



## LEADERSHIP LADDER REPORT

Report Prepared For:

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### HOW THIS REPORT CAN HELP YOU

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This report uses your NEO questionnaire responses to detail information about your key personality characteristics and leadership style. This will give you greater understanding about why you behave in certain ways in specific situations and will show you the type of manager that you are. You can use this report to better utilise your strengths, build on your weaknesses and think about what you can do to become a more effective leader.

### HOW YOUR RESULTS ARE ORGANISED

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#### **SECTION 1: Summary of Your Personality Characteristics**

This section shows the level of your personality traits in relation to the average population.

#### **SECTION 2: Understanding Your Personality**

This section explains how the pattern of your personality traits shapes your behaviour at work. It specifically looks at the following key areas:

Problem Solving & Decision Making

Planning & Organising

Style of Interaction with Others

Your Personal Style

#### **SECTION 3: Personal Development**

This section provides key recommendations for your personal development, suggesting specific ways of improving your effectiveness as a leader.

## SECTION 1: SUMMARY OF YOUR PERSONALITY CHARACTERISTICS

EMOTIONAL RESPONSE					
	Very Low	Low	Average	High	Very High
Worry			A		
Temper			A		
Outlook			A		
Self Confidence		L			
Self Indulgence			A		
Reaction to Stress			A		

INTERPERSONAL ACTIVITY					
	Very Low	Low	Average	High	Very High
Warmth			A		
Outgoingness				H	
Assertiveness		L			
Activity Level				H	
Excitement Seeking				H	
Positive Emotion				H	

OPENNESS TO CHANGE					
	Very Low	Low	Average	High	Very High
Imagination			A		
Interest in the Arts			A		
Depth of Emotion				H	
Trying New Things				H	
Intellectual Curiosity			A		
Conventionality				H	

AGREEABLENESS					
	Very Low	Low	Average	High	Very High
Level of Trust			A		
Straightforwardness			A		
Considering Others			A		
Compliance					VH
Modesty			A		
Sympathy			A		

WORK ETHIC					
	Very Low	Low	Average	High	Very High
Sense of Competence			A		
Orderliness			A		
Dependability			A		
Ambitiousness				H	
Self-Discipline			A		
Level of Deliberation			A		

### YOUR KEY PERSONALITY CHARACTERISTICS

- ✓ You are a daring, risk-taking person who likes challenging and exciting assignments
- ✓ You often prefer to sit back and let others do the talking
- ✓ You prefer variety in your work and are open to new ideas and approaches
- ✓ Being flexible and adaptable, you will respond well during periods of rapid change
- ✓ You are outgoing and enjoy a high level of social interaction
- ✓ You have higher levels of energy than most people allowing you to work hard for long periods
- ✓ You are generally aware of your feelings and those of others, and use this information to shape your thinking and actions
- ✓ You go out of your way to try and avoid confrontation at any cost

## SECTION 2: UNDERSTANDING YOUR PERSONALITY

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### PROBLEM SOLVING AND DECISION MAKING

- You are typical of the average person in your approach to resolving problems, usually thinking first rather than making snap decisions
- You are willing to entertain new ideas and solutions, but do not get carried away by these
- You are about as imaginative as most people and can entertain new ways of doing things while seeing the value of proven ideas and methods
- You are usually aware of your strong emotions, and when they appear, your feelings may sometimes influence your decision making
- You may be hesitant to speak up on a matter even though you have decided what action needs to be taken
- You believe you are as capable as most people and generally proceed confidently through problems with only an occasional doubt.

### PLANNING AND ORGANISING

- You tend to get bored by familiarity and routine, preferring variety at work
- You try to further your personal goals to achieve career success
- You will discuss some issues openly, but at times will be more guarded in expressing your true feelings
- You are generally balanced in your concern for others and concern for the task at hand
- You tend to display enthusiasm and optimism, usually looking at things in a positive way
- You are typical of the average person in your ability to carry out your assignments in a well-organised and methodical manner
- You are reasonably cautious and deliberate in your approach to most things, but you can be spontaneous if required
- You are sometimes willing to question other people's views, but do so in a constructive and objective fashion

### **STYLE OF INTERACTION WITH OTHERS**

- You enjoy the company of others and will come across as outgoing and gregarious most of the time
- You thrive in group settings and may experience some frustration if required to work alone
- You are probably uncomfortable when you are in charge of a group, preferring to remain in the background
- In most instances, you are reasonably comfortable around others, but will also experience times when you feel awkward or socially inept
- You are not one to brag about your accomplishments, but you are willing to talk about them when appropriate
- You accommodate easily to the needs of others
- You often deny or minimize your angry feelings and avoid conflict whenever possible
- You are someone who, in most instances, will focus on results, along with a sensitive compassion for people
- You are willing to extend your trust to others, but do so with an average degree of caution
- At times, you willingly extend a helping hand, and on other occasions, you are more self-centered and reluctant to become involved in others' problems
- You are more open-minded and tolerant of the views of others than most people

### **YOUR PERSONAL STYLE**

- Your feelings are important to you and you use these to guide your decision making
- You are seen by most as an active, energetic, and fast-paced individual
- You have a strong desire for exciting and stimulating activities, and most people will see you as an adventurous and daring individual.
- You are very willing to take a risk to get what you want
- You deal with discouraging events as well as the next person
- You deal with pressure situations about as comfortably as do most people, feeling neither more nor less adequate than most when under stress.
- Moderately self-disciplined, you pursue your objectives with a moderate level of motivation and follow-through.

## SECTION 3: PERSONAL DEVELOPMENT

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From section 2, you should now have an excellent understanding of how your personality shapes your behaviour and motivation in the workplace. As with every person, you will recognise areas where your characteristics will prove advantageous and other areas where these could be a drawback.

### **Key Recommendations**

It is clear that you have many strong qualities that will help you to become an effective leader. You are fairly balanced in your approach to most areas, demonstrating fairness and openness to consider things from different perspectives. This will help you to build strong relationships with your team and other people during the course of your work.

As a leader it is important to be aware of your daring nature. Being able to take an element of risk can be a strong quality in a leader so just try to make sure that you think twice before taking unnecessary risks. Reviewing important decisions with your manager or a colleague can prove a useful way of avoiding doing anything that is too risky as this could lead to negative consequences.

Think about whether you could try to express your viewpoint more frequently. Your natural preference is to listen rather than contribute, but this can cause people to underestimate your capabilities. In a leadership role, listening is very important but you will probably also need to try to take the lead, express your viewpoints and show more confidence at meetings or team situations. It is likely you are held back by a fear of confrontation but if you can learn to assert your own opinions and views, this will help you to build credibility and demonstrate leadership qualities. Assertiveness training or a presentation skills course are things that might help you in this area.

Standing your ground can sometimes be important in a position of leadership. For you, this may not be easy, especially if you are challenged. Try to understand that avoiding conflict is not always possible in a leadership role. Sometimes you will need to make tough decisions that not everyone will agree with.

Be aware that many people do not share your enjoyment of variety. Some people like stability and routine so take this into consideration if you are managing a team. Take time to think about the impact on others of changing direction or taking action on important matters, especially if you yourself start to feel frustrated or impatient.

Your active and fast-pace could lead to you taking on too much work. Whilst being hard working is a good trait that can set an example to your team, others may also think that you are too hurried to be able to do a good job, even if this is not the case. Consider trying to sometimes slow down your pace to ensure that you demonstrate that you value quality over quantity.

Finally, consider your need for variety and stimulation. You are likely to perform best when you are in a job role that you enjoy. If you end up doing work that is too repetitive or boring, then this is likely to reduce your energy levels and reduce your leadership qualities.

## Concluding Thoughts

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This report represents a consensus interpretation of the meaning and possible implications of your scores on the NEO Personality Test.

This report focuses on behaviours. We can change behaviour if we choose to and if we are willing to work at the change.

There will probably be many things in the report that make you feel good about yourself. There may be a few things that concern you. That is to be expected. Everyone has some areas in which they are most effective and other areas that need improvement. Furthermore, a strength in one situation may be a weakness in another. For example, aggressively pushing for what one wants may lead to success in one situation, but fail in another. As a consequence, we recommend the report be interpreted and applied within the context or environment in which you currently function, or desire to function.

This report does not pretend to be 100% accurate, nor should it be taken as an absolute – all measurements contain some error. Furthermore, people can and do change. Use what is helpful to you. Reflect on ways you can use qualities that will support you in achieving your goals. Reflect on ways you might compensate for qualities that may impede your progress toward your goals. Occasionally, you may see statements in this report that do not appear to be totally consistent with each other. This is likely to occur if you have an unexpected combination of scores. Consider sharing this picture of yourself with trusted friends or coworkers, especially those findings that surprise you or those with which you take issue. This report is designed as a tool for your growth; use it for your benefit.

Finally, if you wish to discuss this report with a professional, then contact the Careerlicious team for a chat.

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