

LEADERSHIP REPORT

Clevry Personality Questionnaire [Enhanced]



Olivia Hansen

Completion date: 04/12/2025

This report could be used by:

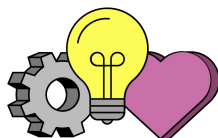
Olivia's line manager, HR colleagues and coaches.

This report describes:

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



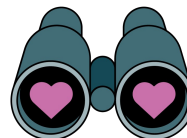
LEADING
PEOPLE



LEADING
TASKS



LEADING
YOURSELF



LEADING
THE WAY

UNDERSTANDING THIS REPORT

Introduction

This report helps you to understand Olivia's style and potential in a leadership role. The report describes how Olivia 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 Olivia, in order to enable her to build on the information contained in the report and maximise her potential.

The results in this report were generated from Olivia's responses to the Clevry Personality Questionnaire (CPQ) that she completed recently. Olivia's responses were compared with a norm group [[NgDesc]].

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 Olivia'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 Olivia.
- The results must not be used for any purpose other than that agreed with Olivia.
- These results **must be kept securely and not retained** beyond the period agreed with Olivia.

Further information about Olivia

Further reports can be downloaded for Olivia, which provide additional information about her personality:

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

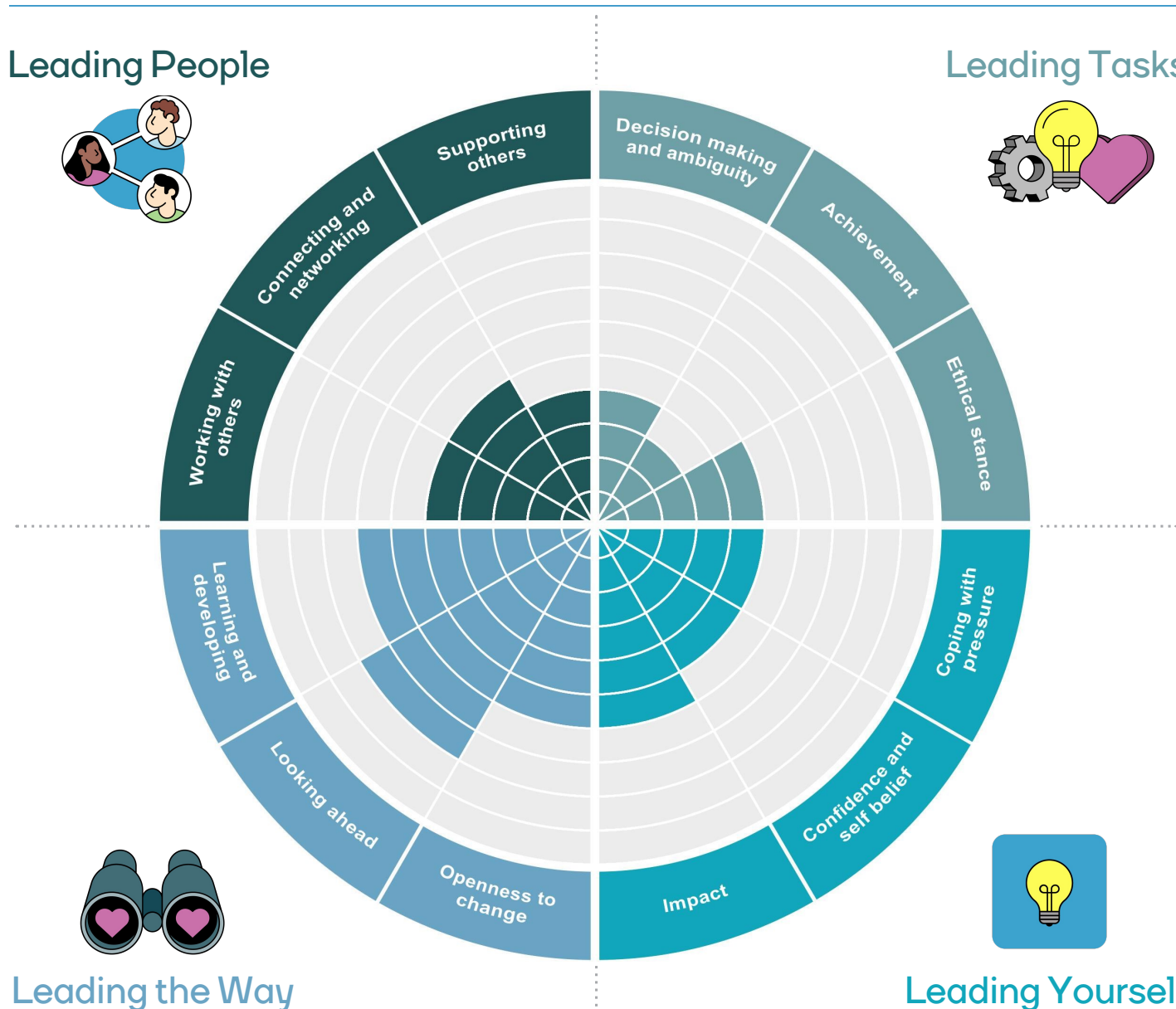
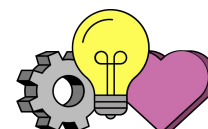
LEADERSHIP MODEL OVERVIEW

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. Olivia's overall results are shown below.

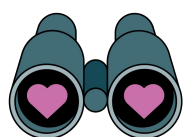
Leading People



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.



Olivia has a strong preference for working in collaboration with others and, as a leader, will appreciate the benefits of collaborative working. She is likely to adopt a leadership style which encourages working together as a team and she will also be less concerned with competing to win on a personal basis. She is personally comfortable working on her own, however, rather than spending lots of time with other people. In her own work she may therefore tend to focus on projects independently and might need to make sure that she connects regularly with the team.

Connecting and networking

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



She tends to prefer working with people with whom she has had time to establish relationships. She may feel more reserved than other people in situations where she needs to network and interact with a range of people that she does not know well. Olivia may therefore take a little time to build strong connections with others outside her immediate working group. However, when interacting with others, Olivia does have a very strong tendency to flex her approach to suit the needs of different individuals or circumstances. This is likely to help her to start to develop relationships when she finds herself 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.



Olivia has a tendency to be fairly expressive in her views and may, at times, be more ready to take the lead in a discussion rather than allowing time to listen to the opinions of those around her. She will get some satisfaction from work which allows her to help other people, although occasionally she may demonstrate some frustration with others who need a great deal of help. Olivia's leadership style is therefore generally supportive and caring of her team, although she may need to ensure that she takes sufficient time to listen in order to fully understand their views.

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.



Olivia has a strong preference for taking time to reach decisions and is likely to find it challenging when having to reach a conclusion within time constraints. She will want to delay a decision until she has considered all the options. She has a mixed approach to problem-solving, sometimes preferring to rely on experience and intuition, at others on a more logical, data-driven approach. Her approach to decision making is likely to be situation dependent. If working on something with which she is familiar, Olivia will generally be comfortable if required to make a decision without the benefit of a full and thorough analysis of the data, or where there is a degree of ambiguity in the situation, 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.



She is much less driven towards the achievement of outcomes and is comfortable doing work that has no obvious outcome. She sees a great deal of personal benefit and satisfaction to be gained from working on tasks themselves. As a leader, Olivia is not likely to place great emphasis on seeking out fresh challenges for herself and the team to tackle, and personal achievement is less motivating to her than other parts of the role. She has a moderate sense of personal control over tasks and activities in which she takes part. In some situations she will feel able to influence events but in others she may feel that things are out of her control and that the outcomes are largely down to chance or luck. She may benefit from exploring fully the extent of her own influence in different situations in order for her to maximise progress towards achieving her 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.



Olivia generally has a value for taking account of ethical considerations when approaching her work and making decisions. Much of the time she will consider it important to take into account core values or principles, although at times she may feel that that these should be considered alongside practical considerations. She also has a preference for getting work completed quickly rather than taking a thorough and rigorous approach and may look for short cuts occasionally in order to do so. Whilst this may be practical at times, it could sometimes risk giving others the impression that she is not being as thorough as the task requires.

LEADING YOURSELF



Coping with pressure

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



Olivia is fairly typical in the extent to which she is likely to worry or feel anxious about the demands she may face in a leadership role. Generally, she 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, Olivia feels that she tends to perform more effectively when she is not placed under pressure or stress. She is therefore more likely to prefer a calm and peaceful work environment and may need to consider ways to ensure she continues performing at her best if required to lead under pressure.

Confidence and self belief

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



Olivia has moderate inner confidence when compared to other people. On some occasions she may experience self-doubt but, on others, she may feel more self-assured. She is generally likely to feel comfortable taking on fresh challenges associated with her leadership role, but may occasionally need some external encouragement to reinforce her confidence. She can also find it difficult to remain resilient in the face of criticism or adversity. If Olivia is faced with negative messages or setbacks, she may feel upset or take criticism from others personally. She may take a little more time than most to recover from emotionally demanding situations.

Impact

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



Olivia is comfortable in situations where she needs to influence or persuade others. She will tend to be persistent in overcoming a difference in views and put energy into winning people round to her side. When it comes to making her presence felt within a group, Olivia takes a balanced approach. On occasions she may embrace taking an assertive leadership role within a group, whilst at other times she may prefer to adopt a more supporting 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.



Olivia has a preference for the familiar rather than the new and she may find it somewhat unsettling at times having to work in an environment of change. There may be times when she feels that continuous change can be disruptive. She is therefore likely to need encouragement and support to initiate and execute change. However, she does have a strong preference for a culture that allows her some freedom to do things in her own way, less constrained by existing procedures and processes. She may need to recognise when having some guidance and structure would help her to drive change forward.

Looking ahead

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



She favours adopting a broad strategic perspective in her thinking. She is likely to focus on the 'bigger picture' in determining a way forward and will be comfortable in looking ahead to develop a long-term vision. Olivia generally has an optimistic outlook, which means that she is likely to feel confident about the future and will communicate this in a positive way to engage others. Her positive way of thinking may mean she could overlook challenges or barriers to the longer term view from time to time, and she may need to draw on the help of others to ensure they are not missed.

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.



Olivia has a strong value for creating new and better ways of doing things. She is likely to place some emphasis on adopting an innovative approach and encouraging those around her to come up with novel solutions to problems, rather than relying on what has been done before. She also has a moderate drive towards self-development and will look for opportunities to develop new skills and knowledge when time allows or when she feels that performance is below standard. Olivia may need to make sure that she provides appropriate support to others if they have a stronger need for self-development.