

Decision Dynamics

Leadership Insight Report™

11 September 2014

Susan Sample

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www.decisiondynamics.eu

Decision Dynamics is a leader in methods and tools for strategic human resources development that illuminate and enhance the interplay between people and organizations. Our scientifically based approach is built on more than 40 years of continuous research and practical use in organizations. Our clients have already used our solutions to profile and develop more than one million employees around the world.



Leadership Insight Report™

Susan Sample
11 September 2014



Leadership Insight

Your Leadership Insight Report is built to increase your self-insight to better understand how to leverage your strengths, build engagement among people for achieving superior results as well as to grow into your leadership potential. It gives true insight into your leadership communication and thinking styles, emotional behaviors, inner motivation and what really engages you in your leadership. Taken together these facets give a clear view and support development of your:

- > **Self-insight** - the corner stone to any development and for understanding other people.
- > **Engaging leadership** - the ability to make other people wanting to go the extra mile.
- > **Learning agility** - ability and willingness to learn and change.

These are critical indicators of long-term potential as leaders. However, what is the right profile depends on the situation. No profile is better or worse than any other. It depends on what matches the situation, task and culture. To really understand potential we therefore recommend comparing with a benchmark profile from our database or tailored to the specific role and situation.

The Leadership Insight Report is based on Decision Dynamics *CareerView™* and *StyleView™* assessments. It is built on more than 40 years of research on leadership success, potential and engagement and offers you the following perspectives:

> 1. Career Profile

The Career Concepts and Motives show expectations and motivation in a leader's career and working life. The concepts shows what the person is considering being a successful developmental path.

The motives tell us, maybe one of the most important things regarding leadership, if leadership is an important and critical engagement driver for the person or not. They also tell us in what direction the leader is most likely to drive both own and business development including how stability- versus change oriented he or she is likely to be. This also influences directly the engagement of others.

> 2. Decision Styles

Decision Styles show how a leader tends to make decisions communicate and share information with others - in public and private mode. The Role style, often called leadership style, gives an understanding of how the person interacts with others. The Operating style, also referred to as the thinking style, gives insight into how people really think and make decisions, such as; longer term and strategically, or shorter term and action oriented. The styles influence directly how effective we are as leaders in different situations and how well we relate to other people.

> 3. Emotional Behaviors

Emotional Behaviors are composed of feelings and impulses that give energy and direction to a leader's actions. We all have different abilities recognizing and managing our emotions, motivating ourselves and handling interpersonal relationships. This influences, among others, a leader's people skills.

> 4. Complexity Motives

Complexity Motives deal with the degree to which a leader enjoys and copes with complexity in different areas. Many people are quite selective about not only how much complexity they want to deal with, but also about what kind of complexity they want to handle. This influences, for example, how much energy will be spent on people versus data issues, affecting other people around him or her.

> 5. Competencies

In the last section of your report you are offered a competence framework for summarizing your strengths and compare with your assessment of what are important competencies in your role. The competence framework is part of Decision Dynamics Competence Library™ and offers an opportunity for you to reflect on developmental opportunities that captures your engagement drivers as well as builds on your current strengths and potential.

Below, a summary of your results is presented. Thereafter, each of the core leadership dimensions are explored in more depth. For more information please refer to www.decisiondynamics.eu. Specifically, you might find Decision Dynamics Competence Library and related overview of developmental recommendations valuable for reflecting on your next steps. We also recommend the book "The Dynamic Decision Maker" to learn more about Decision Styles and how they affect the many aspects of our work and personal life. It also gives insight into how to leverage strengths and overcome challenges based on having a specific profile in different situations.



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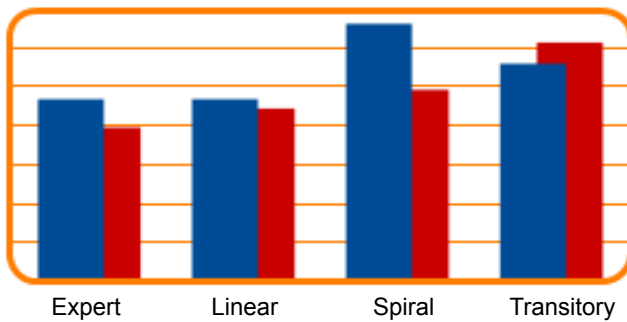
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11 September 2014



Summary

Below you find a summary of your results for four critical areas influencing leadership success. It highlights your key engagement drivers, communication and thinking styles, emotional behaviors as well as energy for dealing with complexity in different areas. Pay particular attention to gaps in your Career and Complexity Motives Profiles, if any. These might offer important keys to your engagement.

1. Career Profile



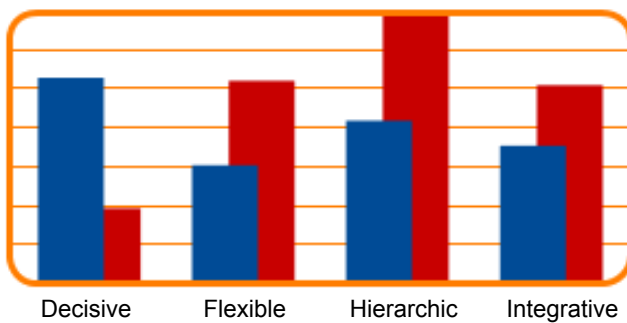
Career Concept

Spiral/Transitory
- Primarily views ideal career path as periodic movements into related types of work.

Career Motives

Transitory/Spiral
- Primarily motivated by novelty and independence.

2. Decision Styles



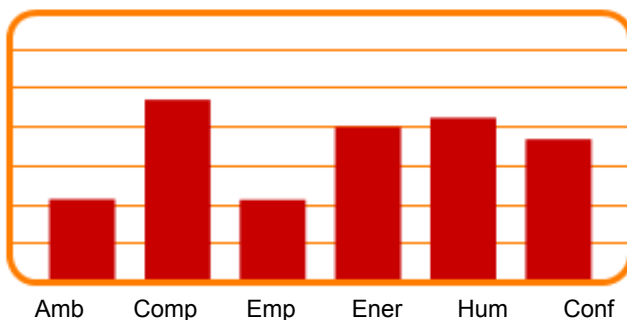
Role Style - Interaction

Decisive/Hierarchic
- Will most often use a task-focused, quick and practical style.

Operating Style - Thinking

Hierarchic/Flexible
- Will most often use a complex, analytic and focused style.

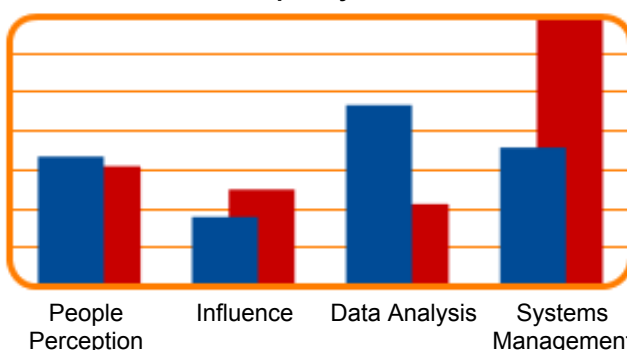
3. Emotional Behaviors



Emotional Behaviors

Composure/Humility
- Likely to demonstrate more of Composure and Humility

4. Complexity Motives



Complexity Use

Data Analysis/Systems Management
- Primarily investing energy in analyzing data

Complexity Preference

Systems Management/People Perception
- Primarily engaged by putting mental energy into in managing logistics



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Susan Sample
11 September 2014



1. Career Profile

This part of your report is based on the *CareerView™* assessment of your expectations and motivation in your career and working life.

In the following sections of your report you will find:

- > Your career concepts profile, showing how you believe and expect your ideal career should be structured.
- > Your career motives profile, showing the kind of career that would best suit you in terms of personal satisfaction and fulfillment.
- > A comparison of your career concepts and motives. Basically, this shows what your career would look like if you followed your head versus your heart in your career. You can use this comparison to avoid mistakes that might lead you in the wrong direction in your career.

Of the two profiles, your career motives profile should best indicate the type of career you would find most gratifying personally. Your career concepts profile is important, too, inasmuch as it tends to indicate what you believe you should be doing with your career. But, these beliefs are highly influenced by other people in our lives and may not represent what would be best for us as unique individuals. Your motives profile is usually a better window into your own unique motives and desires, relatively free of the influence of other people.

Career Basics

Decision Dynamics Career Model™ is based upon the fundamental fact that people differ greatly one from another in how they perceive careers and in the kinds of career experiences they desire. The type of career that you see as ideal might strike another person as highly undesirable. But, by the same token, the very same kind of career that another person might experience as extremely gratifying and rewarding might strike you as a career nightmare. When it comes to careers, one person's heaven can easily be another person's hell.

Research shows that four major themes distinguish most careers. These four themes or "career concepts" depict careers as differing patterns of:

- > Direction; movement within and between fields of work over time
- > Timing; how frequently these movements are expected to take place.

This reflects the fact that some people want to move up a ladder; others prefer to move in more of a lateral direction to expand their capabilities, or simply to experience different kinds of work. Some people like to move around a lot during their careers, while others prefer to stay put and specialize in a particular kind of work.

Although careers come in many shapes and varieties, the four career concepts capture most of the differences that distinguish different varieties of careers. The four concepts, Expert, Linear, Spiral, and Transitory, in the Decision Dynamics Career Model™ can be combined in various ways to reflect most any kind of career.

Your *CareerView™* Career Profile shows how you tend to think about and visualize an ideal career. In addition, your profile shows how your career motives, that is, your feelings and desires about work experiences, fit with your vision of an ideal career. Your profile will provide important insights into how your career ideally should be structured in order to maximize your personal career satisfaction and thereby, also where you are likely to contribute most in an organization.



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Susan Sample
11 September 2014



Career Profile

The *CareerView™* Career Profile shows a person's expectations and motivation in her/his career and working life. The profile is based on the Decision Dynamics Career Model™ with its four fundamental career concepts depicting careers as differing patterns of movement within and between fields of work over time. People differ from one another in terms of how much each concept describes their perceptions of the ideal career, and in how much their personal career motives fit with each career concept. The four concepts and the motives most closely associated with each concept are described below.



Expert From the perspective of the Expert concept, success results from finding a type of work that represents one's "calling" and then progressively becoming more and more skilled and competent in performing this work. From this point of view, advancement means advancing one's expertise in one's chosen discipline or field of work. One's success is strictly a function of the level of technical expertise one has achieved, not how many people one supervises, the size of one's office, or the number of executive perks one enjoys, or even the size of one's pay check. Being very good at performing a particular kind of work is the bottom line. Key motives underlying the Expert career concept are expertise, technical competence and security. Typically engaged by specializing and quality oriented cultures and strategies and by roles demanding competencies such as: Establishing Routines, Specializing In-depth, Being Persistent, Refining Quality, Acting Long-term, Increasing Professionalism, and Reflecting.



Linear The Linear view of career success revolves entirely around making upward progress. Under this definition of success, one is successful according to how high one rises in a hierarchy, where successively higher positions involve increasing levels of responsibility and authority. This up-the-ladder career concept is part and parcel of "rags to riches" and "pulling oneself up by one's bootstraps stories." To be a success one must make upward progress steadily and preferably swiftly. Key motives underlying the Linear career concept are power or influence, and achievement. Typically engaged by competitive and growth oriented cultures and strategies and by roles demanding competencies such as: Strengthening Competitiveness, Strengthening Leadership, Improving Profitability, Increasing Growth, Improving Efficiency, Driving towards Goals, and Taking Decisions.



Spiral Compared to the Expert and Linear definitions of success, the Spiral career concept is a much less traditional way of defining a successful career, although it probably has been unofficially with us for centuries. From the Spiral perspective, a successful career means a progressive broadening of one's knowledge, skills and talents over time. As a pattern of movement, the Spiral career usually begins with an individual making a choice to start his or her career in a particular field, but then making periodic moves into new fields and new types of work. On the average, we find that these field moves occur every 5 to 10 years. Key motives underlying the Spiral career concept are personal growth (expanding one's capabilities), creativity, and an interest in developing other people. Engaged by learning and diversifying cultures and strategies and roles demanding competencies such as: Broadening Competencies, Developing Others, Developing Oneself, Developing Teamwork, Renewing, Crossing Boundaries, and Being Open Minded.

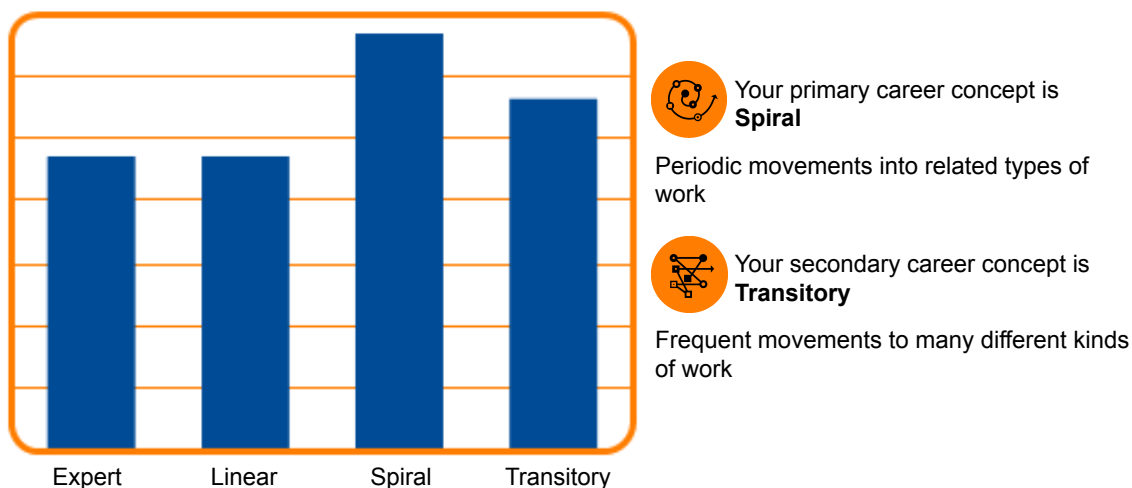


Transitory The fourth career concept, Transitory, is an even less conventional way of defining career success than the Spiral concept. Yet, it too has almost certainly been the organizing principal for the careers of many people throughout history. The Transitory career involves a lot of movement. However, if there is a pattern to the Transitory career, it is a "consistent pattern of inconsistency." From the Transitory perspective, the ideal career consists of a fascinating smorgasbord of experiences. People who pursue Transitory careers change jobs or type of work frequently, on the average of every 2 to 4 years, in order to partake of the widest and most diverse array of experiences. Key motives underlying the Transitory career concept are novelty or variety, independence, and interpersonal contacts. Typically engaged by entrepreneurial and opportunity driven cultures and strategies and by roles demanding competencies such as: Trying New Things, Networking, Being Mobile, Managing Oneself, Learning Quickly, Speeding Up, and Focusing Customer Value.



Your Career Concepts

Your career concepts indicate what your career expectations are. The height of each bar in the graph indicates how much you believe your career ideally should contain the career pattern described by that particular career concept.



The highest bar on the graph shows the Spiral career concept, the career concept with which you most closely identified. This indicates that your view of the ideal career is to change to a new but related area of work every 5-10 years, building upon what you've learned in previous roles. Doing the same thing repeatedly and climbing the organization ladder don't appear particularly appealing. Instead, you prefer to gradually broaden your work history and find new ways to utilize your previous experiences. The higher the Spiral bar, the more likely it is that this career concept fits your definition of the ideal career.

Your second highest bar is the Transitory career concept. This suggests that you are also interested in "challenging tradition" and changing to completely new areas of work. It's quite likely that you see nothing wrong with having this fast and flexible approach to your working life. You may find it more important and refreshing to keep many avenues open so as not to get stuck in a "career rut". The closer the Transitory bar is to the highest one (Spiral) the more important it is in your career aspirations.

The Expert career is the third highest bar on your chart. The lowest bar (Linear) reflects your least favorable career. If you were forced to live your career in a Linear manner you'd likely consider it a "living nightmare." The thought of being a "conventional careerist," steadily moving up the organizational hierarchy without the opportunity to broaden your knowledge in new roles that build upon previous assignments or without developing a specialty and expressing your individualism appears quite unappealing.

Your two highest career concept scores, Spiral and Transitory, is a combination where the central theme is change and movement. To feel as though their careers are working out well, people with this career concept profile need relatively frequent changes in positions, assignments, tasks, and projects. Staying in one place, doing the same thing would be undesirable, as would focusing one's energy on moving up an organizational ladder. As a career pattern, we refer to the Spiral-Transitory or Transitory-Spiral career as the entrepreneur, or simply as the "spark plug." The pattern is one that fits best with a career that entails identifying new opportunities or starting up new operations or ventures. The emphasis is on discovery and change. Staying with a venture long after start-up, maintaining things, or monitoring and controlling others' work would be undesirable career patterns. Although a career as a professional entrepreneur fits the Spiral-Transitory or Transitory-Spiral career concept combination well, this is not the only option. Organizations increasingly seek out people who are "change agents" or who are "intrapreneurs" (people who get new ventures started within organizations), or who at least are inventive, highly adaptive, and ready for change. This especially is true of organizations marketing diverse products and services in highly competitive and dynamic markets.



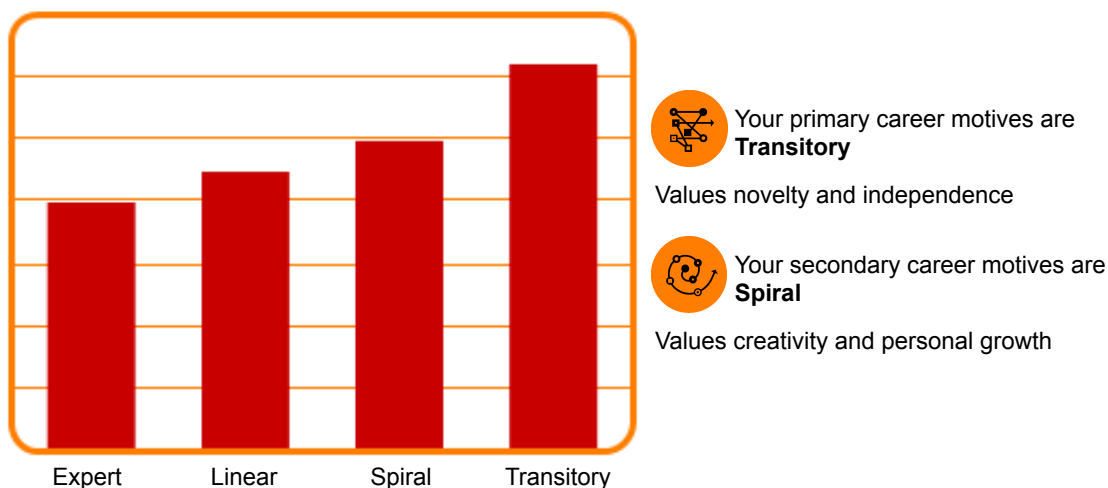
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Susan Sample
11 September 2014



Your Career Motives

Your career motives scores indicate the kind of career pattern that would best fit you motivationally. The height of each bar in the graph indicates how much you would value a specific career pattern.



Your highest bar is the Transitory motives, which indicates that you are most motivated by variety and independence in your working life. You are quite likely to be comfortable managing a wide variety of tasks and working in a dynamic and ever changing environment. Exploring new opportunities, maintaining your independence, and following your own career path appears quite important to you. The higher the Transitory bar is, the more you are likely to be motivated by variety and independence.

Your second highest bar is the Spiral motives. This means that you are also motivated by personal growth and creativity in your working life. By discovering new, imaginative ways of using your previous work experiences, you can achieve personal growth and develop a broader and more fulfilling working life. The closer the Spiral bar is to the highest (Transitory), the more important creativity and personal growth are to you.

The third highest bar is the Linear career motives; the basis of which is finding responsibility and authority in your work. The motives that you least identified with are the Expert motives. The lower this bar is, the less motivated you are by security and expertise in your working career. You'd likely find it frustrating to stay in only one type of work for extended periods of time.

Your highest career motives, Spiral and Transitory, is a combination of career motives where the key themes are personal growth, creativity, novelty, and independence. Bearing in mind that your career motives most likely reflect what you truly want as an individual, your best strategy is to look for dynamic career opportunities; ones that involve many different kinds of assignments and tasks, and that enable you to exercise your own judgment and ingenuity without being constrained by lots of rules, policies, and protocol. You should think twice about getting into career situations where you would do fundamentally the same kind of work for periods greater than 3 or 4 years. Likewise, you should be wary of becoming specialized in a field, unless it is one that is very dynamic and changing. Keep in mind that a career focused on climbing an organizational ladder is unlikely to fit you well either. Your motives profile indicates that you could thrive as an entrepreneur or as someone who gets new projects and ventures started within an organization. The heavy emphasis is on initiating new ideas and activities. Beware of situations that involve lots of structure or organizational constraints. Your results suggest that you pursue opportunities in which independent thought and action are valued.

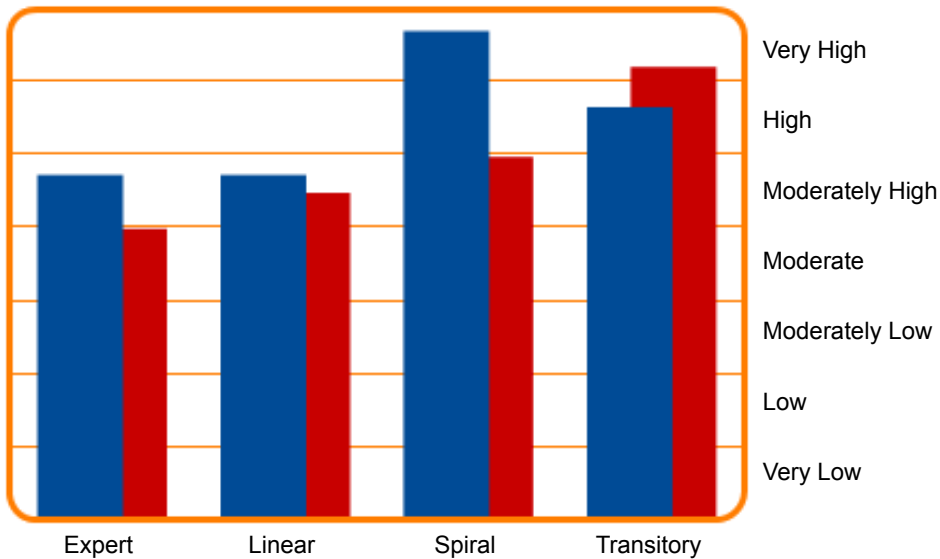


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Susan Sample
11 September 2014



Career Concepts and Career Motives



Your career concepts profile indicates how you tend to think about or envision your career ideally as a pattern of movement over time. For most of us, this shows what we think we should be doing with our careers. Also for most of us, this view of our ideal career is influenced a lot by other people in our lives. Your primary and secondary career concepts are:

- Career concepts**
Spiral / Transitory
- Periodic movements into related types of work.
- Frequent movements to many different kinds of work.

Your career motives profile indicates how you tend to feel about work and rewards. It shows how the four career concepts fit with your needs and motives. Of the two profiles, your career motives profile is likely to have been influenced less by other people's views, and to better indicate what would fit you well personally in your career. Your primary and secondary motives are:

- Career motives**
Transitory / Spiral
- Values novelty and independence.
- Values creativity and personal growth.

Ideally, our career concepts and career motives profile would be very similar. However, in reality, mismatches are quite common. This indicates that many people think they should be doing things with their careers that do not fit well with their personal motives and feelings.



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Susan Sample
11 September 2014



2. Decision Styles

This part of your report is based on the *StyleView™* Assessment of your decision-making styles. Decision-making styles are habits of thinking that we all form through experience.

In the following sections of your report you will find:

- > Your interpersonal, "role style" profile. This deals mainly with the image you want to project when interacting with other people. Your role styles influence how well you fit with the interpersonal aspects of a particular career or occupation.
- > Your natural, "operating style" profile. Your operating styles reflect how you behave most naturally when you are just going about things as you normally do, without giving much thought to the image you are projecting. Your operating styles affect how well you fit with the task environment of a career or occupation - especially with decisions and information processing.
- > A comparison of your interpersonal (role) and natural (operating) styles. This report examines how other people's first and second impressions of you may differ or be the same, depending on your primary role and operating styles.

Decision Styles Basics

The Decision Dynamics Decision Style Model describes four fundamentally different styles of decision making. Decision styles are habits of thinking. They differ in terms of their emphases on:

- > Information use - using little information versus a lot of information. Satisficing styles emphasize action and use little information, while maximizing styles put energy into analysis and use a lot of information.
- > Solution focus - focusing on a single solution versus several solutions. Styles focusing on one single solution try to close in on one alternative, while styles preferring to work with many solutions try to keep as many alternatives open as possible.

People differ greatly in the styles they use when making decisions, communicating, and sharing information with others. Because occupations and positions differ from one another in the demands they place on people for interaction, analysis, action, adaptability and steadiness, your use of different styles is an important factor in determining your fit with particular professions and positions.



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Susan Sample
11 September 2014



Decision Styles

The *StyleView™* Decision Style Profile shows how a person tends to make decisions, communicate and share information with others - in public and private mode. The profile is based upon the Decision Dynamics Decision Style Model. The model describes four fundamentally different styles that differ in terms of:

Information use - using little information versus a lot of information. Satisficing styles emphasize action and use little information, while maximizing styles put energy into analysis and use a lot of information.

Solution focus - focusing on a single solution versus several solutions. Styles focusing on one single solution try to close in on one alternative, while styles preferring to work with many solutions try to keep as many alternatives open as possible.



Decisive Style - focused and action oriented. The Decisive style is a fast-moving style that places great emphasis on efficiency and practicality. People who use this style frequently, are generally viewed as quick-thinking, productive, and reliable. When in Decisive mode, people generally want to make decisions, put them into action and then move on to other issues. Once decisions are made they are not changed easily.



Flexible Style - open and action oriented. The Flexible style is another fast-moving, action-oriented style. But, unlike the Decisive style, the Flexible style is geared to adapting rapidly to change. People who use this style frequently, are generally viewed as fast, agreeable, and highly responsive. When in Flexible mode, people generally make fast decisions that they will quickly modify or change if situations change. They are seldom at a loss for ideas, and tend to be intuitive and innovative.



Hierarchic Style - focused and analytic. The Hierarchic style is a logical and methodical style that puts energy into thinking things through carefully. People who frequently use the Hierarchic style, usually place a great deal of importance on quality and on doing things in the best way possible. Once high quality decisions are made, they are seldom abandoned unless obviously superior alternatives present themselves.



Integrative Style - open and analytic. The Integrative style is another highly analytic style. However, compared to the Hierarchic style, the Integrative style is much more exploratory and attracted to new and unusual ideas and possibilities. People who often use the Integrative style tend to be drawn to groups and teams because of the diversity of information and ideas that are available. When decisions are made they often involve doing several things simultaneously. Moreover, decisions are modified or adapted to meet changing conditions.

Remember - Decision styles are habits of thinking and behaving and just like any other habits - although with some effort - you can change, if you want to!



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Susan Sample
11 September 2014



Role and Operating Styles

Many people use a completely different style in public versus when they are in private mode. Research has shown this to have a major impact on how people perform and thrive in work situations. The decision style profile separates these two situations into Role style and Operating style. The **Role style** gives us an understanding of how the person interacts with others, such as; in teams, projects, or as a leader. The **Operating style** gives insight into how people really think and make decisions, such as; longer term and strategically, or shorter term and action oriented.

Role Styles

The Role style, often called leadership style, gives an understanding of how the person interacts with others and behaves in the leadership role.

Decisive is a task-focused style. People high on this style tend to demonstrate competencies such as: Communicating Expectations, Delegating Responsibility, and Being Straightforward.

Flexible is a social style. People high on this style tend to demonstrate competencies such as: Initiating Relationships, Responding to Others, and Negotiating Constructively.

Hierarchic is an intellectual style. People high on this style tend to demonstrate competencies such as: Taking Independent Positions, Demanding High Quality, and Providing Detailed Feedback.

Integrative is a participative style. People high on this style tend to demonstrate competencies such as: Building Consensus, Resolving Conflicts, and Fostering Teamwork.

Operating Styles

The Operating style, also referred to as the thinking style gives insight into how people really think and make decisions, such as; longer term and strategically, or shorter term and action oriented.

Decisive is an action-focused style. People high on this style tend to demonstrate competencies such as: Monitoring Progress, Meeting Commitments, and Focusing on Results.

Flexible is an adaptive style. People high on this style tend to demonstrate competencies such as: Adapting Quickly, Finding Solutions, and Experimenting.

Hierarchic is a complex thinking style. People high on this style tend to demonstrate competencies such as: Formulating Detailed Plans, Focusing Strategic Vision, and Analyzing Complex Problems.

Integrative is a creative style. People high on this style tend to demonstrate competencies such as: Handling Complexity, Thinking Creatively, and Solving Operational Challenges.



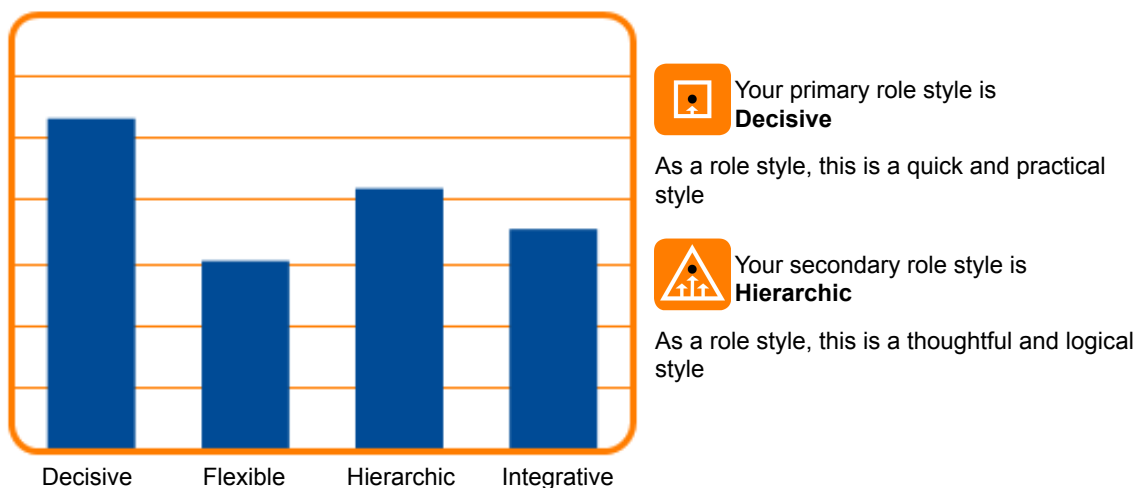
Leadership Insight Report™

Susan Sample
11 September 2014



Your Role Style Profile

Your role styles affect the way you deal with people when you wish to create your best impression. Bar heights in the graph indicate the relative amount of time you use each of the styles.



According to your assessment results, when you are in role style (usually situations where you are conscious of your role or position in relation to other people) you are likely to project a pragmatic, no nonsense image. You are likely to place high importance on efficiency, practicality, and consistency. Both, your Decisive primary role style and your Hierarchic secondary style put a lot of importance on doing the right thing and on doing exactly what you say you will. Consequently, you are likely to be seen as having strong opinions and points of view. If you are in a position of authority, you are likely to be seen as quite directive whereas, as a subordinate, you are likely to be seen as obedient and reliable. Rules, procedures, and protocol are things that you feel should be taken seriously. Compared to people whose profiles include other styles such as Flexible or Integrative, you are likely to be seen as fairly serious, stable, and consistent. Honest, candid, direct and blunt are descriptors that people often apply to your role style combination. People with your role styles also are often seen as quite tough and concerned about maintaining control. Inasmuch as your primary role style is Decisive, we expect that this is the role style that you use most often.

Next most frequently, we expect that you will use your secondary role style, Hierarchic. The difference between these styles revolves around use of information and analysis. The Decisive style is more action-oriented and less analytic than the Hierarchic style. When you shift from Decisive to Hierarchic role style, the main change in your behavior is that you are likely to seem more thoughtful, analytic, and methodical and less inclined to push for quick decisions. However, you still are likely to be seen as having strong, or even stronger, opinions and viewpoints.

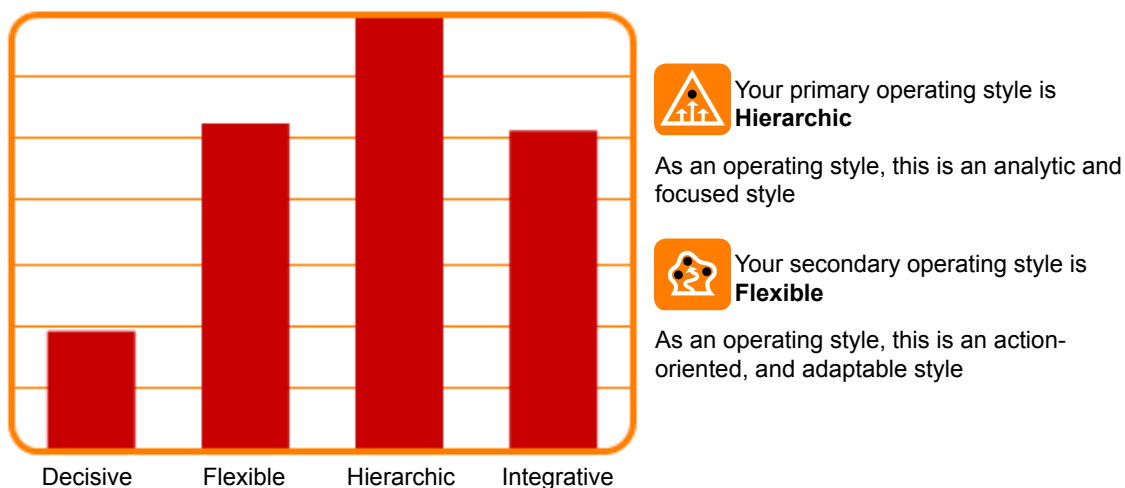
You are most likely to be in your Hierarchic secondary style when you find yourself in interpersonal situations where you feel only moderate pressure (neither too high nor too low). As pressure decreases, or increases from moderate you most likely shift quite swiftly back to your more usual, action-oriented, Decisive style.

Your success in your career will depend in part on how effectively you handle the interpersonal side of your work, the styles of other people in your occupation and on the kinds of interactions you are likely to have on the job. Based on your primary role style, Decisive, you are likely to be most successful in fields that require being very consistent, practical and clear - particularly when dealing with other people.



Your Operating Style Profile

Your operating styles affect the way you handle tasks and decisions when working alone or with people with whom you are quite familiar. Bar heights in the graph indicate the relative amount of time you use each of the styles.



Your primary and secondary operating styles combine two very different styles: Hierarchic and Flexible. Hierarchic is a highly analytic, and focused style, emphasizing logic and quality. Flexible is a fast, adaptive, and change-oriented style. According to your assessment, Hierarchic is your primary style and Flexible is your secondary style. This indicates that in most situations when you are just going about things as you normally do, as a matter of habit, and you are faced with a decision to make, you think things through thoroughly in an effort to determine the best course of action for the problem at hand.

You probably won't feel very comfortable coming to a conclusion until you have sorted through a good deal of information and you see clearly a high quality course of action, one that will stand the test of time. You probably place importance on careful planning, with a definite eye to the long-term. And, once you develop a plan, you are likely to use it as a blue-print for action. Nonetheless, with Flexible as your secondary style, there are likely to be times when you quite suddenly will shift direction and move off on a different course. This shift in your styles is most apt to occur when you feel under greater than usual pressure. At these times, you may shift from being highly analytic, steady and focused, to very fast-moving and changeable. Because Hierarchic and Flexible styles are so different, some people may find you difficult to understand.

People who work with you when you are in your Hierarchic mode probably view you as serious and methodical, and perhaps as very steady or even rigid serious and careful. People who see you when you are in your Flexible mode probably view you as quite agreeable and adaptive, and perhaps as innovative, or maybe even as scattered. Generally speaking, the fact that your two most frequently used styles are so different should give you the capability to deal with very different kinds of problems and situations, ranging from those that require careful, logical and long-range thinking, to those that require responding quickly to fast-changing situations.

Your operating decision styles influence how well you fit with the tasks, information processing, and decision-making in a particular occupational field. Taking into account your primary operating style, Hierarchic, we estimate that you are most likely to perform at your best in occupations where the work requires planning and thinking things through to assure that exact requirements are achieved.

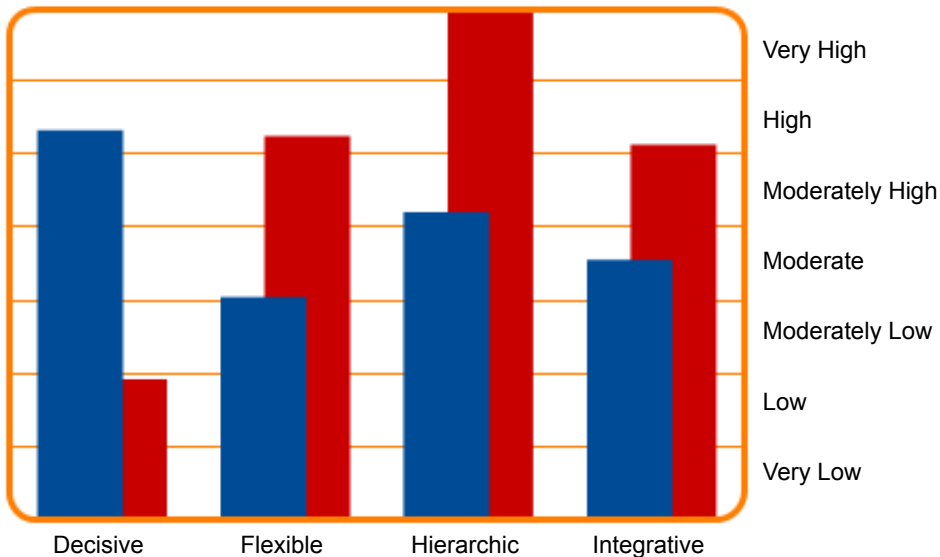


Leadership Insight Report™

Susan Sample
11 September 2014



Decision Styles



Your role and operating styles influence how people see you when they first meet you, or when they only see you in relatively formal circumstances, (role style) vs. how people see you when they get to know you well (operating style). As you know, first impressions may not be accurate impressions. That is, people often seem quite different after you get to know them from how you viewed them when you first met them. Based on our analysis of your profile, we expect that other people's first impression of you will be somewhat different as their impression of you after they come to know you well. Our reasoning is as follows:

Your primary role style is **Decisive**



As a role style, this is a quick and practical style

Your primary operating style is **Hierarchic**



As an operating style, this is an analytic and focused style

First impression of you

When people first meet you they are likely to see you as action-oriented, firm and practical - steady, reliable and committed to getting things done efficiently.

After people get to know you

People who really get to know you well will come to see that you actually are very analytic, thorough, and logical in your thinking, and as quite inclined to stick with a particular course of action once you make up your mind.

Main difference

The main difference that people are likely to notice as they become increasingly familiar with you is that you are more analytic and inclined to think things through thoroughly before deciding than at first you appeared to be.



Leadership Insight Report™

Susan Sample

11 September 2014



3. Emotional Behaviors

This part of your report is based on the *StyleView™* assessment of your emotional behaviors. It measures the extent to which you recognize and manage your own emotions, motivate yourself, and deal with complexities, especially those that involve interpersonal relationships.

In the following section of your report you will find:

- > Your emotional behaviors profile, showing how much you tend to use each of the six emotional behaviors we focus on in this report: Ambiguity Tolerance, Composure, Empathy, Energy, Humility, and Confidence.

We often take our emotions for granted, justifying our behavior by saying things like, "That's just the way I am," or "That's just me." Research, however, proves we can, and often do, change the way we handle our emotions. Your report will provide important insights into your emotional strengths and developmental areas, helping you to find personal satisfaction and allowing you to contribute your best to an organization.

Emotional Behaviors Basics

Research shows that emotions are important to our sense of fulfillment in our working lives and our overall happiness. When our needs are met, we feel energized and happy. When they are not, our emotions tell us that something is missing. This internal guidance system influences our decisions by letting us know how we feel about the different choices we face. Our ability to listen to and understand the needs of others influences our ability to help them and make them feel important, and cared about. These are critical aspects of effective communication and successful leadership.

Emotional behaviors are composed of feelings and impulses that give energy and direction to a person's actions. These behaviors influence work assignments and the intensity of effort that people bring to their work. People differ, often quite markedly, from one another in their emotional profiles. This means that we have different abilities recognizing and managing our emotions, motivating ourselves and handling interpersonal relationships. Likewise, jobs and work assignments also vary quite noticeably in the optimal amount of a particular emotional behavior needed to be effective and successful.

It is important to note that there is nothing inherently good or bad about a particular emotional behavior level, high or low, apart from the situation in which it is used. A particular emotional behavior level could be too high for one situation, too low for another and just right for yet a different circumstance.

Consequently, the amount of an emotional behavior needed for success in one position might differ sharply from the amount of the same emotional behavior needed to be effective in a different position; company and, perhaps, a different country or culture. For instance, some positions involve handling a great deal of uncertainty. In such a position, a higher level of Ambiguity Tolerance generally will fit the job best. However, another position may demand assuring strict compliance with policies and procedures. Generally, lower scores on Ambiguity Tolerance will fit this sort of position best. So "good" or "bad" vary with the situation.



Emotional Behaviors

Emotional Behaviors are composed of feelings and impulses that give energy and direction to a leader's actions. We all have different abilities recognizing and managing our emotions, motivating ourselves and handling interpersonal relationships. This influences, among others, a leader's people skills. Below, each measured behavior in the *StyleView™* Emotional Behaviors Profile is described together with its strengths. We also highlight some challenges associated with either under-use or overuse.

Ambiguity Tolerance - a person's capacity to deal with uncertainty, variety, diversity, unanticipated change, lack of structure and routine, and, as the name suggests, ambiguity. When Ambiguity Tolerance is too high for the situation, a person may become bored, create disorder or controversy to keep things stimulating, or disregard established procedures and policies. When a person's Ambiguity Tolerance is too low for a situation, the person is likely to become rattled and stressed, lose ability to process information, become overly rigid, or fail to respond appropriately to unique situations. Typical competence when high: Dealing with Uncertainty.

Composure - a person's inclination to remain cool and collected, and able to think clearly, under pressure. When Composure is too high for the situation, a person is likely to be seen as uninvolved, indifferent and remote. Others may find the person to be very difficult to read and this, actually, can cause others to feel wary and unsettled. When Composure is too low for the situation, a person runs the risk of over-reacting emotionally to problems. In the process, the person may lose her or his capacity to think clearly and to make sound judgments. This, in turn, can cause stress for others and lead them to lose confidence in the person. Typical competence when high: Managing Emotions.

Empathy - an individual's capacity to understand oneself as well as other people, including strengths and developmental areas; to objectively and accurately read other's behaviors and motives. When Empathy is too high for the situation, the person risks identifying too readily with others' concerns, and of being swayed too easily by their preferences and wishes. Likewise, one might find it particularly challenging to make "tough people decisions" and, further, could make too many exceptions from policies and procedures to accommodate particular people's needs. When Empathy is too low for the situation, a person is liable to misread people, misjudging capabilities and needs, and fail to anticipate people's reactions to decisions. This could lead to conflicts and alienation of others. In particular, this may create difficulties stemming from use of inappropriate means of influence. Moreover, it may be distressing and difficult to work with persons different from oneself. Typical competence when high: Recognizing Others' Emotions

Energy - a person's capacity to handle complex and demanding tasks over a lengthy period without losing motivation and mental energy. When Energy is too high for the situation, the person is likely to feel under-utilized and under-challenged. As a result, the person might become distracted from key tasks, lose efficiency or over-do or over-complicate tasks. The person also could unwittingly overwhelm others with too much complexity and intensity. When Energy is too low a person is likely to become overwhelmed and stressed by task demands. As a result, one could get caught in a cycle of decreasing energy and motivation. In the process, the person runs the risk of over-simplifying decisions and tasks, ignoring important issues, making errors of judgment, and leaving important tasks undone. Typical competence when high: Staying Engaged.

Humility - a person's willingness to adapt to different circumstances and to modify his or her own behavior without becoming too ego-invested in seeing things in a particular way, or in doing things always in one's preferred way. When Humility is too high for the situation, a person is likely to be perceived as lacking conviction or commitment to particular methods and procedures. By accommodating others too readily, one risks not being taken seriously and, consequently, may fail to impact others' behaviors and views. When Humility is too low for the situation, the person is likely to be seen as stubborn. Various problems often result; others may back away; others may resist in return, resulting in conflict and communication breakdown. Or, alternately, the person's own apparent commitment to one's preferred methods could cause others to overestimate the wisdom and propriety of that person's choices. Typical competence when high: Respecting Others' Views.

Confidence - a person's self-assurance as indicated by a willingness to take on difficult assignments; especially those that require effective handling of conflict and controversy. When Confidence is too high for the situation, the person may appear arrogant and domineering; seeming overly self-important and dismissive of others' views. Occasionally, the person may intimidate others, and isolate herself from important information. Further, one may over-estimate his or her own capabilities and find oneself unable to handle the situations that one faces. When Confidence is too low for the situation, the person may strike others as timid and fearful. One may fail to deal with conflicts and performance problems, or may acquiesce too easily to others' views and fail to protect important standards, principles and ethics. Consequently, the person is likely to lose others' respect and, may lose one's ability to influence them. Typical competence when high: Acting with Confidence.



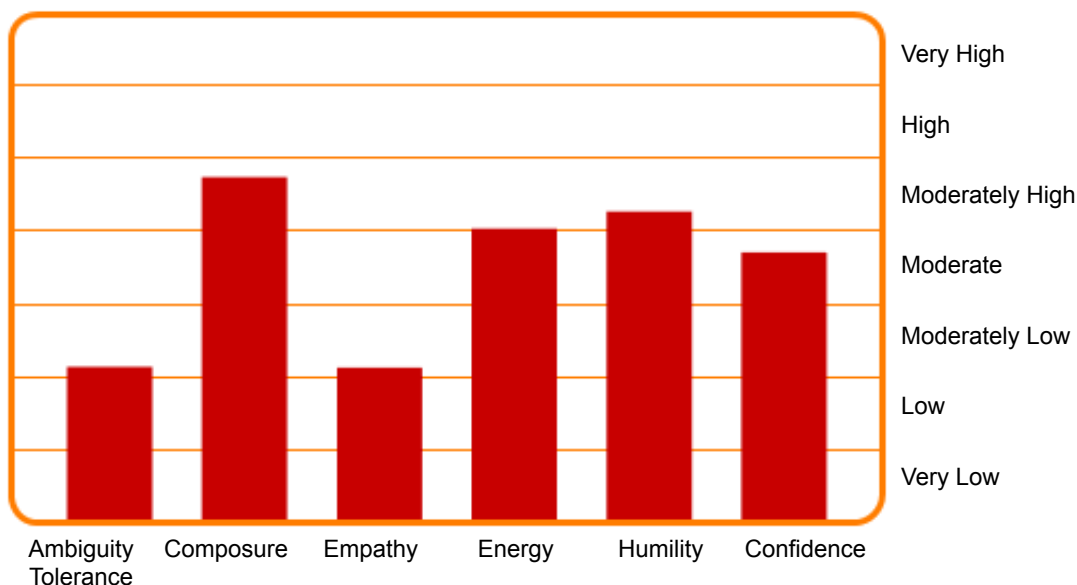
Leadership Insight Report™

Susan Sample
11 September 2014



Emotional Behaviors

Your emotional behaviors influence how effectively you deal with different situations and people. Bar heights on the graph indicate how much you demonstrate each of the emotional behaviors to others.



Your low Ambiguity Tolerance score means that, compared to most people, you prefer to keep change and uncertainty to a minimum in your life. Most likely, you feel best when careful planning and control helps your work run like a well-oiled machine. High levels of change, conflict or frustration can shake you up and ruin your efficiency. You are likely to introduce even more planning and control to avoid such experiences if they do occur. You likely feel that most problems and difficulties result from one's inadequate planning and preparation. We expect your workplace to be very neat and organized, and that you use tools such as daily planners, calendars, and project schedulers to avoid wasted time and surprises. You like to associate with people who are mostly like you in beliefs and opinions since you dislike conflict. Some people see you as very reliable and responsible, whereas others may consider you to be too conventional and rigid, and too easily rattled by uncertainty.

Your moderate high score on Composure says that, compared to other people, you are somewhat less likely to react emotionally to stressful situations, such as those involving risk, conflict and frustration. Whereas, the average person is inclined to become more reactive and immediate in their responses to stressful circumstances, you are likely to retain more of your capacity to think coolly and analytically, as pressures rise. Others may see this as a good thing because you stand a somewhat better chance to think your way through the stress-generating situation and, in the process, help moderate the stress that others around you experience. However, you may find that some people wonder if you aren't too cool and calm at times, when they might prefer to see you respond more immediately and expressively to pressure-packed situations.

Your low Empathy score suggests that you, compared to most people, are less comfortable trying to gain an in-depth understanding of people, including yourself. It appears that you would rather trust your instincts and rely on your gut feelings in sizing up either yourself or others. Long, drawn out psychological analyses of personality tend to make you uncomfortable or bored. Why not take people at face value? Once in a while, when something really troubling occurs, you can stop and try to analyze why you or others did what they did. Your friends are usually very like you in opinions, beliefs and behavior. You may really dislike people who strongly disagree with you or do things that you think are very wrong. People see you as very honest and consistent. Some however see you as fairly judgmental and hard nosed in how you treat many people. You may be seen as unaware of weak areas in yourself.



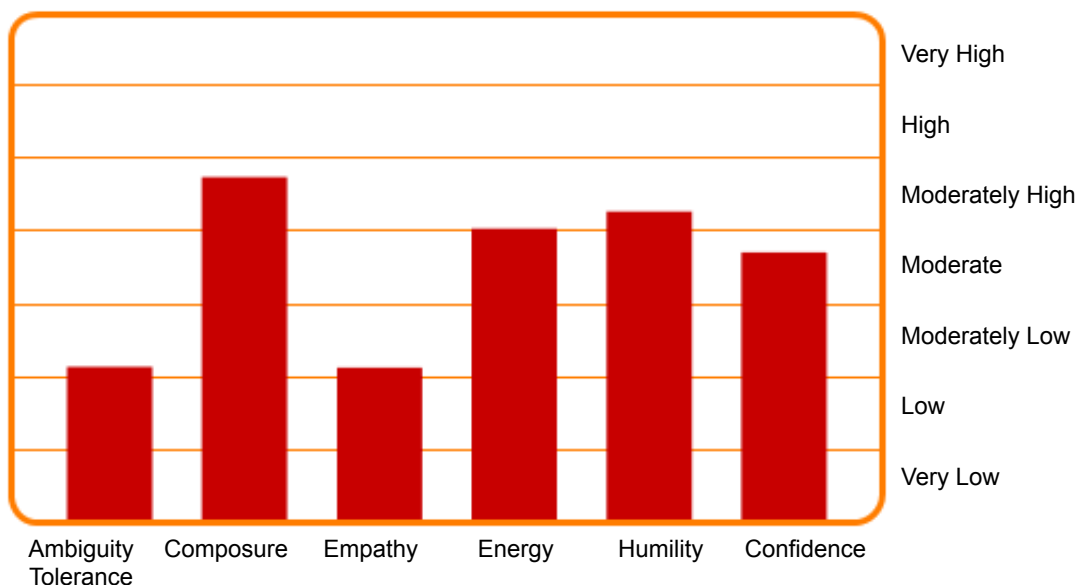
Leadership Insight Report™

Susan Sample
11 September 2014



Emotional Behaviors

Your emotional behaviors influence how effectively you deal with different situations and people. Bar heights on the graph indicate how much you demonstrate each of the emotional behaviors to others.



Your moderate score on Energy implies that you are similar to many people in your tendency to seek a reasonable balance in your goal-setting and work efforts. You recognize that there are situations where setting high quality goals, using sophisticated work methods, and putting in long hours, are justified, particularly when working on assignments and tasks that are very important to you and the organization. However, when dealing with less important events you are quite content to settle for an easier and less complex strategy for managing tasks and assignments. Consequently, your work associates may be a bit confused by your varying levels of effort. Some will see you as making reasonable choices of when to exert high levels of effort. Yet, other people are likely to see you as too easy-going. Generally, you are quite tolerant of people with different energy levels, since you see energy's usefulness as varying with the situation.

Your moderate score on Humility implies that, like many people, you favor a select few methods for performing your work or handling problems that represent your particular ways of doing things. Nevertheless, you can put your preferences aside at times to accommodate the views and styles of other people, or to adjust to the peculiarities of particular situations and circumstances. Quite likely, you believe that some approaches are significantly better than others, and those ways of doing things may seem more natural and comfortable to you. Yet, you likely recognize that some situations may require you to adapt your behaviors to accommodate the styles and preferences of other people or the demands of the circumstances. Because of this, other people, particularly those who are relatively similar to you in their ways of doing things will find you to be a reasonably compatible person with whom to work.

Your moderate score on Confidence suggests that you are somewhat selective in the assignments, problems and tasks you prefer to handle. Although you may appreciate a challenge now and again, you prefer assignments that seem likely to result in successful outcomes. Messy problems that entail big risks and, particularly those that involve lots of controversy and conflict are unlikely to appeal to you. On the other hand, assignments and problems that pose no difficulties or obstacles, where success is absolutely assured, aren't likely to appeal to you either. Instead, you are likely to opt for assignments and tasks that will give your talents a reasonable workout, but which offer a fairly strong chance of being brought to a successful conclusion. Consequently, some people may view you as too conservative or selective in the tasks you take on. Just as likely, however, other people will admire your courage as you dive into difficult situations.



Leadership Insight Report™

Susan Sample
11 September 2014



4. Complexity Motives

This part of your report is based on the *StyleView™* Assessment of your complexity motivation, expressed in terms of mental energy. In each of four different activity categories, your profile shows:

- How much of your mental energy you presently see yourself using or putting into a type of activity.
- How much mental energy you would prefer to put into that activity if you had things your way.

Please keep in mind that your profile represents a snapshot in time that can, and likely will, change as you become more familiar with activities or move into new situations where you face different kinds of tasks and responsibilities. The charts and text deal in large part with the degree of difference or similarity in the amounts of mental energy that you say you are using now and the amounts you would prefer to be using.

Complexity Motives Basics

Complexity motives deal with the degree to which you enjoy doing things in complex versus uncomplicated ways. Most of us want some complexity in our activities. When things are totally lacking in any complexity, we tend to feel bored and under stimulated. As the tasks and situations we face move from being absolutely simple to somewhat complex, we tend to feel more stimulated, interested, and mentally alive. However, as tasks and situations go on getting more and more complex, at some point we move from feeling alive and stimulated to harried and overwhelmed. We all have our "just right" points for handling complexity. Around these points, we have our "comfort zones" for dealing with complexity.

Your just-right point and comfort-zone for handling complexity may be quite different from those of other people with whom you work. People differ in how much complexity they like to handle. So, it might be that things are just getting to be interesting to you, when someone else is already feeling overwhelmed by the complexity of the situation you are facing. We have all seen this. For example, some people just love to dig into a problem or puzzle and to spend a lot of energy figuring out how to solve it. Given the same problem, other people feel as though they would just rather not bother with it.

Many people are quite selective about not only how much complexity they want to deal with, but also about what kind of complexity they want to handle. For example, some people would much rather work on a complicated analysis of data, than deal with the complexities of handling people. Some people, on the other hand, like the complexities of interacting with people, but dislike having to spend their energy figuring out solutions to technical problems or handling logistical issues.

When we perform a simple task, we are required to use less mental energy than when we handle a complicated task. So, another way of thinking about complexity motivation is in terms of the amount of mental energy we want to put into a particular kind of activity. Saying that you enjoy putting a lot of mental energy into an activity is virtually the same thing as saying that your complexity motivation for that activity is high.

Your profile should provide useful insights into the degree to which you are feeling comfortable with, strained by, or underwhelmed by complexities in each of the areas.



Leadership Insight Report™

Susan Sample
11 September 2014



Complexity Motives

The *StyleView*™ Complexity Motives Profile is based on the notion that not only do complexity motives differ between people, they often differ within the same person. We specifically focus on complexity motives in the following four major spheres of activity: People Perception, Influence, Data Analysis, and Systems Management. Each area is explored in more detail below.

People Perception deals with the process of sizing-up other individuals with whom one must interact - trying to figure out "what makes them tick." People perception is, thus, related to the mental energy invested in reading people. The higher the number of dimensions used in reading people and the more abstract and subtle the factors examined, the more complex the process of people perception is. Typical competence for people highly engaged by these activities: Assessing People

- Low complexity in this sphere indicates that a person prefers to concentrate his or her perceptions of others on just a few easily observed, basic characteristics (e.g., smart or dull, friendly or unfriendly).
- High complexity in this sphere indicates that a person prefers to look beyond surface behaviors and broad categories to size up other individuals, possibly using a variety of concepts (e.g., speed, alertness, openness to new ideas, sociability, negotiations skill, management style, achievement motives).

Influence is related to the mental energy invested in influencing people. This area of complexity deals with the process of affecting the ideas, attitudes, and behavior of other individuals. Complexity motives in this area color a person's management style, and approaches to persuasion and negotiations, as well as methods for dealing with conflicts. Typical competence for people highly engaged by these activities: Influencing People

- Low complexity in this sphere indicates that a person prefers to use a few, simple and direct methods of influence, such as telling people what to do, or simply stating one's views or desires.
- High complexity in this sphere indicates that a person prefers to use a variety of techniques, including subtle and indirect methods, to influence other people. This often means building rapport, using subtle persuasion, and employing different types of encouragements and rewards. In terms of management style, it often indicates preference for participative decision-making.

Data Analysis deals with the variety of information sources and concepts that a person uses to evaluate and make sense of situations, things, or events. Complexity motivation in this area affects a person's level of abstract thinking. Typical competence for people highly engaged by these activities: Analyzing Data

- Low complexity in this sphere indicates that a person prefers to concentrate on a few obvious or clear aspects of things or situations. Use of complicated conceptual ideas to make sense of things is avoided. The person relies on actualities and concrete facts and is not interested in data exploration.
- High complexity in this sphere indicates a preference for in-depth analysis of situations or things. Often, the person uses abstract principles or concepts to interpret information. The person enjoys using diverse information and abstractions and looking at possible relationships between things.

Systems Management is related to the mental energy invested in managing logistics. This area deals with the process of organizing and orchestrating events, developing plans and managing logistics, and using systems or procedures to track, adjust, and control processes. Typical competence for people highly engaged by these activities: Managing Systems

- Low complexity in this sphere indicates that a person prefers to deal with one or two processes that are easy to monitor and control and do not require complicated plans. The person will organize events in a casual manner and will favor the use of a few informal techniques (e.g., notes, memory) to plan and keep track of things.
- High complexity in this area indicates that the person enjoys formulating complicated plans for organizing processes (e.g., a new manufacturing process) and/or events (e.g., a professional conference). The person enjoys handling multiple priorities as well as designing and using elaborate data gathering and record keeping systems that track trends and allow multiple processes to be adjusted and controlled (e.g., sales orders, inventory levels, equipment utilization rates, and production output).

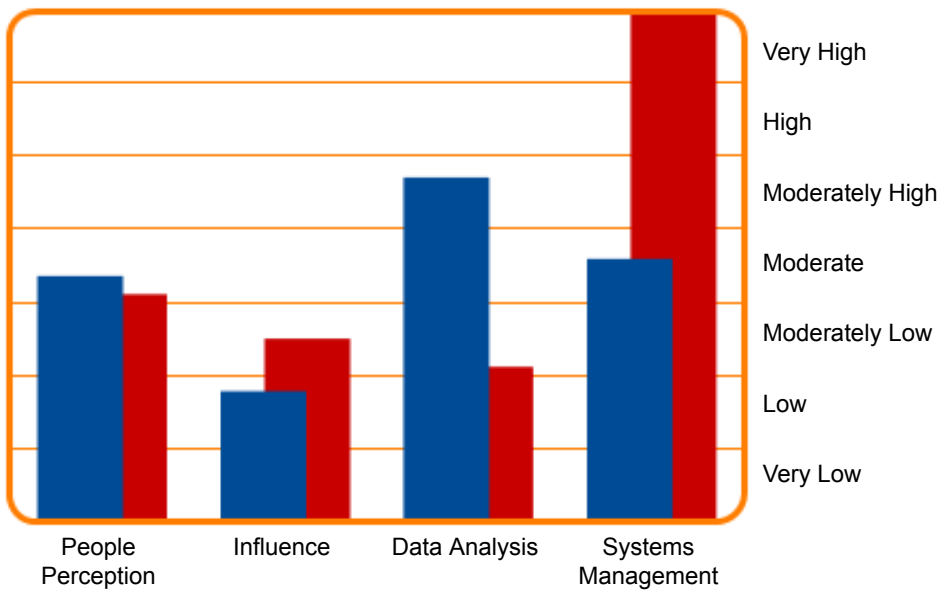


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Susan Sample
11 September 2014



Complexity Motives



Complexity Use
How much energy you use

Complexity Preference
How much energy you prefer to use

People Perception Your profile indicates that you invest a moderately small amount of your mental energy to understand other people; using some behavioral cues to size-up people while focusing on several relatively easy-to-see qualities. This fits your preference very well. It suggests that you are comfortable investing a modest amount of your mental energy into sizing-up other people. You probably work comfortably with different people, as long as they don't seem greatly different from yourself. You probably are quite comfortable with the amount of mental energy that you are putting into this activity.

Influence Your profile suggests that you invest a limited amount of your mental energy to influence other people; relying on straight forward, direct techniques such as telling or asking people to do things, or simply not doing much else to influence them. Your preference for doing so is a bit higher. It suggests that you would rather not do anything that feels "manipulative" or "political" to influence others. However, at certain times, you seem open and willing to use somewhat more persuasive methods to influence others. You may have a bit more mental energy for this activity than you currently are using. This might be causing you to feel a bit under-challenged now.

Data Analysis Your profile shows that you feel you are investing a moderately high amount of your mental energy to analyze technical ideas or statistics, relying on diverse information you must gather and evaluate using some specialized concepts or principles. Your preference for doing so is lower. It indicates that you prefer working with information that is well-organized, and relatively easy to interpret without much use of technical concepts or principles. You appear to be putting more of your mental energy into this activity now than you prefer. This is probably causing you to feel overloaded right now.

Systems Management Your profile points out that you feel you are investing a moderate amount of your mental energy into managing logistics and handling several different priorities that require you to coordinate and monitor progress on a variety of tasks. Your preference for doing so is higher. It indicates that you enjoy managing multiple competing priorities, or designing efficient systems to track, control and report progress on many different tasks and projects. You appear to have more mental energy for this activity than you are currently using. This probably is causing you to feel under-challenged.



Leadership Insight Report™

Susan Sample
11 September 2014



5. Competencies

The following competence framework is part of Decision Dynamics Competence Library™. It connects your overall assessment results with competencies typically demonstrated. We encourage you to reflect on your developmental opportunities in a way that captures your engagement drivers as well as builds on your current strengths and potential. This could be one way: a) Mark competencies critical for your present (or considered) role. b) Mark the boxes identified as primary respectively. c) Do you recognize any specific competencies that you or people around you consider to be your strengths or developmental areas? Put "+" or "-" next to them. d) Consider how well your results fit the requirements of your role and how well the role captures your strengths and triggers your engagement. What conclusions do you draw?

Expert Motives Establishing Routines Specializing In-depth Being Persistent Refining Quality Acting Long-term Increasing Professionalism Reflecting		Linear Motives Strengthening Competitiveness Strengthening Leadership Improving Profitability Increasing Growth Improving Efficiency Driving towards Goals Taking Decisions		Spiral Motives Broadening Competencies Developing Others Developing Oneself Developing Teamwork Renewing Crossing Boundaries Being Open Minded		Transitory Motives Trying New Things Networking Being Mobile Managing Oneself Learning Quickly Speeding Up Focusing Customer Value	
Decisive Role Communicating Expectations Delegating Responsibility Being Straightforward		Flexible Role Initiating Relationships Responding to Others Negotiating		Hierarchic Role Taking Independent Positions Demanding High Quality Providing Detailed Feedback		Integrative Role Building Consensus Resolving Conflicts Fostering Teamwork	
Decisive Operating Monitoring Progress Meeting Commitments Focusing on Results		Flexible Operating Adapting Quickly Finding Solutions Experimenting		Hierarchic Operating Formulating Detailed Plans Focusing Strategic Vision Analyzing Complex Problems		Integrative Operating Handling Complexity Thinking Creatively Solving Operational Challenges	
Ambiguity Tolerance Dealing with Uncertainty	Composure Managing Emotions	Empathy Recognizing Others' Emotions	Energy Staying Engaged	Humility Respecting Others' Views	Confidence Acting with Confidence		
People Perception Preference Assessing People		Influence Preference Influencing People		Data Analysis Preference Analyzing Data		Systems Management Preference Managing Systems	



Leadership Insight Report™

Susan Sample
11 September 2014



40 Years of Research and One Million Satisfied Users

Decision Dynamics is a leader in methods and tools for strategic human resources development that illuminate and enhance the interplay between people and organizations. Our scientifically based approach is built on more than 40 years of continuous research and practical use in organizations. Our solutions have already been used to profile and develop more than one million employees around the world.

Decision Dynamics was founded by two industrial and organizational psychologists from Princeton and Yale Universities. The company was soon taken on by demanding and development-intensive clients such as NASA, the Aerospace Corporation, and Rockwell.

Our research and development efforts continues in Decision Dynamics Research and are aimed at advancing the state of art in assessment methods and technologies. Meanwhile you benefit from having immediate access to the very latest, fully developed tools and methods in our portfolio adapted for providing practical usage, measurable results and rapid impact of today's demanding workplace.

The Decision Dynamics approach functions as a catalyst to support organizations' efforts to increase engagement and performance. Together with our global network of partners and resellers we provide profiling tools, training, and consultative services.

Decision Dynamics tools and business solutions are used for:

- > Strengthening engagement
- > Selection and recruitment
- > Leadership development
- > Talent management and succession planning
- > Career development and coaching
- > Team development

