

Decision Dynamics

Leadership Potential Profile

08 April 2014

Susan Sample
CEO/C-Level Executives Level 1

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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 Potential Profile

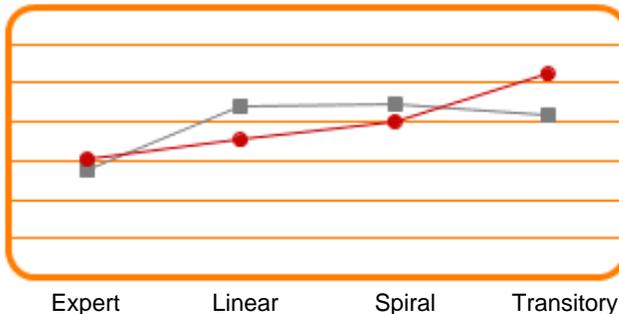
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Overall Fit 55% - Marginal

Red/blue line - Person
Grey line - Benchmark

Career Motives Fit 76%



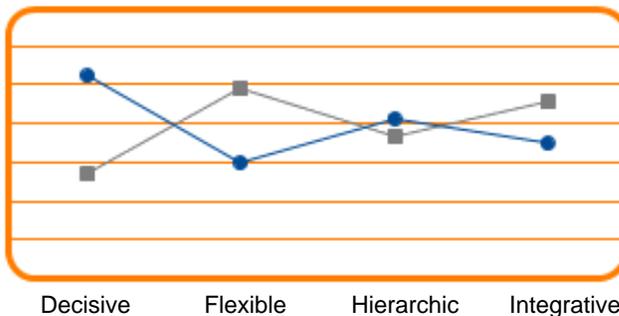
Career Motives and Engagement

Transitory/Spiral - primarily motivated by novelty and independence.

Key Challenge

Too much Transitory motives - may be overly motivated by changing operations to new situations or client needs.

Role Styles Fit 39%



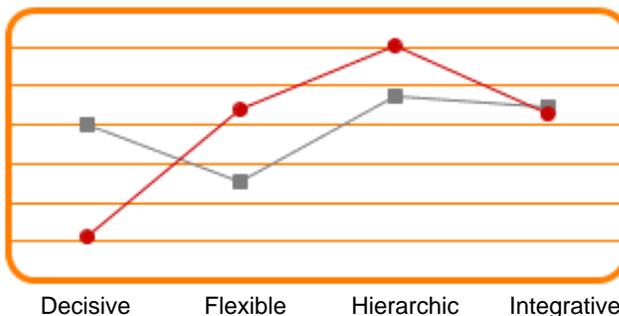
Role Style – Interaction and Leadership

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

Key Challenge

Overuse of Decisive style - may be perceived as being too blunt and directive.

Operating Styles Fit 59%



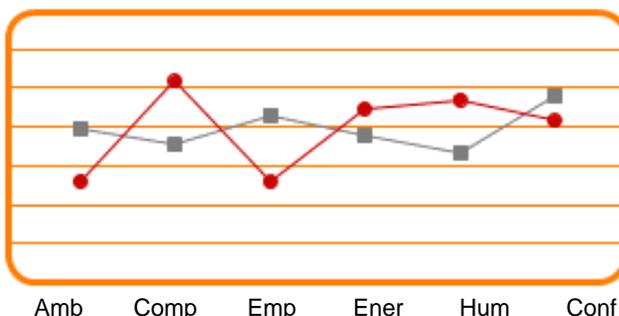
Operating Style - Thinking Style

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

Key Challenge

Underuse of Decisive style - could result in not taking action swiftly enough and not following through.

Emotional Behaviors Fit 44%



Emotional Behaviors

Composure/Humility - Likely to demonstrate more of Composure and Humility - less of Ambiguity Tolerance and Empathy.

Key Challenge

Underuse of Empathy - may result in conflicts and alienation of others and create interpersonal difficulties.

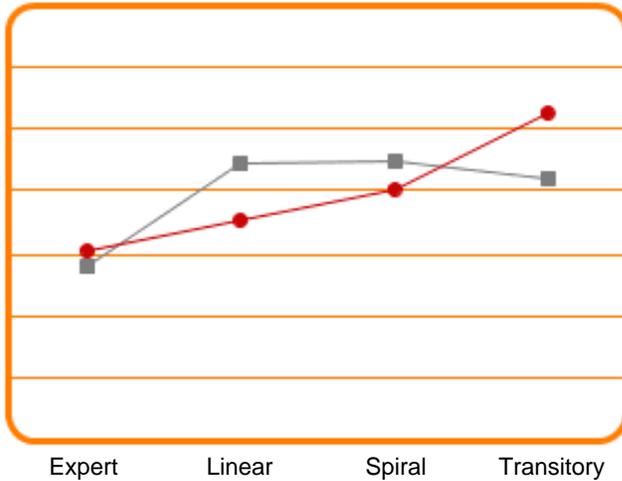


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Career Motives Fit 76% - Good



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 Transitory / Spiral

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 Spiral / Linear



Expert too low

May not be motivated enough by improving quality and accuracy in operations.

Risk:

- not persistent enough
- too willing to make changes to processes
- lacking in expertise

Expert too high

May be overly motivated by improving quality and accuracy in operations.

Risk:

- too slow to adapt
- too risk averse
- too detail oriented



Linear too low

May not be motivated enough by operational growth or maximizing efficiency.

Risk:

- not reaching targets to the extent required
- not clear enough on expectations
- does not take the lead often enough

Linear too high

May be overly motivated by operational growth or maximizing efficiency.

Risk:

- puts too much pressure on others
- overly focused on bottom-line alone
- creates too much distance towards others



Spiral too low

May not be motivated enough by diversifying operations or working across boundaries.

Risk:

- too slow learner
- too unaware of own impact on others
- not personal enough

Spiral too high

May be overly motivated by diversifying operations or working across boundaries.

Risk:

- too infatuated by new ideas
- too accommodating
- slows processes down by being too open



Transitory too low

May not be motivated enough by changing operations to new situations or client needs.

Risk:

- too slow to learn or defensive
- not enough willing to take risks
- too small a network

Transitory too high

May be overly motivated by changing operations to new situations or client needs.

Risk:

- too willing to make exceptions
- confuses others by experimenting
- too short sighted

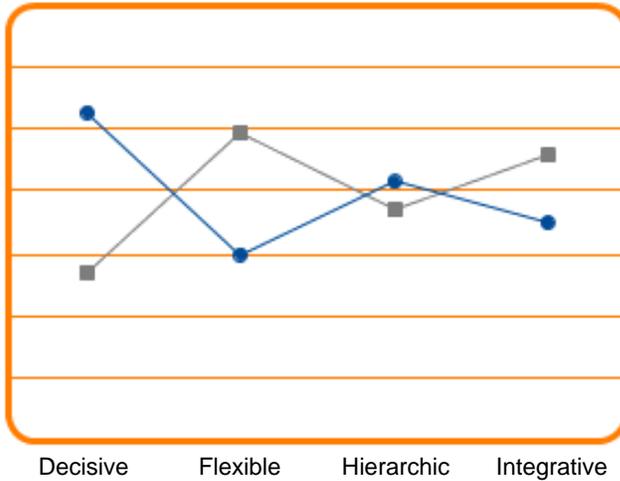


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Role Styles Fit 39% - Marginal



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Decisive / Hierarchic

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Flexible / Integrative



Decisive underuse

May be perceived as being too vague or uncertain about decisions.

Risk:

- reluctant to direct others
- unclear in expressing expectations
- not focused on key objectives

Decisive overuse

May be perceived as being too blunt and directive.

Risk:

- poor listener
- immediately stating views
- not asking for others' opinions



Flexible underuse

May be perceived as too unresponsive, unaccommodating and formal.

Risk:

- hesitant to accommodate to others' views
- does not show enough concern or gratitude
- does not use humor to lighten up situations

Flexible overuse

May be perceived as being too obliging and accommodating.

Risk:

- uses humor that is distracting
- too willing to accept others' input
- short attention span



Hierarchic underuse

May be perceived as lacking in expertise or as not having own considered point of view.

Risk:

- does not put forth compelling arguments
- swayed by group pressure
- shies away from arguing for opinion

Hierarchic overuse

May be perceived as being over-controlling, dominant and opinionated.

Risk:

- does not delegate
- micromanages
- domineering in meetings and discussions



Integrative underuse

May be perceived as being unresponsive and excluding others from decision-making.

Risk:

- too impatient and not actively listening
- shies away from conflict and sincere debate
- too little attention to group process

Integrative overuse

May be perceived as involving too many people in decision-making.

Risk:

- ambiguous communicator
- not sensitive to others' time limits
- not clear about own expectations

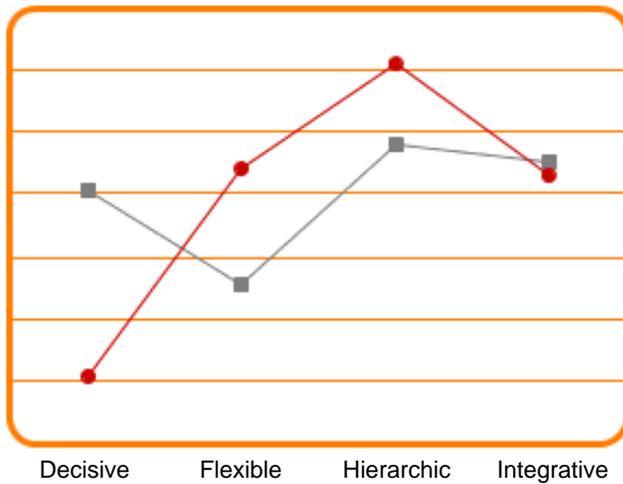


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Operating Styles Fit 59% - Marginal



- **Susan Sample**
Hierarchic / Flexible
- **CEO/C-Level Executives Level 1**
Hierarchic / Integrative



Decisive underuse
 May be perceived as not taking action swiftly enough and not following through.
Risk:
 - too hesitant to take action
 - not pushing enough for key objectives
 - not responsive enough to time pressure

Decisive overuse
 May be perceived as making decisions prematurely and being overly persisting.
Risk:
 - gets distracted during long discussions
 - avoids complex data
 - short sighted



Flexible underuse
 May be perceived as not adapting quickly enough to change.
Risk:
 - confused by changing circumstances
 - overlooks immediate needs
 - aims for too far-reaching objectives

Flexible overuse
 May be perceived as shifting direction too often without sufficient analysis or focus.
Risk:
 - too short-term perspective
 - analyses inconsistent with key objectives
 - loses focus on course of action



Hierarchic underuse
 May be perceived as making decisions without considering long-term objectives.
Risk:
 - appears to use data that is too simplistic
 - not attentive enough to longer-term aspects
 - does not monitor progress on key objectives

Hierarchic overuse
 May be perceived as losing opportunities because not adapting swiftly enough.
Risk:
 - too narrow perspective
 - resistant to others' opinions
 - gets stuck focusing on consistency and logic



Integrative underuse
 May be perceived as reaching decisions without considering the broader aspects.
Risk:
 - too narrowly focused
 - does not sufficiently address complexity
 - hesitant to reconsider decisions

Integrative overuse
 May be adopting complicated plans and strategies causing missed deadlines.
Risk:
 - not enough attention to immediate needs
 - not monitoring decisions or following-through
 - too preoccupied by strategic planning

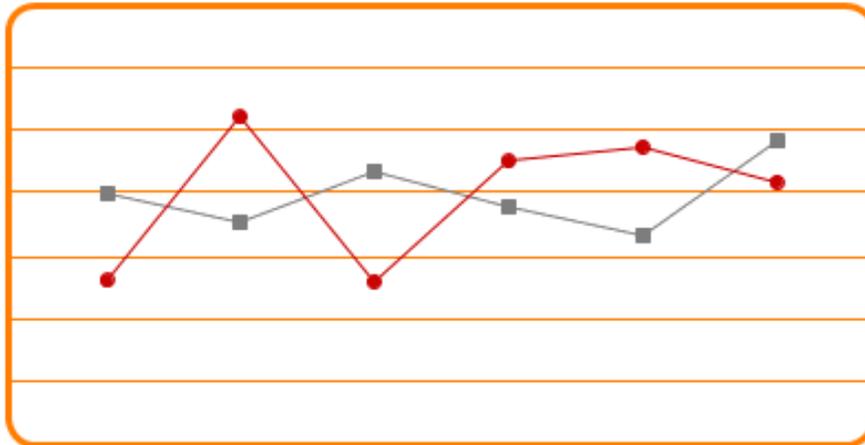


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Emotional Behaviors Fit 44% - Marginal



Ambiguity Tolerance Composure Empathy Energy Humility Confidence

Ambiguity Tolerance underuse

May attempt to impose too much structure and order or overly rigid procedures.

Risk:

- failing to respond to unique situations
- causing stress for others, by becoming rattled

Composure underuse

May cause stress for others and lead them to lose confidence in the person.

Risk:

- risk of over-reacting emotionally to problems
- loses capacity to think clearly

Empathy underuse

May result in conflicts and alienation of others and create interpersonal difficulties.

Risk:

- misreads people and misjudges capabilities
- fails to anticipate people's reactions to decisions

Energy underuse

May over-simplify decisions and leaving important tasks undone.

Risk:

- becomes overwhelmed by challenging problems
- gets caught in a cycle of decreasing motivation

Humility underuse

May stick to own preferred methods and approaches without sufficient adaptation.

Risk:

- stubbornness makes people back away or resist
- causes others to overestimate wisdom of choices

Confidence underuse

May fail to deal with conflicts, performance problems and to protect important standards or ethics.

Risk:

- appears anxious in conflicts
- loses others' respect and ability to influence

Ambiguity Tolerance overuse

May stray beyond established procedures and not enforce limits and policies consistently.

Risk:

- creates disorder or controversy
- disregards established procedures and policies

Composure overuse

May not express importance or priorities clearly enough.

Risk:

- causes others to feel wary and unsettled
- seems insufficiently responsive to pressure

Empathy overuse

May make too many exceptions from policies and procedures.

Risk:

- swayed too easily by others' wishes
- hesitant to make "tough people decisions"

Energy overuse

May become distracted from key tasks, lose efficiency or over-complicate tasks.

Risk:

- feels under-utilized and under-challenged
- overwhelms others with too much intensity

Humility overuse

May be overly accommodating and come across as uncertain.

Risk:

- perceived as lacking conviction or commitment
- fails to impact others' behaviors and views

Confidence overuse

May intimidate others and thereby become isolated from important information.

Risk:

- appears arrogant and domineering
- over-estimates own capabilities



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Leadership Potential

The profile shows a leader's overall potential based on fit between the person's motives, role styles, operating styles, and emotional behaviors and a selected benchmark. The higher fit, the better the potential is for success in the specific role, defined as the benchmark profile. Since this is a comparative profile, the person profiles have been adjusted against the benchmark profiles to reflect the overall fit. Therefore, while the shape remains the same, the intensity of the profile may appear different than in the profiles with bars.

A good fit means that the person's profile is close to the selected benchmark profile. If the person's profile is below the benchmark profile, he or she might underuse certain critical behaviors. Likewise, if their profile is above, the person might overuse them. Consequently, it is equally important to pay attention to when a leader is above a benchmark profile as when being below. Deviations in any direction might interfere with performance as well as personal engagement and satisfaction in a position.

The leader's potential is described as a percentage of fit relative a selected benchmark and uses the following scale:

Excellent Potential	90 - 100%
Very Good Potential	80 - 89%
Good Potential	70 - 79%
Moderately Good Potential	60 - 69%
Marginal Potential	< 59%

The Leadership Potential Profile is built on more than 40 years of research on leadership success, potential and engagement. Below each of the main areas in the profile is briefly described. For more information please refer to Decision Dynamics Competence Library and overview of developmental recommendations. 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 a specific profile in different situations.

Career Motives

The motives show expectations and motivation in a leader's career and working life and are sometimes referred to as a person's values. The motives tell us, maybe one of the most important things regarding leadership, namely 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 influences directly the engagement of others.

Expert motives are expertise, technical competence and security. 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 motives are power or influence, and achievement. 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 motives are personal growth, creativity, and developing other people. Engaged by learning and diversifying cultures and strategies and by roles demanding competencies such as:

Broadening Competencies, Developing Others, Developing Oneself, Developing Teamwork, Renewing, Crossing Boundaries, and Being Open Minded.

Transitory motives are novelty or variety, independence, and interpersonal contacts. 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.



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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.

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.

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. Typical strength: Dealing with Uncertainty.

Composure: a person's inclination to remain cool and collected, and able to think clearly under pressure. Typical strength: Managing Emotions.

Empathy: a person's capacity to understand oneself as well as other people, including strengths and developmental areas; to objectively and accurately read others' behaviors and motives. Typical strength: Recognizing Others' Emotions.

Energy: a person's capacity to handle complex and demanding tasks over a lengthy period without losing motivation and mental energy. Typical strength: 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. Typical strength: 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. Typical strength: Acting with Confidence.



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40 Years of Research and One Million Satisfied Users

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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

