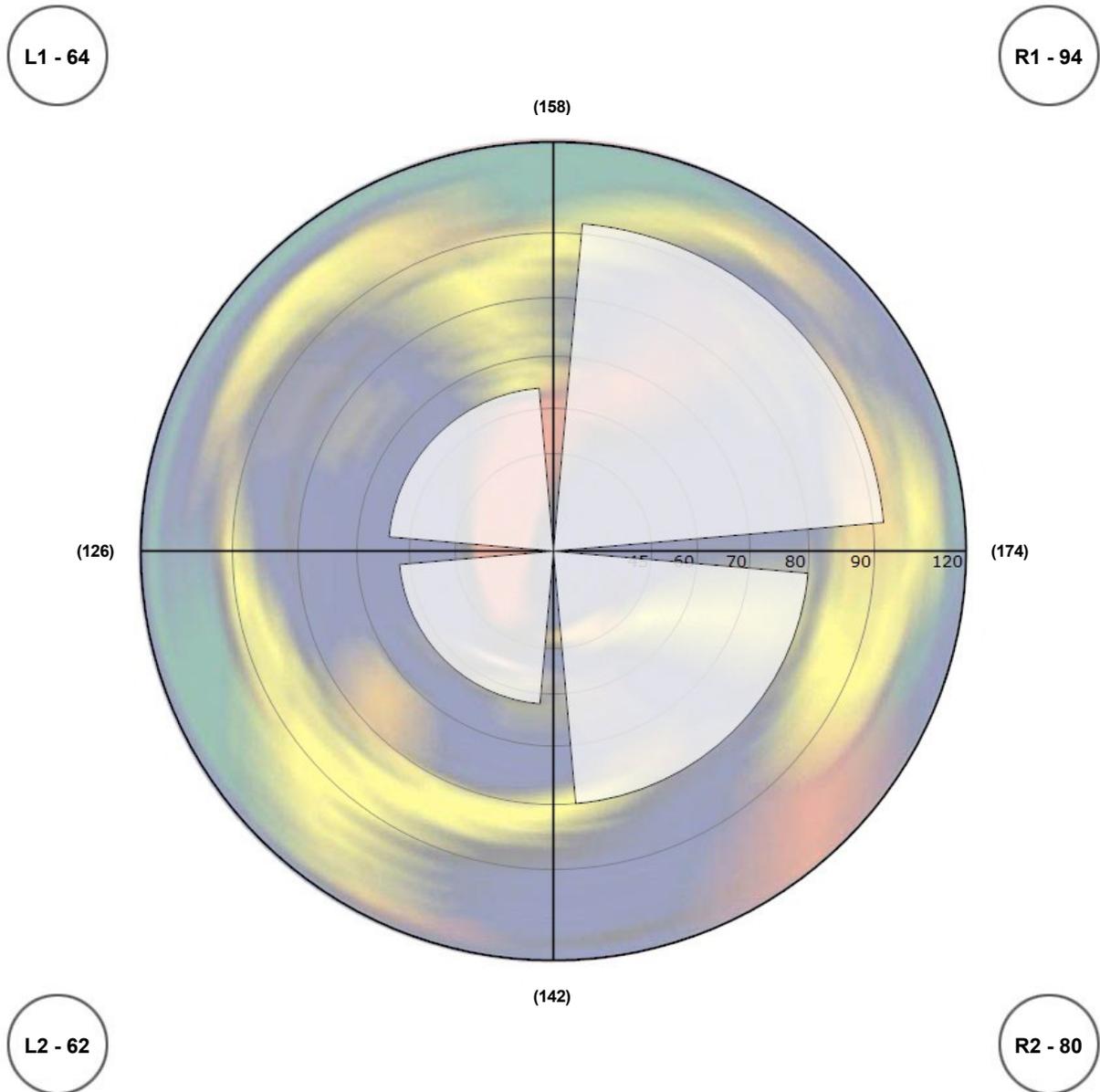


Teri

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My Leadership Brain Profile



Interpreting The Results

Your Leadership Brain Profile will give you an insight into your leadership style, issues that are important to you (but maybe not to your employees or colleagues) and even where there could be room for improvement!

Developing better relationships, making more dynamic contributions in the workplace and making sound and relevant decisions are but a few of the advantages of understanding your own thinking profile.

Because the focus is on thinking preferences the end result is neither good nor bad or right or wrong. The Leadership Profile is a descriptive, objective analysis of the individual's thinking choices, with no profile being better or worse than another. Instead, the report gives a description of an individual's thought preferences, and makes recommendations based on those.

The Leadership Profile measures thinking preferences, and not the skills or abilities necessary to execute those preferences. It is therefore possible that an individual could have a very strong preference for order, planning and organisation, but has never had the opportunity to develop the skills to plan and organise. The recommendation in this instance would be that since the desire is there, the skills to support that desire should be developed in order to be effective in a given career.

It is important to note that the total score for every profile is 300. The scores are categorised as follows:

- 80+ High preference
- 65-79 Average preference
- 64- Low preference

Please note that an individual's profile should always be evaluated in categories and not according to exact scores.

General Information Regarding The Different Quadrants

L1 - General Preferences

Focus, essence, preciseness, accuracy, factual reasoning, logic, objectivity, diagnostics, analysis (digging deeper), critical, realistic, clinical, factual memory, concreteness.

L2 - General Preferences

Organised, planning, structured, step-by-step approach, security, detail, traditional, drive, neatness, punctuality, steadfastness, orderliness, completeness, thoroughness.

R2 - General Preferences

Feeling, playfulness, sensitivity, support, person-orientated, body language, touch, person-intuition, cooperativeness, inter-personally, participation, personal growth, teamwork, non-verbal communication.

R1 - General Preferences

Imagination, speculation, strategy, curiosity, fantasy, synthesis (link ideas), investigation, idea-intuition, unstructured, simultaneousness (prefer to be busy with more than one thing), visualization, change, integration of things.

Candidate Specific Information

High Preference Quadrant : R1 - 94

A high score in the R1 quadrant indicates that you probably support new ideas and encourage members to seek alternative ways of doing things. Your style of leadership is probably more informal and sometimes playful. You do not cling to previous decisions and traditional ways of proceeding and will be open-minded enough to listen to new suggestions – even to take risks. You are a visionary leader and future positioning is important to you. You like strategy sessions, but may be impatient with members that are strong on the details.

High Preference Quadrant : R2 - 80

A high score in the R2 quadrant indicates that you are a team-focused leader. You like to communicate with your team and encourage feed-back from them. You involve others in your decision making and would like to be seen as an approachable leader. Because you value the person above the task, you try to motivate, encourage and inspire your team. You have an open-door policy and also encourage team members to interact and work together to reach solutions.

Low Preference Quadrant : L1 - 64

A low score in the L1 quadrant indicates that you are not the type of leader that wields authority and would like to be in control at all times. You probably get involved in the activities of the team and do not demand the “last word” about issues.

Low Preference Quadrant : L2 - 62

A low score in the L2 quadrant indicates that you are not a task-oriented leader. You do not put much emphasis on rules and procedures and would often expect team members to be able to “do their own thing”. You do not like to check up on members constantly.

Questions

Question 1: When making decisions I prefer to... : consider different options

Question 2: When an employee fails/makes a mistake, I prefer to ... : convey the message that mistakes are okay

Question 5: I prefer to communicate... : in an informal way

Question 9: I believe it is important for a leader to... : be willing to make changes

Question 11: When a project is nearing its end, I prefer to... : make sure all the alternatives have been considered

Question 12: As a leader I prefer the employees to be... : good-humoured

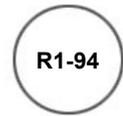
Question 14: When I meet with employees, I prefer to... : encourage them to open up and challenge

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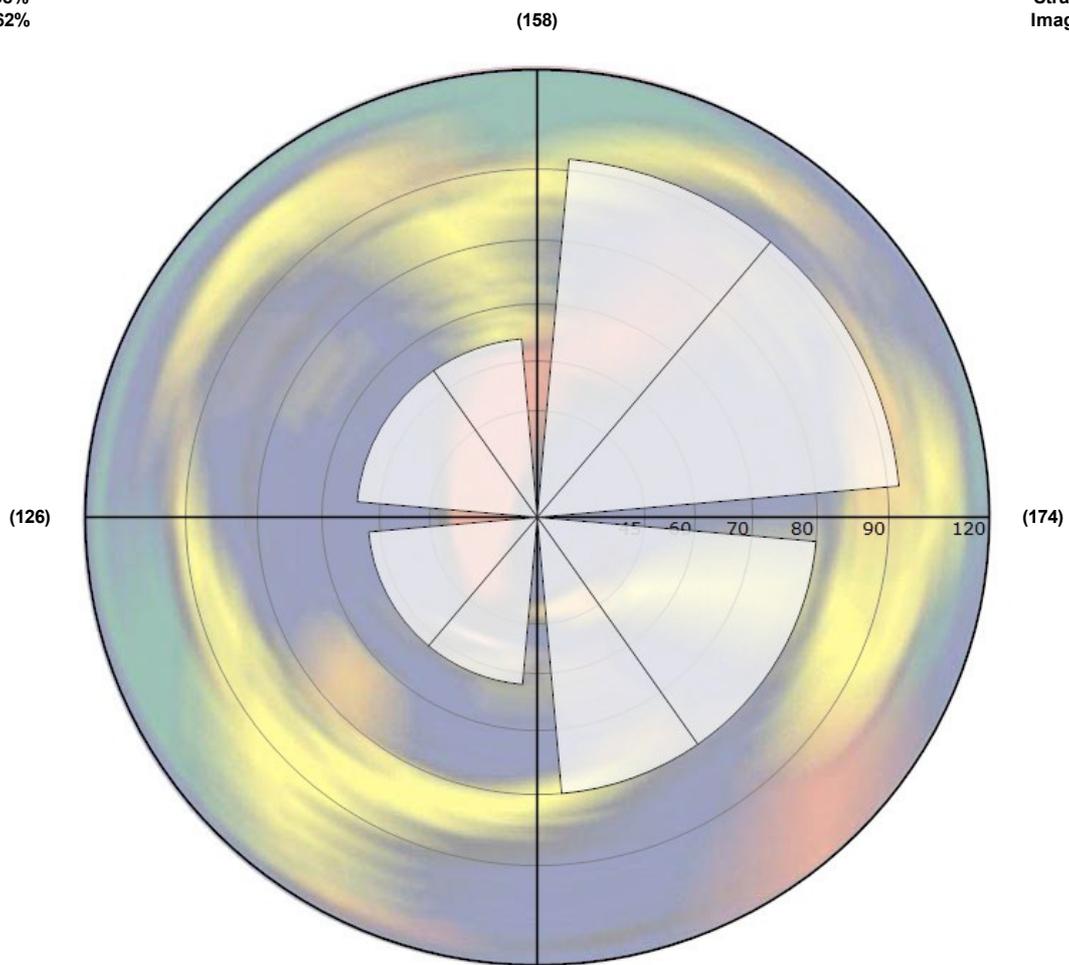
My 8 Dimension Brain



Realist 38%
Analyst 62%



Strategist 44%
Imagineer 56%

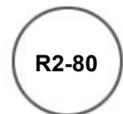


Stalwart / Preserver 56%
Organizer 44%



L2-62

Socializer 63%
Empathizer 37%



R2-80

The above 8-dimension results indicate your percentage scores in each quadrant. For example: if you move into the L1 mode of thinking, a score of 80 Realist and 20 Analyst means that you prefer realistic thinking of 80% of the time and analytical thinking 20% of the time.

8 Dimension information regarding the different quadrants

General

The following descriptions clarify what strong leadership preferences in the 8 dimensions of the brain imply. You may have strong preferences in more than one of the dimensions, which means that both (or more of) these descriptions apply to you as a leader.

Example 1

L1: 85 (Analyst 80%, Realist 20%); R1: 80 (Imagineer 70%, Strategist 30%); R2: 70 (Empathizer 70%, Socializer 30%); L2 50 (Preserver 60%, Organizer 40%).

In this Leadership Profile the dimensions to take into account are L1 Analyst; R1 Imagineer.

Example 2

L2: 90 (Organizer 70%, Preserver 30%); R2: 82 (Empathizer 65%, Socialiser 35%); L1: 76 (Realist 50%, Analyst 50%); R1: 52 (Strategist 90%, Imagineer 10%).

In this Leadership Profile the dimensions to take into account are L2 Organizer; R2 Empathizer; L1 Realist and Analyst.

Example 3

R1: 93 (Strategist 75%, Imagineer 25%); L2: 82 (Preserver 60%, Organizer 40%); R2: 75 (Socializer 65, Empathizer 35%); L1: 50 (Realist 50%, Analyst 50%).

In this Leadership Profile the dimensions to take into account are R1 Strategist; L2 Preserver; R2 Socializer.

L1 - Realist (strong)

As a leader with strong preferences in the Realist dimension, you tend to be a perfectionist – you do not tolerate mistakes and set high standards. You do not make decisions unless you have all the facts. Being well informed is part and parcel of your leadership style and “knowledge is power” is your motto. Although you would at times encourage employees to questions and challenge, you are not open to ideas that, in your opinion, do not have genuine value. Control is an important aspect of your leadership style and you do hold the belief that you should have the last say. Because you are result-driven, you believe your followers should at all times be well informed regarding expectations, aims and objectives. Although you expect high levels of performance from followers, you do not tend to set unreasonable goals and targets.

Your key words: fact-driven, performance, goal-focused, result-driven, control.

L1 – Analyst (strong)

Your leadership style is shaped by your strong preferences for research, thorough investigation and the desire to present evidence for your point of view. These preferences also guide your decision-making style. Because you are constantly assessing, monitoring and measuring results, it is important for you to continuously receive feedback on company issues. Because you are a problem-solver, you do not shy away from dealing with complicated information, but would prioritize and break the issue down into smaller parts. Prioritizing is evident in other aspects of your leadership, for example when dealing with requests, tasks, guidelines and instructions. You value standards and accountability and you consider explaining these to followers as one of your duties. Because dealing with information is part of your essence, you believe in remaining a life-long learner.

Your key words: research, measure, prioritize, investigate, problem-solving.

L2 – Stalwart / Preserver (strong)

As a leader with strong Preserver preferences you respect discipline, thoroughness and conscientiousness in your followers. On the one hand you expect followers to respect traditions and customs of the organisation and to show loyalty, trustworthiness and responsibility. On the other hand you put in the effort to create a safe, orderly and stable environment where sufficient resources are available for them. Stability is important to you and therefore you are ever cautious and watchful not to take or to allow others to take chances. Consequently you like to follow well-known methods and approaches and to learn from the past. New projects will only receive your go-ahead after careful consideration. As a leader you appreciate hard work, dedication, commitment and persistence and these are the qualities you tend to reward.

Your key words: discipline, traditions, stability, cautious, loyalty.

L2 – Organiser (strong)

You can be described as an “action” leader and would probably refer to yourself more as a doer than a thinker. You like to get things done and believe to achieve this you need thorough planning and a methodical approach. A fixed routine, pre-arranged schedules and timetables work best for you. In fact, you would not embark on any project without proper preparation and contingency plans. You would not leave things to chance either and would tend to monitor proceedings carefully to ensure success. You expect your followers to be task- and quality-oriented as well as time-conscious. You far prefer to work with employees that are well skilled and trained and that share your belief that practice makes perfect. Your decision-making style could be described as methodical, as you put in time and planning before you come to a final decision on any issue.

Your key words: action-oriented, planning, time-lines, routine, monitor.

R2 – Socialiser (strong)

Your leadership style is shaped by your strong Socializer preferences. This implies a strong emphasis on team empowerment, on ensuring that people get on and can work together and on the belief in team-based work. Your decision-making style is also influenced by this strong belief and is characterised by discussions with others and taking the opinions of others into consideration. You constantly strive to bring people together in

order to maintain positive rapport with others, to motivate them or just to celebrate successes. You see this as a crucial part of leadership because it creates opportunities to energize your followers, to share information with them and to collaborate on a wide variety of issues. Your preferences for connecting, stretches wider to include meeting new clients and consumers.

Your key words: team-driven, rapport, motivate, energize, collaborate.

R2 – Empathiser (strong)

As a strong Empathiser leader your emphasis falls on supporting, caring and assisting your followers – often changing plans to accommodate others. Consequently you pay attention to the needs of individuals in the company and to kind and fair treatment. You are enthusiastic about developing others and therefore make time to mentor, listen and inspire individuals and small groups of employees. You are not necessarily comfortable in large groups, but consider yourself a relationship builder and function well in this role when dealing with colleagues, one on one or in small groups. As a leader you like to involve an individual or two when making decisions and welcome input in these situations. You strive to create an optimistic, hopeful and happy environment in the organisation and would not expect from your followers what you cannot deliver.

Your key words: caring, hopeful, assist, relationship-building, inspire.

R1 – Strategist (strong)

As a leader with strong Strategist preferences, keeping your eye on the future is a crucial component of your leadership style. Because you believe you should be finding solutions for future problems now, you are constantly experimenting with new ideas and feel you have to think three steps ahead. You like to promote the vision of the company and to be constantly forward looking. You believe change, variation and transformation are part and parcel of an organisation and that employees should be able to adapt to ever changing situations. Details and consistency are not strong aspects of your leadership style, but rather considering the big picture, making progressive decisions and changing strategies if the need arises. You like to create opportunities for your followers, to encourage new ideas and to challenge them with “Why” and “Why not” questions.

Your key words: future-driven, vision, change, big picture, ideas.

R1 – Imagineer (strong)

Because you have strong preferences in the Imagineer dimension, you could be described as a leader that values imagination and new ideas above all else. You consider yourself an “out of the box” thinker who is always thinking of new ideas and who welcomes ideas from your followers. Your ideas are often unorthodox and unlike the ideas that others tend to come up with. When you need to solve a problem, your imagination kicks in and you would consider various ideas and apply the attitude that “imagination is more important than knowledge”. Although your ideas are often seen by others as impossible, this does not often deter you from the belief that you could make the impossible possible. As a leader you often make instinctive decisions and are prone to think on your feet. You are not bound by strict rules and tend to allow your employees a great measure of freedom.

Your key words: ideas-driven, freedom, instinct, possibilities, imagination.