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A Development Report Concerning
John Sample, Vice-President Operations
Date of Report: February 2010

Report Prepared by:
A KinchLyons Consultant

Context

John availed of the opportunity to undergo a leadership audit which entailed the completion of a number of psychometric instruments followed by a full discussion of the results of these measurements. The span of responsibility in his current role was also reviewed along with the current and likely future challenges that it entails.

This development report attempts to collate the results of the various instruments used and the outcome of the interview and feedback session.

The psychometric instruments used on this occasion were:

- The Cattell Sixteen Personality Factor Questionnaire
- The BarOn Emotional Quotient Inventory
- The Watson-Glaser Critical Thinking Appraisal
- The Managerial Values Survey

The report which follows consists of a commentary on the results of each of the measures in turn. This will be followed by a summary of John's key strengths as indicated by the data and finally the identification of areas for development as suggested by this process.

Personality Profile

This is a well-researched and documented questionnaire and provides a comprehensive picture of an individual's basic personality. As the name implies, sixteen different and independent personality dimensions are measured. Interpretation of this information focuses on aspects of behaviours identified as being effective and also those highlighted as potential areas on which to focus future development. These interpretations are made in the context of an individual's career path. The following report is for development purposes only and should not be used as part of a selection process. In general this personality profile is deemed to retain its validity for a period of approximately eighteen months.

In addition to the sixteen primary personality factors measured, there are five Global Factors available on the profile.

A copy of John's personality profile is included with this report and it is recommended that it be consulted alongside our analysis and commentary which follows. We shall be analysing his personality profile under four main headings: Thinking Style; General Style of Relating to Others; Consistency of Behaviour; and Management of Pressure.

Thinking Style

On the quick measure of abstract reasoning ability embedded in the personality questionnaire (Factor B) he answered all but one of the questions correctly - this results in a sten score of nine, placing him very safely in the top five percent of the general population on this measure.

In using this ability to make decisions or analyse matters John's score on Factor I would suggest that he will use a balance of both objective (facts, data and logic) and subjective (impressions, intuition and 'gut feel') in arriving at his conclusions. In a way perhaps this result reflects his two main areas of intellectual interest (i.e. engineering and the humanities).

This is perhaps also reflected in him obtaining a similar score on Factor M. A mid-range score of five on this factor reflects on the one hand an interest in ideas, strategy and bigger picture thinking and in recognising higher level themes and patterns, whilst on the other hand not being totally divorced from grounded practicalities. John therefore has a facility for strategic thinking and to maximise this he is probably best advised to leave the pragmatic detailed outworking of matters to others.

His score on Factor Q1 (upper limits of the average range) shows him to be flexible, adaptable and open to change. However, his score is not so elevated here as to suggest that he would seek change for its own sake or to be stimulus hungry in that sense.

General Style of Relating to Others

As will be seen later on the Global Factors, John is basically introverted by nature. On the relevant primary factors therefore his results are not strongly people oriented. For example, on Factor H - a measure of social confidence and energy for dealing with people - he is placed at the lower limits of the average range. There is therefore an element of shyness in his make-up and he probably does not seek to be the focus of attention in social situations. (It should be noted that this in no way implies that he is in any way lacking in social skills but is simply reflecting a natural preference.)

Alongside this, his score on Factor A shows him to be a little reserved. He is probably somebody who is quite comfortable with his own company and can do focused, isolated work for long periods without having a strong need for high frequency social interaction. John is also probably more comfortable with uni-tasking rather than multi-tasking. There is a possibility that others, because he is likely to maintain a certain level of emotional distance from them, will find him a little aloof.

This theme of self-containment is continued with his result on Factor Q2. Scoring above the average range here is indicative of an individual who is quite comfortable relying on their own resources and making standalone decisions when necessary. His natural leadership style may not therefore be highly consultative. However, this is not due to suspiciousness or wariness regarding other people and their views as he appears to be quite accepting and trusting of others (Factor L).

When relating to others, he is likely to exhibit a good level of assertiveness (Factor E) and we would expect that he will have little difficulty in advocating his position with appropriate strength and conviction. However, in an ideal world it would be our view that his assertiveness could be just a notch higher - but avoiding becoming dominant or too forceful. Also in relating to others, John is likely to be a little private (Factor N) being slow for example to disclose personal details.

He will not be particularly forthright or direct and we would expect his discretion, tact and diplomacy to be good. However, it might mean at times that others will find John 'hard to read'. At the same time, he is probably strong in the area of negotiating organisational politics.

Alongside this, other indicators on his profile show him not to be overly spontaneous and impulsive (Factor F) but rather that he has a serious and reflective side to him. This probably means that he does a lot of his processing of ideas internally and only shares them with others 'when they are fully packaged'.

This emerging theme of self-containment and inner strength probably results in John being a thought leader rather than 'a charismatic one'. In general, we would expect him to provide a steady, wise hand at the helm. However, whilst John may intellectually value teamwork he may not be temperamentally being programmed towards it.

Consistency of Behaviour

From his profile, we would expect John to be fairly consistent, structured and systematic in his approach to his responsibilities. He appears to be guided by both externally provided rules, procedures and set processes (Factor G) and by internal discipline (Factor Q3).

The former (G) would indicate that he will set appropriately high standards for himself and for others and to be quite hard-working and in no way expedient. The latter (Q3) would indicate that he will be quite good in such matters as planning, prioritising, time management and, in general, taking an organised and disciplined approach. Neither score is so elevated as to suggest that he would be rigidly perfectionistic or hide-bound by the letter of the law.

Management of Pressure

We would expect John's ability to deal with pressure and stress to be good. Contributing here would be a very good level of emotional stability (Factor C). His result here would indicate that he will have a very good ability to deal with frustration, problems and setbacks in a calm and mature manner and in general having the ability to maintain poise and posture in difficult situations. This emotional stability is reinforced by a good level of self-belief and self-assurance (Factor O) - so he is likely to be prone to worry, guilt, self-doubt and apprehension less than most. It probably also means that he enjoys challenges and embraces them with a positive, can-do attitude. John therefore enjoys more inner confidence than social.

Despite this stability and inner strength, his current level of tension is marginally elevated (Factor Q4). This may be reflecting nothing other than a natural impatience and in any case we would not regard it as in any way problematic.

Global Factors

Global Factors are also available on this instrument and these are set out on the accompanying profile. The Global Factors are also on a ten point scale and are based on combinations of the primary factors.

As mentioned earlier, John is basically introverted by nature. This is reflecting his emotional self-containment, his self-reliance and a degree of privateness as well as an element of shyness. A tendency to be serious and reflective at times is also contributing here.

A high average score of six on the second Global Factor indicates that he will be quite independent-minded. He is more likely to influence others than to be influenced by them.

He obtains a similar score (six) on the measure of tough-mindedness. His interest in ideas will make him receptive to the views of others but ultimately he will be secure in his own conclusions.

He also obtains a high average score on the measure of self-control. His lack of impulsivity, his rule-consciousness and his self-discipline are all contributing here. His interest in ideas (Factor M) has diluted his result here somewhat.

Finally on the measure of anxiety he scores at the lower limits of the average range. His emotional stability, self-belief and basic trust of others are the key contributors to lowering his anxiety score.

Summary of Personality Profile

John's personality profile shows him to be basically introverted and quite self-contained and self-reliant. He has an interest in and facility with abstractions and new ideas, bigger picture thinking should come naturally to him. He likely to be flexible and adaptable. With high emotional stability and self-belief we expect him to be able to handle stress very well. There is much inner strength but his tendency to 'process things internally first' may make it hard for others to read him and he may not be temperamentally embracing of teamwork. He should take a consistent, structured and systematic approach to his responsibilities. Thought leadership and steady strength probably inspire confidence in his team.

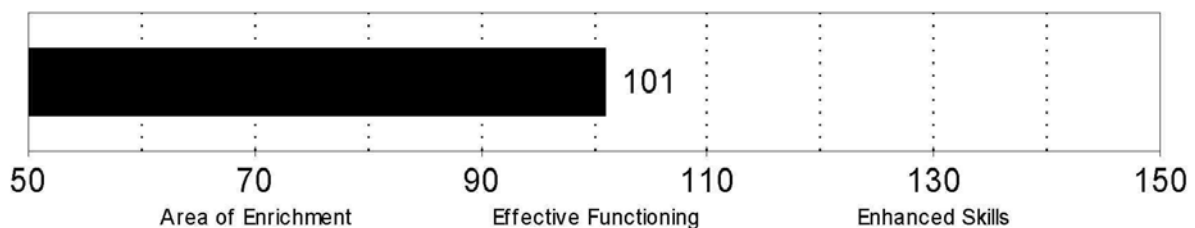
BarOn Emotional Quotient Inventory

The BarOn Emotional Quotient Inventory is designed to measure emotional intelligence. Emotional Intelligence is defined as a set of capabilities, competencies, and skills that influence one's ability to succeed in coping with environmental demands and pressures. As such, emotional intelligence is an important factor in determining our ability to succeed in life and directly influences one's general psychological wellbeing (i.e. one's overall degree of emotional health).

The information given in this report should be used as a means of generating hypotheses and as a guide. Higher standard scores are associated with greater levels of emotional intelligence and better performance. 100 represents effective emotional functioning. Scores greater than 110 represent enhanced emotional functioning and scores of less than 90 indicate areas that may be improved.

Total EQ

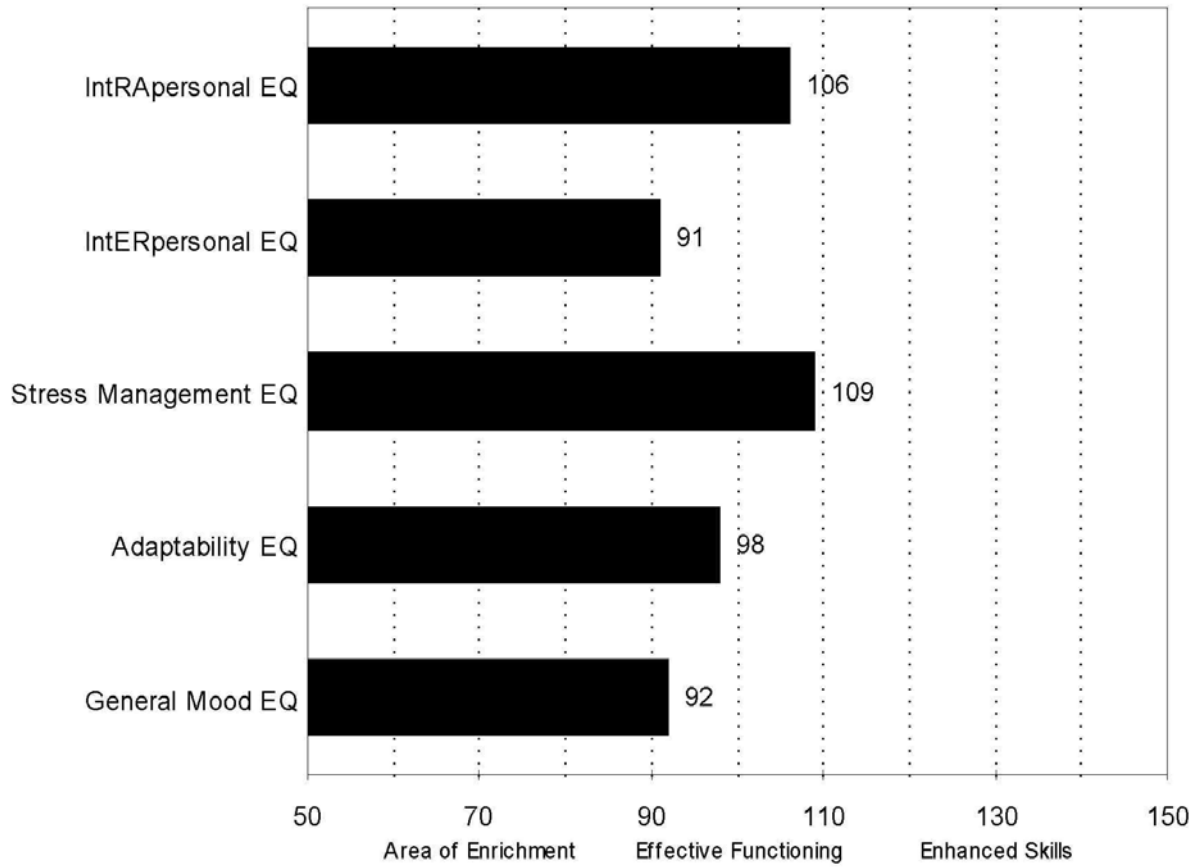
This graph shows John's Total EQ.



John's summary total EQ score places him solidly within the effective functioning range.

Composite Scales

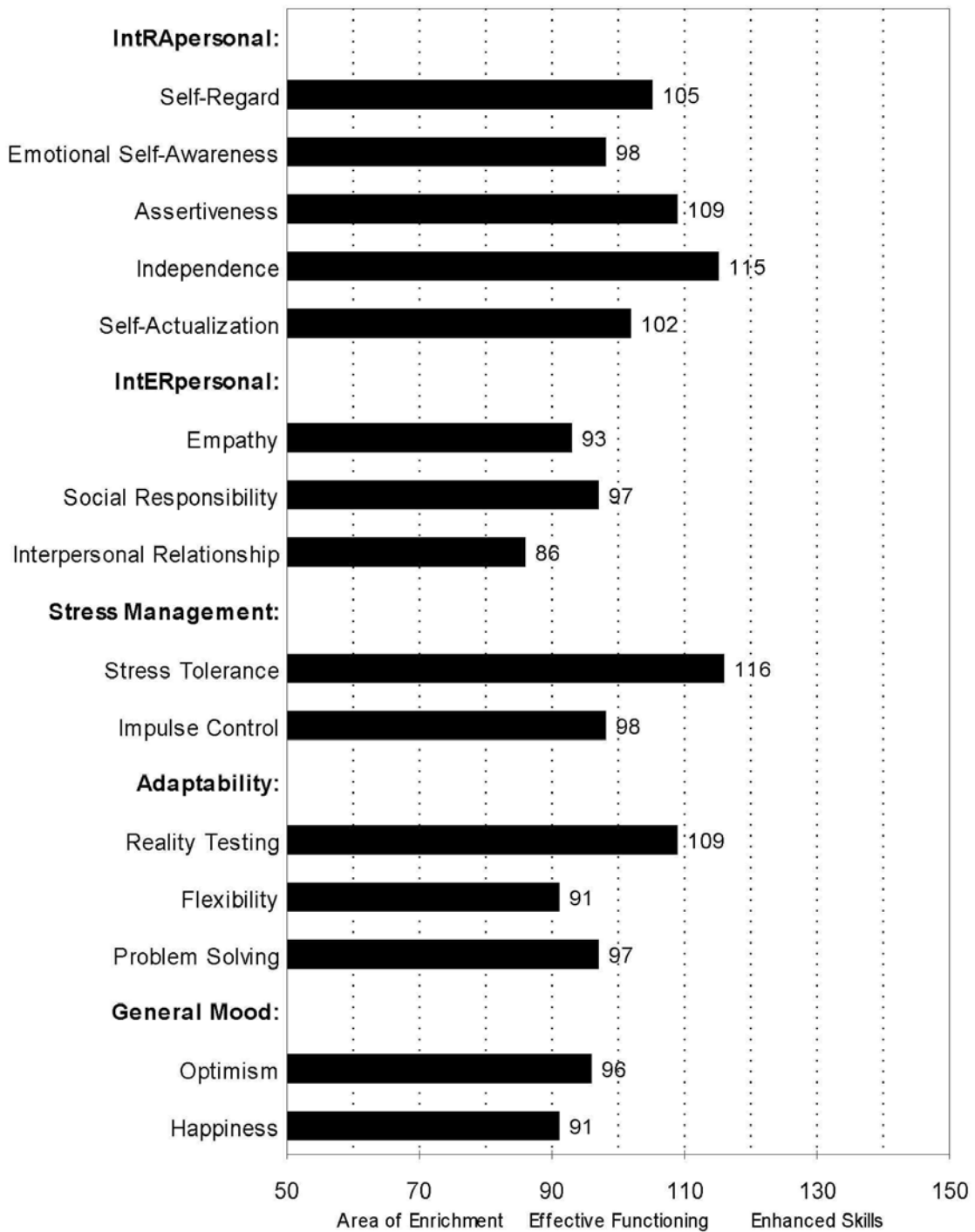
This graph presents the results of the five composite scales.



All five Composite Scales results fall within the effective functioning range. Key strengths in the above graph are Stress Management and his IntRApersonal EQ. All five of these results are looked at in greater detail below.

Content Subscales

This graph shows the 15 EQ-i subscales group according to composite area.



In the IntraPersonal arena, John's highest score is for independence (115). Indeed, this is one of two scores (the other being stress tolerance) that fall within the enhanced skills range. His independence is

reflecting perhaps the themes of self-containment that were picked up on his personality profile. The other four measures under this heading all fall within the effective functioning range. There is a good level of assertiveness and self-regard and a reasonable level of emotional self-awareness. His score for self-actualisation, whilst very solid, perhaps is a little lower than one might expect for someone with a track record of achievements and accomplishments. We have a sense that long-term goals and objectives could be usefully explored and clarified.

Amongst the five Composite Scales his IntERpersonal IQ (91) was, in relative terms, his lowest. He obtains reasonable results for empathy and social responsibility (both within the effective functioning range) but his result for interpersonal relationships (86) was the lowest for all of the measures on this instrument. This is an area that perhaps John could explore further but in one way it is the downside of his self-sufficiency and emotional self-containment.

Stress Management was his highest Composite Scale and in the Subscales above we see that stress tolerance (116) is his highest single score of all. This therefore is one of his hallmark strengths - but for people who have enhanced skills in this area, there needs to be an awareness that not everyone can absorb the same level of stress as them. Being mindful of this can generally reduce the risk of burnout in their direct reports. John obtains an effective score for Impulse Control (98) but perhaps this would have been higher where it not for the degree of tension/natural impatience that was detected on his personality profile.

John obtained a good solid effective score (98) for Adaptability on the Composite Scales and, as can be seen from the graph above, he has good results for reality testing and problem solving. His least strong score (91) was for flexibility. Perhaps it is his independence and self-containment that is putting something of a brake on this.

Both of John's scores under the heading of General Mood fall within the effective functioning range - he obtains a higher score for optimism than happiness. Ideally his happiness score could be higher to reflect more self-contentment and 'fun' being derived from life. We would feel that there could be a correlation here between this result and our comments above regarding self-actualisation. This we suggest would be worth exploring further.

Overall then, we would conclude that in the area of emotional intelligence, John is certainly functioning effectively. Hallmark strengths would include stress tolerance and independent. Areas that could be explored further would include self-actualisation and interpersonal relationships.

Watson-Glaser Critical Thinking Appraisal

The Watson-Glaser Critical Thinking Appraisal is designed to measure ability in the kinds of thinking required in managerial roles. The test comprises five sections as follows:

Test One: *Inference*: Evaluating the validity of inferences drawn from a series of factual statements.

Test Two: *Recognition of Assumptions*: Identifying unstated assumptions or pre-suppositions in a series of assertive statements.

Test Three: *Deduction*: Determining whether certain conclusions necessarily follow from the information in given statements or premises.

Test Four: *Interpretation:* Weighing evidence and deciding if generalisations or conclusions based on the given data are warranted.

Test Five: *Evaluation of Arguments:* Distinguishing between arguments that are strong and relevant and those that are weak or irrelevant to a particular question at issue.

These skills are deemed to be important in a wide range of managerial level and professional positions. Scores are expressed as raw scores and then converted to percentiles. Percentiles show the position in the population at which the obtained score places the individual. Thus, a person scoring at the sixtieth percentile (60th %ile) has done as well as, or better than, the first 60% of the population. Similarly, someone scoring at the 85% ile has done as well as, or better than, 85% of people.

John's results are set out below:

Critical Thinking Appraisal – Test Summary Score		
	Raw Score	Max. Score
1. <i>Inference</i>	13	16
2. <i>Recognition of Assumptions</i>	14	16
3. <i>Deduction</i>	16	16
4. <i>Interpretation</i>	15	16
5. <i>Evaluation of Arguments</i>	14	16
<i>Total Score</i>	72	80

Norms for the test are available for various groups including the general population, senior managers, and executives and directors and these are set out as follows:

Critical Thinking Appraisal	
General Population Norms	99th %ile
Senior Manager Norms	95th %ile
Executive and Director Norms	90th %ile

John, in our view, has put in an impressive and consistent performance on this test of critical thinking. Across the five sub-tests he is averaging just over 14 of the 15 questions answered correctly. His strongest performances were for the third sub-test - *Deduction* (16 out of 16) and the fourth—*Interpretation* (15 out of 16). Overall, he answered 72 of the 80 questions correctly.

When this total correct score is compared to the norms for the general population we see from the table above that he is placed at the 99th percentile - this is an optimum result as it not technically possible to be at the 100th percentile. When compared to the more demanding norms for senior managers, his results place him in the top five percent. Even when compared to the most demanding norms of all, John is placed in the top ten percent. (The category 'Senior Managers and Directors' used above by the test publishers would equate to Vice-Presidents and Presidents in the ABC Inc. lexicon.)

These results show us that John has a definite facility in the area of critical thinking ability and, coupled with the indications from his personality profile that he is capable of bigger picture thinking, strongly suggests that intellectually he is well poised to provide strategic leadership.

Managerial Values Survey

The Managerial Values Survey is designed to assess managers across seven styles. This questionnaire gives us a platform for assessing how one integrates a relative concern for production with a concern for people. The single most powerful and effective approach to management is the teamwork approach (9,9). This means that an individual is orientated towards accomplishing work with committed people and engendering a culture of interdependence: whether their demonstrated behaviour is in alignment with their values is another issue, however. There are six additional styles which can be commonly recognised. These are the paternalistic style, the 9,1controlling style, the 1,9 accommodating style, the 5,5 compromising approach, the 1,1 indifferent style, and the opportunistic style.

As can be seen from the graph below, the Managerial Values Survey is essentially concerned with the values managers have concerning how to integrate the twin goals of achieving excellent results while also dealing with people.

Two sets of norms are provided. Pre-training norms are norms gathered from managers prior to leadership training. Post-training norms are gathered from managers who have received specific training in the 9,9 team leadership style.

Brief descriptions of the seven styles are set out on the following page.

Managerial Values Survey



9,1 Grid Style: CONTROLLING
(Direct and Dominate)

I expect results and take control by clearly stating a course of action. I enforce rules that sustain high results and do not permit deviation.



1,9 Grid Style: ACCOMMODATING
(Yield and Comply)

I support results that establish and reinforce harmony. I generate enthusiasm by focusing on positive and pleasing aspects of work.



5,5 Grid Style: STATUS QUO
(Balance and Compromise)

I endorse results that are popular but caution against taking unnecessary risks, I test my opinions with others involved to assure ongoing acceptability.



1,1 Grid Style: INDIFFERENT
(Evade and Elude)

I distance myself from taking active responsibility for results to avoid getting entangled in problems. If forced, I take a passive or supportive position.



9+9 PATERNALISTIC Grid Style
(Prescribe and Guide)

I provide leadership by defining initiatives for myself and others. I offer praise and appreciation for support, and discourage challenges to my thinking.



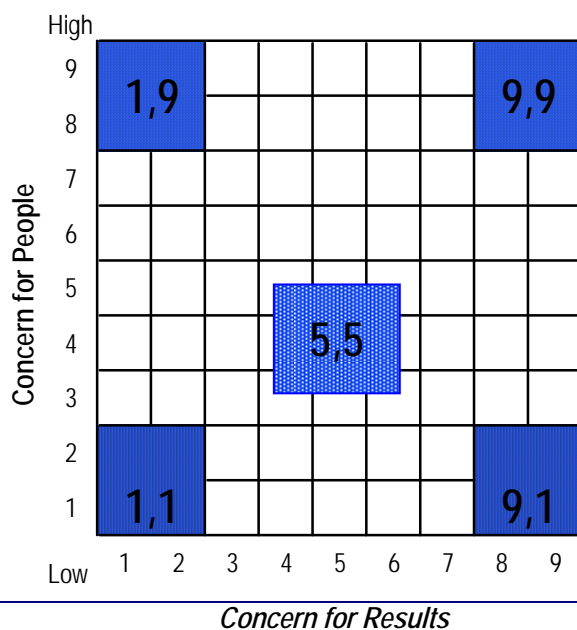
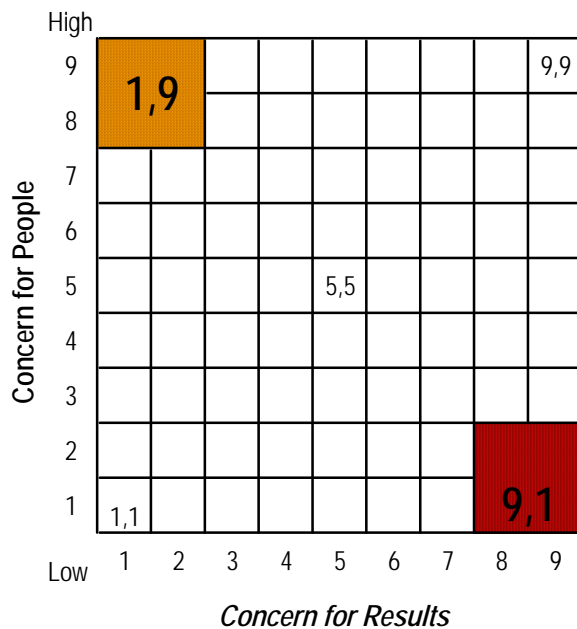
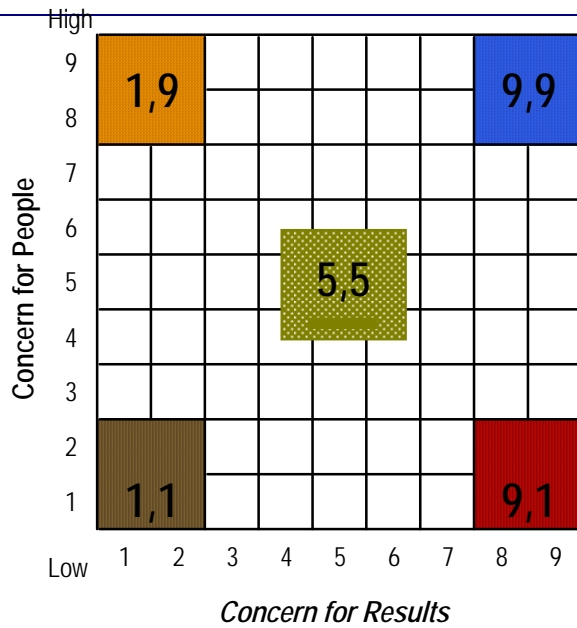
OPPORTUNISTIC Grid Style
(Exploit and Manipulate)

I persuade others to support results that offer me private benefit. If they also benefit, that's even better in gaining support. I rely on whatever approach is needed to secure an advantage.



9,9 Grid Style: SOUND
(Contribute and Commit)

I initiate team action in a way that invites involvement and commitment. I explore all facts and alternative views to reach a shared understanding of the best solution.



Style	9,9	PAT	9,1	5,5	1,9	1,1	OPP	Total
Score Obtained	44	25	32	26	27	17	18	= 189
Pre International Norms	40	25	25	34	30	16	19	
Difference: Pre	+4	0	+7	-8	-3	+1	-1	
Post International Norms	49	23	23	34	29	15	16	
Difference: Post	-5	+2	+9	-8	-2	+2	+2	
The maximum score available is 54. The minimum score is 0								

The scores on the above table are set out as follows:

Score Obtained: This gives the score obtained on each of the seven styles. The maximum score obtainable on a style is 54, while the minimum is 0.

Pre International Norms: These are the average scores on each style obtained internationally by managers prior to receiving training in leadership.

Difference Pre: These are the differences between the 'Score Obtained' on each style and the 'Pre International Norms'.

Post International Norms: These are the average scores obtained internationally by managers after training in leadership skills.

Difference Post: The difference in scores between the 'Score Obtained' and the 'Post International Norms'.

John has allocated the most number of points (44 out of a maximum possible of 54) to the 9,9 or collaborative teamwork approach to leadership. This result, which is well above the pre-international norms, indicates a very good appreciation of the behavioural components of effective teamwork and collaboration. However it will be noted, from the table above, (see comparison with post-international norms), that there is still some additional scope for him to place more emphasis on synergistic teamwork. So despite what we have described as his temperamental disinclination to teamwork, John appears to have a sound set of values concerning it.

Perhaps his natural tendencies are coming through in his strong emphasis on results and taking control by the score that he has allotted to the 9,1 approach to leadership - he has ranked this style in second place with a score that is significantly above both sets of norms. The challenge perhaps for him is to incorporate this emphasis on results more into the team approach. His current emphasis on results has the consequence of de-emphasising the 1,9 approach (ranked third) and particularly the 5,5 or balance and compromise style (ranked fourth with a score very significantly below both sets of norms).

According to these results John, when compared to his international peers, is unlikely to be Paternalistic, Avoiding and, in particular, unlikely to be self-servingly Opportunistic.

In general, in our view, these results reflect a sound understanding of, and emphasis on, teamwork. The remaining challenge in optimising his leadership style is for John to incorporate more of the results orientation into teamwork (or conversely to reduce the directing and controlling elements that may be present) and to perhaps reconsider the value that he places on constructive appropriate compromise.

Feedback and Discussion

We were impressed by the level of engagement on John's part in the feedback and discussion session. The value he placed on the process we feel was reflected in his level of openness and non-defensiveness.

An electrical engineer by profession, John has a very strong track record in Research & Development and New Product Development. Prior to joining ABC Inc. in 1996 he had worked for both prestigious and smaller companies. Just prior to moving to Ireland, he was playing a key role for the business as Director of the design team (where we suspect his emphasis on results was apparent!).

He has now been in Ireland since 2007, initially being responsible for Operations, Quality and Engineering but some two years ago assumed full responsibility for the management of the plant.

By the nature of the business and organisation, John's long-term future is unlikely to be in the Irish plant. Perhaps therefore his future challenges could be seen as twofold: (a) getting the plant even closer to optimum performance in the time remaining and (b) clarifying his plans and strategies for his next and subsequent moves.

Strengths and Possible Development Areas

We set out below what, from our perspective, we see as John's strengths and development areas, particularly as regards his current role as Vice-President Operations but mindful of a longer-term future as well.

Amongst his key strengths identified by the current process are:

- Strong intellectual horsepower including a definite ability in the area of critical thinking.
- Allied to this, a facility for bigger picture and strategic thinking.
- Much inner strength, self-containment, emotional stability and self-belief.
- Effective functioning in the area of emotional intelligence particularly as regards stress tolerance and independence.
- Likely to provide thought leadership, instilling confidence in his team that there is a wise, steady hand at the helm.
- Likely to be quite politically astute, diplomatic, discreet and tactful.
- Will have a strong results focus which will be pursued in a structured and systematic way with appropriately high standards for self and others.
- His values and philosophy around teamwork are sound.

- Likely to demonstrate a capacity for hard work and to prove himself flexible and adaptable to a range of business challenges.

Areas where John could usefully consider some development would include:

- His own capacity for hard work and the absorption of stress might not make him the most sensitive of individuals to the degree of pressure he directs downwards.
- Values he holds surrounding teamwork may not always get fully translated into collaborative behaviour given his own self-containment and reserve and a 'raw' emphasis on results. Some more deftness in the interpersonal arena would help here.
- It would be useful for John, we believe, to sketch out more fully his long-term career plans in order to increase his sense of self-actualisation.

Conclusions

John, we believe, has made a very successful transition from R&D and NPD to Operations and Plant Management. We got the very strong impression that he is held in high esteem by all of his direct reports whom we met. As stated above, we would feel it very useful for John in the short to medium term to focus on optimising the performance of the plant and this we suspect will entail enhancing the level of teamwork at the various echelons in the plant. Taking a longer term view, clarifying more fully his career plans and strategies would be beneficial.

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