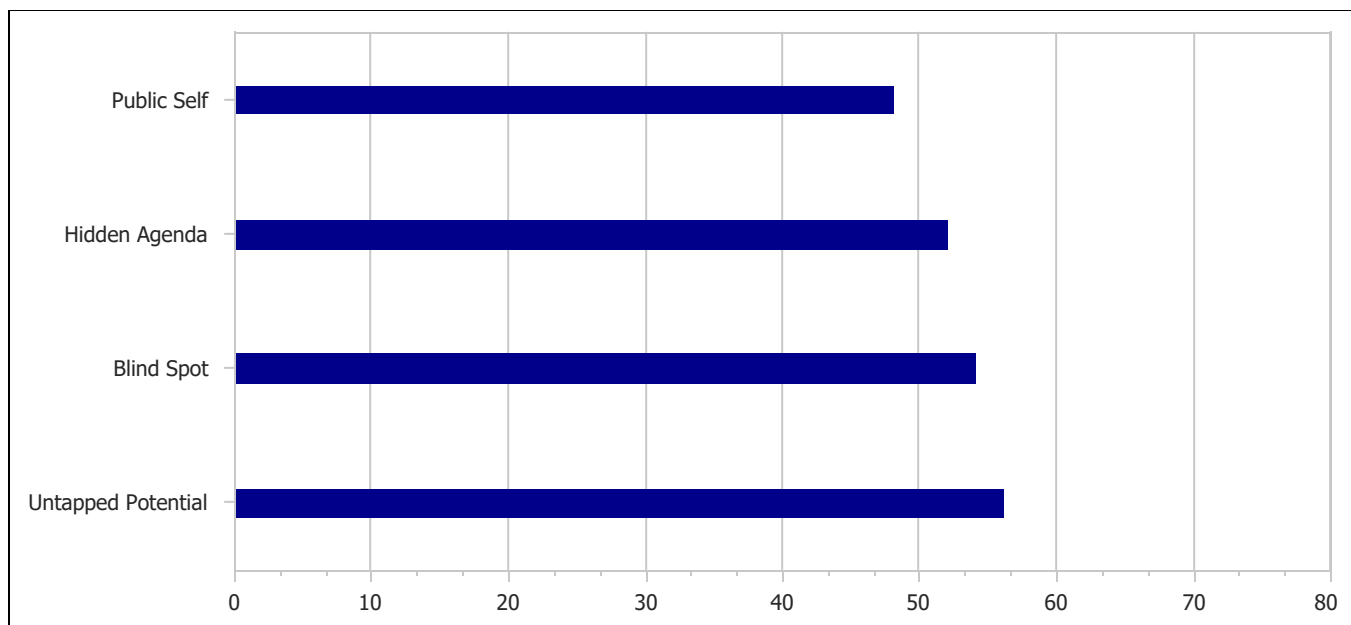
Your Individual Tendency in Each of the Four Johari Windows

Window	Score	Explanation	
Public Self	48	Moderately Prone	(The higher, the better)
Hidden Agenda	52	Moderately Prone	(The lower, the better)
BlindSpot	54	Moderately Prone	(The lower, the better)
UntappedPotential	56	More Prone than Most	(The lower, the better)

Note: According to the Johari Window model, the first bar-- "Public Self"--is ideally as high as possible, while the other three bars are ideally lower.

Legend

- >65.49 Extremely Prone
- >55.49 More Prone than Most
- >44.49 Moderately Prone
- >34.49 Probably Not Prone
- <34.49 Highly Unlikely



INTERPRETATION OF RESULTS

Your mid-range score on Public Self suggests that you are situational in your privacy--more private around some persons, and more self-disclosing around others. Share information about yourself with persons who are more important to you.

Your mid-range score on Hidden Agenda suggests that your tendency towards self-disclosure is situational--you find it more natural to share information about yourself with some persons and not so much with others.

Your mid-range score on Blind Spot suggests that you find it more natural to solicit feedback from some persons than from others. Make sure you get sufficient feedback in important relationships.

Your higher score on Untapped Potential suggests that you find it uncomfortable to take risks. Make sure that, in important relationships, you take time to explore new ways of relating that could strengthen your bonds with others.

RESOURCES FOR FURTHER INFORMATION

- Luft, J. (1969). *Of Human Interaction*. National Press Books.
- Luft, J. (1970). *Group Processes: An Introduction to Group Dynamics*. National Press Books
- Pfeiffer, J.W., and Jones, J.E. (1969). *A Handbook of Structured Experiences for Human Relations Training*. Volume I.

Kotter's 13 Leadership Factors

INTRODUCTION TO THE MODEL

John Kotter, Harvard Business School Professor Emeritus, is a globally respected authority on leadership, change, and career development. Kotter has identified 13 factors that appear to account for effective leadership. Some of these factors represent skills, others represent bodies of knowledge, while many represent a combination of knowledge and ability. It is possible for an individual to excel in all 13 factors regardless of his or her Five-Factor Model profile. However, certain personality profiles are more conducive to specific leadership factors than others. The scores on the next sheet are meant to assess this trait "infrastructure" for leadership energy, not necessarily one's leadership performance. These scores should not be interpreted as indicators of the actual behaviors, but rather as estimates of the infrastructure that would normally be expected to make development of that behavior more natural. Definitions of the 13 factors follow.

DEFINITION

The 13 Leadership Factors (with Associated FFM Traits) and their Definitions

1. **Organization Knowledge** (O+C+). Possesses knowledge of the organization's history, culture, systems, and key players.
2. **Industry/Field Knowledge** (O+C+). Possesses knowledge of the industry/field in which the company/organization participates.
3. **Organization Relationships** (N-E+A+). Has built broad and solid (positive) relationships within the company/organization.
4. **Industry/Field Relationships** (N-E+A+). Has built broad and solid (positive) relationships within the industry/field (customers and vendors).
5. **External Relationships** (N-E+A+). Has built broad and solid (positive) relationships within the community.
6. **Reputation** (N-A+C+). Enjoys a reputation respected by people in the company/organization.
7. **Mental Skills** (N-O+C+). Demonstrates keen mental abilities.
8. **Interpersonal Skills** (N=E=O=A=C=). Is able to communicate with all types of people.
9. **Value for Diversity** (E+O+A+). Genuinely seeks out and values the diverse ideas and contributions of others.
10. **Energy Level** (E+E3+C+). Demonstrates a high energy level.
11. **Drive to Lead** (N-E+O+A-C+). Is personally driven to create positive change.
12. **Level of Realism** (N=E=A=C+). Exhibits neither extremely pessimistic nor extremely optimistic expectations of self's and/or others' ability to get the job done.
13. **Lifelong Learner** (N-E+O+). Mental habits that support it: risk taking, humble self- reflection, solicitation of opinions, careful listening, openness to new ideas.

YOUR ANALYSIS***Your Individual Scores on Capacity for the 13 Factors***

Factor	Score	Brief Interpretation
Organization Knowledge	44	Likely to be Somewhat Natural for You
Industry Knowledge	44	Likely to be Somewhat Natural for You
Organizational Relationships	46	Likely to be Somewhat Natural for You
Industry Relationships	46	Likely to be Somewhat Natural for You
External Relationships	46	Likely to be Somewhat Natural for You
Reputation	44	Likely to be Somewhat Natural for You
Mental Skills	47	Likely to be Somewhat Natural for You
Interpersonal Skills	60	Should be Natural for You
Value For Diversity	42	Likely to be Somewhat Natural for You
Energy Level	41	Likely to be Somewhat Natural for You
Drive To Lead	44	Likely to be Somewhat Natural for You
Level Of Realism	56	Should be Natural for You
Lifelong Learner	41	Likely to be Somewhat Natural for You

Legend

> 65.49	Energizing
> 55.49	Natural
> 44.49	Somewhat Natural
> 34.49	Draining
< 34.5	Outside Comfort Zone

Your Capacity Scores on the 13 Factors, Sorted from Most Natural to Least Natural

Factor	Score
Interpersonal Skills	60
Level Of Realism	56
Mental Skills	47
Organizational Relationships	46
Industry Relationships	46
External Relationships	46
Organization Knowledge	44
Industry Knowledge	44
Reputation	44
Drive To Lead	44
Value For Diversity	42
Energy Level	41
Lifelong Learner	41

RESOURCES FOR FURTHER INFORMATION

- Daly, R., & Nicoll, D. (1997). Accelerating a team's development. *OD Practitioner: Journal of the Organizational Development Network*, 29(4), 20-28.
- Tuckman, B. W. (1965). Developmental sequence in small groups. *Psychological bulletin*, 63(6), 384.
- Tuckman, B. W., & Jensen, M. A. C. (1977). Stages of small-group development revisited. *Group & Organization Studies*, 2(4), 419-427.

Individual To Ideal Leader Comparisons

INTRODUCTION TO THE SECTION

The final section of the standard Leader report invites the individual to look at the degree to which his or her 28 Big Five trait scores compare to an ideal set of scores for the typical leadership position. This ideal profile has been determined by research at Paradigm by conducting studies on effective leaders, in addition to reading the works of other researchers who have investigated the ideal traits for leadership. It should be noted that an organization or an individual could determine that the ideal leadership profile for a specific job, department, mission, and so forth, is different from Paradigm's ideal. Where that is the case, we are happy to provide this same kind of analysis, but using your ideal profile, i.e., your set of 28 Big Five scores.

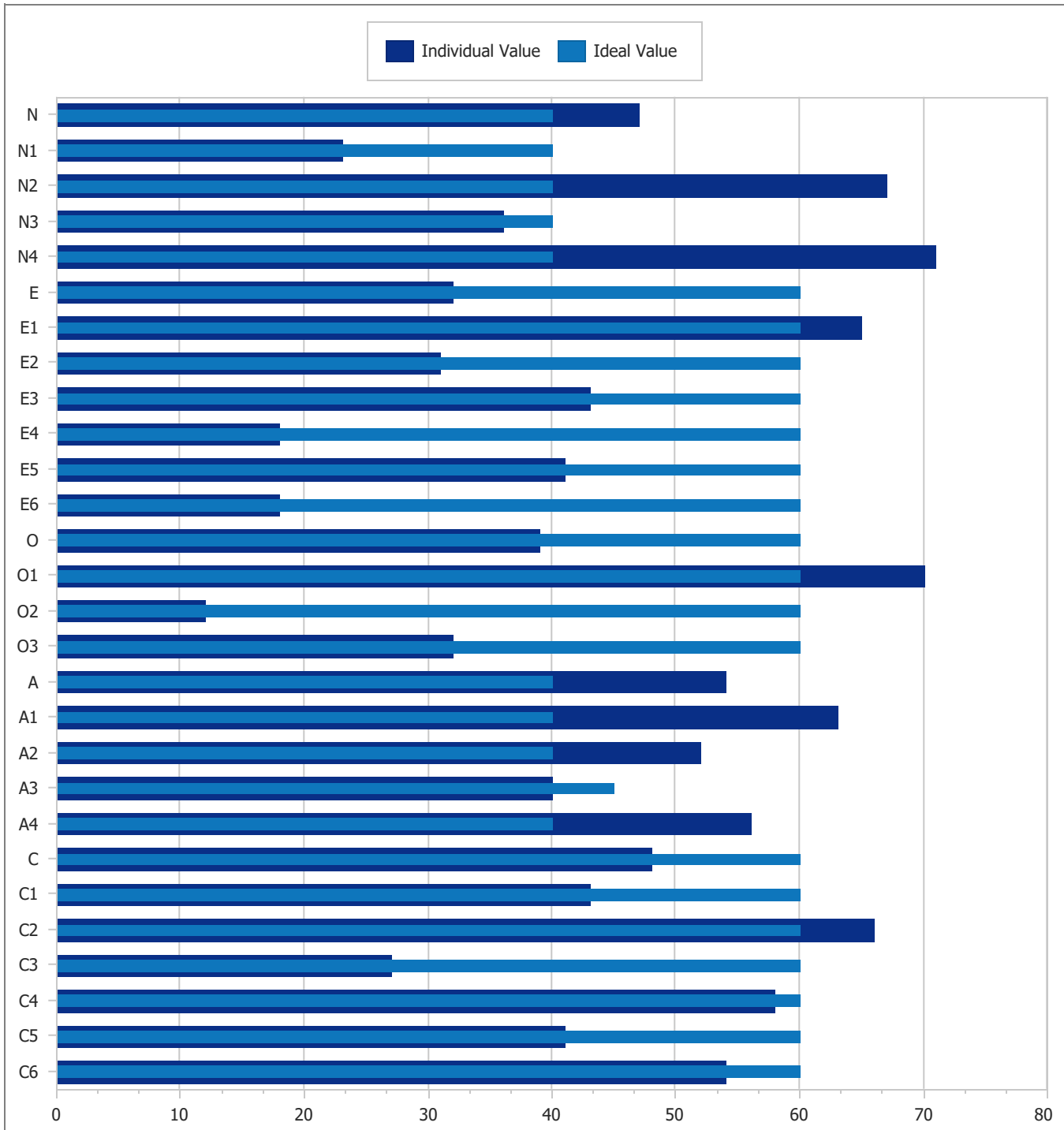
On these last pages of the Leader report, you will find three analyses:

1. You will find a bar chart that presents the ideal leader score on each of the 28 traits in light blue, then immediately underneath each blue bar your actual score appears in navy. This makes it easy for you to visually inspect your scores in relation to Paradigm's ideal leader profile, and to see where gaps exist between you and the ideal, with respect to traits.
2. You will find a table that explicitly presents how many standard score points you score above or below the ideal, with text that indicates whether the gap represents an excess or a deficiency. When the ideal is above 50, then scores higher than the ideal are considered "excess" and those below the ideal are considered "deficiency." The opposite is true when the ideal score falls below 50: when your scores fall below these ideals, they are considered "excess" (e.g., when you want a 40 on A, then 30 would be 10 points in "excess", while 50 would be 10 points "deficient."
3. You will find an interpretive narrative. In essence, this narrative report is a computer-generated attempt to explain what your scores mean in light of the leader ideal. Sometimes computer-generated interpretations may not be quite accurate for your situation--that is the price one pays for the convenience of computerized consulting! However, we think that you will find much of the text helpful in understanding how your trait scores are more helpful or more hindering with respect to your leadership responsibilities, along with some suggestions to offset undesired effects.

We suggest that, as you have questions or concerns about the meaning of your scores, you work with your consultant or other professional resources.

YOUR ANALYSIS

Individual to Ideal Leader Comparisons: **Your Analysis**



Individual to Ideal Leader Comparisons: **Table with Gap Analysis**

YOUR ANALYSIS	Individual	Ideal Leader	Discrepancy (Ideal minus Indiv.)	Interpretation
N: Need for Stability	47	40	-7	Small Difference
E: Extraversion	32	60	28	Large Difference
O: Originality	39	60	21	Moderate Difference
A: Accommodation	54	40	-14	Small Difference
C: Consolidation	48	60	12	Small Difference
N1: Worry	23	40	-17	Moderate Difference
N2: Intensity	67	40	27	Large Difference
N3: Interpretation	36	40	-4	Within Range
N4: Rebound Time	71	40	31	Large Difference
E1: Warmth	65	60	5	Within Range
E2 - Socialbility	31	60	-29	Large Difference
E3 - Activity Mode	43	60	-17	Moderate Difference
E4 - Taking Charge	18	60	-42	Large Difference
E5 - Trust of Others	41	60	-19	Moderate Difference
E6 - Tact	18	60	-42	Large Difference
O1 - Imagination	70	60	10	Small Difference
O2 - Complexity	12	60	-48	Large Difference
O3 - Change	32	60	-28	Large Difference
A1 - Others' Needs	63	40	23	Moderate Difference
A2 - Agreement	52	40	12	Small Difference
A3 - Humility	40	45	-5	Within Range
A4 - Reserve	56	40	16	Moderate Difference
C1 - Perfectionism	43	60	-17	Moderate Difference
C2 - Organization	66	60	6	Small Difference
C3 - Drive	27	60	-33	Large Difference
C4 - Concentration	58	60	-2	Within Range
C5 - Methodicalness	41	60	-19	Moderate Difference
C6 - Detail	54	60	-6	Small Difference

Legend (Ideal - Individual)

- > 25.49 Large Difference
- > 15.49 Moderate Difference
- > 5.49 Small Difference
- Otherwise Within Range

INTERPRETATION OF RESULTS

Individual to Ideal Leader Comparisons: **Interpretive Narrative**

N: Need for Stability	
Your N score is in the mid range. While the ideal N score for the typical leadership position is in the low range, mid-N scores can be effective so long as they 1) take leadership positions that entail minimal stress, 2) have assistants who can put on a calm face of leadership during crises, or 3) have a supportive environment that understands your need for recovery after severe stress, such as getting appropriate aerobic exercise or some time for collecting yourself. Optimum leadership setting: can handle moderate amounts of stress.	
	Always calm and confident; not prone to worry; can handle much uncertainty and stress. Your very low N1 score could communicate over-confidence, but is otherwise ideal for the typical leadership position.
	Your N2 score in the very high range suggests that you frequently exhibit angry outbursts. You need to take precautions to offset these outbursts, as they are likely to damage the quality of communication between you and your associates.
	Low N3 scores indicate an optimistic outlook, which supports leadership by instilling confidence among followers. Beware that your optimism, however, does not prevent you from taking appropriate cautions for ensuring success.
	Your very high N4 score means that you require time in order to bounce back from defeat or crisis. You would be well advised to prefer jobs that entail low stress levels.
E: Extraversion	
Your E score in the very low range does not support the typical leadership position, because of a strong preference for quiet, solitary conditions and a proneness to underattend communication needs. Would help to delegate meeting facilitation to another, more extraverted team member; increase use of written communication, especially for informal matters (recognition, constructive criticism, reminders). Optimum leadership setting: highly introverted cultures, such as accounting, IT, engineering.	
	High E1 scores are associated with enthusiasm, which supports leadership by exhibiting warmth and enthusiasm through voice, touch, activity, and facial expressions. Warmth and enthusiasm are precursors of charisma.
	Very low E2 scores are associated with a strong preference for solitude; leaders, however, need to be around other people (meetings, conferences, and so forth) in order to maintain effective communication so that maximum information is available for making decisions.
	Low E3 scores are associated with a somewhat sedentary, low activity (but not necessarily low energy!) work style. While in some leadership contexts this may be effective, in the typical leadership context it typically results in suboptimal communication, as physical activity is a prime means for observing and otherwise collecting current information about the status of the workplace.
	A very low E4 score suggests that your sense of personal independence leaves you resisting leadership roles where you must take responsibility for directing the work of others.
	A low E5 score suggests that when your associates make commitments, promises, and other agreements, you are sometimes skeptical, assuming that they may be overpromising or insincere and may require follow-up to ensure follow-through. This sometimes results in micro-managing.
	A very low score on E6 means that you tend to tell it "like it is," preferring objective, plain language rather than sugar-coating or putting "spin" on it. At its best, you come across as honest, straightforward, and direct, and, at worst, blunt and harsh. Make sure no one is holding back information based on the response they expect from you.

O: Originality	
Your O score in the low range does not support the typical leadership position because of your preference for the status quo. However, such a preference can be very effective in leadership contexts that seldom experience or require change, in which you must administer procedures and policies efficiently and repeatedly. Your primary concern is with tactics, with a focus on the details (especially if you are E- and C+). Advisable to invite an associate, vendor, or customer who is O+ to come in from time to time and challenge your assumptions about the short and long term. Optimum leadership setting: project manager, and low to mid level manager positions in purchasing, material handling, transportation, and situations where safety and conformity are paramount.	
	Your very high score on O1 suggests that your imagination is highly active, so much so that it is often difficult for you to focus on the here-and-now. This entails a strong preference for designing, dreaming up, strategizing, and creating, rather than doing, implementing, or planning the tactical details--a strong preference for strategy over tactics, vision over implementation.
	A very low O2 score suggests that your interests are focused in one or two areas, and you prefer to acquire depth of knowledge in those few areas, rather than exploring the vast range of other fields. While you can handle theories comfortably, you prefer those that relate practically to your specialty (ies), and are impatient with unrelated, impractical theory.
	A very low score on O3 suggests that your natural mode of work is to stick to the plan, to do things the way they have been shown to work in the past. You feel little if any need to rethink, re-engineer, or innovate, unless your accustomed ways aren't working. Essentially you are a creature of habit in most things. The typical leadership position requires comfort with initiating and executing change.
A: Accommodation	
Your mid-range A score is somewhat meek and tender-minded for the traditional leadership setting, but should be effective in cultures that value a kinder, gentler form of leader (as in servant leadership and the Level Five approach). Should be a good negotiator who goes for the win-win approach; sufficiently tough, but also able to show understanding of others' needs and interests; can wheel and deal without either caving in to others or crushing them. Appropriately humble. Optimum leadership setting: a culture that is only moderately competitive (or less), as in government, non-profits, education, and some service businesses.	
	A high score on A1 suggests that, more often than not, you think that the priorities, agenda, and point of view of your immediate group are probably the correct ones. You are more likely to take others' needs more seriously than your own. Accordingly, you tend to be a caring, giving person. For the typical leader, this can be seen as a weakness, a reluctance to exert appropriate strength.
	A mid-range score on A2 means that your need to win is moderated by your notions of fair play. While you typically stand up for yourself during conflict, and strive to win in competitions, you will do neither if it means hurting the other person in some way.
	A low score on A3 suggests that, when credit and praise are handed out, you are more likely than not to feel comfortable taking all that is due you. You take appropriate pride in your accomplishments and abilities, but can show some humility when necessary. However, remember to acknowledge others when appropriate.
	A high A4 score is associated with someone who, when experiencing strong feelings, is more likely to keep them to oneself. On some occasions, you may feel safe to express your opinions, but normally you tend to hold them back. Leaders, however, should not be in positions where others frequently have to read their minds.

C: Consolidation	
Your mid-range score on C suggests that you maintain a balance between focus and flexibility, which could work in a leadership context that is not highly competitive. You tend to stay organized with minimal effort, are moderately disciplined and ambitious, and tend to stay focused on immediate and long term priorities and goals. You frequently are cautious in decision making, have reasonable standards for self and others, and are likely to have balance in your professional and personal lives. Optimum leadership setting: most management positions, line or staff, except for those that are highly competitive or highly quality oriented	
	A low score on C1 suggests that, as a general rule, you are comfortable with less than perfect results--you often embrace the "good enough" standard, and/or the "wait till it's broken to fix it" approach. Leaders need to ensure standards are met in high-quality-oriented cultures.
	A very high score on C2 means that your associates are likely to know you as a "neatnik" who likes to keep everything in its place, and who always gets organized before starting on a task.
	A very low score on C3 suggests that your natural tendency is to live your life around your roles, not your goals. This means that, while you may enjoy getting really good at what you do, it is not that important for you to be recognized as "number one" in your field. This is the opposite of what is expected of most leaders.
	A high C4 score means that, with respect to how you focus on the task of the moment, you appear to concentrate naturally with minimal distractions (i.e., good impulse control), and normally find it natural, and preferable, to stick with a task until it is completed.
	Finally, a low score on C5 suggests that you are more spontaneous than much of the workforce, preferring to remain free to follow the need, interest, or priority of the moment, rather than organizing and sticking to a method or plan. Leaders are typically expected to be more disciplined.
	A mid-range score on C6 means that you are comfortable with a moderate amount of working with the details, but you like to get away from them from time to time to also be able to think and work in terms of the big picture--equally comfortable with facts and theories.

Further Resources on Leadership

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Web Resources

- The Consortium for Research on Emotional Intelligence in Organization: <http://www.eiconsortium.org>
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http://www.oeinstitute.org/articles/Accelerating_Team_Development.pdf
- The Center for Leadership Studies | Situational Leadership®: <http://www.situational.com>

How to Use this Report

SUGGESTIONS FOR THE PROFESSIONAL USER

As a general rule, this Focused Report contains more information than the typical end user can benefit from. Consequently, be selective. Print only those pages for immediate sharing with your client--leave the others until later. To leave pages with a client who does not have the professional qualification/experience to interpret them, is the interpersonal version of a hit-and-run accident. We are ethically obligated to be available to help our clients make meaning out of these reports, to help them craft action plans, and to prioritize the implementation of these plans.

So, again, be selective. And, for each part of the report you share with your client, commit to helping them craft an action plan. Here are suggested ingredients for such a plan:

1. Identify a concept on the page that is important to them, for whatever reason. (e.g., a manager might find the concept of "follow-through" important, as s/he has received feedback on a 360° survey that suggested it needed improvement).
2. You can identify such concepts in one of two ways: by reading through relevant sections of the "Overview" section with your client, and/or reading through a specific section of the report.
3. Discuss how their trait scores explain their behavior with respect to that concept. (e.g., with regard to the example "follow-through", a low score on C would suggest lack of natural energy for organization and methodicalness, while a low score on O would support the need to focus on the here-and-now).
4. Determine which Human Resource Optimization™ (HRO) strategy would be most helpful in optimizing them with respect to the concept: develop, develop with support, compensate, caution, capitalize. (e.g., to compensate for low C, the manager could develop a system with his/her associate to provide periodic reminders).
5. Formulate one or more specific activities to implement the strategy for that concept.
6. Repeat steps 1-5 as needed. Then, prioritize elements of the action, with target dates.
7. Provide for future "touch base" sessions to determine progress towards goals, and any additional resources needed to be successful.
8. Remember to emphasize throughout the process that scores in these reports do not describe "performance," but rather describe the natural energy available to support such performance. For example, one can perform well in "follow-through" without being naturally organized (i.e., high C2), but follow-through comes more easily, more naturally, when one has the traits (i.e. high C2) that support it.

SUGGESTIONS FOR THE END USER

If you are using this report without the assistance of someone trained in interpreting its content, then we can only assume that you consider that you have sufficient background to understand, evaluate, and benefit from the contents. If this is the case, then you could use the same guidelines that have been outlined above for trained professionals. Otherwise, we recommend that you first read either *The Owner's Manual for Personality at Work* (2nd Edition) by Pierce J. Howard, PhD and Jane Mitchell Howard+B433, MBA and then read your Workplace Big Five Profile™ Report thoroughly or read *The Owner's Manual for Personality* from 12 to 22 by Pierce J. Howard, PhD and Jane Mitchell Howard, MBA and then read your SchoolPlace Big Five Profile™ Report.

If you should experience any concern or puzzlement from the content of this report, then we recommend you ask for assistance from a member of Paradigm Personality Labs' (Paradigm) Big Five Consulting Network. You can find a person near you by searching the Directory of Consultants on our website. Or, feel free to e-mail us at info@ParadigmPersonality.com or telephone us with a referral request for consulting help. Should you decide to retain a consultant, you would need to discuss the fees that would be involved in such a consulting or coaching project.

If you would like to undergo certification training in order to understand this and others of our reports, please contact Paradigm by e-mail, telephone, or by visiting our website for information on our options for becoming certified in any of our assessments. Contact information is provided at the end of this report.

Other Paradigm Personality Labs' Products and Services

Paradigm maintains a wide variety of materials and services that could help you deepen or extend your understanding of the material contained in this report. Ask us about any that seem potentially helpful to you:

Anyone may purchase these Products or Services:

- The Big Five Certification Program
- Consulting Services: validity studies, team building, coaching, and leadership training
- Speaker Bureau: Big Five, Human Resource Optimization, Brain Research, Happiness, or Values presentations
- Books: The Owner's Manual for Personality at Work, The Owner's Manual for the Brain, The Owner's Manual for Happiness, The Owner's Manual for Values at Work, the Professional Manual for the Workplace Big Five Profile™, Professional Manual for the SchoolPlace Big Five Profile™, Professional Manual for the Workplace Performance 360°™, and the Professional Manual for Workplace Values Profile™

You must be certified or qualified by Paradigm to purchase any of the following:

- Assessments: The Workplace Big Five Profile™, The Narrator Report, The Trait Capacitor Report, The Consultant's Report, The SchoolPlace Big Five Profile™, The Workplace Performance 360°™, or Workplace Values Assessment™
- Focused Reports: The Career Guider, The Leader, The Teamer, The Coacher, or The Learner
- Train-the-Trainer Programs: Specialized Workplace Application Programs (SWAPs), such as Coaching Leaders & Guiding Careers, Building Teams, and Selection
- Miscellaneous: Interview Guide, The Job Profiler, various card sorts, posters, and scripts
- Online Resources: TraitWorks which contains OpTips (over 500 pages of optimization strategies that may be customized for clients)