

The letters 'LP' in a large, white, sans-serif font, centered within a light gray square that has a white border and a subtle gradient.

Engineering Behavioural Risk Assessment



PARTICIPANT REPORT For Self-Coaching

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Benchmark: Engineering Leader

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Exemplar
Global

Introduction

This report is a summary of strengths and areas for coaching and development based on responses to the items in the assessment. The report is focused around seven main dimensions addressing different aspects of your workstyle. Keep in mind as you read the report that right side scores are not better than left side scores. There are positive and negative implications for both right side and left side scores, although certain scores are more preferable for certain roles.

The results in this report are based on research conducted with samples of working adults and can be expected to represent your work-relevant characteristics. It is important to remember, however, that these results should not be used as the sole factor when making an employment-related decision and should always be considered in the context of all available information about your fit to a specific role and work environment.

Your primary traits:

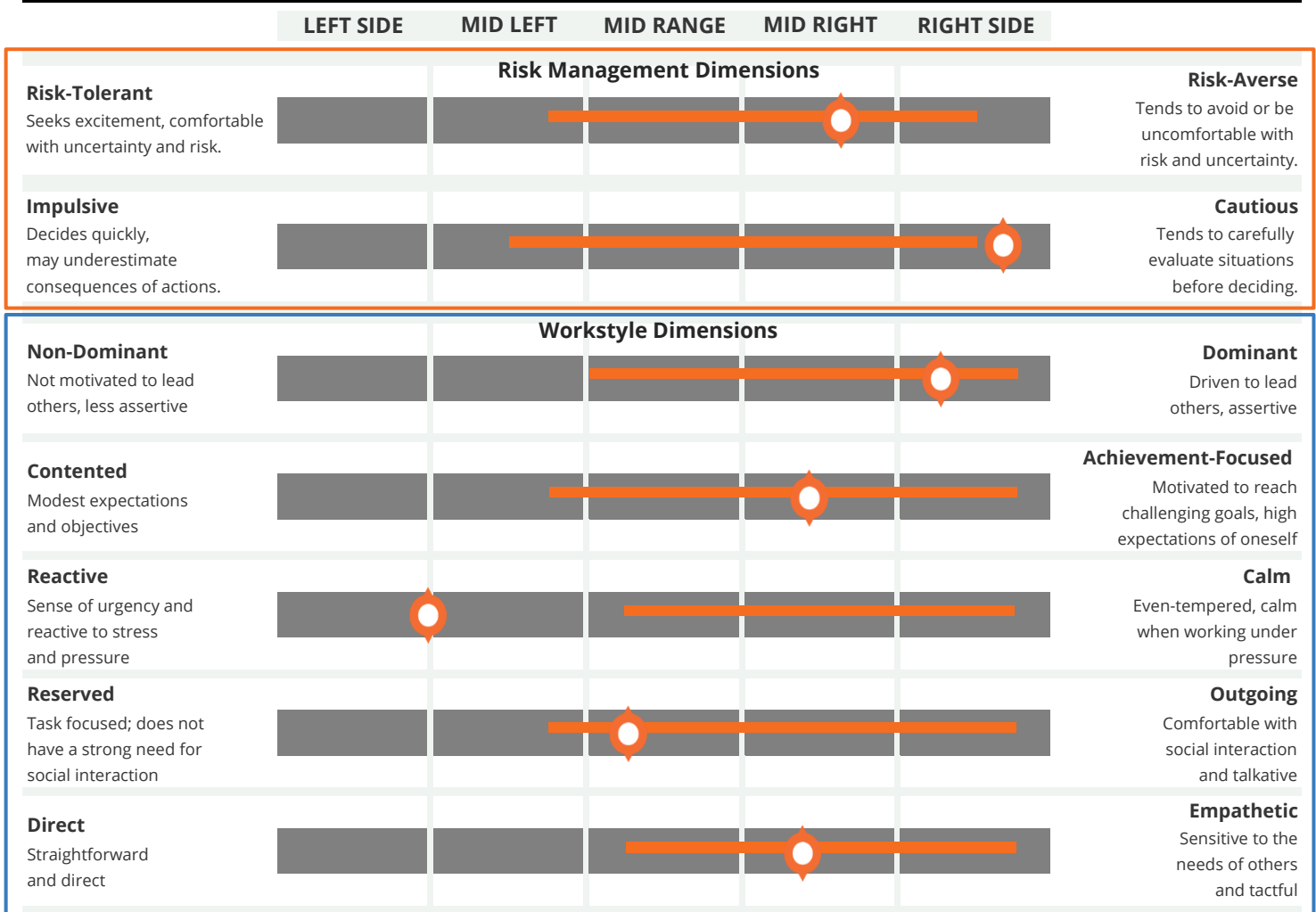
Cautious

Dominant

Reactive

These are the most extreme scores from the personality profile below.

Summary of your results:



The marker represents your results. The average results of working adults is at the middle point of each dimension.

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Disclaimer:

These assessment results should always be considered in the context of all available information about a person; do not use this as the sole factor for making employment-related decisions.

STRENGTHS

A) Strengths related to how you scored:

- **Cautiously evaluates risk before deciding**

- You're detail-oriented
- You value order, structure, and predictability
- You're rule conscious
- You're conscientious and dependable

- **Strong sense of urgency**

- You show a sense of urgency
- You're self-aware
- You're quick to react to stress and pressure
- You take tasks seriously

- **Competitive and driven to lead**

- You're more comfortable leading than following
- You're confident
- You enjoy leading others
- You're able to take charge

- **Focused on achieving challenging goals**

- You're self-motivated to reach your goals
- You have high standards and expectations of yourself and others
- You're focused on completing tasks and reaching your objectives
- You enjoy challenges

POTENTIAL CHALLENGES

B) Potential challenges related to how you scored:

- **Stress Tolerance**

- Your team may feel your stress and be affected negatively
- You may have challenges managing your stress levels in front of your team
- You may be too critical of yourself and your team
- You may become frustrated by goals you think are unreachable

- **Reserved**

- You may be reluctant to voice your ideas and opinions to your teams
- You may not seek feedback on your performance
- You prefer to have independent work as a job component
- You may need encouragement to initiate relationship building with unfamiliar people


- **Decision Making**

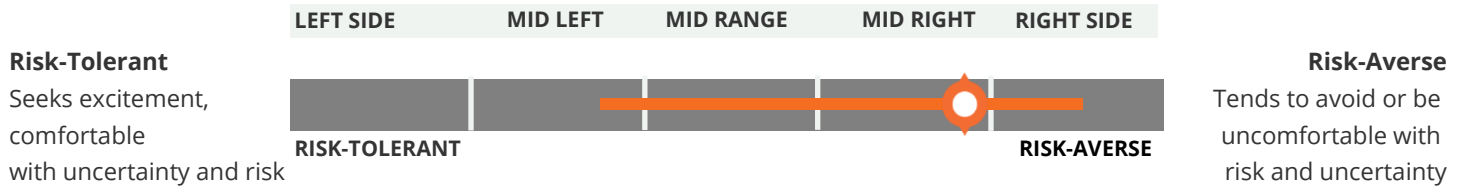
- You will prefer to focus on the details rather than the "big picture"
- You may respond to stressful or unusual situations by planning
- You may not be comfortable without clearly defined goals and targets
- You may need to work on being more decisive

- **Risk Management**

- You may be overly strict when it comes to adhering to guidelines and policies
- You may need extra time to adapt to change
- You may constantly challenge the reasons behind changes in your organization
- You may need ongoing reassurance when it comes to taking necessary risks

Dimension 1: Risk-Tolerant vs. Risk-Averse

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You scored in the Mid Right of the Risk-Tolerant vs. Risk-Averse dimension.

This area measures a person's level of comfort with risk. People who score on the right side do not seek excitement and are often uncomfortable with uncertainty and taking risks.

Positive characteristics related to how you scored:

- You won't tolerate unnecessary risks on your team
- You can easily identify risks that can be avoided by your workers
- You are able to recognize and point out others' risky behavior on your team

Job-Fit Considerations – You would fit best into a role that:

- Lets you follow established processes and make quick decisions
- Focuses on practical solutions to problems
- Lets you build upon others' ideas
- Doesn't require you to be too creative or innovative

Coaching/developmental areas related to how you scored:


- Get input from other leaders if you are uncomfortable when things are uncertain
- Try not to avoid trying new ways to complete tasks or experimenting with new ideas

Culture-Fit Considerations - You would fit best into an organizational culture that:

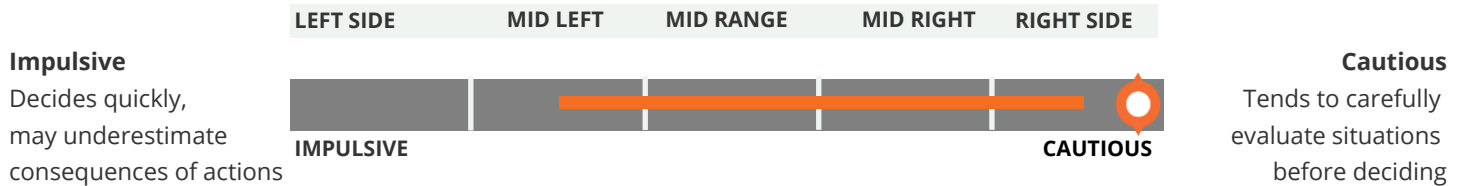
- Knows what it does best and stays with it
- Does not try to be an innovator
- Has consistent goals and objectives that don't change often

Suggested questions to ask employers to further assess "fit"

- How much change would I have to adapt to in this job?
- Is the organization well-established or is it relatively new?

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Dimension 2: Impulsive vs. Cautious



You scored in the Right Side of the Impulsive vs. Cautious dimension.

This area measures a person's level of caution when making decisions. People who score on the right side tend to carefully evaluate their decisions before acting.

Positive characteristics related to how you scored:

- You carefully consider the consequences of your decisions on your team
- You're not likely to take unnecessary risks as a leader
- You're effective at managing risk on your team

Job-Fit Considerations – You would fit best into a role that:

- Requires you to focus on details and get things exactly right
- Lets you plan ahead and stay organized
- Has expectations of you that are clear and formalized
- Doesn't require you to improvise and change plans too often

Coaching/developmental areas related to how you scored:


- Be mindful of when immediate decisions and actions are required by you
- Help others think through the "what if" consequences of actions they are considering

Culture-Fit Considerations - You would fit best into an organizational culture that:

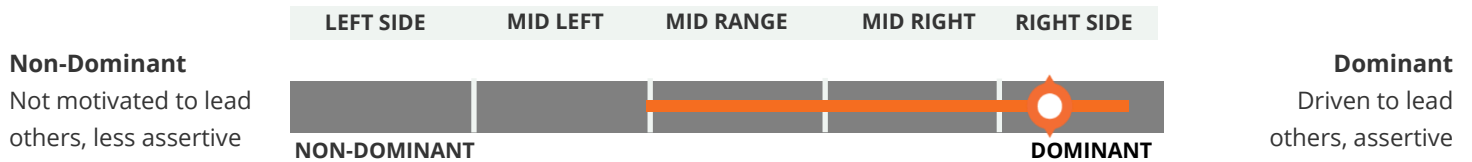
- Has structure, processes and guidelines in place
- Maintains high-quality standards
- Closely monitors activities

Suggested questions to ask employers to further assess "fit"

- How much structure, processes and guidelines would there be in this job?
- How much planning and organizing would I be responsible for in this job?

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Dimension 3: Non-Dominant vs. Dominant



You scored in the Right Side of the Non-Competitive vs. Dominant dimension.

This dimension measures the degree to which a person is driven to take charge and lead others. Right Side scoring individuals tend to be ambitious and focused on influencing others. They prefer to take charge and assume a leadership role.

Positive characteristics related to how you scored:

- As a leader, you're more comfortable taking charge than following
- You're confident
- You enjoy leading others

Job-Fit Considerations – You would fit best into a role that:

- Provides the ability to take charge and lead
- Has the responsibility of managing a team or managing important projects/initiatives
- Involves decision making responsibilities
- Provides adequate freedom and resources to accomplish tasks quickly

Coaching/developmental areas related to how you scored:

- You prefer to take charge and be the decision maker which may not always be conducive to teamwork and collaboration. Take the time to involve others in your decision making and planning process.
- Remind yourself to stay open and receptive to the ideas and instructions of others.


Culture-Fit Considerations - You would fit best into an organizational culture that:

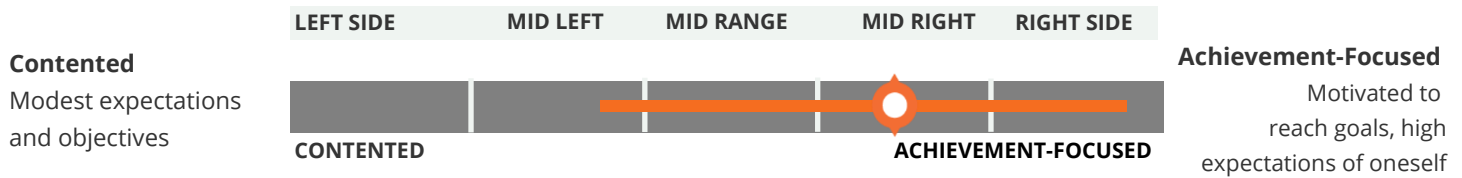
- Recognizes leaders who go the extra mile
- Promotes from within
- Invests in its future leaders
- Rewards employees who take charge

Suggested questions to ask employers to further assess "fit"

- How many people in management positions have been promoted from within the organization?
- What is the career path for people who excel in this job?

Dimension 4: Contented vs. Achievement-Focused

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You scored in the Mid Right of the Contented vs. Achievement-Focused dimension.

This dimension measures the degree to which a person is focused on achieving challenging goals. Mid Right scoring individuals are focused on achieving challenging goals and completing their objectives at a high performance level.

Positive characteristics related to how you scored:

- As a leader, you have high standards and expectations of yourself and others
- You're motivated to achieve lofty goals and to excel
- You're focused on completing tasks and reaching your objectives
- You enjoy undertaking challenges

Job-Fit Considerations – You would fit best into a role that:

- Provides rewards for self-motivation and hard work
- Requires meeting high standards
- Involves working to reach challenging goals
- Provides recognition for delivering high quality results

Coaching/developmental areas related to how you scored:

- You may need to be regularly challenged and fully utilized to be engaged in work. Create more challenge for yourself in your role and ask for feedback regularly
- You may become frustrated when your personal goals are not met. Do not hesitate to ask for help, to delegate, and set realistic timelines for yourself and your team.


Culture-Fit Considerations - You would fit best into an organizational culture that:

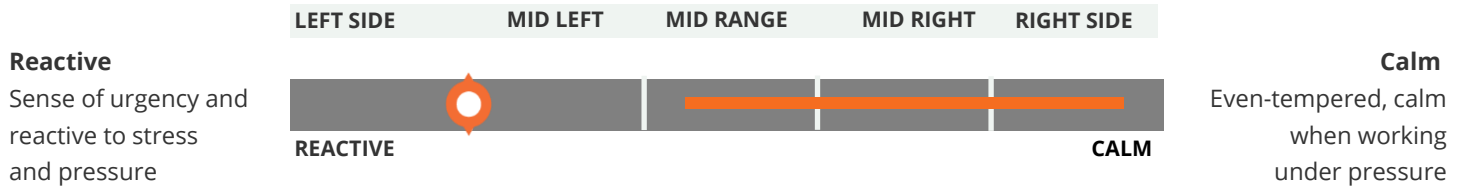
- Rewards hard work
- Expects leaders to consistently meet high standards
- Sets challenging goals

Suggested questions to ask employers to further assess "fit"

- How are high performers rewarded in this job?
- How are employees in this job kept challenged?

Dimension 5: Reactive vs. Calm

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You scored in the Mid Left of the Reactive vs. Calm dimension.

This dimension measures the degree to which a person is calm and tolerant of stress and pressure. Left Side scoring individuals are emotionally expressive and have a strong sense of urgency. They are often seen as tense and reactive to stress.

Positive characteristics related to how you scored:

- As a leader, you show a sense of urgency
- You're quick to react to stress and pressure
- You take tasks and responsibilities seriously

Job-Fit Considerations – You would fit best into a role that:

- Doesn't require you to handle too much on-the-job stress
- Allows you to be open with your opinions
- Gives you a balanced workload
- Requires being proactive to be successful

Coaching/developmental areas related to how you scored:


- As a leader, it's important for you to keep your cool when leading during stressful times. Take some time to re-prioritize actions when you're feeling tense.
- Ask your staff for help when you need it and to delegate tasks that can be taken on by others - this fosters trust, collaboration and positive team dynamics.

Culture-Fit Considerations - You would fit best into an organizational culture that:

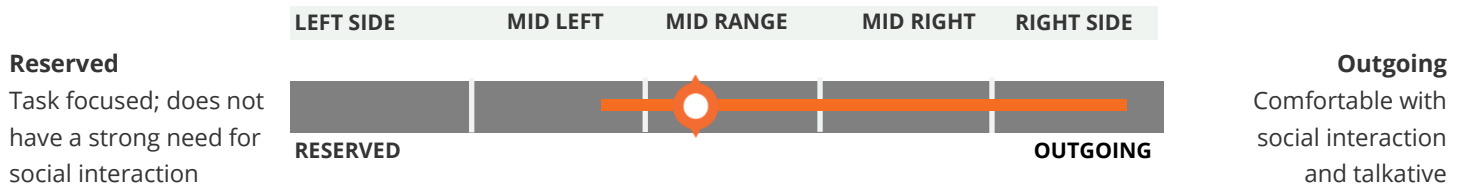
- Emphasizes a healthy work-life balance
- Is openly appreciative of employees' contributions
- Has leadership that openly communicates and values constructive criticism

Suggested questions to ask employers to further assess "fit"

- How is a healthy work-life balance encouraged and supported?
- How are employees' contributions rewarded?

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Dimension 6: Reserved vs. Outgoing



You scored in the Mid Range of the Reserved vs. Outgoing dimension.

This dimension measures the degree to which a person enjoys and is comfortable with social interaction. Mid Range scoring individuals are seen as friendly and comfortable interacting with others, but are not typically seen as highly outgoing.

Positive characteristics related to how you scored:

- You can be communicative and friendly in your leadership style when needed
- You're not overly attention-seeking
- You're approachable and willing to listen
- You prefer a mix of independent and collaborative projects

Job-Fit Considerations – You would fit best into a role that:

- Involves a mix of independent and collaborative tasks
- Doesn't primarily involve interacting with unfamiliar people
- Involves tasks completed with a small group
- Doesn't require constantly being the focus of attention

Coaching/developmental areas related to how you scored:


- You may be reluctant to voice your ideas and opinions. Make sure you speak up when you have positive ideas around improvements and efficiency.
- You may not seek recognition for your performance. Take the time to seek feedback and to learn from your areas of development.

Culture-Fit Considerations - You would fit best into an organizational culture that:

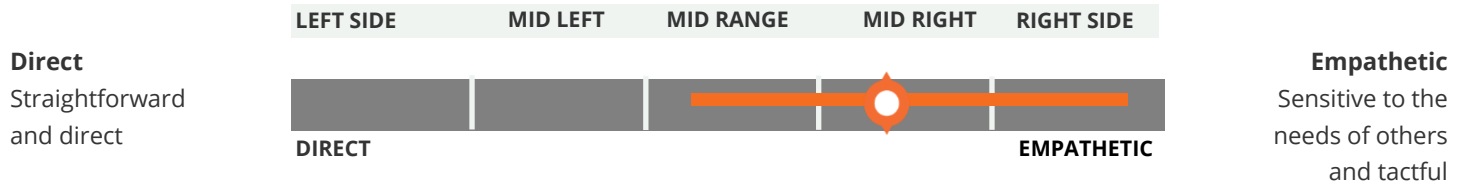
- Is friendly, open and social
- Encourages both hard work and fun
- Emphasizes the importance of open communication

Suggested questions to ask employers to further assess "fit"

- How much of the work in this job is completed independently versus working with others?
- How much of this job involves meeting new people?

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Dimension 7: Direct vs. Empathetic



You scored in the Mid Right of the Direct vs. Empathetic dimension.

This dimension measures the degree to which a person seems sensitive and empathetic. Mid Right scoring individuals are seen as cooperative and agreeable but can be forthright and direct in situations where they feel it is necessary.

Positive characteristics related to how you scored:

- You're seen as a helpful and considerate leader
- You prefer to avoid conflict in your team when possible
- You're empathetic and understanding with those you manage
- You're focused on cooperation and team efforts

Job-Fit Considerations – You would fit best into a role that:

- Involves tasks where you help others
- Doesn't involve being exposed to negative feelings and conflict
- Requires you to be empathetic and sensitive to the needs of others
- Doesn't require you to be blunt and direct

Coaching/developmental areas related to how you scored:

- As a people-focused leader, you may be overly concerned with the needs and request of your team and may spend too much time trying to please others
- You may be uncomfortable dealing with people who are upset or angry. Remember, a big part of your role as a leader involves managing people issues and managing conflict.

Culture-Fit Considerations - You would fit best into an organizational culture that:


- Makes an effort to ensure that leaders feel appreciated
- Encourages cooperation and strong interpersonal relationships
- Gives priority to people issues
- Makes helping others a primary goal

Suggested questions to ask employers to further assess "fit"

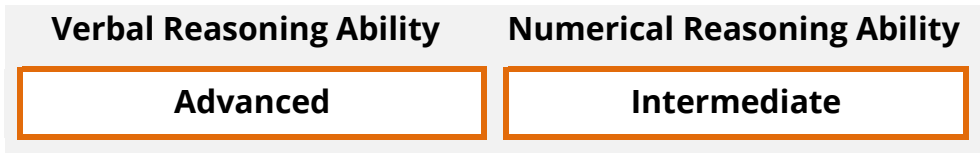
- What does the organization do to help maintain good employee morale and engagement?
- What aspects of this job involve helping others?

Business Reasoning Defined

This section is a summary of Business Reasoning abilities calculated from the assessment you completed.

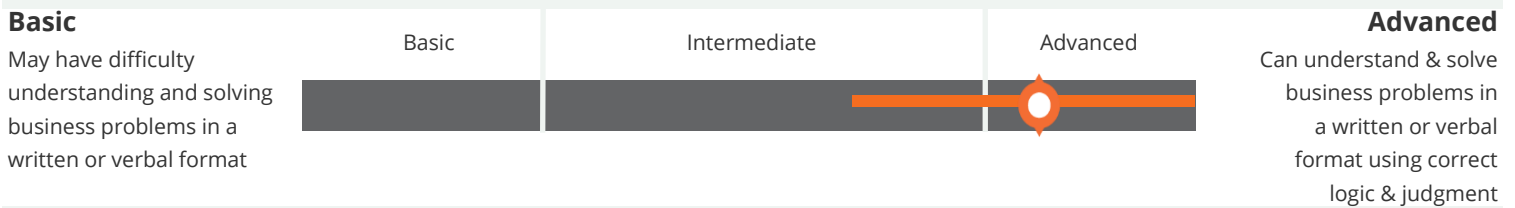
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Summary of your results:



Detailed Results

VERBAL REASONING ABILITY

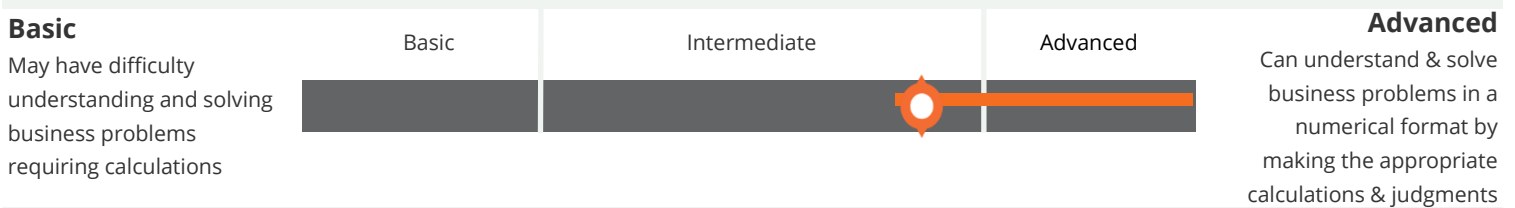


You have an **Advanced** understanding of verbal reasoning with a percentile rank of **81**.

Job Performance Considerations

- You would not need assistance solving day-to-day scenarios requiring logic and reasoning
- You would be able to make correct judgments from written information
- You would be a good contributor to solving team challenges

NUMERICAL REASONING ABILITY



You have an **Intermediate** understanding of numerical reasoning with a percentile rank of **68**.

Job Performance Considerations

- You would not require assistance with problems requiring numerical calculations
- You would be able to make correct decisions and judgments based on numerical calculations
- You would be strong at analyzing numerical data

Conflict Management Styles Defined

Collaborating - Works to find a 'win-win' solution where both parties reach their objectives.


Obliging - Resolves conflict by 'giving in' and letting the other party have its way.


Dominating - Resolves conflict by directing the other party to accept his/her position.

Avoiding - Chooses to avoid conflict rather than face it directly.

Compromising - Resolves conflict by 'meeting in the middle' where both parties lower their demands.

Scores Explained

The marker  represents your results compared to a research sample of managers

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With Supervisors

Obliging

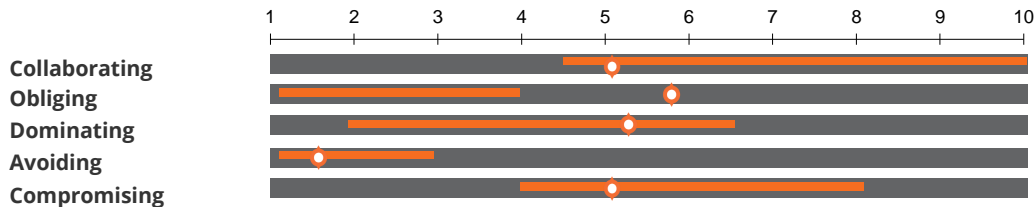
Dominating

With supervisors or people you report to, your primary or preferred conflict management style is 'Obliging'.

This means that you would most likely let the other party get what they want to resolve a conflict or disagreement.

Your second most preferred conflict management style with your supervisors is 'Dominating'.

This indicates that you would also be able to be firm and assertive when resolving conflicts or disagreements.



With Direct Reports

Dominating

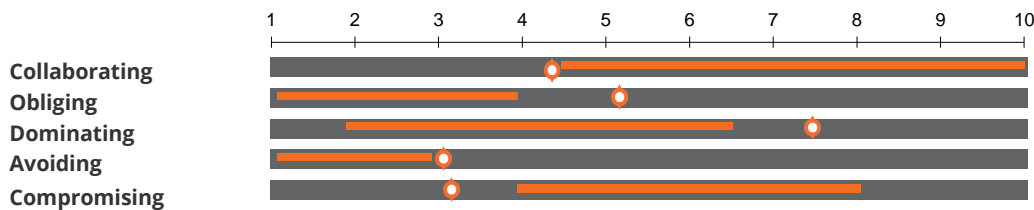
Obliging

With your direct reports, your primary or preferred conflict management style is 'Dominating'.

Based on this, you would most likely be firm and directive to quickly and decisively resolve issues or challenges with direct reports.

Your second most preferred conflict management style with your direct reports is 'Obliging'.

This indicates that you would also be willing to let the other party get what they want to resolve a conflict, issue or disagreement.



With Peers

Compromising

Obliging

With your peers, your primary or preferred conflict management style is 'Compromising'.

This shows that you would most likely try to find a solution where all parties make concessions to "meet in the middle".

Your second most preferred conflict management style with your peers is 'Obliging'.

This indicates that you would also be willing to let the other party get what they want to resolve a conflict or disagreement with peers.

