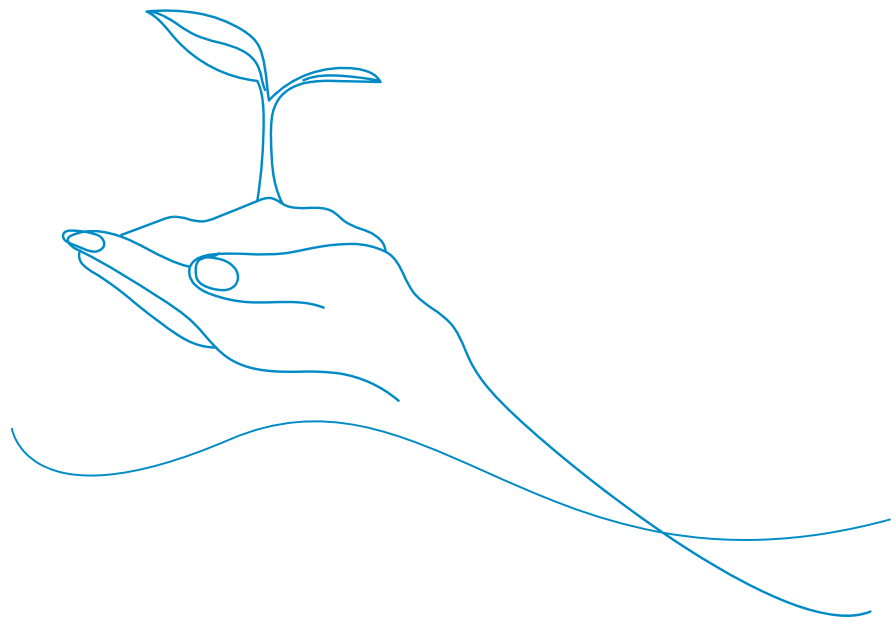


Sam Sample

Leader Select Report

Winsborough Training



About this report

This report outlines your candidate's approach as a leader with a particular focus on the role for which you are considering them. It is designed to give you more information and confidence about your potential hire. The information in this report is presented in the four 'building blocks' essential for leader success:

How a person behaves:

Dealing with pressure, managing emotions, and responsiveness to feedback

How a person relates:

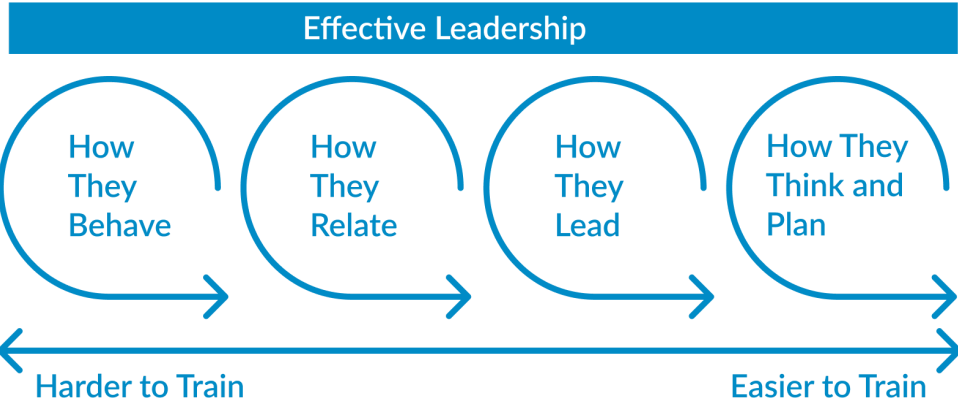
Communicating, advocating, and building relationships

How a person leads:

Building teams, leading outcomes, and developing people

How a person thinks and plans:

Thinking style, decision-making, and structuring work



How to use this report

This report outlines your candidate's fit with the role. There is no such thing as the perfect person, and what constitutes a good fit depends on the context of the role and the nature of your organisation.

You will notice that the candidate's strengths and development areas are highlighted equally to allow you to make a well-informed decision.

There are questions at the end to use as follow up prompts with the candidate or their referees. These and any other areas of concern can be discussed in further detail during the results debrief session.

This report is [confidential](#) and contains sensitive information. It should be shared only with those involved in the selection decision. It is not intended for wider distribution and should be stored securely.

Psychometric assessment provides valuable information that is not available through other processes, however it is not intended to be the sole source of information. It should always be used in conjunction with other selection or development tools, such as interviews and referee checks. See [here](#) for more detail on the assessments your candidate completed.

Sam's overview

Here's a summary of our findings for Sam. In the pages that follow we provide greater detail to guide your decision making.

How Sam behaves

As goal-focused as most, Sam will invest time and energy in achieving outcomes. She cares about doing well and should seek out performance feedback and reflect on it. Stress, setbacks, and failures may have a disproportionate impact on her.

How Sam relates

As approachable as most, Sam engages well with others. She is socially aware, balances talking and listening, and flexes her style to suit the audience. Sam can deal with contentious issues in a tactful way.

How Sam leads

Sam includes her team when setting goals. She considers individual needs and balances individual success with team performance. When developing others, Sam ensures feedback and coaching are given and acknowledges strengths and achievements.

How Sam thinks and plans

Sam will have an appreciation of both operational realities and the bigger picture. She will be capable of generating innovative but practical ideas along with being able to speculate about a variety of solutions. While organised and thorough, Sam should not seem rigid in the face of ambiguity or complexity. Her team will also notice a feeling of empowerment from the balance that Sam strikes between providing oversight and allowing autonomy.

Sam's behaviour

- emotionally stable
- respectful

Under stress and pressure, Sam will function as well as most of her colleagues. In the moment, she will remain composed and optimistic, however, internal stress can have more of an impact than others realise. At the conclusion of a period of pressure, she will likely appreciate time to recuperate and reflect. She will have a strong moral code and should hold herself and others to high standards.

- emotionally reactive

Under sustained pressure, Sam may seem tense and easily rattled. Others may find themselves needing to reassure her and advocate for the positive.

- purposeful
- dominant

Sam should seem as persistent and energetic as most, taking on work that is reasonably challenging and working hard to deliver. Achievement and recognition are strong drivers for her. She is likely to be drawn to important, high-profile projects in order to get ahead.

Under pressure, Sam is unlikely to show extremes in her behaviour, and will continue to balance the energy and resources needed to deliver her outcomes.

- dependable
- good natured

Preferring a work-hard, play-hard approach, Sam will take commitments seriously and will expect her team to do the same. She profiles as valuing convention and will prove to be ethical and principled. She will want to do well for the organisation without necessarily being rigid in how the rules are applied.

Under pressure, Sam is unlikely to show extremes in her behaviour, maintaining her fairly structured, yet responsive approach to work.

- self-critical
- inquiring about feedback

Reflective and concerned about personal performance, Sam will acknowledge shortcomings but is prone to taking criticism to heart and doubt her own abilities.

- reacts to feedback

Under pressure, Sam may overreact to feedback, making it seem worse than was warranted. Others may censor or hold back from proving constructive critique to her for fear of it being taken too personally.

Sam's relationships

- personable
- enjoys connection

Sam has a strong drive to connect with people and work in teams. She is likely to be socially skilled and interested in building and maintaining relationships.

Sam should listen well, balancing talking with giving others space to contribute to the conversation. She will be tactful but capable of holding a strong view.

Unlikely to show extremes when under pressure, Sam will remain fairly sociable and motivated to work with others.

- diplomatic
- resolves issues promptly

Sam is comfortable being in charge and is likely to enjoy the status that comes with leadership. Warm and sensitive to those around her, Sam can act as a facilitator or mediator when required. She should adeptly navigate conflict or disagreement.

Sam is unlikely to show extremes in her behaviour when under pressure, remaining willing to address difficult topics with appropriate tact and empathy.

- sociable
- team oriented

Sam's profile shows her being comfortable in a spokesperson role, though she may not go out of her way to seek out speaking opportunities or a high profile. She should be a credible organisational representative and, as a leader, should advocate for her team.

- broad network
- open

Interested in connecting with others, Sam will seem relatively social. She should proactively build and maintain a network of key customers and stakeholders. During conversations and interactions, she should express understanding and excitement openly and give customers the feeling she understands their needs and is invested in helping resolve them.

Sam's leadership

- reasonably ambitious
- highly motivated to lead

Sam is driven by a strong need to be in charge, occupy leadership positions, and be recognised for her achievements. Moderately ambitious, she will be a thoughtful leader, who will set the team specific goals. Sam is likely to balance individual circumstances when managing performance but be clear about deliverables expected. She will be tactful and may sometimes not be as tough as needed in holding others to account.

Unlikely to show extremes in her behaviour when under pressure, Sam will be seen as having an amiable leadership style.

- sets standards
- maintains oversight

Sam is likely to be a detail-focused manager who will have high standards, keep the team informed, and check progress at regular intervals. Sometimes direct reports may find that she struggles with 'letting go' of tasks, or feel that they are managed too closely.

Unlikely to show extremes in times of stress, Sam will continue to balance delegation with sufficient oversight and support.

- explorative

Sam places a high value on exploring, discovering new things, and using her imagination. She will enjoy and encourage a work environment that promotes learning, development, and the opportunity for experimentation.

- fairly sociable
- driven

Sam is energetic, goal oriented, and will comfortably share her vision to influence others towards a common objective. Willing to consult, she is confident and socially capable, so should prove a good influencer.

Sam is unlikely to show extremes when under pressure, and will continue to be relatively sociable and outgoing when working with others.

Sam's thinking and planning

•inquisitive •focused interests

Sam is as curious as most other people and likely to enjoy contributing to creative problem-solving as well as evaluating ideas for real-world action. With a focused range of interests and a more concrete approach, it may prove less natural for her to engage in new ways of thinking and generate innovative ideas that really challenge conventional methods.

Sam's score on a test of cognitive ability was on par with other managers and professionals, indicating she should pick up new concepts as quickly as most and will typically deal effectively with unfamiliar problems.

Under pressure, Sam is unlikely to show extremes in behaviour, and will continue to show curiosity and enjoy finding solutions that have real-world applicability.

•explores differences •orderly

Sam's values indicate she will prefer a culture where differences are valued and curiosity and exploring new ideas is encouraged. She may be an early adopter, willing to explore interesting or innovative options. She will avoid the constraints of too much structure and may not always work systematically or logically.

•comfortable with some ambiguity •thoughtful

While Sam should be reasonably comfortable with a degree of ambiguity or uncertainty, overall she will prefer working in a stable environment. Sam may appear slower to act in the face of ambiguity.

In pressured situations, Sam is unlikely to show extremes in her behaviour. she will continue to adopt a considered approach when faced with change.

•planned and organised •strongly goal oriented

Focussed on goals and material success, Sam will be organised, structured, and ensure that work is delivered on time and, where possible, exceeds expectations.

When busy or stressed, Sam is unlikely to show extreme behaviours, and will continue to balance speed with accuracy to meet commitments.

Follow up questions

Very few candidates will present as the 'perfect fit.' Here are some key areas for follow-up with the candidate and their referees.

Behaves

Sam is likely to feel and react to pressured environments earlier than most people. What steps does she take to ensure that her reactions are not negatively impacting others?

Under pressure, Sam is likely to have a more emotive and passionate response than usual. How does she retain or regain composure during stressful situations?

Relates

Day-to-day Sam may not voice her opinions to avoid the limelight and may avoid interacting with colleagues she finds frustrating. What is Sam's strategy for raising issues and opinions openly?

How active a role does Sam typically play in meetings? How does she respond when a colleague comes to Her with a problem?

Leads

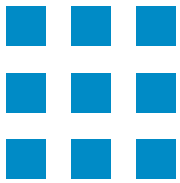
Sam may appear more relaxed when comes to seeking out challenges and delivering on commitments. Can Sam describe times she has taken on challenges outside her comfort zone? How does Sam hold herself and others who are not delivering as agreed to account?

Ask Sam to describe the performance standards she places on Herself and others. How does she decide what work or projects should be delegated to others?

Thinks and Plans

When at her best, Sam may lose sight of the big picture or have difficulty prioritising her work. Can Sam identify times when this has occurred? What has she done to rectify this?

Ask Sam to describe her approach to making commitments to projects she is not sure she can deliver on.



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