

# LEADERSHIP REPORT

Personality Questionnaire [Enhanced]



## Mikel Thomas

Completion date: 23/06/2021



### This report could be used by:

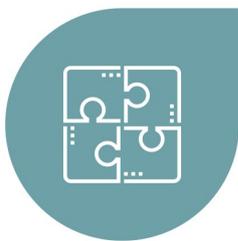
Mikel's line manager, HR colleagues and coaches.

### This report describes:

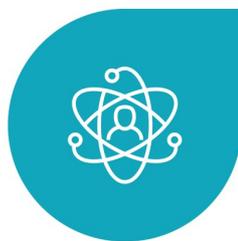
Key findings from Mikel's personality profile that relate to typical style and potential in a leadership role. The report covers:



**LEADING  
PEOPLE**



**LEADING  
TASKS**



**LEADING  
YOURSELF**



**LEADING  
THE WAY**

## UNDERSTANDING THIS REPORT

### Introduction

This report helps you to understand Mikel's style and potential in a leadership role. The report describes how Mikel will typically respond in four key aspects of leadership responsibility, contained within the Clevry Leadership Model. The report is designed to be used as a springboard for a discussion with Mikel, in order to enable him to build on the information contained in the report and maximise his potential.

The results in this report were generated from Mikel's responses to the Personality Questionnaire [Enhanced] that he completed on 23/06/2021. Mikel's responses were compared with which comprises a diverse group of individuals who completed Criterion Personality Questionnaires in English from 2015-2020.

### Important points

When reading this report, please remember the following points:

- **Personality is not fixed** - it may vary over time, change through training/development, or simply vary depending on the situation.
- There are **no rights or wrongs**. The scores do not measure ability, skills, capability or competence. They are merely indications of preferences or typical styles of behaviour.
- The questionnaire is **very reliable but is not infallible**.
- The profile is intended to clarify Mikel's **self-perceptions** - it does not provide an objective measure.
- For further interpretation of the candidate's profile, you should seek the advice of a trained platform user.
- These results **must be kept within the boundaries of confidentiality** agreed with Mikel.
- The results must not be used for any purpose other than that agreed with Mikel.
- These results **must be kept securely and not retained** beyond the period agreed with Mikel.

### Further information about Mikel

Further reports can be downloaded for Mikel, which provide additional information about his personality:

- **Insights report** - Describes Mikel's personality profile and contains information about each scale.
- **Personal feedback report** - Provides Mikel with detailed feedback on his preferred style and how this might affect his approach to work.
- **Team strengths report** - Explores Mikel's style and areas of strength within a team.
- **Sales report** - Indicates how Mikel might perform in a sales role.

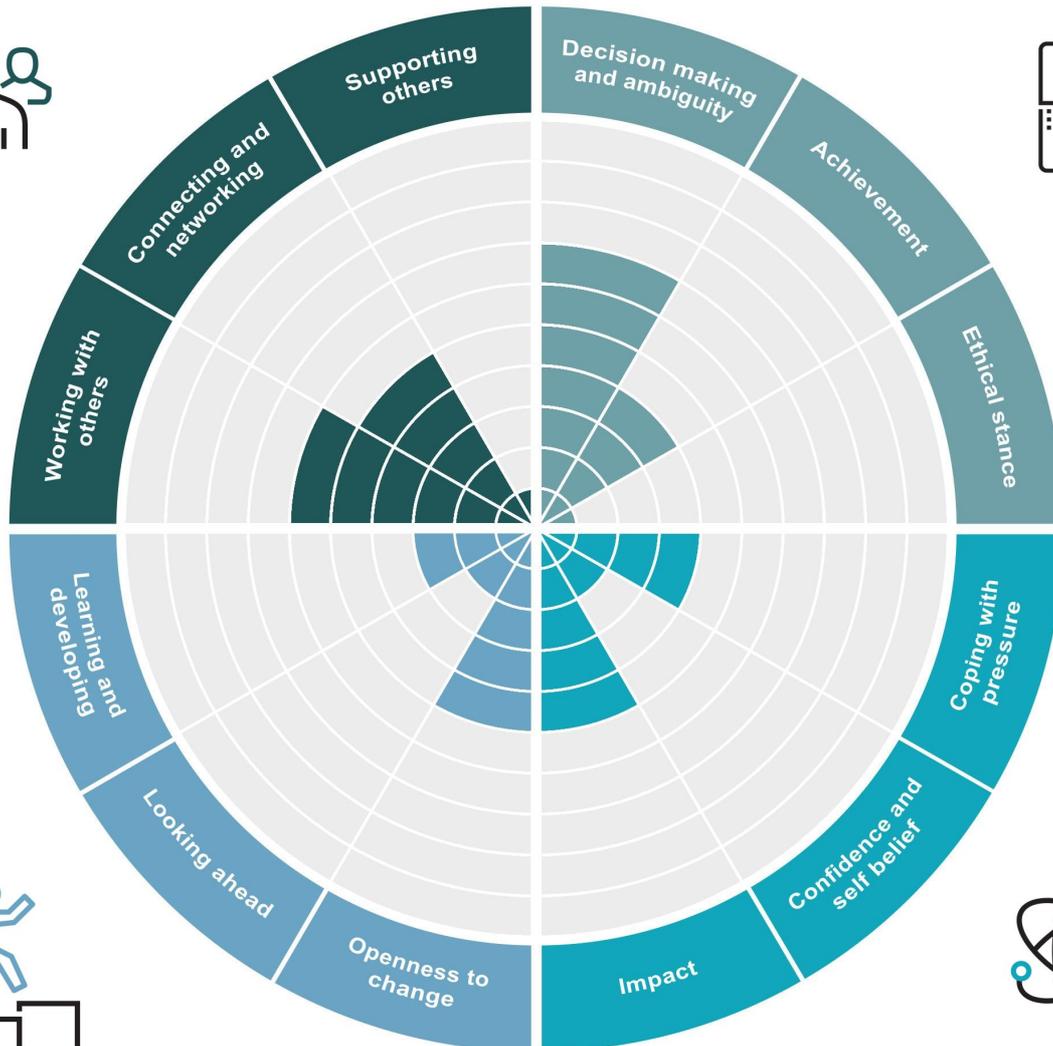
# LEADERSHIP MODEL OVERVIEW

The Clevry Leadership Model is derived from research and years of experience in helping leaders at all levels of the organisation to develop their skills. It focuses on twelve aspects of leadership which fall under four key areas. Mikel's overall results are shown below.

## Leading People



## Leading Tasks



## Leading the Way



## Leading Yourself



The Clevry Leadership Model provides a set of indicators of leadership potential. The areas contained within the model are important attributes which can help to identify general potential for individuals aspiring to, or working within, a leadership role. The model does not provide a comprehensive assessment of all leadership competencies but focuses on potential.

It is important to recognise that the skills and qualities required of individual leaders may differ, depending on the role and the context. Organisations also require different capabilities from their leaders at different times. It is recommended that the information contained in this report should therefore be considered in the light of these specific needs.

# LEADING PEOPLE



## Working with others

Adopting a collaborative approach in order to achieve results for the team and the organisation; valuing the opportunity to work with others.



Mikel has a strong preference for working in collaboration with others and, as a leader, will appreciate the benefits of collaborative working. He is likely to adopt a leadership style which encourages working together as a team and he will also be less concerned with competing to win on a personal basis. He is happy either working with other people or working alone and may therefore choose to work closely with the team on some projects but leave others to be worked on independently by the team.

## Connecting and networking

Comfortable seeking out opportunities to network; willing to flex their approach with others to build mutually beneficial relationships.



He tends to prefer working with people with whom he has had time to establish relationships. He may feel more reserved than other people in situations where he needs to network and interact with a range of people that he does not know well. Mikel may therefore take a little time to build strong connections with others outside his immediate working group. Mikel may flex his approach from time to time to suit the needs of different individuals or circumstances, although he also likes to show a degree of consistency in his communication style. He may benefit from clarifying where it would be beneficial to adapt his approach as this is likely to help him to start to develop relationships when he finds himself with networking opportunities.

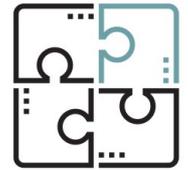
## Supporting others

Adopting a supportive leadership style; making efforts to gain an understanding of the views of others. Motivated by caring aspects of a leadership role.



Mikel has a strong tendency to be expressive in his views and will be more ready to talk about his views rather than taking the time to listen to the opinions of those around him. This may come across at times as a lack of interest in what others have to say. Mikel also gains less satisfaction from caring aspects of a leadership role and may tend to feel frustrated in situations where others consistently need a lot of help and support. In his leadership role, Mikel may need to consider adopting an approach in which he takes more time out to listen to others in order to understand their viewpoint better. This would enable him to offer appropriate support when needed.

# LEADING TASKS



## Decision making and ambiguity

Confident to make quick leadership decisions when all the facts may not be available; relies on intuition and experience to cope with ambiguity.



Mikel has a preference for taking time to reach decisions and will feel less at ease when having to reach a conclusion within time constraints. He has a strong preference for basing his thinking on experience and intuition. He will therefore be comfortable if a situation demands that a decision be taken without the benefit of a full and thorough analysis of the data, or having all the facts available, provided he has some time to decide. He will be much less drawn to gathering detailed information and will instead trust his experience to guide his decision making, but will still need time to think things through.

## Achievement

Driven towards challenge and the achievement of results; having a sense of being able to make a difference.



He is slightly less driven towards achievement and may be content doing work that has no obvious outcome. He is likely to see the personal benefits and satisfaction to be gained from working on tasks themselves. As a leader, Mikel is less likely to be consistently seeking out fresh challenges for himself and the team to tackle, and personal achievement tends to be less motivating than other parts of the role. He has a moderate sense of personal control over tasks and activities in which he takes part. In some situations he will feel able to influence events but in others he may feel that things are out of his control and that the outcomes are largely down to chance or luck. He may benefit from exploring fully the extent of his own influence in different situations in order for him to maximise progress towards achieving his goals.

## Ethical stance

Orientation towards making leadership decisions which take account of ethical or moral considerations; focused on taking a highly thorough and careful approach.



Mikel has a strong value for adopting a pragmatic approach when taking account of ethical considerations in his work and in making decisions. He feels that sometimes principles should be looked at in the context of what is practical and he may feel constrained if required to operate within a highly restrictive professional framework. He also has a strong preference for getting work completed quickly rather than taking a thorough and rigorous approach and may look for short cuts in order to do so. Whilst this may be practical at times, it could sometimes risk giving others the impression that he is not being as thorough as the task requires or that he is not giving enough weight to ethical or moral considerations.

# LEADING YOURSELF



## Coping with pressure



4

Remains calm in the face of challenge or stress; responds positively to working under pressure.

Mikel is fairly typical in the extent to which he is likely to worry or feel anxious about the demands he may face in a leadership role. Generally, he will find it easy to relax and switch off from work, but may occasionally find it more difficult to unwind after a demanding day. However, Mikel feels that he tends to perform much more effectively when he is not placed under pressure or stress. He is therefore highly likely to prefer a calm and peaceful work environment and may need to consider ways to ensure he continues performing at his best if required to lead under pressure.

## Confidence and self belief



2

Demonstrates inner confidence; remains positive in the face of criticism and tends to recover quickly from setbacks.

Mikel has slightly lower inner confidence when compared to others, which means he may sometimes experience some self-doubt. From time to time, he may need encouragement and support to build his confidence in taking on fresh challenges associated with his leadership role. He can also find it difficult to remain resilient in the face of criticism or adversity. If Mikel is faced with negative messages or setbacks he is likely to feel upset and may take criticism from others personally. He is likely to take more time than most to recover from emotionally demanding situations.

## Impact



5

Confident in persuading or convincing others to support an idea, agenda or direction; as a leader, comfortable in taking the lead.

Mikel is slightly less inclined to challenge other people's opinions in situations where he needs to influence others. He may be reluctant to persist in overcoming a difference in views or to put a lot of energy into winning people round to his side. He may be less drawn to placing himself in situations where it is important to persuade others. However, when it comes to making his presence felt, Mikel is more comfortable than most. He may enjoy aspects of the role that allow him to create an impact and assert his views with others, as opposed to taking on a more supportive role.

# LEADING THE WAY



## Openness to change



Willing to embrace change and drive it forward; focus on freedom and spontaneity to do things differently in the working environment.

Mikel has a balanced attitude towards working within a culture of change. He will enjoy some of the challenges of initiating and executing change. There may also be times when he feels that continuous change can be disruptive and he will prefer a period of stability. Whilst he may sometimes enjoy the freedom to do things his way in order to drive change forward, he also, at times, welcomes some clear boundaries and controls for how things should be done. He could therefore need some guidance or direction when this is important in his role.

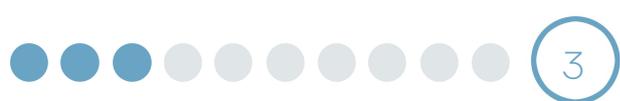
## Looking ahead



Focus on taking a longer term, 'big picture' view; demonstrates a positive outlook for the future.

He favours approaching plans and decisions from a more practical viewpoint rather than a broad, strategic perspective. He is very likely to focus on more day-to-day considerations in determining a way forward and feels less comfortable in looking ahead to develop a long-term vision. He may therefore need support in order to do so. Mikel has a tendency to anticipate problems when he does look ahead and he may come across as having a more negative outlook. Whilst it is useful to consider any challenges or barriers to the longer term view, he may need to make sure that this is communicated in a way that motivates others and encourages them to feel positive about the future when this is required.

## Learning and developing



Seeking new ways to get things done more effectively, values innovation; high drive for self-development and the building of new skills.

Mikel strikes a balance when it comes to taking a creative approach to solutions. At times he will look to adopt an innovative approach, striving to come up with a novel way forward. On other occasions he will be happy to work within tried and tested guidelines or procedures, basing his approach on experience and level of confidence in the situation. He places very little emphasis on self-development, however. He does not have a strong motivation to prioritise opportunities to develop new skills and knowledge for himself. Mikel may need to make sure that he provides appropriate support to others with a stronger need for self-development.