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## Leadership - Executive Full

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### Introduction

There are 3 major components that impact executive leadership capabilities. Those 3 components are Skills/Experience, Attitudes/Motivation and lastly Personality/Learning Style. The following report is providing information based solely on Daniel's self-assessment of Personality and Learning Style and does not take into consideration skills or experience or even motivation to be an effective leader.

Think of Daniel's Personality/Learning Style as the "raw material" that drives capabilities, success and overall satisfaction within executive leadership roles. There may be great raw material but no training or motivation. All 3 components are critical.

This report is designed to assist in exploring areas where Daniel can be developed as a leader in an executive role. This report is broken down into sections covering areas that are typically found within an executive level position. Most executive level positions are similar to an "entrepreneurial" situation in that the individual is responsible for a business unit or major division of a company with it's own requirements for profitability, budgeting, strategic planning, etc. You will see areas below such as "Business Planning and Vision" and "Leading and Managing Employees".

Tips will be given for some areas and can be used to improve performance when the particular behavior is important for the situation.

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### Business Planning and Vision

- Daniel tends to be moderately detailed and organized with planning
- Daniel's ability to learn quickly will help in strategic thinking and creation of a long term vision for the business

Tip: Because of Daniel's tendency to think longer term, it may be necessary to take time to make sure planning covers the tactical day-to-day items necessary to implement the vision

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## **Leading and Managing Employees**

- Daniel tends to be moderately organized and able to follow up with employees as needed
- Daniel also has the ability to deal with interruptions and unexpected issues during the day

Tip: Dealing with employees and follow up can require a high level of detail orientation; Daniel may want to consider a good time management system to be sure to keep track of those details. In addition, it might be helpful to delegate highly detailed projects whenever possible

- Daniel tends to be direct, often questioning things and offering opinions to employees and their managers
- Daniel tends to be comfortable with confrontation and handling difficult situations
- Daniel's natural skepticism and determined manner may stifle communication; employees and managers may not feel comfortable voicing their opinions
- Daniel's direct nature may make it difficult to share control and decision making with partners and other key executives

Tip: Important for Daniel to recognize that there is a difference between managing and leading. In order for Daniel to more effectively lead others, there will be a need to let employees and managers voice their ideas without confrontation and skepticism

- Daniel tends to be less outgoing with others which can give the employees the impression of unavailability or disinterest in them
- Daniel's quiet and introspective nature typically makes Daniel a good listener

- Providing enthusiasm and optimism for projects and company's goals will be difficult for Daniel, potentially creating a lack of enthusiasm by employees to work with Daniel or the company

Tip: Daniel may want to have someone on the team to provide the optimistic and enthusiastic presentations and social interaction with employees so they stay motivated and excited about participating in the company's success

- Daniel tends to be more competitive and motivated by individual rewards
- Daniel may create a competitive environment treating employees as if they are motivated by individual rewards when they may actually be more team oriented and motivated by team incentives
- There may be times when an employee should be recognized for their efforts but Daniel inadvertently competes with them for the attention rather than giving them the credit

Tip: Be careful that Daniel creates an environment that rewards individual performance and also allows team oriented individuals to feel appreciated for their contribution to the team's efforts; Daniel should be careful not to assume that everyone is motivated the same way

- Because of Daniel's quicker problem solving ability, employees may not be able to keep up with Daniel's communication or thinking;
- Employees may be able to buy-in to Daniel's vision, yet not understand the tactical components of the plan in order to actually implement them

Tip: As Daniel's ideas and vision may be too complex for others to fully understand and implement, it is important that Daniel think through and simplify communications and instructions. Daniel may want to solicit the help of a partner or associate that can take the ideas or strategies and work through the tactical details of how they can be delegated for implementation

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## **Selling and Marketing**

- Daniel's faster learning speed will allow Daniel to think strategically

about marketing and sales efforts

- Daniel will find it difficult to deal with the routine of many sales processes once a strategy is in place
- Daniel may talk over the head of prospects attempting to sell them more than they are actually able to understand they need (making a small problem into a big problem), ultimately causing the prospect to back off for fear that the solution is too complex

Tip: Daniel's presentation style and solution itself may be too much for others to understand or perceive they can implement, so it is important that Daniel thoroughly and visually walk prospects through the thought process and exactly how it could be implemented; it is also important that Daniel have others on the team that work with the prospect to reassure them of the ease of implementation

- Daniel tends to be more competitive enjoying a more competitive type of sales environment
- Products or services which are typically sold with a softer approach or by a team-approach will be more difficult for Daniel

Tip: If Daniel's product or service requires a more collaborative approach to the sale process, Daniel may want to only be involved in the very early stages of the prospecting phase and move on to the next prospect once the prospect is ready to talk and allow others on the team to do the actual presentation and/or implementation meetings

- Daniel typically reacts to stress quicker than most which can make selling some types products or services very difficult
- Daniel may become anxious and tense under pressure
- Daniel tends to have an emotional sensitivity that can be beneficial for selling and marketing some types products or services

Tip: Unless Daniel's product or service requires a particularly high level of sensitivity to sell, Daniel may want to delegate the sales function to someone else

- Daniel is typically more reserved, making it more difficult to deliver highly enthusiastic presentations
- More technical presentations may be easier where Daniel is

delivering information rather than enthusiasm

- Daniel's quiet and introspective nature typically makes Daniel a good listener; a good trait to have for working in a consultative manner with prospects

Tip: Daniel may want to consider having a partner or other associate give the sales presentations while taking on the more technical role of providing information, as necessary, to close the sale

- Daniel tends to follow rules and procedures consistently and in turn look for a more stable product or service for the business

- Businesses that have products or services that are constantly changing or updating, such as high-tech, may be a little more difficult; Daniel's faster learning speed may help deal with rapid changes

- Daniel's marketing approach will typically be more conventional rather than unproven

- Daniel will typically like to implement strong sales processes rather than a pure consultative approach to selling

Tip: Daniel may want to solicit outside help for brainstorming new and unique ways to market and sell products and services. Once an approach is determined, Daniel can then structure that approach and work it consistently

- Daniel's tough minded and direct nature will help when it comes to dealing with rejection and overcoming the objections of many sales situations

- Daniel's approach may be too strong for some types of products or for the audience being presented to

Tip: Think of Daniel's audience and if it is called for, build some warm and tactful techniques into the presentation to where the audience feels as if they are making the decision versus Daniel telling them what they should do

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## **Servicing and Building Internal/External Clients**

- Daniel tends to be direct with customers which, at times, can come across as too strong rather than tactful and cooperative

- Customers may view Daniel as uncompromising rather than willing to work with them to solve problems

Tip: Daniel may want to delegate support activities if the business calls for a tactful and cooperative approach to customers; when a customer situation is particularly difficult and confrontational, it will be helpful for Daniel to take the lead

- Daniel's tendency to create rules and policies can be helpful in creating a consistent customer experience
- Daniel tends to create good follow up systems to make sure customers are getting what they expect and when they expect it
- Dealing with new business issues where there is not a track record will be more stressful for Daniel

Tip: Be sure and build in some flexibility into Daniel's systems so employees will know what exceptions they can make with customers in order to handle unexpected or unusual problems

- Daniel's quiet and reserved nature typically makes customer service more difficult unless the product or service is more conservative and requires a more reserved approach
- Most customers respond to an enthusiastic approach which is more difficult for Daniel to have on a regular basis
- Customers may take Daniel's quiet nature as a lack of interest in their issues

Tip: Unless Daniel's business requires a more serious and reserved approach to customers, Daniel may want to delegate the customer service aspect of the business to someone else

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**Note: This report represents only a small part of the factors that can be helpful in determining job performance. It is not designed to specifically recommend or not recommend any individual for employment and the ultimate employment decision rests with the Employer.**