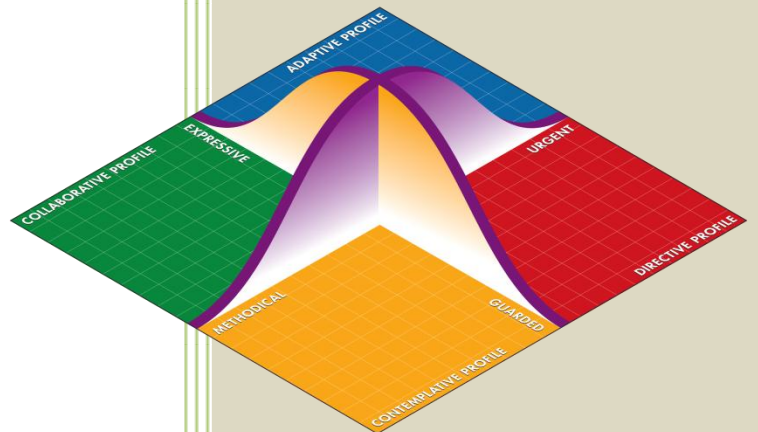


RESEARCH

Technical Validation Report *General Manager Model*



Dr. R. Douglas Waldo, SPHR

November, 2011

*Technical Validation Report for the
General Manager Model*

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Note: The contents of this report are conveyed in a manner reflective of the *Principles for the Validation and Use of Personnel Selection Procedures*, published by the Society for Industrial and Organizational Psychology (www.siop.org).



Identifying Information

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**The author acknowledges the efforts and expertise of Mr. Richard Daughtrey who contributed to the research described herein.*

Dates of the Studies:

- Concurrent Criterion Validation Study (General Managers): August, 2011

Statement of Purpose

The purpose of this effort was to develop and validate a means of scoring participants' responses to the Leading Dimensions Profile (LDP), based on which employment-related decisions could be made. The scoring method described herein was specifically developed to support the selection, coaching, training, and development of general and operational managers. The commercialized version of this scoring method is referred to as the LDP-GM Work Style (see Appendix B for a copy of this version).



Analysis of Work


A North American staffing organization provided incumbent data for this study. This same organization conducted a job analysis and reported essential characteristics for the job at the time the data were collected.

The employer indicated the primary characteristics and functions of General Managers included:

- Organize and participate in sales activities in a given geographic territory or with specific accounts by making regular personal and telephone contacts.
- Oversee the administrative functions necessary to ensure an adequate supply of applicants, employees, and candidates to meet the needs of client companies.
- Recruit, hire, train, and supervise all internal office personnel consistent with company policies and procedures to ensure that office objectives are met.
- Prepare budgets and maintain expense control, ensuring budgeted profit level.
- Ensure compliance with all company policies and procedures.

As the job analysis had been conducted previously by the employer, the specific job analysis methods, participants and results are not known by researchers. Based on the extensive information provided by the employer, it appears proper and timely job analyses were previously conducted, with the resulting essential job elements reported above. It appears clear that General Managers were required to perform many, if not most, of the “core tasks” listed under O*NET position: 11-1021.00 (General and Operations Managers):

- Oversee activities directly related to making products or providing services.
- Direct and coordinate activities of businesses or departments concerned with the production, pricing, sales, or distribution of products.
- Review financial statements, sales and activity reports, and other performance data to measure productivity and goal achievement and to determine areas needing cost reduction and program improvement.
- Manage staff, preparing work schedules and assigning specific duties.
- Direct and coordinate organization's financial and budget activities to fund operations, maximize investments, and increase efficiency.
- Establish and implement departmental policies, goals, objectives, and procedures, conferring with board members, organization officials, and staff members as necessary.
- Determine staffing requirements, and interview, hire and train new employees, or oversee those personnel processes.

- 
- Plan and direct activities such as sales promotions, coordinating with other department heads as required.

Additionally, the following “work activities” were listed under O*NET position: 11-1021.00 (General and Operations Managers):

- Getting Information: Observing, receiving, and otherwise obtaining information from all relevant sources.
- Making Decisions and Solving Problems: Analyzing information and evaluating results to choose the best solution and solve problems.
- Coordinating the Work and Activities of Others: Getting members of a group to work together to accomplish tasks.
- Scheduling Work and Activities: Scheduling events, programs, and activities, as well as the work of others.
- Monitor Processes, Materials, or Surroundings: Monitoring and reviewing information from materials, events, or the environment, to detect or assess problems.
- Monitoring and Controlling Resources: Monitoring and controlling resources and overseeing the spending of money.
- Selling or Influencing Others: Convincing others to buy merchandise/goods or to otherwise change their minds or actions.
- Communicating with Persons Outside Organization: Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.
- Establishing and Maintaining Interpersonal Relationships: Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Communicating with Supervisors, Peers, or Subordinates: Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

Given these job characteristics, tasks, and activities, the sample included in this report appears reflective of the job domain for General and Operations Managers.

Alternative Selection Procedures

A number of alternative selection procedures are available for screening and evaluating candidates for management professions. For the purposes of this validation effort, three alternative assessments were identified and compared, due to their widespread utilization in evaluating or developing such professionals:


- Hogan Personality Inventory (HPI)
- Craft Personality Questionnaire (CPQ)
- DiSC

The constructs measured by these assessments are widely considered to be job-related and valid in identifying characteristics or behaviors that influence one's propensity to achieve desired managerial performance. As such, researchers deemed it valuable to statistically analyze the relationship between the Leading Dimensions Profile (LDP) score and the construct measures provided by these assessments. The correlation statistics derived from this analysis are indicated below:

Correlation Statistics

Assessment	Correlation to LDP GM Score
Hogan Personality Inventory	
<i>Manager Potential Score</i>	r=.42, p<.05 (26)
<i>Clerical Potential Score</i>	r=.48, p<.05 (26)
<i>Sales Potential Score</i>	r=.70, p<.01 (26)
<i>Service Orientation Score</i>	r=.39, p<.05 (26)
Craft Personality Questionnaire	
<i>Operations Manager Model</i>	r=.58, p<.01 (23)
DiSC	
<i>Dominance</i>	r=.43, p<.05 (32)
<i>Influence</i>	r=.04, p=ns (32)
<i>Steadiness</i>	r=-.39, p<.05 (32)
<i>Conscientiousness</i>	r=-.14, p=ns (32)

The results indicated substantial evidence of convergent validity, whereby the Leading Dimensions Profile (LDP) score exhibited statistically significant correlation to the management-related construct measures of the alternative assessments. Given the substantial research literature that exists regarding the validity and utility of these assessments within a management-related job domain, the results reported herein offer substantial evidence of the job-relatedness and construct validity of the Leading



Dimensions Profile (LDP). Given operational and economic considerations, these results further provide evidence of the suitability of the Leading Dimensions Profile (LDP) as a selection or development procedure for management professionals.

Selection Procedures

The Leading Dimensions Profile (LDP) is a personality inventory designed to provide measures of two primary factors (*Achievement Drive* and *Relational Drive*) as well as ten supporting dimensions (described in Appendix A). A theoretical “ideal scoring range” was derived for each of the two primary factors for the purposes of establishing a scoring model. This model, referred to as the General Manager Work Style, is shown in its operation form in Appendix B.

The ideal scoring ranges were established and evaluated for validity in this study. To test the validity and utility of these ranges, researchers followed two approaches.

First, the ideal ranges (derived from curvilinear constructs) were converted to a linear scale, whereby a peak score was established within the ideal range. On either side of the peak score, the score declines in equal increments toward the end points on either extreme of the factor. In this manner, an individual’s placement within or outside of the ideal range was represented by a score that would indicate their relative proximity to the ideal. By applying a linear scale to the curvilinear factors, the model is operationalized as a comparative score. Preferred ranges for the ten supporting dimensions also were evaluated, with these and the two primary factors providing the basis for the score reported.

Second, the model score was simply coded as “Upper Band” for those individuals scoring within the ideal ranges (refer to Appendix B for a depiction of these ranges) or “Lower Band” for those individuals scoring outside of the ideal ranges. Utility was analyzed by comparing the performance of those scoring in (“Upper Band”) and out (“Lower Band”) of the ideal ranges.

The Leading Dimensions Profile (LDP) was administered to incumbents in two forms:

- a 63-item abbreviated Form A (also referred to as the Leading Profile Grid)
- a 95-item Form B (also referred to as the Leading Dimensions Profile (LDP))

These forms use the common items and algorithms required to generate the 2x2 grid, on which the four distinct personality styles are presented (where *Achievement Drive* is plotted on the x-axis and *Relational Drive* is plotted on the y-axis). In addition to the 2x2 grid presentation of the four styles, the 95-item Form B also provides measures of ten behavioral characteristics (referred to as *Achieving Dimensions* and *Relating Dimensions*). More information regarding this framework is provided in Appendix A.

The reliability of primary factors and supporting dimensions was evaluated using two common methods: Cronbach's Coefficient Alpha and Test-Retest Reliability Analysis. Results are indicated in the tables that follow:

Cronbach's Alpha Coefficients

Factor/Dimension	Alpha Coefficient	Sample Size	Number of Items
Primary Factors:			
<i>Achievement Drive</i>	.84	759	33
<i>Relational Drive</i>	.80	759	18

Test-retest Reliability: 11-week average time between administrations (n=49)

Factor/Dimension	Correlation Statistic
Primary Factors:	
<i>Achievement Drive</i>	r=.79, p<.01
<i>Relational Drive</i>	r=.76, p<.01

The LDP factors and supporting dimensions generate a percentile outcome based on a comparison of the individual's responses against a normative distribution of scores. This distribution was derived from the scores of all participants who had taken the LDP at the time of the calibration studies. Normative scores are indicated in the following table:

Normative Scores by Primary Factors (n=1981)

Factor/Dimension	Average	St.Dev.	Number of Items
Primary Factors:			
<i>Achievement Drive</i>	63%	27%	33
<i>Relational Drive</i>	58%	28%	18

Achievement Drive describes the focus and intensity with which an individual approaches common activities as well as long-term goals. At opposite ends of the *Achievement Drive* continuum, are two primary approaches: *Methodical* and *Urgent*.

Sample Item: *I am intensely focused on surpassing the accomplishments of my peers.*

Relational Drive describes the extent to which an individual engages emotionally in common circumstances. At opposite ends of the *Relational Drive* continuum, are two primary approaches: *Guarded* and *Expressive*.

Sample Item: *I am more likely than others to respond when someone is in need of encouragement.*



Relationship to Work Requirements

A tremendous body of research exists to support the rationale for applying personality measures to employment decisions within the management profession (Amyx & Alford, 2005; Barrick & Mount, 1991; Bassett, 1969; Brewer & Garder, 1996; Feltham & Hughes, 1999; Furnham, 1994; Furnham & Miller, 1997; Jenkins & Griffith, 2004; Kraut, Pedigo, McKenna & Dunnette, 2005; Molcan & Orban, 1989; Salgado, 1997; Smith, 1980; Stahl, 1983; Stevens & Ash, 2001; Van Vianen & Kmieciak, 1998). A comprehensive literature review was conducted to determine the relatedness of personality constructs to the job content domain of management professionals. Several studies have demonstrated support for leveraging constructs within, or related to the Five Factor Model, such as *Achievement Drive* and *Relational Drive*. Only a fraction of these studies are indicated in the reference section of this report. Given the unique behavioral aspects of management-related job functions, it is clear that an assessment of personality characteristics (measuring task or achievement-oriented behaviors as well as people or relationship-oriented behaviors) is well supported by exhaustive psychological research and practice dating back several decades.



Criterion Measures

The employer provided performance data for the study described herein. Although a variety of performance-related criteria may be of research interest, researchers identified the overall “performance rating” as the criterion most representative of the job domain, as well as the criterion offering the broadest application to users of the Leading Dimensions Profile (LDP).

The following specific derivatives of the criterion measures were analyzed for their relationship to the Leading Dimensions Profile (LDP) score:

- Performance Rating
- Billable Office Hours
- Total Profit
- Accounts Receivable Outstanding
- New Clients

No information was provided by the employer regarding the reliability or potential deficiency, contamination, or bias of the criterion measures. Performance data were provided to researchers for incumbents who had taken the Leading Dimensions Profile (LDP). Although incumbents were at differing points of job tenure at the time of the study, researchers attempted to control for the impact of tenure on performance as much as it was feasible to do so. Thus, some bias related to tenure and previous management-related experience or training may be inherent in the criterion measures.



Research Sample

This study concerns a group of incumbents within the General Manager position (n=31). The sample was dispersed in regards to geography, office size, and job tenure. The sample was provided by the employer for purposes of determining whether an LDP scoring outcome could differentiate between lower and higher levels of job performance.

The employer intentionally provided a sample that included a range of higher performing and under-performing incumbents. As such, there was no evidence of bias or contamination in the data provided by the employer. A potential restriction in the range of criterion measures may exist to the extent that the lowest performing incumbents may have been removed from the population prior to gathering the sample. Such a restriction is expected within an incumbent sample.

Results

Correlation Statistics

Management-related Performance Criteria			
	Performance Rating (n)	Net Profit (n)	Accounts Receivable (n)
LDP Score	r=.386, p<.05 (31)	r=.468, p<.05 (20)	r=-.546, p<.05 (20)

Sales-related Performance Criteria		
	Office Hours (n)	New Clients (n)
LDP Score	r=.522, p<.05 (20)	r=.081, p=ns (20)

Utility (Bands)

Management-related Performance Criteria			
LDP GM Score	Performance Rating (n)	Net Profit (n)	Accounts Receivable (n)
Lower Band	.27 (22)	230,597.20 (15)	84.40 (15)
Upper Band	.67 (9)	422,604.20 (5)	68.60 (5)
Difference	+.40	+192,007	-15.80
Percent Difference	+148%	+83%	-19%

Sales-related Performance Criteria		
LDP GM Score	Office Hours (n)	New Clients (n)
Lower Band	69,428.27 (15)	19.87 (15)
Upper Band	124,811.20 (5)	24.60 (5)
Quantity Difference	+55,382.93	+4.73
Percent Difference	+80%	+24%



Scoring and Transformation of Raw Scores

As stated in a previous section, the ideal scoring ranges were established and validated in this study.

The ideal ranges include:

- Higher *Achievement Drive*, specifically indicated as between a 50% normative score on the lower end and a 100% normative score on the higher end of the factor.
- Higher *Relational Drive*, specifically indicated as between a 50% normative score on the lower end and a 100% normative score on the higher end of the factor.

These ranges are indicated as shaded areas on the report provided to users (see Appendix B for a sample of this report). Further, a green or yellow-colored indicator is provided to convey the individual's relative proximity to the ideal range.

For purposes of this validation effort, each factor score (derived from curvilinear constructs) was converted to a linear scale, whereby a peak score was established within the ideal range. On either side of the peak score, the score declines in equal increments to the end points on either extreme of the factor. In this manner, an individual's placement within or outside of the ideal range was represented by a score that would indicate their relative proximity to the ideal. By applying a linear scale to the curvilinear factors, the raw score is transformed to a comparative score.

Normative Information

Descriptive Statistics

Descriptive Statistics						
Statistics	N	Mean	Median	St. Dev.	Min	Max
Performance Rating	51	.45	.00	.50	.00	1.00
Billable Office Hours	22	97,418	71,906	86,105	10,172	430,303
Total Profit	22	297,217	232,357	192,037	35,961	784,584
Receivable Collection	22	81.45	85.50	12.95	43	95
New Clients	22	20.45	17.00	21.14	1	88
Achievement Drive	37	52.89	42.00	31.24	2.00	98.00
Relational Drive	37	63.83	76.00	27.41	3.00	97.00

Norm Table

	Lower Band	Upper Band
Percent at Cutoff Score	29%	71%

Expectancy Table

Performance Group			
LDP Closer Score	Bottom Group	Top Group	Total
Lower Band	7 (78%)	2 (22%)	9 (100%)
Upper Band	12 (55%)	10 (45%)	22 (100%)
Total	19	12	



Recommendations

Given the evidence described in this report, including criterion-related validity and convergent-construct validity, users can be assured of the validity demonstrated by the Leading Dimensions Profile (LDP). In addition, the exhaustive body of research conducted in recent years provides ample support of the job-relatedness of the LDP to management positions. With this in mind, researchers recommend that users leverage the LDP's primary factors and supporting dimensions to gain insight regarding the general style or approach with which an individual may likely perform management-related job duties.

Each of the four styles (also referred to as profiles) reported by the Leading Dimensions Profile (LDP) can be effective and successful in a variety of management roles. The suitability of a given style for a particular job should be established via local validation procedures aimed at evaluating criterion-related validity within a specific job setting. Under certain circumstances, users can leverage transported validity as a means of apply generalized validity findings to a particular job of interest. LDC can advise users regarding the technical feasibility of local validation as well as the appropriateness of transporting validity evidence.

Cautions Regarding Interpretations

Although multiple studies have yielded evidence for the validity, reliability, and job-relatedness of the Leading Dimensions Profile (LDP), users should be cautioned against using any score or result from the assessment as a primary rationale for employment decisions. Specifically, users should not screen, select, deselect, promote, transfer, or terminate any individual based in whole or in part on the results provided by the Leading Dimensions Profile (LDP). Users are directed to deploy the assessment and utilize its reports in a manner that is compliant with local, state, and federal regulations regarding employment procedures, and in keeping with professional best practices for the use of personnel selection procedures.



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Appendix A

The Leading Dimensions Profile (LDP) is a personality inventory designed to provide measures of two primary factors as well as ten supporting dimensions, described below:

- *Achievement Drive* describes the focus and intensity with which an individual approaches common activities as well as long-term goals. At opposite ends of the *Achievement Drive* continuum, are two primary approaches: *Methodical* and *Urgent*.
 - The *Methodical* approach may be described as approaching tasks and goals in a cautious, measured, and contemplative manner. Rarely impulsive, *Methodical* individuals are typically very deliberate in their actions and prefer to consider all possible outcomes before choosing a specific course. They are inclined to seek clarification and order so they fully understand both needs and consequences within the circumstances they face. Others may view *Methodical* individuals as very practical and consistent in decision making, leveraging logic over intuition in reaching conclusions.
 - The *Urgent* approach may be described as spontaneous, competitive and adaptive. Spontaneous in nature, *Urgent* individuals are typically very comfortable with ambiguity and do not shy away from taking action, even without a clear plan. Their desire for recognizable accomplishments and need for change may cause them to work at a faster pace than their peers. *Urgent* individuals are often very concerned with “what’s next”, and may be seen by others as very intense and confident in approaching most circumstances.

The scoring model described in this report places emphasis on higher (more *Urgent*) *Achievement Drive* as the ideal range for General Managers.

- *Relational Drive* describes the extent to which an individual engages emotionally in common circumstances. At opposite ends of the *Relational Drive* continuum, are two primary approaches: *Guarded* and *Expressive*.
 - The *Guarded* approach may be described as reserved, private, and distant in their interactions with others. Often considered quiet or shy by others, *Guarded* individuals are typically very careful about confiding in, and sharing personal information with, others. They are inclined to maintain a formal and distant approach in most personal interactions, until others gain their confidence and trust. *Guarded* individuals will often

prefer to work alone rather than collaborating with others, and they may be considered impatient or disinterested when working within a team setting.

- The *Expressive* approach may appear more outgoing, gregarious, and collaborative in their interactions. Outgoing in nature, *Expressive* individuals are drawn to personal interactions and opportunities to affiliate with recognized groups. They are often considered very approachable by others, and will likely prefer teamwork over individual effort. *Expressive* individuals are often seen as sensitive and cooperative in their approach, and they will attempt to influence others based on an emotional persuasion rather than cold facts or direction.

The scoring model described in this report places emphasis on higher (more *Expressive*) *Relational Drive* as the ideal range for General Managers.

Within this framework, these primary factors interact to generate four distinct personality styles:

- The combination of *Methodical Achievement Drive* and *Expressive Relational Drive* is referred to as the *Collaborative Style* (known as the *Counselor Profile*).
- The combination of *Urgent Achievement Drive* and *Expressive Relational Drive* is referred to as the *Adaptive Style* (known as the *Coach Profile*).
- The combination of *Urgent Achievement Drive* and *Guarded Relational Drive* is referred to as the *Directive Style* (known as the *Driver Profile*).
- The combination of *Methodical Achievement Drive* and *Guarded Relational Drive* is referred to as the *Contemplative Style* (known as the *Advisor Profile*).

These profiles are used to describe the style with which individuals influence one another in communication, leadership, conflict, negotiation, learning, sales, consulting, career guidance, and in other related applications.

The scoring model described in this report places emphasis on the *Coach Profile* as offering the behavioral styles with the greatest propensity for high performance in the sample evaluated.

This framework was operationalized by an initial version of the LDP (Form A), whereby only measures of the two primary factors were generated. Participants' results were reported on the 2x2 grid shown, where *Achievement Drive* is plotted on the x-axis and *Relational Drive* is plotted on the y-axis. The grid was divided into four quadrants, labeled as follows:

- The *Collaborative Style* (the *Counselor Profile*): upper left quadrant, comprised of *Methodical Achievement Drive* (on the lower extreme, ranging from 0-49%) and *Expressive Relational Drive* (on the higher extreme, ranging from 50-100%).

- The *Adaptive Style* (the *Coach Profile*): upper right quadrant, comprised of *Urgent Achievement Drive* (on the higher extreme, ranging from 50-100%) and *Expressive Relational Drive* (on the higher extreme, ranging from 50-100%).
- The *Directive Style* (the *Driver Profile*): lower right quadrant, comprised of *Urgent Achievement Drive* (on the higher extreme, ranging from 50-100%) and *Guarded Relational Drive* (on the lower extreme, ranging from 0-49%).
- The *Contemplative Style* (the *Advisor Profile*): lower left quadrant, comprised of *Methodical Achievement Drive* (on the lower extreme, ranging from 0-49%) and *Guarded Relational Drive* (on the lower extreme, ranging from 0-49%).

After further data collection and factor analytical procedures, it was determined that the two primary factors may be comprised of, or related to, a number of smaller factors (smaller in terms of the number of items used). Repeated analyses confirmed that between six and ten factors may exist within the framework, in addition to the two primary factors. Over time, these additional factors became known as *Achieving Dimensions* and *Relating Dimensions*. They have since been used to describe how individuals achieve tasks and relate to others, supporting the *Achievement Drive* and *Relational Drive* factors, respectively.

The LDP framework is deployed in three forms:

- a 63-item abbreviated Form A (also referred to as the Leading Profile Grid)
- a 95-item Form B (also referred to as the Leading Dimensions Profile)
- a 95-item Form C (a version of Form B in which participants answer each item using two formats: a “perfect employee” answer and their “actual” answer)

These forms use the items and algorithms required to generate the 2x2 grid, on which the four distinct personality styles are presented (where *Achievement Drive* is plotted on the x-axis and *Relational Drive* is plotted on the y-axis). In addition to the 2x2 grid presentation of the four styles, the 95-item Forms B and C also provide measures of ten behavioral characteristics (referred to as *Achieving Dimensions* and *Relating Dimensions*). These ten dimensions are segmented into five dimensions which help to describe an individual’s approach to achieving goals (*Achieving Dimensions*) and five dimensions which help to describe an individual’s approach in relating to others (*Relating Dimensions*).

While each of the supporting dimensions helps to explain how an individual’s *Achievement Drive* and *Relational Drive* may be observed, these are not necessarily considered psychometric facets of the two primary factors. The dimensions do share a number of common items with the primary factors, but only some were derived from factor analytical procedures involving *Achievement Drive* and *Relational Drive* items directly. The remaining dimensions emerged as the authors discovered scales outside of the two primary factor structure, and later discovered these offered sufficient validity to be reported as independent measures.


The five supporting scales, referred to as the *Achieving Dimensions*, include:

- *Work Intensity*, which is defined as the drive to extend effort in meeting or exceeding expectations when performing common tasks. This dimension is reported on a continuum where lower *Work Intensity* is described as operating at a *Measured* pace, while higher *Work Intensity* is described as operating at a more *Intense* pace.
- *Assertiveness*, which is defined as the level of confidence in approaching one's work and in asserting opinions. This dimension is reported on a continuum where lower *Assertiveness* is described as *Shy* and higher *Assertiveness* is described as *Confident*.
- *Uncertainty Avoidance*, which is defined as the propensity to take risks in making decisions or taking actions in uncertain situations. This dimension is reported on a continuum where lower *Uncertainty Avoidance* is described as *Bold* and higher *Uncertainty Avoidance* is described as *Cautious*.
- *Adaptability*, which is defined as the likely response in the face of changing or unplanned circumstances. This dimension is reported on a continuum where lower *Adaptability* is described as *Reluctant* and higher *Adaptability* is described as *Flexible*.
- *Perception*, which is defined as the extent to which one relies on intuition and experience (versus methodical analysis) in making decisions. This dimension is reported on a continuum where lower *Perception* is described as *Analytical* and higher *Perception* is described as *Intuitive*.

The five supporting scales, referred to as the *Relating Dimensions*, include:

- *Consideration*, which is defined as the awareness and propensity to contemplate others' feelings and needs. This dimension is reported on a continuum where lower *Consideration* is described as *Distant* and higher *Consideration* is described as *Nurturing*.
- *Openness*, which is defined as the desire to learn and share personal information with coworkers or strangers. This dimension is reported on a continuum where lower *Openness* is described as *Private* and higher *Openness* is described as *Confiding*.
- *Affiliation*, which is defined as the desire to collaborate or affiliate with others in work and common activities. This dimension is reported on a continuum where lower *Affiliation* is described as *Independent* and higher *Affiliation* is described as *Social*.
- *Status Motivation*, which is defined as the drive to be personally recognized for efforts and accomplishments. This dimension is reported on a continuum where lower *Status Motivation* is described as *Cooperative* and higher *Status Motivation* is described as *Competitive*.
- *Self-Protection*, which is defined as the level of trust in the intentions or reliability of others. This dimension is reported on a continuum where lower *Self-Protection* is described as *Trusting* and higher *Self-Protection* is described as *Skeptical*.

Appendix B



LDP Work Style: General Manager

Report for: Sam Sample
 Provided By: Leading Dimensions Consulting, LLC
 Date Completed: 12/7/2011 8:42:06 AM

The Leading Dimensions Profile (LDP) measures ten personality dimensions, associated with two primary domains: Achievement Drive and Relational Drive. These dimensions describe how the individual may approach a particular role. Since performance may be impacted by how the individual addresses activities and working conditions, the Work Style Report can provide insight for developing high performers. The shaded areas (shown in gray) indicate where high performance might be anticipated, derived from research findings, opinions of subject matter experts, O*Net data, or a combination of sources.

ACHIEVEMENT DRIVE

Achievement Drive describes the focus and intensity with which an individual approaches activities and goals.

Methodical | Very Methodical | Mostly Methodical | Moderate | Mostly Urgent | **Urgent**

Individuals expressing a methodical approach may tend to appear more cautious in approaching new experiences, content with their accomplishments, and steady in their efforts or activity level. Individuals exhibiting a more urgent approach may tend to appear more confident under pressure, flexible in changing circumstances, and more intense in their activity level. Achievement Drive is influenced by multiple dimensions, each describing a facet or distinct aspect of how the individual exerts effort toward accomplishing tasks and achieving goals:

ACHIEVING DIMENSIONS

Work Intensity

Measured | Very Measured | Mostly Measured | Moderate | Mostly Intense | **Intense**

Assertiveness

Shy | Very Shy | Mostly Shy | Moderate | Mostly Confident | **Confident**

Uncertainty Avoidance


Bold | Very Bold | Mostly Bold | Moderate | Mostly Cautious | **Cautious**

Adaptability

Reluctant | Very Reluctant | Mostly Reluctant | Moderate | Mostly Flexible | **Flexible**

Perception

Analytical | Very Analytical | Mostly Analytical | Moderate | Mostly Intuitive | **Intuitive**



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RELATIONAL DRIVE

Relational Drive describes the manner in which an individual interacts with others in the work environment.

Guarded | Very Guarded | Mostly Guarded | Moderate | Mostly Expressive | **Expressive**

Individuals reflecting a more guarded approach may tend to appear more private in their communication, skeptical of others' intentions, and competitive in achieving goals or earning recognition. Individuals exhibiting an expressive approach may tend to appear more concerned with the well-being of others, trusting and open in communication, and cooperative in accomplishing tasks. Relational Drive is influenced by multiple dimensions, each describing a facet or distinct aspect of how the individual relates to others in performing their work:

RELATING DIMENSIONS

Status Motivation

Cooperative | Very Cooperative | Mostly Cooperative | Moderate | Mostly Competitive | **Competitive**

Affiliation

Independent | Very Independent | Mostly Independent | Moderate | Mostly Social | **Social**

Consideration

Distant | Very Distant | Mostly Distant | Moderate | Mostly Nurturing | **Nurturing**

Openness


Private | Very Private | Mostly Private | Moderate | Mostly Confiding | **Confiding**

Self-Protection

Trusting | Very Trusting | Mostly Trusting | Moderate | Mostly Skeptical | **Skeptical**

For further information regarding the proper use of this report, please contact your LDC affiliate. LDC is pleased to offer supplemental resources for the most effective application of the dimensions, including interview questions, personal coaching, and team workshops. Additionally, the dimensions provide a valuable contribution to professional development efforts such as multi-rater (360-degree) feedback and organizational engagement programs.

Important Note: The results shown herein do not imply an evaluation of an individual's suitability for employment in a specific position. Users are urged to consider an individual's job knowledge, skills, abilities, and other characteristics in reaching employment decisions. LDC affiliates can assist users in assessing these areas of employment qualifications upon request. Where an individual's dimension styles fall outside of the shaded areas, the user should seek to determine how the individual's potential style may impact specific job requirements through follow-up interview questions, work samples, and realistic job previews. In addition, targeted coaching efforts may be beneficial in enhancing an individual's propensity for high performance, regardless of their motivational style.



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