

Personal Style Report

Prepared For:

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LDP

Introduction

The purpose of this report is to provide a broad overview of your primary personal style, based on your responses to the Leading Dimensions Profile (LDP). Your style reveals how you may tend to *achieve* goals and *relate* to others in common circumstances.

Section 1: Personal Style Grid

This section provides a summary of your personal style, as well as a graphical placement of your style in comparison to the four primary styles:

- Counselor Profile
- Coach Profile
- Driver Profile
- Advisor Profile

Your personal style is determined by the interaction of specific dimensions (listed in Section 3 of this report). Each of the four styles offers its own key strengths, and no style is better than the others. While you may be most comfortable acting within your primary style, you can learn to "stretch" to the other styles over time through observing and practicing the markers provided in this report.

Section 2: Personal Style Markers

While your response to various situations may differ based on a number of factors, it is generally assumed that your approach to *achieving* goals and *relating* to others remains fairly consistent over time. By recognizing the markers of each style, you can learn to adjust your approach as needed over time (such as when interacting with team members or in taking on a new project or challenging assignment).

Section 3: Achieving and Relating Dimensions

When your personal style is recognized, whether at work, home, or in the community, it can be shaped by a number of specific characteristics or facets – referred to as dimensions. Your five *Achieving* dimensions and five *Relating* dimensions are shown in Section 3.

Section 4: Coaching Points

Within each personal style, there may be key strengths that can enhance how you *achieve* and *relate*. This section discusses five of these strengths, while also offering potential recommendations to enhance strength development.

Section 5: Personal Style Interactions

For each personal style, practical recommendations are offered to improve understanding and reduce tension in everyday communication.

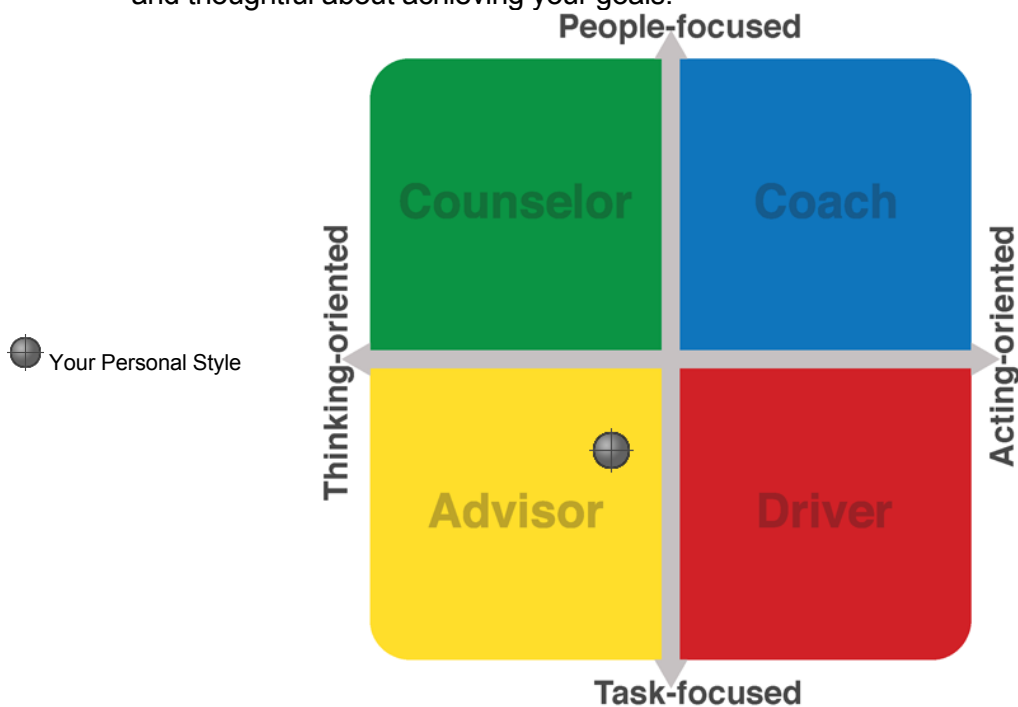
Section 1: Personal Style Grid

Advisor Profile

When you completed the Leading Dimensions Profile (LDP), you indicated your preferences and tendencies for how you approach common circumstances (such as at work, home, or in the community). Listed as ten specific dimensions on the next page, these preferences and tendencies combine to reveal one of four Personal Style Profiles. Based on your responses to the LDP, your primary Personal Style is best described as the: **Advisor Profile**.

The Advisor Profile is most commonly recognized as being:

- more **Task-focused** than **People-focused**, meaning that you may be more objective and reserved in how you relate with others; and,
- more **Thinking-oriented** than **Acting-oriented**, meaning that you may be more methodical and thoughtful about achieving your goals.



Simply put, your Personal Style suggests that you tend to be more focused on consistency and efficiency than most people. Others may recognize you as a very rational person who is most comfortable in a structured, organized environment. While achieving your goals, you are more likely to have a detailed plan, while making adjustments only after careful reflection. When in a team setting, you may be most concerned with maintaining efficiency and order.

Important Note: The closer your plot is to any corner of the grid, the more your overall style will be similar to the profile shown in the respective quadrant. In contrast, the farther away your plot is from any corner, the less likely your style will reflect the profile indicated. The closer the plot is to the center of the grid, the more your style is moderated, meaning you may tend to exhibit some of the characteristics of all four styles and may tend to be more fluid in your approach. In reality, there will be occasions where you may exhibit some characteristics of each profile, depending on the situation. The grid shown here simply portrays your most common, primary style.

Section 2: Personal Style Markers

While our responses may differ at times based on unique situations, most of us tend to reveal one of four Personal Styles in common situations. We can easily recognize a Personal Style (in ourselves and others) by observing specific markers. Identify the markers below for your own style and then review how other styles may differ in similar situations. Finally, consider what situations might require you to “stretch” your style, especially when interacting with others who may have different preference and tendencies.

Counselor Profile

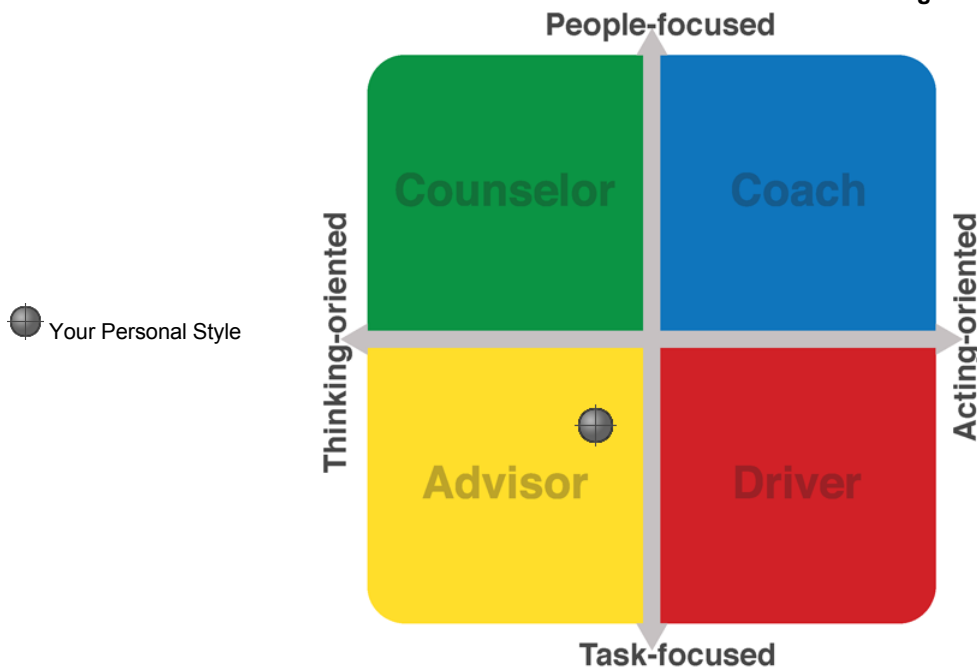
Counselors are best recognized for being: Thinking-oriented and People-focused. The key “markers” or behaviors of the Counselor Profile include:

- **Communicating** with a warm, comforting style
- **Handling** conflict by accommodating others’ interests
- **Delegating** by “asking” others for participation
- **Planning** through a careful, flexible approach
- **Learning** with careful, step-by-step reflection

Coach Profile

Coaches are best recognized for being: Acting-oriented and People-focused. The key “markers” or behaviors of the Coach Profile include:

- **Communicating** with a charismatic, dynamic style
- **Handling** conflict by collaborating to identify solutions
- **Delegating** by “selling” others on participation
- **Planning** through a fluid, interactive approach
- **Learning** with active, “big picture” understanding



Advisor Profile

Advisors are best recognized for being: Thinking-oriented and Task-focused. The key “markers” or behaviors of the Advisor Profile include:

- **Communicating** with a reserved, formal style
- **Handling** conflict by identifying compromise alternatives
- **Delegating** by “teaching” the suggested approach
- **Planning** through methodical, detailed preparation
- **Learning** with careful, step-by-step reflection

Driver Profile

Drivers are best recognized for being: Acting-oriented and Task-focused. The key “markers” or behaviors of the Driver Profile include:

- **Communicating** with a focused, intense style
- **Handling** conflict by directly confronting the issue
- **Delegating** by “directing” the course of action
- **Planning** through an urgent, adaptive approach
- **Learning** with active, “big picture” understanding

Section 3: Achieving Dimensions

Achieving Dimensions describe how individuals approach tasks and goals under normal circumstances.

Intensity

Intensity describes how you pursue goals, whether for personal or work initiatives. While some prefer to work at a steady, balanced pace, others show an intense, urgent pace. Most of us tend to fluctuate between a measured and intense focus at times.



You tend to be more patient and easy-going than others, and you dislike high-pressure situations. You may become frustrated when others try to rush you, as you prefer a more calm approach.

Risk Tolerance

Risk Tolerance describes how you approach uncertain or risky situations. Some people seem to be natural risk takers, while others tend to be more cautious and careful. Most of us tend to fluctuate between avoiding and taking risks, depending on the situation.



You prefer safety and security rather than the risk of trying unproven ideas. Others count on your careful demeanor in high-stakes situations, as you prefer proven approaches over trial and error.

Assertiveness

Assertiveness describes how you assert your viewpoint. Some tend to be very quick to assert their opinions and may aspire to lead others. Others tend to be more reserved and defer opportunities to offer their opinion. Most of us seem to dislike public speaking but will assert ourselves when needed.



You are probably more comfortable following direction than giving orders, and you may be reluctant to question or challenge others at times. You are more likely to think through what you are going to say before approaching others.

Adaptability

Adaptability describes how you navigate change. While some prefer stability and a predictable environment, others enjoy frequent change and lots of variety. For the most part, we tend to display both reluctance and flexibility at times, depending on the significance of the change.



You tend to be most comfortable where there is structure and stability, and you don't seek change just for the sake of variety. If change is forced on you, especially in a hurry, you can become stressed.

Decision-making

Decision-making describes how we learn and process information in making decisions. Some tend to rely on their intuition and experience, while others rely on a more analytical approach. Most of us tend to balance both perceptive and analytical approaches to some degree in making decisions.



You emphasize the value of experience and intuition in making decisions, and you are comfortable going with your gut instinct. You may not enjoy tasks that require lots of meticulous preparation.

Section 3: Relating Dimensions

Relating Dimensions describe how individuals tend to interact with others in common settings.

Affiliation

Affiliation describes how we collaborate with others in getting things done. While some of us prefer to go it alone and work independently, others are much more comfortable when they can work together. Most of us tend to work independently or collectively at times, based on the circumstances.



You make sure to include others, and you tend to enjoy the opportunity to collaborate in getting things done. You may be most satisfied in a team-oriented setting, rather than working alone.

Consideration

Consideration describes how we recognize the feelings and interests of those around us. While some of us go out of our way to learn how we can help others, some of us tend to approach others more formally or objectively. Most of us tend to fluctuate between sensitive and objective approaches.



You appreciate a more self-sufficient environment, where others may take care of their own problems. While you may lend a hand when needed, you tend to value an objective and practical approach over an emotional one.

Openness

Openness describes your interest in sharing personal information with others. While some tend to place a high value on privacy and formality, others are much more open in their communication. Most of us tend to be quiet at times, and open up in others, depending on the circumstances.



You tend to be more reserved and private when interacting with others (outside of your close friends and family). You may be more comfortable keeping emotions to yourself, rather than sharing your feelings with others.

Status Motivation

Status Motivation describes how we relate to others as we accomplish goals. While some tend to thrive in competitive settings where they are rewarded for their individual performance, others prefer cooperative efforts and team rewards. Most of us tend to enjoy both opportunities from time to time.



You tend to enjoy competitive situations where your individual efforts can be recognized. You may be more satisfied when your performance or status are acknowledged by others.

Self-protection

Self-protection describes how you tend to view others' intentions or reliability. While some are comfortable giving others the benefit of the doubt, others will be inclined to scrutinize things more carefully. For the most part, we tend to balance trust with skepticism in common situations.



You tend to trust others' intentions, and you are typically more comfortable than most people in giving others the benefit of the doubt. You take information at face value, and you are more accepting of conflicting points of view.

Section 4: Coaching Points

The following characteristics represent five key strengths that have emerged from the dimensions highlighted in your Personal Style Report. These strengths are those which are likely most evident in your response to goals and relationships. Since each strength can present a unique challenge if underutilized or taken too far, specific developmental points are provided as well.

Competitive (Status Motivation)

Key Strength: You are driven to succeed in all you do and you enjoy recognition for a job well done. You enjoy the thrill of competition and you are motivated to win. You will tend to seek accolades for your team, and your tenacity can provide a rallying cry for others to follow.

Development Target: Your drive to win may alienate others whom you need most. Do your best to include others, and make sure you remain a team player.

Intuitive (Decision-making)

Key Strength: You think quickly on your feet and are comfortable learning as you go. Where others can get lost in the details, you offer a big picture perspective. Your use of intuition and experience in taking action may make others uncomfortable, but you provide an important gut-check for decisions.

Development Target: Be careful not to dismiss the value of careful analysis offered by others who may not share your instinctive approach.

Objective (Consideration)

Key Strength: You tend to remain objective where others may become emotionally involved in making decisions or solving problems. Others can rely on you for an impartial perspective. Your objectivity can provide great balance in approaching complex problems and your desire to stay on task can keep the team moving along.

Development Target: At times your approach may be viewed as cold or harsh by more sensitive team members. Take care to soften your comments as you stay on message.

Measured (Intensity)

Key Strength: You are comfortable pursuing goals at a reasonable pace, and you don't often get caught up in the pressure to achieve more than what is reasonable. You can hold the team accountable to follow incremental steps or mundane processes that others might rush or even overlook.

Development Target: At times, you may need to step it up in the face of an aggressive timeline. Don't let contentment cause you to miss opportunities for advancement.

Trusting (Self-protection)

Key Strength: You tend to give others the benefit of the doubt until they prove you wrong. You like to find the best in people and will go out of your way to help others. Your trusting nature will help to break down barriers in bonding and communication, especially in the early stages of team development.

Development Target: There are times when your trusting nature may be mistaken for vulnerability. As the adage suggests, you might be best served by trusting, but verifying.

Section 5: Personal Style Interactions

Having recognized your unique personal style, and learned the markers of all four styles, the following recommendations will equip you to interact with others most effectively. Whether building rapport with strangers or discussing a challenging topic with a long-time associate, communication can be enhanced when you learn to “stretch” or mirror the other styles. Although difficult early on, practice can make the stretching feel more natural over time – allowing you to recognize and interact with people from all four styles with ease.

Interacting with the Counselor

Try to:

- Build genuine rapport
- Affirm what you hear
- Recognize personal interests

Avoid:

- Rushing the conversation
- Using an impersonal tone
- Overlooking their concerns

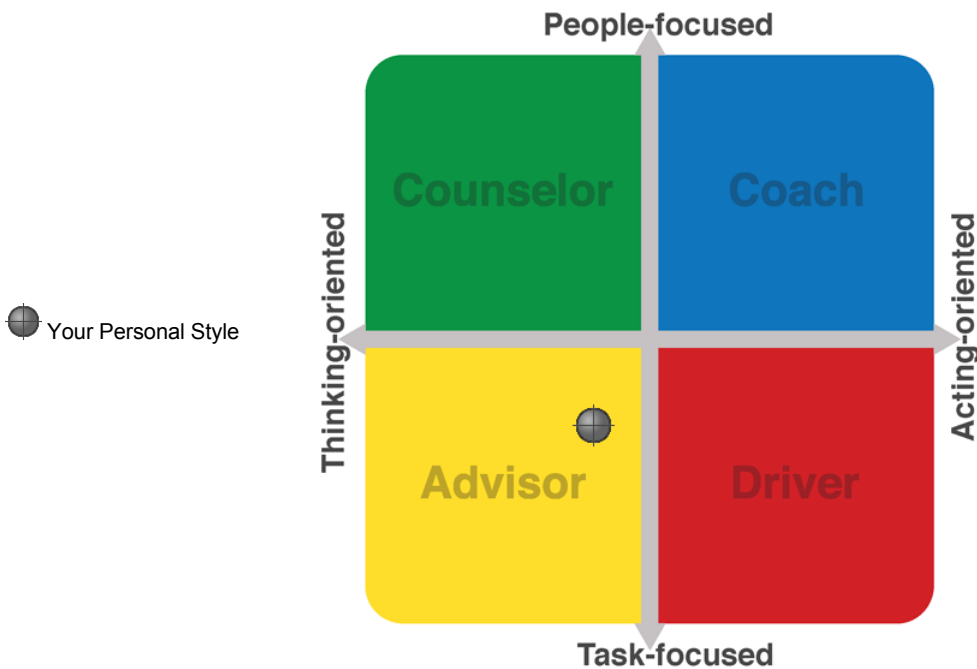
Interacting with the Coach

Try to:

- Focus on the big picture
- Emphasize impact on people
- Encourage brainstorming

Avoid:

- Sharing unnecessary details
- Limiting their feedback
- Using an impersonal tone



Interacting with the Advisor

Try to:

- Focus on the details
- Emphasize logic and rationale
- Draw out specific concerns

Avoid:

- Using emotional arguments
- Offering vague expectations
- Pushing for a conclusion

Interacting with the Driver

Try to:

- Focus on the bottom line
- Emphasize results
- Be clear and specific

Avoid:

- Forcing personal small-talk
- Controlling the conversation
- Challenging their position

Contact Information

For more information regarding the Leading Dimensions Profile (LDP) or other products and services available to help you develop and coach high performers, please contact your LDC Affiliate:



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Important Note

This report does not represent a comprehensive measure of psychological traits, nor does it claim to represent a prediction of behavior. No part of this report is intended to convey a psychological, medical, or psychiatric evaluation. This report is intended to provide personal insight that is useful in coaching, teambuilding, and other aspects of professional development. No employment decision should be made based, in whole or in part, on the results contained herein.