

ASSESS Leadership Report

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First Name Last Name

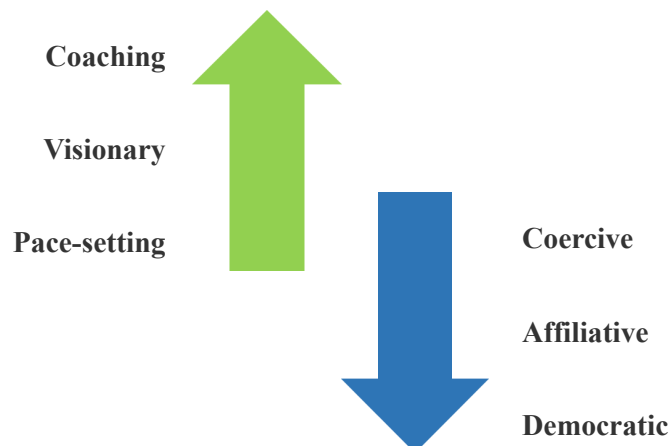
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Introduction

This report identifies First Name's three most and three least likely used approaches/styles to leadership among six leadership styles, namely: Coercive, Visionary, Affiliative, Democratic, Pace-setting, and Coaching. It explains the leadership tendencies and behaviors of First Name; and elaborates on their areas of strengths, potential pitfalls, and how to develop.

This report has a shelf-life of 24 months and should be treated confidentially. The accuracy of this report depends on the frankness with which First Name answered the questions as well as their self-awareness. Major personal or work-related events may invalidate First Name 's report, and accordingly a new assessment should be completed.

Profile Summary



Leadership Styles

- Coaching leaders place great value on, and emphasize, their employees' personal and professional long-term development; rather than focus on achieving short-term work-related tasks. Coaching leaders put a lot of effort into helping others succeed. By following the 'try this' attitude, they help to push employees to recognize their potential and boost the development of their skills.
- Visionary leaders use the 'come with me' approach. By giving employees the overall target, visionary leaders let employees decide how to handle their own tasks. Employees are given the freedom to choose the means to achieve their goals. Visionary leaders motivate their employees by offering a strong vision and making it clear to employees how their tasks fit into the higher goal without getting involved in the daily decision-making process.
- Pace-setting leaders use the 'do as I do, now' approach. They set high standards for themselves and for others, and expect their employees to meet them. Pace-setting leaders push their employees to achieve

goals, and closely observe and supervise employees to make sure that the communicated goals are accomplished. Pace-setting leaders tend to jump in and take over when they feel that things are not being done to the best standard and are likely to replace employees who do not rise to the occasion.

Areas of Strengths

- The coaching leadership style motivates employees as it emphasizes personal and career-related development. Coaching leaders create a positive working environment where employees feel supported. They ensure that employees are aware of what is expected of them and how this fits into the overall vision and strategy of the organization. Moreover, following the coaching style creates strong connections between employees and their leaders. This style also works well when leaders are dealing with employees who are excited about learning and developing themselves.
- The visionary leadership style works well when the business is adrift and/or when the company needs a new vision. It gives employees the freedom to determine their own paths, and encourages/motivates them to come up with new and innovative ways to develop and succeed.
- The pace-setting leadership style has positive impact on employees who are self-motivated and highly competent. It also creates a good example which employees can follow.

Potential Pitfalls

- The Coaching leadership style might be time-consuming because it requires leaders to allocate time and effort for their employees' development; which may not always be feasible or realistic. Additionally, this can be costly if coaching leaders decide to coach their employees without a thorough analysis and understanding of the skills that need to be developed.
- A visionary leader might be perceived as pompous and 'out of touch' when employees are more experienced than her/him. In this case, the visionary leader may come across as over-bearing if s/he makes decisions on behalf of her/his employees.
- Using the pace-setting leadership style might overwhelm employees because of the high demands and expectations that have been set. This might negatively affect employees' morale if positive feedback is rarely communicated, and may lead to work being routinized instead of vision-focused. Furthermore, this might lead to low levels of employees' commitment if they cannot see how their efforts fit into the big picture which may diminish any sense of employees' ownership over goals as a result of micro-management.

Areas of Development

- Coaching leaders should carry out thorough assessments to objectively determine the specific training and coaching that each employee would need; rather than relying on their intuition to train and develop their employees' skills (with no objective reference).
- Visionary leaders should involve their employees in the decision - making process. Leaders following the visionary style may need to empower their employees by letting them know that they are trusted and that their opinions, suggestions and inputs are valued.
- Pace-setting leaders should give greater authority to the employees to decide the best way for accomplishing their objectives and for performing their duties. Leaders following the pace-setting

style should work on acknowledging and recognizing employees' efforts in order to boost morale. Pace-setting employees also need to work on establishing two-way communication with employees.

Leadership Styles Least Used

- Coercive leaders are the 'do as I say' leaders. They use force when giving their employees orders about completing tasks. They seek to force or compel behavior, rather than try and influence behaviors through persuasion. Coercive leaders use write-ups, pay cuts, layoffs, and termination to threaten their employees; and usually follow through on their threat in order to appear effective. If they repeatedly fail to follow through on their threats, then this becomes meaningless and counterproductive because they lose their legitimacy. Generally, this leadership style allows the leader to have a great deal of control over the situation.
- Affiliative leaders use the 'people come first' mentality. They value individuals and their emotions over tasks and goals, and work hard to ensure that their team is happy and harmonious. Affiliative leaders establish strong emotional bonds with their employees and care to create a sense of belonging among team members. They also acknowledge employees' efforts frequently and show appreciation to the contributions employees make.
- Democratic leaders allow team members to participate and have a say during the decision-making process. In other words, they give all employees equal opportunity to discuss and deliberate ideas freely, as well as set and determine their own goals for the future. Democratic leaders encourage constant discussion and input from their employees through maintaining constant and open two-way communication.

Interviewer's Notes

This section provides general considerations and reminders to interviewers with respect to use of ASSESS PersonalityPlus Report.

1. Chance

Assessment is occasionally subject to chance. Assesseees may occasionally misunderstand the question, may interpret the meaning of words incorrectly, or may choose by mistake a response she/he did not intend to choose.

If there are doubts about whether the person has had adequate understanding of the assessment instructions, then a complete reassessment is required, given that the reassessment does not provide the assessee with an unfair advantage. Alternatively, other evidence gathered from interview, academic achievement, experience, behavioural or situational performance can provide assistance in decision making. In all cases great care must be exercised in interpretation of all evidence.

2. Extreme Highs and Lows

Extreme high or low scores are uncommon and may involve irregularity.

When the profile of assessment scores shows one or more pronounced highs or lows, then some inconsistency may be evident. A skilfully conducted interview is necessary to find out the reason for inconsistency, without upsetting the candidate by inadvertently suggesting that the assessee did not provide frank or genuine responses.

Where an extreme score is scrutinized for validity and reliability, an interview must be considerately handled to avoid giving the impression that a single assessment has been sufficient to disqualify the candidate for a job or impair his development potential.

3. General Recommendations on Fair Practice

It is important to explain procedures and practices before administering ASSESS PersonalityPlus, and ensure that the candidate understands these procedures and practices.

Assessments results should not be offered as a reason for non-acceptance of a candidate.

ASSESS assessments and the question inventories should never be used in isolation to justify redundancy decisions. Such use could be construed as unfair.