pi Company

Reflector *BIG FIVE LEADERSHIP*

Personal report of
B. Smith

Details of participant

Name   B. Smith

Test data

Reflector Big Five Leadership
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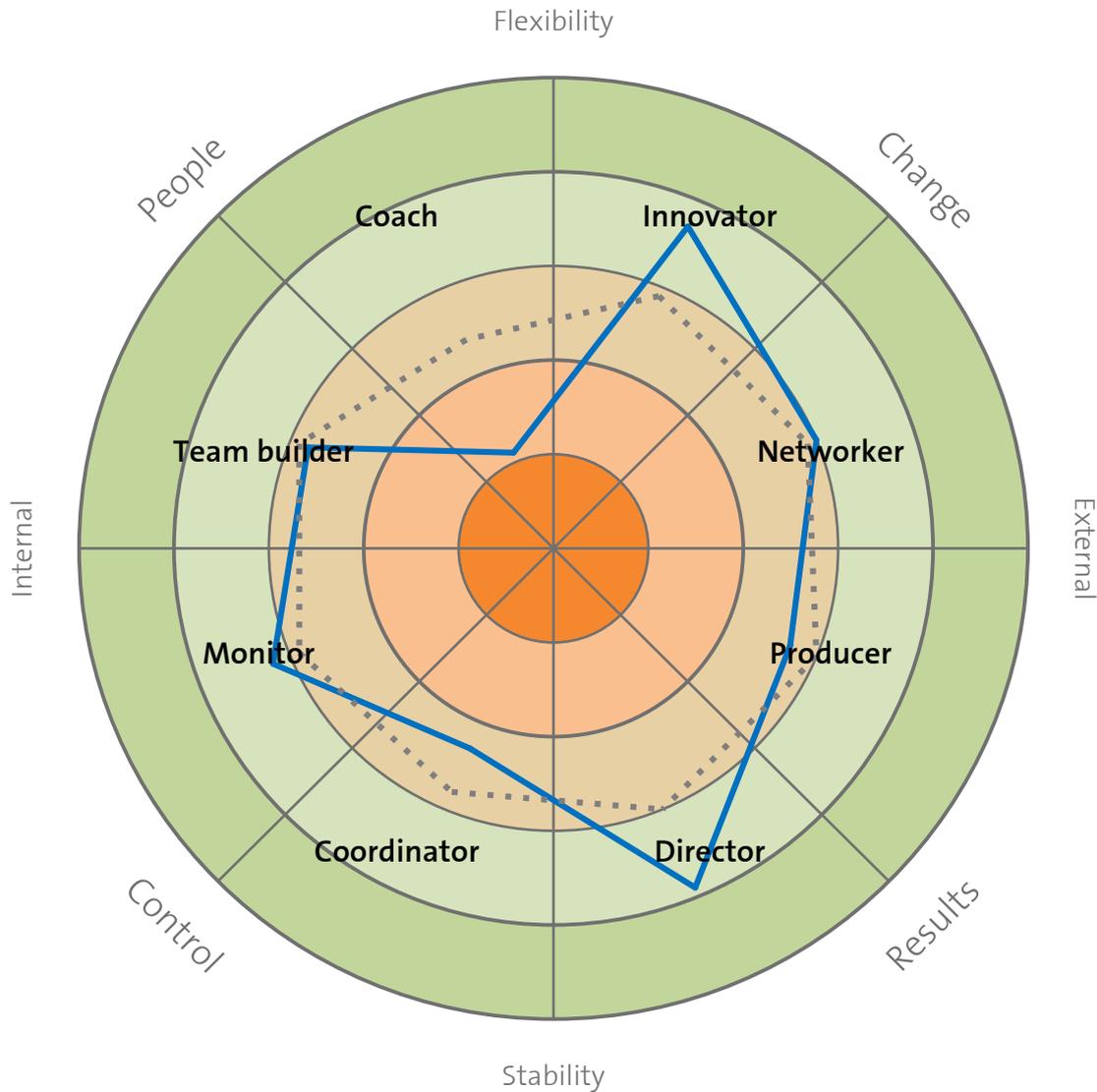
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LEADERSHIP ROLES REPORT

This is your personal Reflector Big Five Leadership report. This report shows the extent to which various leadership roles suit your personality. There are a total of eight different leadership roles. Your personality characteristics tell something about your way of dealing with people and situations. The better the personality characteristics reflect a specific leadership role, the easier you will be able to show or develop the behavior that is important for such role.

The report consists of two parts: Leadership roles and the underlying Personality report. Your scores on the leadership roles in the first part of this report are based on your personality as shown at the end of this report.

Overview leadership roles

The overview below shows your personal scores on each leadership role. The following pages contain an explanation regarding the leadership roles and this overview.

_____ Your leadership role scores

· · · · The average scores of (other) managers on leadership roles

Leadership roles

A total of eight leadership roles are identified as follows:

Innovator

A strong focus on generating new ideas is typical for the Innovator. This leader often comes up with new ideas and also stimulates others to come up with new ideas and to anticipate on changes and new developments.The keyword for the Innovator is 'innovation'. The Innovator is especially suitable for an organization/environment where creativity can be explored and which has important goals in terms of monitoring and responding to external developments and changes, achieved through innovation.

Networker

The Networker represents the department/organization externally and often maintains a large network. The Networker uses this network to obtain external resources, achieve good negotiation results and to create opportunities. The keyword for the Networker is 'opportunities'. The Networker is especially suitable for an organization/environment which has important goals in terms of monitoring external developments and changes, through connections and collaborations and by convincing others.

Producer

The Producer is a go-getter. This leader acts fast and is energetic, focusing on clear tasks and pursuit of concrete results. To accomplish this, the Producer activates others and appeals to them on their personal efforts. The keyword for the Producer is 'results'. The Producer is especially suitable for an organization/ environment which has important goals in terms of aiming towards results, by maximizing the effort and productivity of others.

Director

It is typical for the Director to focus on setting goals and setting the course. The Director clarifies matters by formulating his own vision, setting goals and by taking decisive actions. The keyword for this Director is 'direction'. The Director is especially suitable for an organization/environment which has important goals in terms of aiming towards results, by indicating the course and direction to be followed.

Coordinator

The Coordinator is an individual who brings about planning and structure, allocates tasks and resources and monitors progress. The Coordinator is mainly focused on the efficiency of work processes. The keyword for the Coordinator is 'regulate'. The Coordinator is especially suitable for an organization/environment, which has important goals in terms of monitoring existing structures and processes, through the deployment of people and tools, and the planning and monitoring of other resources.

Monitor

The Monitor can be described as an individual who carefully analyzes, records and reports. The Monitor analyzes data and processes, and frequently sees to it that relevant information is available. The keyword for the Monitor is 'information'. The Monitor is especially suitable for an organization/environment which has important goals in terms of monitoring existing structures and processes, through collecting and demonstrating information and monitoring the quality.

Team Builder

The Team Builder sets frameworks for collaboration and gives attention to the group process. To accomplish this, the Team Builder creates an awareness among other team members of interdependence and aims towards commitment. The keyword for the Team Builder is 'collaboration'. The Team builder is especially suitable for an organization/environment which has important goals in terms of improving the involvement of people, by aiming towards collaboration and obtaining results collectively.

Coach

The Coach places emphasis on coaching, mentoring and staff development. The Coach tries to empathize with others, addresses people's ambitions and cares for their personal performance and wellbeing.The keyword for the Coach is 'mentoring'. The Coach is especially suitable for an organization/environment which has important goals in terms of improving the involvement of people, by providing individual attention.
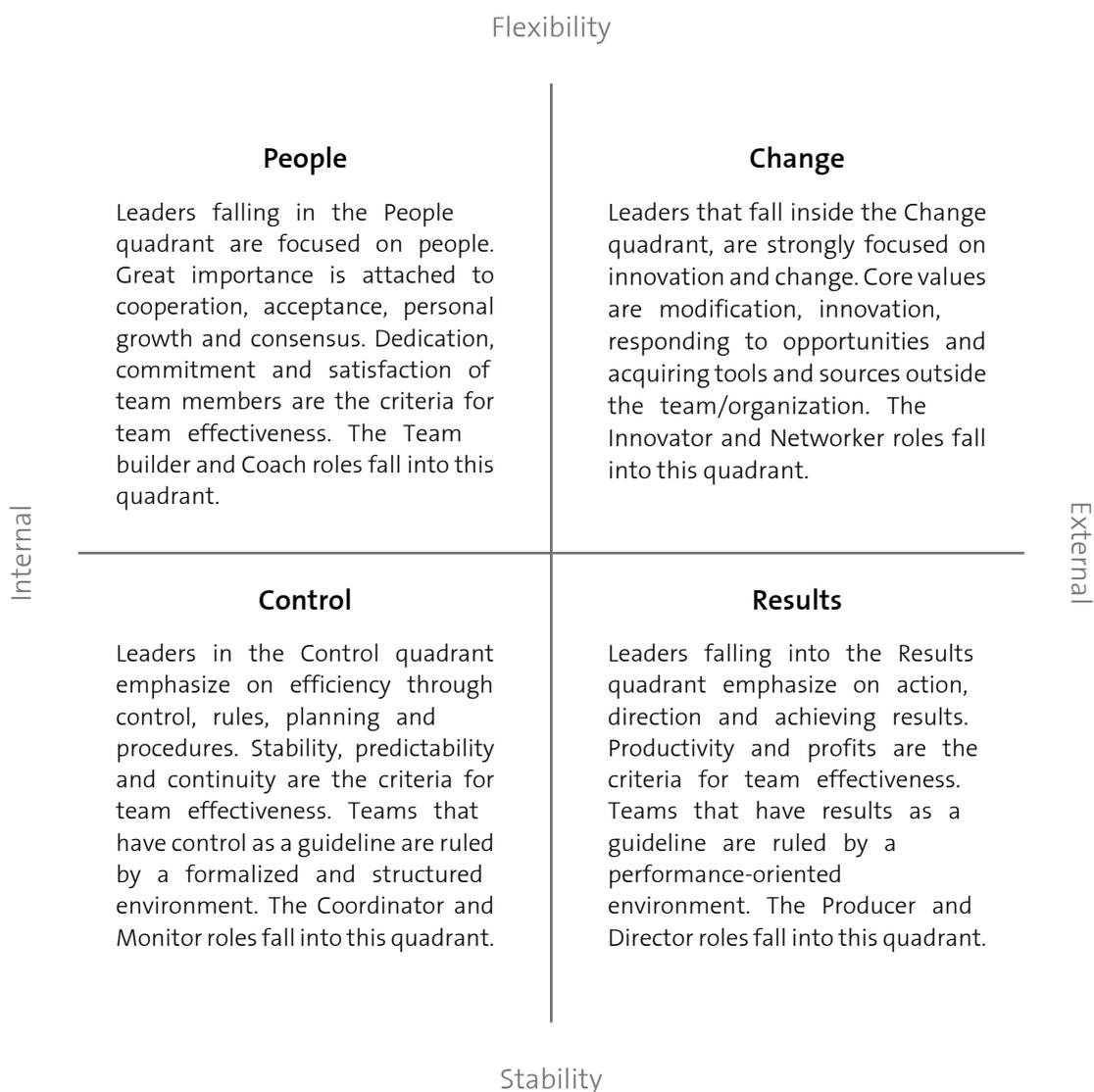
Explanation of Leadership roles overview

In the 'Overview leadership roles', you will see two lines:

— The dark, solid line. This shows your personal scores, which indicate the extent to which various leadership roles match your personality characteristics. The closer your score lies towards the outside of the circle, the more appropriate this role is for you. The Detailed overview shows an explanation of your score per role.

···· The lighter, dashed line. This shows how the average scores of the leadership roles of other managers from different industries look like. If your score lies closer to the manager score, then this role is just as suitable for you as for other managers. If your score lies further from to the manager score, then this role is either more or less appropriate for you compared to other managers.

The leadership roles are placed on two axes:

- **Internal - External**
  Internally oriented leaders especially focus on the conduct of affairs within the organization and/or department. Externally oriented leaders especially focus on developments and opportunities outside the organization.

- **Flexibility - Stability**
  Leaders aiming for flexibility are particularly focused on change and creativity. Leaders aiming for stability are mainly focused on structure, control and efficiency.

Based on these axes, the following four quadrants are identified:

Flexibility

People

Leaders falling in the People quadrant are focused on people. Great importance is attached to cooperation, acceptance, personal growth and consensus. Dedication, commitment and satisfaction of team members are the criteria for team effectiveness. The Team builder and Coach roles fall into this quadrant.

Change

Leaders that fall inside the Change quadrant, are strongly focused on innovation and change. Core values are modification, innovation, responding to opportunities and acquiring tools and sources outside the team/organization. The Innovator and Networker roles fall into this quadrant.

Internal

External

Control

Leaders in the Control quadrant emphasize on efficiency through control, rules, planning and procedures. Stability, predictability and continuity are the criteria for team effectiveness. Teams that have control as a guideline are ruled by a formalized and structured environment. The Coordinator and Monitor roles fall into this quadrant.

Results

Leaders falling into the Results quadrant emphasize on action, direction and achieving results. Productivity and profits are the criteria for team effectiveness. Teams that have results as a guideline are ruled by a performance-oriented environment. The Producer and Director roles fall into this quadrant.

Stability

Detailed overview leadership roles

Below, you will first see a summary of the extent to which various leadership roles match your personality characteristics. These scores correspond to the dark, solid line in the figure on the 'Overview leadership roles' page. Next you will see an explanation of the scores' definitions and an elaboration of your score for each leadership role.

Summary

Quadrant	Leadership role	Developability on the basis of personality
Change	Innovator	Fairly easy
	Networker	Requires some effort
Results	Producer	Requires some effort
	Director	Fairly easy
Control	Coordinator	Requires some effort
	Monitor	Fairly easy
People	Team Builder	Requires some effort
	Coach	Requires quite some effort

Meaning of the scores

The scores you have achieved on the leadership roles, were compared with the scores of a norm group, which are various other people who have completed a similar questionnaire. The scores are expressed in so-called t-scores. Your t-score is listed per role in the bar. A t-score of 50 identifies the average of the norm group. Circa seven percent of the norm group has a t-score below 35. Seven percent have a t-score of 65 or above. Twenty-four percent of the norm group scored between 35 and 45. Another twenty-four percent of the norm group scored between 55 and 65. The remaining 38 percent have a score between 45 and 55. Your t-score is listed per role and the corresponding development category.

- -	-	48 =	+	++
Requires a lot of effort to develop	Requires quite some effort to develop	Requires some effort to develop	Is fairly easy to develop	Is very easy to develop

| < 30 | 35 | | 45 | T-Score | 55 | | 65 | 70 > |

The following pages first indicate, above the score bar, which personality characteristics (e.g. facet 'E4') have a generally positive influence on the development potential of the leadership role.

Below the score bar, it's indicated how your individual t-score fits each of these facets per role. The higher the suitability (+ or + +), the better your facet t-score fits the leadership role. This suitability may vary from -- to ++.

Explanation of score per leadership role

Innovator

A strong focus on generating new ideas is typical for the Innovator. This leader often comes up with new ideas and also stimulates others to come up with new ideas and to anticipate on changes and new developments. The keyword for the Innovator is 'innovation'.

In general it is very easy for this leadership role to be developed by people who continuously seek innovations (O3), often come up with new ideas (O1), have a preference for complexity (O2), present original opinions (O4), switch their attention easily between different subjects (C4), strive for a high performance level (C3), and plan minimally before they start something (C5).

The development potential score based on your personality characteristics:

--	-	=	+	62	++

The aforementioned score means that it **is fairly easy** to develop this leadership role.

Networker

The Networker represents the department/organization externally and often maintains a large network. The Networker uses this network to obtain external resources, achieve good negotiation results and to create opportunities. The keyword for the Networker is 'opportunities'.

In general it is very easy for this leadership role to be developed by people who express themselves with care (A5), show a lot of personal attention in contact with others (E1), like to work with others (E2), strive for a high performance level (C3), usually stay calm during adverse situations (N2), switch their attention easily between different subjects (C4), often take charge (E4), desire recognition (A3) and need a short recuperation period (N4).

The development potential score based on your personality characteristics:

--	-	=	54	+	++

The aforementioned score means that it **requires some effort** to develop this leadership role.

Producer

The Producer is a go-getter. This leader acts fast and is energetic, focusing on clear tasks and pursuit of concrete results. To accomplish this, the Producer activates others and appeals to them on their personal efforts. The keyword for the Producer is 'results'.

In general it is very easy for this leadership role to be developed by people who strive for a high performance level (C3), strive for perfect results (C1), often take charge (E4), like to work with others (E2), have a high energy pace (E3), work highly organized (C2), rapidly engage in confrontations (A2), express themselves with care (A5) and often take the foreground (N5).

The development potential score based on your personality characteristics:

--	-	=	52	+	++

The aforementioned score means that it **requires some effort** to develop this leadership role.

Director

It is typical for the Director to focus on setting goals and setting the course. The Director clarifies matters by formulating his own vision, setting goals and by taking decisive actions. The keyword for this Director is 'direction'.

In general it is very easy for this leadership role to be developed by people who present original opinions (O4), often take charge (E4), continuously seek innovations (O3), often come up with new ideas (O1), have a preference for complexity (O2), offer their opinions promptly (E5), often take the foreground (N5) and strive for a high performance level (C3).

The development potential score based on your personality characteristics:

- -	-	=	+	64	++

The aforementioned score means that it **is fairly easy** to develop this leadership role.

Coordinator

The Coordinator is an individual who brings about planning and structure, allocates tasks and resources and monitors progress. The Coordinator is mainly focused on the efficiency of work processes. The keyword for the Coordinator is 'regulate'.

In general it is very easy for this leadership role to be developed by people who work highly organized (C2), plan in detail before they start something (C5), strive for perfect results (C1), concentrate their attention to one task (C4) and often take charge (E4).

The development potential score based on your personality characteristics:

- -	-	48 =	+	++

The aforementioned score means that it **requires some effort** to develop this leadership role.

Monitor

The Monitor can be described as an individual who carefully analyzes, records and reports. The Monitor analyzes data and processes, and frequently sees to it that relevant information is available. The keyword for the Monitor is 'information'.

In general it is very easy for this leadership role to be developed by people who strive for perfect results (C1), have a preference for complexity (O2), plan in detail before they start something (C5), concentrate their attention to one task (C4), work highly organized (C2), rapidly engage in confrontations (A2), often come up with new ideas (O1) and present original opinions (O4).

The development potential score based on your personality characteristics:

- -	-	=	57 +	++

The aforementioned score means that it **is fairly easy** to develop this leadership role.

Team Builder

The Team Builder sets frameworks for collaboration and gives attention to the group process. To accomplish this, the Team Builder creates an awareness among other team members of interdependence and aims towards commitment. The keyword for the Team Builder is 'collaboration'.

In general it is very easy for this leadership role to be developed by people who like to work with others (E2), show a lot of personal attention in contact with others (E1), often take charge (E4), put the interests of others before their own interests (A1), trust others easily (A4), strive for a high performance level (C3), avoid confrontations (A2) and need a short recuperation period (N4).

The development potential score based on your personality characteristics:

- -	-	=	53	+	++

The aforementioned score means that it **requires some effort** to develop this leadership role.

Coach

The Coach places emphasis on coaching, mentoring and staff development. The Coach tries to empathize with others, addresses people's ambitions and cares for their personal performance and wellbeing.The keyword for the Coach is 'mentoring'.

In general it is very easy for this leadership role to be developed by people who put the interests of others before their own interests (A1), express themselves with care (A5), show a lot of personal attention in contact with others (E1), usually stay calm during adverse situations (N2), like to work with others (E2), trust others easily (A4) and avoid confrontations (A2).

The development potential score based on your personality characteristics:

- -	36	-	=	+	++

The aforementioned score means that it **requires quite some effort** to develop this leadership role.

How to use this report.

A leadership role can be described as a set of behaviors that support the achievement of particular goals in a managerial position. Whether someone shows a particular role depends on how this role is linked to his or her personality characteristics, the degree to which the conduct of this role is already mastered and the degree to which an organization appeals to this conduct. Merely a small percentage of people start out in a managerial position. Usually, a person grows into a managerial position, often based on good performance provided as employee.

The information in this report primarily shows your scores on the eight leadership roles graphically. Subsequently, the scores on leadership roles are further explained and finally, a description of your personality profile. With this setup you will obtain a full understanding of your scores and its substantiation. This setup also provides tools for a certified coach to extensively discuss the results and implications for practical execution.

The information in this report can help you answer personal questions, if necessary in consultation with your coach. You will find some examples below.

To what extent does a managerial position suit me?

The roles describe different sub aspects that can be addressed to a manager. The more roles fit one person, the more aspects of a managerial position he or she can demonstrate or develop. For example, one can focus not only on both people and results, but also on control and change. Check how many of the eight roles you can develop fairly or very easily. Take into account how your most suitable leadership roles might fit your organization/department's goals. You should also consider to which degree the various roles of co-managers are brought forward. Each other's strengths can be used to achieve common goals.

Which managerial position aspects should naturally suit me well and into which aspects should I put (more) energy?

Take into account how your most suitable leadership roles might fit your organization/department's goals. How can you maximally optimize your talents and most suitable roles, in order to contribute to these goals? Are there any leadership roles that do not suit you as well, but which are important to effectively deal with situations and people that you (possibly) have to deal with as a manager? How much time and energy are you willing to invest?

How do my talents relate to the talents of other managers?

The graphic overview of roles indicates with a dotted line where other managers from different industries score average. If your personal score on a role is higher than the manager group average, then this means that this role is a strong point for you compared to other managers. If your score is lower, then this means the relevant role is less suitable compared to the co-managers.

As a manager, to which type of organization or environment can I contribute to the most?

Ask yourself: which challenges are key for the organization/department where you currently work or aspire to work for? Which goals must be achieved? Which leadership roles are considered most desirable? Also refer to the information on the 'Explanation of overview leadership roles'.

PERSONALITY REPORT

Introduction

Personality tells something about the behavior that typifies a person in comparison to others. The way in which a person will deal with people and situations in his/her work is determined by his/her personality, among other things.

Structure of the personality report

The Reflector Big Five Personality reports on the so-called 'Big Five' personality factors and their underlying facets. This Big Five model describes the differences between people efficiently and completely. It deals sequentially with the following Big Five personality factors:

- **Need for Stability**:
  The extent to which we react emotionally to setbacks
- **Extraversion**:
  The extent to which we actively maintain contact with others
- **Openness**:
  The extent to which we look for new experiences and new ideas
- **Accommodation**:
  The extent to which we place other people's interests above our own
- **Conscientiousness**:
  The extent to which we are organized and purposeful

On the 'Personality Test Report' page, each personality factor and each underlying facet is represented in the form of a bar. This bar is subdivided into scores with corresponding descriptions. The participant's score is always shown as a quadrangular symbol with a number inside. First, the scores on the five personality factors are listed on one page. This is followed by a detailed overview for each of these factors, in which also all underlying facets of the factor are reflected. The last overview gives a general overview of all factors and the associated facets.

Meaning of the scores

The scores for personality factors and facets obtained by the participant are compared to the scores of a norm group. A norm group is a group of persons who are comparable to the participant of the Reflector Big Five Personality in a certain respect. The scores are expressed in so-called t-scores. The t-score is listed on the bar by factor or facet. A t-score of 50 reflects the average of the norm group. Approximately seven percent of the norm group have a t-score lower than 35. Seven percent have a t-score of 65 or higher. Twenty-four percent of the norm group score between 35 and 45. Another twenty-four percent of the norm group score between 55 and 65. The remaining 38 percent have a score between 45 and 55. For instance, a score of about 45 means that approximately one third of the norm group have a lower score and approximately two thirds a higher score than the participant.

Under each bar texts appear. The text closest to the score describes the behavior that best characterizes the participant.

7%	24%	38%	24%	7%

N Need for Stability The extent to which we react emotionally to setbacks

34

Resilient (N-) Usually reacts calmly, well-considered and self-assured when things go wrong. Also rebounds quickly after a setback in stressful situations or after criticism by others. Focuses on solutions rather than on problems. Confident of his/her ability to cope with problems. Is generally cheerful and relaxed.

Responsive (N=) Usually reacts calmly and sensibly under normal working conditions. Can react emotionally to sudden pressure, stressful situations or criticism of others or not know what to do for a moment. However, rebounds quickly from this and refocuses on solutions instead of problems.

Reactive (N+) Usually reacts emotionally to setbacks and can continue to worry for a long time. Then remains focused on problems rather than solutions. Can take criticism from others personally and react to it with irritation. Easily doubts his/her own abilities when faced with a setback, and can need some time to get him/herself back under control.

E Extraversion The extent to which we actively maintain contact with others

56

Introvert (E-) Prefers to work alone. Is serious, quiet and reserved. Would rather keep work relationships businesslike than get too personal. Generally avoids a leadership role. Makes way for others in group discussions and does not easily express his/her own opinion.

Ambivert (E=) Usually works just as easily with others as alone. Combines a businesslike attitude with personal attention in work relationships. Does not push him/herself forward, but takes charge when there is a reason to do so. Does not express his/her own opinion as a matter of course, but stands up for it when necessary.

Extravert (E+) Actively makes personal contact with others, at and outside work. Deals warmly and enthusiastically with others and is decisive and energetic at work. Readily takes the lead in groups and expresses his/her opinion directly without beating around the bush.

O Openness The extent to which we look for new experiences and new ideas

61

Conservative (O-) Generally prefers the status quo to innovation, and simplicity to complexity. Seldom comes up with new ideas or working methods, but sticks to what has proven itself. Usually derives opinions from others.

Moderate (O=) Usually wants to preserve what has proven itself, but has an eye for new things that bring about improvements. Likes to keep things simple but does not avoid complicated problems when he/she has to face them. Now and then comes up with his/her own new ideas or working methods, sometimes against the prevailing opinion.

Inquiring (O+) Regularly comes up with new ideas, working methods and applications. Takes a broad and varied approach in doing so. Prefers complex concepts over simple, practical results. Comes up with original arguments and opinions and does not accept things without question.

A Accommodation The extent to which we place other people's interests above our own

34

Challenging (A-) Stands up directly for his/her own needs and interests. Usually sees others as competitors and easily enters into a conflict. Can keep this up at the expense of reaching a compromise. Generally strives for recognition by others, but has little tendency to give them the credit they deserve.

Negotiating (A=) Carefully weighs his/her interests and needs against those of others. Does not avoid discussions or conflicts. Strives for a compromise that produces enough advantages for both parties. Wants recognition when his/her own accomplishments justify it. Also gives others the credit they deserve as long as this does not harm his/her own interests.

Accommodating (A+) Carefully safeguards the needs and interests of others, often at the expense of his/her own interests. Usually gives in rather than ending up in discussions or conflicts. Downplays the importance of his/her own accomplishments. Trusts the word of others as long as there is no evidence to the contrary. Takes careful account of other people's reactions.

C Conscientiousness The extent to which we are organized and purposeful

50

Flexible (C-) Easily switches attention between different tasks. Accepts results containing imperfections, as long as these are still acceptable. Rather works ad hoc, than anticipating and structured, and generally has little care for details.

Balanced (C=) Sets realistic and feasible goals for him/herself. Maintains a balance between effort and relaxation. Plans and structures to a sufficient extent, but leaves room for tasks that come in between. Delivers good work and has an eye for what can be done better, but does not strive for extreme perfection. Usually concentrates well, but can be distracted.

Focused (C+) Sets ambitious and challenging, difficult to achieve goals for him/herself, and is driven to be the best. Plans and structures with foresight, paying attention to details. Keeps to the plans and carefully monitors their execution. Works on tasks with concentration and does not allow him/herself to be distracted.

< 30	--	35	-	45	=	55	+	65	++ 70 >

	7%	24%	38%	24%	7%

N: Need for Stability — The extent to which we react emotionally to setbacks

	Resilient (N-)	Responsive (N=)	Reactive (N+)
	34		
N1: Sensitiveness	Seldom worried [39]	Worried from time to time	Often worried
N2: Intensity	Usually calm during adverse situations	Sometimes angry in adverse situations [45]	Rapidly angry in adverse situations
N3: Interpretation	Mainly sees solutions [37]	Sees both solutions and problems	Mainly sees problems
N4: Rebound time	Short recuperation period [35]	Average recuperation period	Long recuperation period
N5: Reticence	Often takes foreground [39]	Seeks attention moderately	Often stays in the background

E: Extraversion — The extent to which we actively maintain contact with others

	Introvert (E-)	Ambivert (E=)	Extravert (E+)
			56
E1: Enthusiasm	Mostly businesslike	Sometimes personal attention [49]	A lot of personal attention
E2: Sociability	Likes to be alone	Occasionally likes to be with others [51]	Prefers to be with others
E3: Energy Mode	Calm pace	Average pace [52]	Energetic pace
E4: Taking charge	Lets others take charge	Sometimes takes charge	Takes charge [67]
E5: Directness	Keeps opinions to himself/herself	Offers opinions sometimes [54]	Immediately offers opinions

O: Openness — The extent to which we look for new experiences and new ideas

	Conservative (O-)	Moderate (O=)	Inquiring (O+)
			61
O1: Imagination	Applies existing ideas	Sometimes comes up with new ideas	Continuously comes up with new ideas [66]
O2: Complexity	Prefers simplicity	Balance between simplicity and complexity	Prefers complexity [63]
O3: Change	Maintains the existing	Accepts necessary changes [49]	Seeks innovations
O4: Autonomy	Affiliates with common opinions	Sometimes presents original opinions	Presents original opinions [61]

A: Accommodation — The extent to which we place other people's interests above our own

	Challenging (A-)	Negotiating (A=)	Accommodating (A+)
	34		
A1: Service	Own interest first [32]	Balance between own interests and those of others	Interests of others before own interests
A2: Agreement	Engages in confrontation [40]	Sometimes engages in confrontation	Avoids confrontations
A3: Deference	Desires recognition [35]	Accepts recognition	Feels uncomfortable when receiving recognition
A4: Trust of Others	Reserved towards others	Sometimes trusts others [43]	Easily offers trust to others
A5: Tact	Expresses himself/herself with little care [41]	Expresses himself/herself with average care	Expresses himself/herself with care

C: Conscientiousness — The extent to which we are organized and purposeful

	Flexible (C-)	Balanced (C=)	Focused (C+)
		50	
C1: Perfectionism	Accepts imperfections in results	Strives for adequate but not perfect results [54]	Strives for perfect results
C2: Organization	Minimally organized [44]	Somewhat organized	Strongly organized
C3: Drive	Content with current performance level	Would like to grow somewhat [52]	Strives for a high performance level
C4: Concentration	Easily switches attention	Lets attention slide sometimes [54]	Keeps focused on one task
C5: Methodicalness	Plans little [42]	Plans in general	Plans in detail

< 30	--	35	-	45	=	55	+	65	++	70