

MAIN OFFICE

Fitzgerald MSI
27606 Lakeway Trail Lane
Fulshear, TX 77441

EMAIL

michael@mfitzgerald.com

ONLINE

www.mfitzgerald.com

Fitzgerald_{MSI}

Peak Performance Consulting

CHALLENGE REPORT

Derailers and Personality-Based Performance Risks

Joe Sample

September 17, 2018

The underlying analytics of this report are powered by Fitzgerald MSI and its strategic partners. We will help you to interpret results, but final responsibility for proper interpretation rests with the user. All assessment-related statements should be thoroughly probed by interview responses and behaviors, background data and references, and behavioral performance. Fitzgerald MSI utilizes a generalized assessment procedure. As such, we will support and stand by its interpretations and recommendations but not indemnify the user. It is programmed for general interpretation and should be appropriate for all employee groups, ages, etc. We interpret responses without knowledge of race, color, religion, sex, national origin, age, sexual orientation, or physical disability. It is up to the user to maintain any EEOC- mandated records.



INTRODUCTION

The Leadership Forecast Challenge Report is designed to help you develop as a leader. It will provide insights about your behavior that could potentially undermine or inhibit your performance. It then offers suggestions for leading people more effectively.

Leadership involves building and maintaining a high-performing team. Anything that detracts from your ability to build a team also detracts from your performance as a leader.

This report is based on the Hogan Development Survey (HDS). The results are based on our global leadership research, and are written for professionals and leaders.

BACKGROUND

When under pressure, most people will display certain counterproductive tendencies. We refer to these as "risk factors." Under normal conditions these characteristics may actually be strengths. However, when you are tired, pressured, bored, or otherwise distracted, these risk factors may impede your effectiveness and erode the quality of your relationships with customers, colleagues, and direct reports. Others may be aware of these tendencies but may not give you any feedback about them. Your boss may even ignore them.

This report is divided into three sections. First, there is a graphic representation of your profile. Second, you will find a scale-by-scale interpretation of your scores. Scores between the 90th and 100th percentile are in the High Risk Zone, scores between the 70th and 89th percentiles are in the Moderate Risk Zone, scores between the 40th and 69th percentile are in the Low Risk Zone and scores between the 0 to 39th percentile are in the No Risk Zone. The third section provides developmental recommendations for areas where you scored in the Moderate and/or High Risk Zones. No developmental recommendations are provided for scores in the No Risk and Low Risk Zones.

HOW DO RISK FACTORS DEVELOP?

Research indicates that leaders develop risk factors while learning to deal with parents, peers, relatives and others early in life. Behavior developed while you were young may become habitual and you may be unaware that you behave in certain ways.





INTRODUCTION

WAYS TO USE THIS INFORMATION

First, read the report carefully and decide which developmental suggestions apply to you. Mark those items with a plus (+), and put a minus (-) by those items to which you cannot relate. Second, invite feedback from peers, direct reports, and even family. Discuss your insights with them, and ask for reactions. A key ingredient for developing new leadership skills is enlisting the support of your direct reports, peers, and boss. Finally, study the developmental suggestions provided at the end of the report. These suggestions are offered for scores in the Moderate or High Risk Zones (i.e., scores at or above the 70th percentile).

DEFINITIONS

The eleven scales for the Leadership Forecast Challenge Report are defined below.

Excitable Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them. Result: seems to lack persistence.

Skeptical Concerns being socially insightful, but cynical and overly sensitive to criticism. Result: seems to lack trust.

Cautious Concerns being overly worried about being criticized. Result: seems resistant to change and reluctant to take chances.

Reserved Concerns lacking interest in or awareness of the feelings of others. Result: seems to be a poor communicator.

Leisurely Concerns being independent, ignoring others' requests, and becoming irritable if they persist. Result: seems stubborn, procrastinating, and uncooperative.

Bold Concerns having inflated views of one's competency and worth. Result: seems unable to admit mistakes or learn from experience.

Mischievous Concerns being charming, risk-taking, and excitement-seeking. Result: seems to have trouble maintaining commitments and learning from experience.

Colorful Concerns being dramatic, engaging, and attention-seeking. Result: seems preoccupied with being noticed and may lack sustained focus.

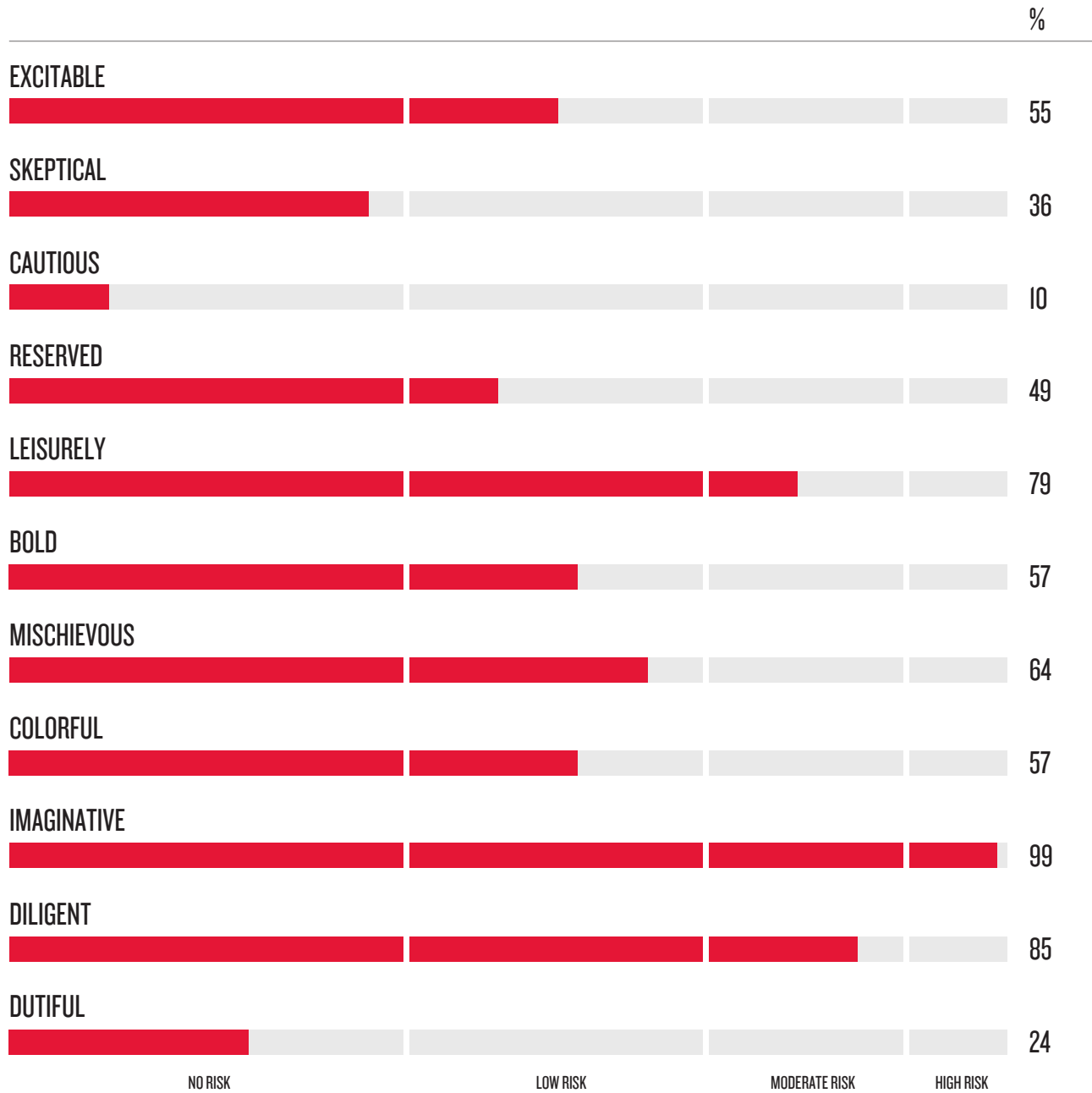
Imaginative Concerns thinking and acting in interesting, unusual, and even eccentric ways. Result: seems creative but possibly lacking in judgment.

Diligent Concerns being conscientious, perfectionistic, and hard to please. Result: tends to disempower staff.

Dutiful Concerns being eager to please and reluctant to act independently. Result: tends to be pleasant and agreeable, but reluctant to support subordinates.

LEADERSHIP CHALLENGE PROFILE

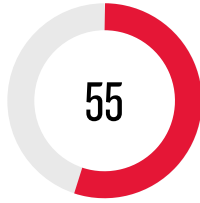
Scales





EXCITABLE

Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them.



LOW RISK

BEHAVIORAL IMPLICATIONS

You scored in the **LOW RISK ZONE** on this scale. Leaders with similar scores:

- Usually seem in a good mood.
 - Handle frustration without getting upset.
 - Usually seem enthusiastic.
 - Usually seem calm in emergencies.
 - Rarely get angry with others.
-

LEADERSHIP IMPLICATIONS

Your composed and steady demeanor will enhance your ability to maintain relationships and manage others. Your steadiness should also be an asset in fast paced environments. Your optimism and emotional maturity should facilitate your ability to manage your career, gain the support of others, and motivate them to produce results. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

COMPOSURE Your team will appreciate your even temper, your predictable and calming influence in situations, and your tendency to hold things together in stressful times.

FAIRNESS TO OTHERS As a leader, you won't tend to get down on people, and your staff will respond to your even-handed treatment.

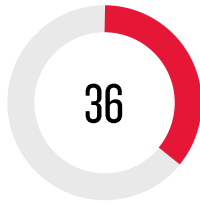
PERSEVERANCE As a leader, your coworkers will appreciate your persistence and ability to complete projects regardless of frustrations, roadblocks, and challenges. You are not likely to give up when the going gets tough, but to keep working until the job is done.





SKEPTICAL

Concerns being socially insightful, but cynical and overly sensitive to criticism.



NO RISK

BEHAVIORAL IMPLICATIONS

You scored in the **NO RISK ZONE** on this scale. Leaders with similar scores:

- Seem optimistic, positive, and trusting.
 - Accept feedback and criticism.
 - Rarely argue with or challenge others.
 - Show trust in others.
 - Forgive the faults of others.
-

LEADERSHIP IMPLICATIONS

Your trusting style will facilitate your ability to build relationships and enhance your management skills. However, you should be aware that others may try to take advantage of your good-natured disposition. You seem able to provide others with feedback in ways that will not upset them. Your own openness to feedback should facilitate coworker relations. You may be overly optimistic when planning for the future but you will have an upbeat view of your own career possibilities. Bosses should respond well to your positive outlook. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

INFLUENCING AND PERSUADING OTHERS You seem to be a cooperative and trusting person who can develop winning situations. You tend to find ways to gain consensus and persuade others to take action.

OPENNESS TO IDEAS Others will appreciate your openness to their suggestions, viewpoints, and ideas, and your ability to take multiple perspectives.

OBJECTIVITY Others will also appreciate your impartial and objective outlook and your tendency not to argue with them.



CAUTIOUS

Concerns being overly worried about being criticized.



NO RISK

BEHAVIORAL IMPLICATIONS

You scored in the **NO RISK ZONE** on this scale. Leaders with similar scores:

- Seem confident and willing to speak up.
 - Are willing to try new methods and technology.
 - Make decisions easily.
 - Seem unafraid to make mistakes.
 - Seem willing to state their views.
-

LEADERSHIP IMPLICATIONS

You are a confident person whose decisive manner is an important leadership skill. You should be open to new ideas and willing to accept difficult challenges. You tend to speak up, try new methods and procedures, and are not afraid of failure. Also, you are eager to take on tough assignments to develop your own career. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

DECISIVENESS You tend to be confident in your judgment and willing to make decisions. Be sure to explain the rationale for your decisions to others.

ACTION ORIENTATION You seem action oriented, willing to set high goals for yourself and others, and willing to persist in pursuing them, even in the face of adversity.

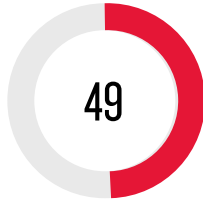
LEADING WITH CONFIDENCE Your optimism and confidence should inspire others. Make sure that your decisions are well thought out because others will tend to follow you based on your confidence.





RESERVED

Concerns lacking interest in or awareness of the feelings of others.



LOW RISK

BEHAVIORAL IMPLICATIONS

You scored in the **LOW RISK ZONE** on this scale. Leaders with similar scores:

- Seem socially approachable and concerned about others.
 - Ask questions in order to understand others.
 - Seem considerate of others.
 - Read people quickly.
 - Help out when asked.
-

LEADERSHIP IMPLICATIONS

You seem to be friendly, outgoing, considerate, and tactful. You should be able to build and maintain relationships and motivate your staff, which are important leadership skills. You tend to be a team player and your interpersonal style should make you credible and even popular. You typically work well with a wide range of bosses, and are able to provide others with unbiased and helpful feedback. You should make few mistakes in terms of inadvertently alienating others. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

MOTIVATING OTHERS Your interpersonal style will allow you to build relationships with others, which will enhance your effectiveness in the organization.

RELATIONSHIP BUILDING You will be good at picking up social cues, understanding the social impact of different responses, and building rapport with peers, subordinates, and others.

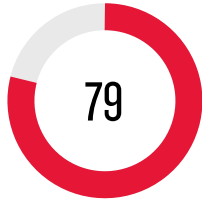
APPROACHABILITY You tend to be outgoing, accessible, and approachable, even when under stress and heavy work loads.





LEISURELY

Concerns being charming, but independent, stubborn, and hard to coach.



MODERATE RISK

BEHAVIORAL IMPLICATIONS

You scored in the **MODERATE RISK ZONE** on this scale. Leaders with similar scores:

- Have good social skills.
 - Dislike interruptions.
 - Tend to question the competence of senior management.
 - Put off tasks they do not like to do.
 - May seem stubborn when pushed for results.
-

LEADERSHIP IMPLICATIONS

Your score on this dimension suggests that you seem charming, affable, cooperative, and supportive. However, you are sensitive to signs of criticism or disrespect from others in the organization, and if you see such signs you may react by procrastinating or dragging your feet. Although you can provide subordinates with useful career coaching, you will need to be "in the mood." You will support bosses who earn your trust, but will not work well with those who do not. Your quiet stubbornness may impact your ability to build a team.

COMPETENCY ANALYSIS

FOSTERING TEAMWORK You may support projects and people up-front, but if you do not see personal relevance, you may not always follow through. This may strain your relationships with others.

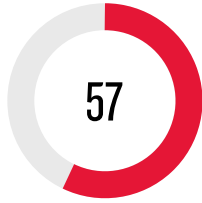
COOPERATION AND TIMELY RESULTS When under stress and pressure, you may tend to blame others for your inability to meet agreed upon deadlines.

BUILDING TRUST When you disagree with a course of action, you may drag your feet and not support it fully. Doing so could erode others' trust.



BOLD

Concerns having inflated views of one's competency and worth.



LOW RISK

BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Seem confident in their abilities.
 - Have a realistic view of their competencies.
 - Have reasonable career goals.
 - Seem willing to listen to negative feedback.
-

LEADERSHIP IMPLICATIONS

You seem to be an appropriately confident person who makes reasonable demands on staff and subordinates. You will participate in team tasks without demanding leadership positions. In the process of managing your career, your easy going style may cause you to hold back unnecessarily. You may not actively promote a vision or strategy for the organization, preferring to wait until others ask for your opinion. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

SEEING PERSPECTIVE Although you have ideas about how to expand and improve the business, you may not push them aggressively.

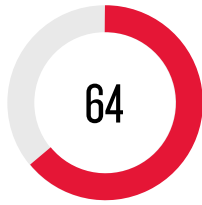
PERSONAL DEVELOPMENT You will listen to feedback and ask others (peers, stakeholders, etc.) to evaluate your performance. Your openness will facilitate your development.

DRIVE FOR RESULTS Your natural modesty may cause you to underestimate your capacity and to set your aspiration level too low.



MISCHIEVOUS

Concerns being charming, risk-taking, and excitement-seeking.



LOW RISK

BEHAVIORAL IMPLICATIONS

You scored in the **LOW RISK ZONE** on this scale. Leaders with similar scores:

- Seem dependable and self-disciplined.
 - Think before they act.
 - Communicate through the appropriate channels.
 - Maintain commitments.
 - Rarely take unnecessary chances.
-

LEADERSHIP IMPLICATIONS

You tend to avoid taking unnecessary risks and others see you as trustworthy. This will enhance your ability to build a team and manage others. You will be a planful mentor, and will manage your own career in a way that minimizes risk. Your boss should respect your judgment and appreciate your reliability. You don't press the limits and you will tend to make high quality, low risk decisions. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

DECISION QUALITY You don't take unnecessary risks, and can be counted on to make decisions that optimize outcomes and minimize mistakes.

RISK TAKING You will not take on speculative projects without appropriate consideration and analysis. At the same time, you may tend to avoid taking appropriate risks, and this could cause you to miss opportunities to enhance your career.

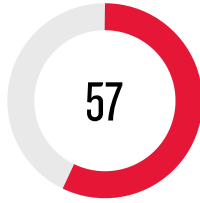
LEARNING FROM EXPERIENCE You pay attention to the consequences of your actions and reflect on past experience as a guide to future decisions and behavior. You may be reluctant to take action in situations where you have no experience from which to draw.





COLORFUL

Concerns being dramatic, engaging, and attention-seeking.



LOW RISK

BEHAVIORAL IMPLICATIONS

You scored in the **LOW RISK ZONE** on this scale. Leaders with similar scores:

- Seem unpretentious and socially appropriate.
 - Do not seek the limelight.
 - Support the performance of others.
 - Seem to be good followers.
 - Do not take themselves too seriously.
-

LEADERSHIP IMPLICATIONS

You don't need to be the center of attention and prefer to let your actions speak for themselves. You will manage with a light-touch and share credit with your staff. You should work well with a variety of bosses, who will like your willingness to share credit. However, your career may not advance as rapidly as your talent would suggest because of your reluctance to engage in self promotion. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

CELEBRATING SUCCESS You seem willing to support your subordinates, and you don't compete with them. More importantly, you are willing to share credit for success.

BUILDING MORALE Your personal modesty may make you reluctant to promote the accomplishments of your team. Your subordinates can only gain attention through your promotion of their achievements.

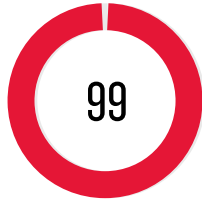
SELF-DEVELOPMENT You may not aggressively seek developmental opportunities for yourself and your staff. Without you finding learning experiences, the productivity of the group may diminish. Progress depends on learning and you are responsible for obtaining resources for team development.





IMAGINATIVE

Concerns thinking and acting in interesting, unusual, and even eccentric ways.



HIGH RISK

BEHAVIORAL IMPLICATIONS

You scored in the **HIGH RISK ZONE** on this scale. Leaders with similar scores:

- Seem playful and innovative.
 - May be hard to understand.
 - Have unusual and original ideas.
 - Make surprising decisions.
 - Change focus quickly and often.
-

LEADERSHIP IMPLICATIONS

You are a colorful and interesting person with some decided strengths as a leader -- including an ability to change directions quickly, to work without explicit guidelines, and to anticipate future trends. Although you will be fun to work with, you may be easily distracted and communicate in unpredictable, idiosyncratic, or confusing ways. Although you will be a creative coach and mentor, your advice may sometimes be judged impractical, "off the wall," or inconsistent with the organizational culture. Your boss will appreciate your creativity and spontaneity, and may find your knack for strategic and visionary thinking quite helpful. On the other hand, your playfulness, idiosyncratic communicative style, and unusual ideas may detract from your credibility.

COMPETENCY ANALYSIS

PROVIDING CLEAR DIRECTION When you are hurried or under pressure, you may tend to communicate by using words or phrases that make sense to you but leave others wondering what, exactly, you have said.

CREATIVITY You are able to see things in ways that are fresh and original. However, when you are excited, your ideas may tend to be impractical and go over the top.

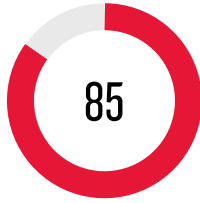
STAYING FOCUSED When you are under pressure, you may have trouble staying focused on the problem at hand.





DILIGENT

Concerns being conscientious, perfectionistic, and hard to please.



MODERATE RISK

BEHAVIORAL IMPLICATIONS

You scored in the **MODERATE RISK ZONE** on this scale. Leaders with similar scores:

- Are mannerly, conscientious, and hardworking.
 - Supervise others closely.
 - Try to do everything themselves.
 - Maintain high standards for themselves and others.
-

LEADERSHIP IMPLICATIONS

You are a conscientious person with high standards of performance for yourself and others. As a leader, you will provide your staff with structure, direction, and feedback, which many will find helpful. At the same time, you may resist delegating or giving others the freedom to make mistakes, which may hinder their development. You may also seem hard to please. You should be popular with a variety of bosses because you are hardworking, detail-oriented, and you hold your staff to high standards of performance. You will approach the strategic planning process in a formal and orderly way, which may result in missing opportunities that are not part of standard business.

COMPETENCY ANALYSIS

DEALING WITH AMBIGUITY When you feel pressured for results, you may need to focus on finding an adequate solution, rather than the very best one.

ADAPTABILITY When you are faced with time pressures, you may not keep your options open for solving problems in different ways.

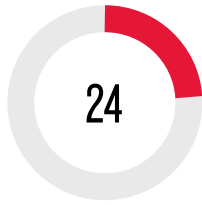
DELEGATING DOWNWARD When a problem needs to be solved, delegate the solution to the appropriate level, rather than trying to fix it yourself.





DUTIFUL

Concerns being eager to please and reluctant to act independently.



NO RISK

BEHAVIORAL IMPLICATIONS

You scored in the NO RISK ZONE on this scale. Leaders with similar scores:

- Seem independent and self-reliant.
 - Seem willing to act without prior approval.
 - Seem willing to challenge their boss.
 - Trust their direct reports.
 - Stick up for their subordinates.
-

LEADERSHIP IMPLICATIONS

Your score suggests that you are an independent and self-reliant person who is likely to make his/her own decisions, and is willing to challenge the business assumptions of others. You will work best with bosses who appreciate taking initiative, acting, and challenging. Although you are willing to stick up for your staff, you may not always be perceived as a team player. In planning business strategy, you will be willing to take unpopular positions. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

CONFRONTING CONFLICT You seem unafraid of conflict and are willing to confront poor performers and give them feedback.

ACTING INDEPENDENTLY You seem comfortable taking initiative, acting, and challenging the assumptions of others when appropriate.

SUPPORTING YOUR STAFF You seem willing to challenge your boss on behalf of your staff, which is important because loyalty goes both ways.





DEVELOPMENTAL RECOMMENDATIONS

The following developmental recommendations concern the dimensions where your score was in the MODERATE or HIGH RISK ZONE.

LEISURELY - MODERATE RISK

- You are independent, socially skilled, and able to say "no" diplomatically. You make few demands of others, except to be left alone to do your work in your own way.
- You see more incompetence in the world than others do. Although you may think others are naive, you could profit from their optimism and trust.
- Understand that you may become irritable when others try to coach you. Allow yourself to be more easily influenced by friends or family, and more willing to do the little extra things they ask you to do.
- Limit the promises you make to others, but be sure to fulfill the promises and commitments you do make.

IMAGINATIVE - HIGH RISK

- When you are at your best, you are a colorful, visionary, and stimulating person. Others will appreciate your imagination, your vision, and your creative thinking.
- Remember to communicate clearly in order to avoid your ideas from getting lost or not getting implemented
- Your career will develop most productively if you focus on those ideas that seem most interesting to others, not you. In this way, more of your ideas will get turned into action.
- You probably need to partner with someone who may be less creative, but who is better at implementation. You will need some assistance in bringing your ideas to fruition, and the best way to do this is to work with someone who likes your ideas and wants to help you implement them.





DEVELOPMENTAL RECOMMENDATIONS

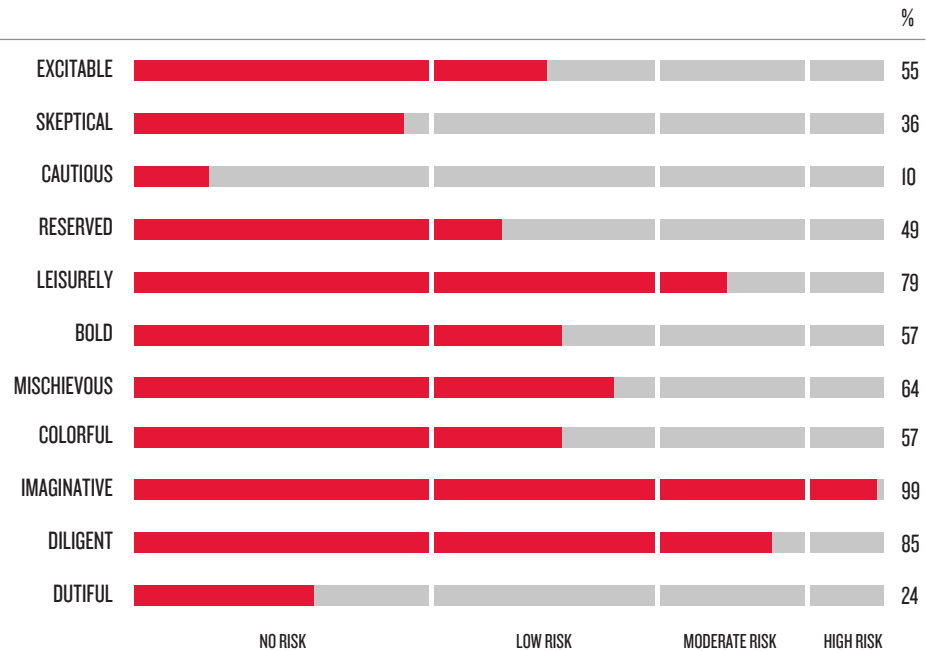
DILIGENT - MODERATE RISK

- You have high standards for performance, are planful, and organized. In addition, you provide structure and order for your staff.
- Tackle issues with outside-the-box thinking. Don't try to solve every problem in the same way.
- Practice delegating to your staff. This provides them with valuable developmental experiences and opportunities to learn.
- Your high standards result in high quality work. However, be careful not to criticize others continually who do not share your values for impeccable work.



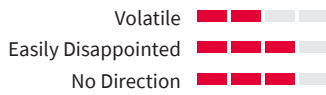


Scales



Subscale Scores

Excitable



Bold



Diligent



Skeptical



Mischievous



Dutiful



Cautious



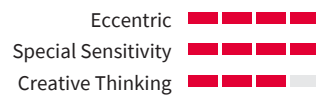
Colorful



Reserved



Imaginative



Leisurely

