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# POTENTIAL REPORT

Strengths and Competencies for Leadership

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# INTRODUCTION

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The Leadership Forecast Potential Report describes your strengths and developmental needs as a manager and executive. The report is based on the Hogan Personality Inventory (HPI), and is organized in terms of seven dimensions; each dimension addresses a different component of leadership performance. Leadership concerns building and maintaining a high-performing team, while getting people to forego individual goals to take on group goals.

Page 3 defines the dimensions of the HPI; once again, this report is organized in terms of these seven dimensions.

Page 4 presents your HPI profile. The pages following the profile describe the behavioral and leadership implications of your scores on each HPI dimension. The last section of the report provides developmental recommendations associated with your competencies. This information will be helpful as you move forward in your career.

## BACKGROUND

There are some points you should keep in mind while reading this report. First, there is no such thing as a "good" score. There are positive and negative implications for both high and low scores, although certain scores are more important for some competencies than others. Thus, you should interpret your scores in terms of your own career aspirations and goals rather than in absolute terms.

Second, you can change your typical behavior, but change depends on three things. First, you need to know what you want to change. Second, you must decide to change it. And third, you need to know how to change it. The information in this report will be important for any effort toward change and development.

Third, the results in this report are based on leadership research conducted for over 20 years with working adults and leaders. The implications discussed here are intended for professionals and leaders.

Finally, as noted above, the most essential feature of leadership is the ability to build and maintain a high-performing team. The various parts of the report all concern your potential for doing this.



# DEFINITIONS

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The seven scales of the Leadership Forecast Potential Report are defined as follows:

<b>ADJUSTMENT</b>	The Adjustment scale reflects the degree to which a person is calm and even tempered or conversely, moody and volatile. High scorers seem confident, resilient, and optimistic. Low scorers seem tense, irritable, and negative.
<b>AMBITION</b>	The Ambition scale evaluates the degree to which a person seems leaderlike, seeks status, and values achievement. High scorers seem competitive and eager to advance. Low scorers seem unassertive and less interested in advancement.
<b>SOCIABILITY</b>	The Sociability scale assesses the degree to which a person appears talkative and socially self-confident. High scorers seem outgoing, colorful, and impulsive, and they dislike working by themselves. Low scorers seem reserved and quiet; they avoid calling attention to themselves and do not mind working alone.
<b>INTERPERSONAL SENSITIVITY</b>	The Interpersonal Sensitivity scale reflects social skill, tact, and perceptiveness. High scorers seem friendly, warm, and popular. Low scorers seem independent, frank, and direct.
<b>PRUDENCE</b>	The Prudence scale concerns self control and conscientiousness. High scorers seem organized, dependable, and thorough; they follow rules and are easy to supervise. Low scorers seem impulsive and flexible. They tend to resist rules and close supervision; however, they may be creative and spontaneous.
<b>INQUISITIVE</b>	The Inquisitive scale reflects the degree to which a person seems curious, adventurous, and imaginative. High scorers tend to be quick-witted and visionary, but they may be easily bored and not pay attention to details. Low scorers tend to be practical, focused, and able to concentrate for long periods.
<b>LEARNING APPROACH</b>	The Learning Approach scale reflects the degree to which a person enjoys academic activities and values education as an end in itself. High scorers tend to enjoy reading and studying. Low scorers are less interested in formal education and more interested in hands-on learning on the job.

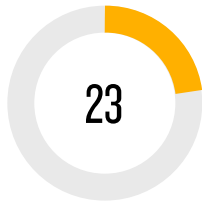




# ADJUSTMENT

Concerns composure, optimism, and stable moods.

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## BEHAVIORAL IMPLICATIONS

**Leaders with similar scores tend to:**

- Admit their shortcomings and try to fix them
  - Remember their mistakes
  - Seem driven and intense
  - Take criticism personally
  - Have a sense of urgency
- 

## LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you approach your work with passion and intensity and care deeply about performing well. In addition, you may be easily annoyed with unexpected delays and staff mistakes. On the other hand, you understand when your staff is stressed, you can admit your mistakes, listen to feedback and coaching, and try to improve your performance.

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## COMPETENCY ANALYSIS

**COMPOSURE:** You may seem tense or edgy when under pressure, when faced with deadlines, or when others make mistakes, and this, in turn, could affect your team's concentration.

**LISTENING:** When you are facing deadlines or heavy work pressure, you may tend to stop communicating and listen only for bad news. You can relieve some pressure by planning and delegating before a job starts.

**LEARNING AND PERSONAL COACHABILITY:** You are open to feedback and interested in improving your performance; however, you may tend to pay more attention to the negative than to the positive feedback.

**BUILDING RELATIONSHIPS:** Your occasional moodiness, unpredictability, negativism, and tendency to worry can impede your ability to build trusting alliances.

**STRESS MANAGEMENT:** You tend to be self-critical and intense. You need to learn to be kinder to yourself.





# ADJUSTMENT

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## DEVELOPMENTAL RECOMMENDATIONS

### COMPOSURE:

- Because unexpected events may bother you, plan for the interruptions, delays, and difficult people that you may encounter. Doing so will help you stay focused and composed.
- Realize that others may not react the way you think they will. When this happens, have alternative responses ready. Mentally rehearse what is likely to occur and how you would ideally respond. This will help you maintain your composure when unpleasant surprises occur.
- When things don't go as you planned, carefully review what happened. Identify ways to prevent these problems from occurring in the future.

### LISTENING:

- When you are annoyed, try to take a break or think about something else. Resist the tendency to be defensive, and don't take feedback personally.
- Try to understand that others will make honest mistakes while they are learning; find some good news in the information your staff provides you, and applaud it..

### LEARNING AND PERSONAL COACHABILITY:

- Give yourself credit for the things you do well and note the areas in which you need to improve. Document your strengths and those areas in which you need to improve. Create an action plan that capitalizes on your strengths while allowing you to work on your developmental needs.

### BUILDING RELATIONSHIPS:

- If you find yourself being critical or negative, try to identify what triggers this behavior and be alert for those circumstances in the future.
- Remember that, as a leader, part of your job involves leading by example and staying positive.
- Ask a trusted colleague for feedback regarding your behavior. Talk to him or her about how you might improve your performance.

### STRESS MANAGEMENT:

- Identify the situations in which you become irritated or upset, and develop plans to deal with them.
- Do not let troublesome issues fester until they erupt. Instead, discuss them and ask for help from others to resolve them.

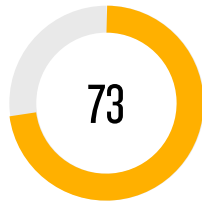




# AMBITION

Concerns taking initiative, being competitive, and seeking leadership roles.

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## BEHAVIORAL IMPLICATIONS

**Leaders with similar scores tend to:**

- Enjoy taking charge and making decisions
  - Accept difficult challenges
  - Enjoy public speaking
  - Intimidate inexperienced or more junior people
  - Seem eager to advance
- 

## LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you are active, hard working, competitive, and eager to get ahead. You like leadership positions and enjoy being in charge. With the appropriate experience and interpersonal skills, you will be able to assume lead roles on complex projects. On the other hand, you may tend to compete with or intimidate colleagues without intending to do so.

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## COMPETENCY ANALYSIS

**ACTION ORIENTATION:** You are hard working, competitive, and want to succeed. People can depend on you to take initiative, solve problems, and get things moving.

**CAREER ADVANCEMENT:** You have a sense of what you can accomplish, and you have the energy and confidence to make things happen. You seem willing to push projects through to completion.

**INITIATIVE:** You have the confidence and desire to lead during a crisis. Others often look to you for direction and you like to provide it. Others expect you to do what needs to be done when problems arise, without being asked.

**ACHIEVING RESULTS:** You take pride in getting things done; others expect that you will push yourself and your staff to finish projects and exceed goals.

**DECISION MAKING:** You are not afraid to make decisions, even when all the information isn't available. However, you may need to practice delegating decision making when it is appropriate.



# AMBITION

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## DEVELOPMENTAL RECOMMENDATIONS

### **ACTION ORIENTATION:**

- Part of being a leader involves developing the skills of other employees. Be careful not to compete with your staff, or even seem to do so.
- Although being action-oriented is desirable, careful planning frequently leads to better decisions. As a leader, be careful not to treat every issue as urgent—use rapid responses in situations that require it.

### **CAREER ADVANCEMENT:**

- Given your intensity and competitiveness, be careful not to alienate your peer group. When possible, gain consensus on your plan(s), communicate with your peer group, delegate to others, and share successes with all.
- Ask someone whom you trust for feedback about your work as a team member. If the feedback is not positive, create an action plan for improvement.
- Support the careers of your staff and colleagues. Involve others in projects, delegate tasks when possible, and look for opportunities to partner with other groups on projects.

### **INITIATIVE:**

- Don't take on more than you can handle. Unfulfilled promises can erode others' trust.
- Realistically evaluate what your team can accomplish and resist the tendency to over-commit your team's resources.
- Remember that not everyone has your level of intensity. Be careful not to burn out your staff. Being goal-oriented is desirable, but be aware of signs of disengagement and/or burnout on the part of others.

### **ACHIEVING RESULTS:**

- You have high expectations for staff performance, but not everyone shares this orientation. Be sure to let others know what your expectations are, and then manage them accordingly.
- Be careful when pushing others--their capacity and/or skills may not equal yours.

### **DECISION MAKING:**

- Before making a decision, make sure you review all the relevant information regarding the decision. Remember the carpenter's adage: "Measure twice, cut once."
- You probably make decisions quickly and confidently. As a result, others may rely on you to make decisions, which won't enhance their skills. Therefore, delegate down, make your subordinates responsible for the decisions in their work area.



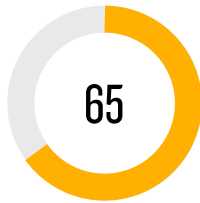




# SOCIABILITY

Concerns seeming talkative, socially bold, and entertaining.

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## BEHAVIORAL IMPLICATIONS

**Leaders with similar scores tend to:**

- Seem busy and full of energy
  - Be talkative, friendly, and approachable
  - Build relationships with a wide range of people
  - Talk rather than listen
  - Confuse activity with productivity
- 

## LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you seem energetic and socially self-confident, speak up in public, organize your work around social interaction, and expect others to like you. You should be particularly good at building relationships outside your work group because you are so outgoing and approachable. Unless you are unusually conscientious, you may also be easily distracted.

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## COMPETENCY ANALYSIS

**INITIATING INTERACTIONS:** You are confident that strangers will like you; as a result, you easily reach out to others in the organization, and this is a useful talent for leaders.

**ENERGY:** You seem to be a lively, energetic, and intense communicator who gets noticed during meetings.

**APPROACHABILITY:** Your social self-confidence, lively interpersonal style, and willingness to reach out to strangers will cause others to describe you as outgoing and approachable.

**INTERPERSONAL NETWORK:** You have good networking skills and interact confidently with a wide variety of people throughout your organization.

**TEAM ORIENTATION:** You are willing to speak up and take an active part in team meetings.



# SOCIABILITY

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## DEVELOPMENTAL RECOMMENDATIONS

### INITIATING INTERACTIONS:

- When talking to direct reports, make sure to listen; talking is not always communicating.
- Remember that your exuberant, enthusiastic interaction style may disrupt others.

### ENERGY:

- You probably gain energy from interaction. Spend some time working on your own, also. Effective leaders move easily between group- and individually-based work assignments.
- Be aware that your high energy and strong ideas may overwhelm peers and subordinates. Be sure to give them a chance to speak.
- Ask a trusted colleague for feedback to determine whether you move too fast or change topics too quickly for others to follow.

### APPROACHABILITY:

- If you are constantly talking with others, it may impede their work. When you walk into an office, your staff will drop what they are doing, and give you their undivided attention. Recognize this, and avoid sidetracking them unnecessarily.

### INTERPERSONAL NETWORK:

- You probably know many people in your organization and this is a hallmark of successful leaders. Be sure to leverage your many friendships across the organization to help get things done.
- Use your networking strengths to develop your junior staff members. Introduce them to your contacts and help them grow their relationships with other people.
- Use your social skill to engage less outgoing people. Actively reach out and include others--you will have a positive impact on overall communications within your organization.

### TEAM ORIENTATION:

- While building your team, get input from others before making suggestions. If you find yourself dominating team interactions, step back, take a more passive role and see what develops. Your team members may surprise you.
- Recognize that some tasks are best done by individuals rather than by teams. Don't use a team approach to solve every problem. Evaluate the need for input and for speedy decisions before starting a group effort.

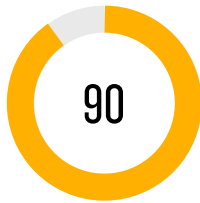




# INTERPERSONAL SENSITIVITY

Concerns being agreeable, considerate and skilled at maintaining relationships.

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## BEHAVIORAL IMPLICATIONS

**Leaders with similar scores tend to:**

- Be pleasant and rewarding to deal with
  - Be socially appropriate and good team players
  - Read social and political cues easily
  - Promise more than they can deliver
  - Avoid confrontations
- 

## LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you dislike conflict, and try to maintain cordial relations with others. You are a good team player and value encouraging and helping others. Your staff should like and trust you, but just might try to take advantage of your good nature.

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## COMPETENCY ANALYSIS

**COMPASSION:** You are a thoughtful and considerate person, you appreciate how your actions will affect others, and you avoid offending people unnecessarily.

**COOPERATION:** You value cooperation, you are a great team player, and you provide a model for your staff and others regarding how to accomplish goals through collaboration.

**SEEKING INPUT:** You respect others and seek their input, especially regarding issues that will affect them personally.

**CONFRONTING SUBORDINATES:** Because you value cooperation and you dislike upsetting people, you may find it difficult to confront problem performers.

**STANDING ALONE:** You seem uncomfortable taking unpopular positions, especially when doing so may annoy others, and you tend to avoid confrontations.



# INTERPERSONAL SENSITIVITY

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## DEVELOPMENTAL RECOMMENDATIONS

### COMPASSION:

- As a leader, you will sometimes have to make tough decisions. Learn that although you may have to confront others, you can still remain friends.
- Because you are a considerate and tolerant person, some people will try to take advantage of your good nature.

### COOPERATION:

- In trying to be helpful, don't promise more than you can deliver. Evaluate your current situation before taking on additional tasks or requests from others.
- Management by consensus is not always appropriate. Learn when to consult your staff and when to make independent decisions.

### SEEKING INPUT:

- When asking others for feedback, don't focus solely on the positives or the negatives--try to walk away with 2-3 of each.
- Be selective about whom you ask for feedback, because giving feedback can be an emotionally draining task for others.

### CONFRONTING SUBORDINATES:

- Giving your staff timely feedback will produce better results. Not giving it causes inefficiencies and can create perceptions of favoritism.
- Make your performance expectations clear up front. That way, you will set standards and feel comfortable addressing future shortcomings.

### STANDING ALONE:

- Your staff counts on you to express their concerns to the senior management in the organization. If you don't, then your work group will begin to doubt your leadership. Stick up for your staff.
- Your tendency to avoid confrontations and contentious situations may undermine your effectiveness as a leader. Be prepared to endure occasional unpleasantness.





# PRUDENCE

Concerns being conscientious, dependable, and rule-abiding.

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## BEHAVIORAL IMPLICATIONS

**Leaders with similar scores tend to:**

- Be comfortable with ambiguity and lack of structure
  - Be able to change directions quickly
  - Be flexible about rules and open to change
  - Not plan ahead
  - Become bored with repetitive or detailed tasks
- 

## LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you will be comfortable working in fluid and ambiguous circumstances, you are willing to challenge rules, you can work on several tasks at the same time, and you don't mind being interrupted. Others will see you as flexible and spontaneous, but also as impulsive and unpredictable.

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## COMPETENCY ANALYSIS

**HANDLING AMBIGUITY:** You seem comfortable working without much structure or direction, and you are able to shift gears quickly, refocus your attention, and take action without having access to all the data relevant to the problem.

**FLEXIBILITY:** You seem able to change directions quickly and handle multiple projects simultaneously, and you don't mind bending the rules to get things done.

**PLANNING:** Planning is not your strength, primarily because you tend to dislike being required to pay careful attention to rules and procedures.

**ATTENTION TO DETAIL AND TIMELINES:** You tend to get bored with details; you prefer to concentrate on overall objectives rather than the specific steps needed to achieve those objectives, and you tend to see timelines as arbitrary rather than important..

**RULE ORIENTATION:** You are willing to work around rules and procedures in order to achieve your goals--it is easier to ask forgiveness than to get permission.





# PRUDENCE

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## DEVELOPMENTAL RECOMMENDATIONS

### HANDLING AMBIGUITY:

- Although you may not need a lot of structure for your work, your subordinates do, and may find working without structure to be a challenge, particularly when they are learning their jobs. Take the time to explain the rules, procedures, and expectations up front.
- Although you may thrive in times of uncertainty, your staff may not. Make sure issues get resolved and the decisions get communicated to those who need to know.

### FLEXIBILITY:

- You enjoy change and probably adopt new strategies and ideas quickly. Recognize that others may not be as adaptable as you are. Watch others' body language for clues regarding when to slow down and restate your ideas before proceeding.
- As a leader, be sure not to promote change simply for change's sake. Understand that changing business practice requires new strategies and assumptions. You risk staff burnout by making unneeded changes.
- Encourage others who are not as flexible and adaptable as you are. Coach them to use new strategies and help them find new solutions to old problems.

### PLANNING:

- Although you may not enjoy developing precise action plans and timetables, devoting some attention to this area will make you more efficient. Determine the feasibility of different strategies beforehand, and rule-out schemes that are simply impossible.

### ATTENTION TO DETAIL AND TIMELINES:

- As a leader, you prefer to think about outcomes rather than details. However, you should try to understand the details of the work in your area. Doing so will enhance your ability to represent your team to others.
- Although you may not like details, paying attention to them and to deadlines can improve the quality of outcomes.

### RULE ORIENTATION:

- Talk to people and make sure you are on the same page concerning what rules need to be followed. Ignoring rules that superiors consider important can have serious consequences.
- Your indifference to rules may annoy some people. Moreover, some members of your group may follow your example. Be careful about the kind of role model you become.

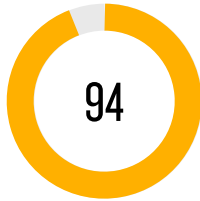




# INQUISITIVE

Concerns being curious, imaginative, visionary, and easily bored.

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## BEHAVIORAL IMPLICATIONS

**Leaders with similar scores tend to:**

- Be seen as visionary about business
  - Think quickly on their feet and help solve problems
  - Understand and talk about the "big picture"
  - Be seen as worldly and sophisticated
  - Become easily bored with implementation or repetitious tasks
- 

## LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you think quickly on your feet, generate lots of ideas, and are curious about how things work. You understand the big picture and can be creative and even visionary. Others will see you as original and imaginative, but easily bored, especially with the details of implementation.

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## COMPETENCY ANALYSIS

**CREATIVITY:** You should be a resource for your organization when it needs to solve problems that require thinking outside the box.

**MANAGING INNOVATION:** You seem interested in trying new technology, processes, and problem-solving methods to improve the speed and quality of your work.

**CURIOSITY:** You are an open-minded person with a wide range of interests; as a result, you like to have more than a superficial understanding of how things work.

**VISION:** You think about the future of the business and enjoy reviewing strategies for getting there.

**PROBLEM SOLVING:** Your ability to think "outside the box" and in terms of the big picture is a competency that should enhance your career within the organization.



# INQUISITIVE

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## DEVELOPMENTAL RECOMMENDATIONS

### CREATIVITY:

- You are likely to be good at developing novel approaches to solving problems. However, not every problem requires a new solution. Try to determine whether an acceptable solution to the problem at hand already exists.
- Innovation and creativity have a price--namely, the time needed to develop unique solutions is time away from other duties. Keep track of the ROI for any rework, changes, or new strategies you adopt. Set a time and dollar limit for new projects and when you exceed them, learn to move on.

### MANAGING INNOVATION:

- Technology may not be the answer to every problem. Identify the best practices on a topic before adopting new technology as a solution.
- Don't become so taken by technology that you miss straightforward logical solutions.

### CURIOSITY:

- Effective leaders like to understand how things work, and they ask lots of questions. You probably do this, too. At some point, however, further questioning has little ROI. Therefore, continue seeking information about "hows" and "whys", but put some limits on your investigations, so that you have sufficient time to complete projects.

### VISION:

- You probably enjoy thinking about long range issues and problems. Be sure that you also spend time on important current problems.
- Make sure that you have a sound rationale for your ideas, and present it carefully--you need to "sell" your ideas to others to ensure their commitment and support. Ask colleagues for feedback on your ideas and how well you are communicating them.

### PROBLEM SOLVING:

- Be sure that your organization is aware of your strengths--visioning and strategic planning--and be a resource to other groups in these areas.
- Understand when a problem can benefit from a down-to-earth solution.



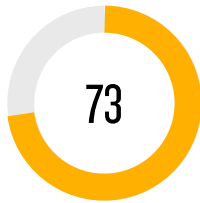




# LEARNING APPROACH

Concerns enjoying formal education and actively staying up-to-date on business and technical matters.

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## BEHAVIORAL IMPLICATIONS

**Leaders with similar scores tend to:**

- Value training for themselves and their staff
  - Stay up-to-date with recent developments in business and technology
  - Be self-disciplined and conscientious about goals
  - Take action before others are on board
  - Have an opinion about everything
- 

## LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you like to learn and acquire new knowledge. You will value training for yourself and others and will want to apply the latest relevant knowledge to your work. Although your friends may think of you as bright and well-informed, others may think you sometimes show off your knowledge.

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## COMPETENCY ANALYSIS

**STAYING CURRENT:** You should find it easy to stay up-to-date on recent business trends and relevant developments in your industry.

**LEARNING QUICKLY:** You should also find it easy to learn new techniques and procedures, because you remember new material easily.

**LEARNING STYLE:** You seem to enjoy traditional forms of education, including lectures and reading.

**COMMUNICATING ACCURATELY:** Your written communications should be clear and accurate.

**INTELLECTUAL MOTIVATION:** Others see you as bright, hard-working, and achievement-oriented.





# LEARNING APPROACH

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## DEVELOPMENTAL RECOMMENDATIONS

### STAYING CURRENT:

- Your interest in remaining up-to-date will enhance your effectiveness. You also tend to have an answer or opinion on most topics, and you are usually right. However, when appropriate, let others solve problems on their own. Doing so is an essential development experience for them.
- Share with others your techniques for staying up-to-date. Build a learning environment within your own team, perhaps by holding information sessions or group Q&A sessions, discussing topical books and publications, sharing your vision of the company's future, and so forth.

### LEARNING QUICKLY:

- Remember that others may not learn as fast as you do. As a leader, your learning speed may intimidate others—be aware of this, and try to make others feel comfortable as they learn at their own rate.

### LEARNING STYLE:

- You are likely to be comfortable in a classroom environment and may even prefer this style of learning. Learn to profit from hands-on and demonstration-style experiences, too.
- As a leader, do not assume that all of your team members learn as you do. Get to know your people, and try to match their developmental experiences with their individual learning styles.

### COMMUNICATING ACCURATELY:

- Your staff probably finds your memos and instructions easy to read and understand. Use your strengths in this area to mentor and coach others who do not write as well as you. Remember to use tact when correcting others.

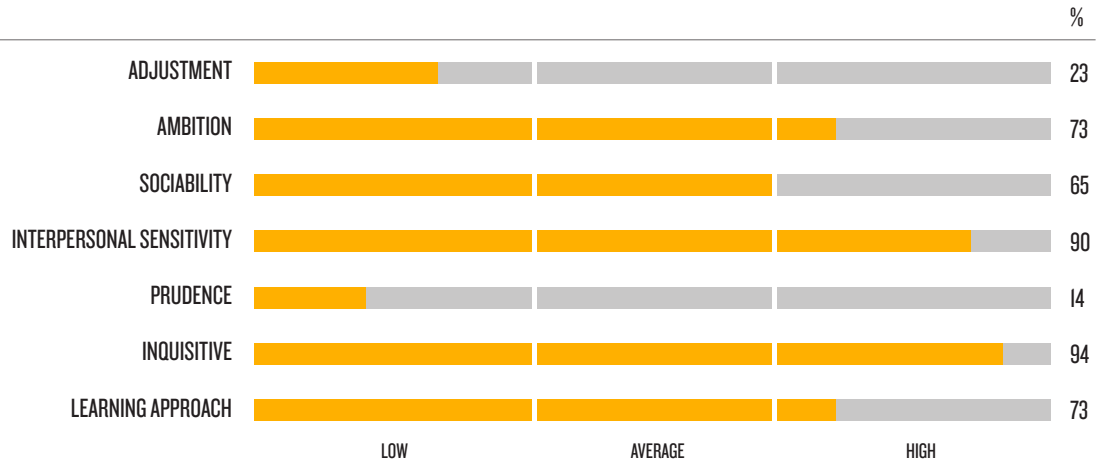
### INTELLECTUAL MOTIVATION:

- Continue to set high standards for yourself and your staff regarding both job-specific and managerial/leadership training. Create a learning environment within your work group.
- Pursuing training for yourself and others is laudable, but training costs money. Therefore, do not go to training programs simply because they are available. Instead, review the contents of the course, and only attend programs or seminars that are likely to be worthwhile for you and/or your team.



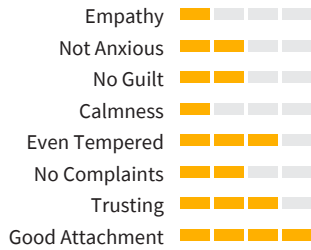


## Scales



## Subscale Scores

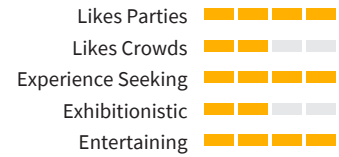
### Adjustment



### Ambition



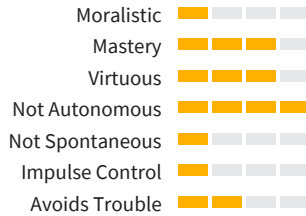
### Sociability



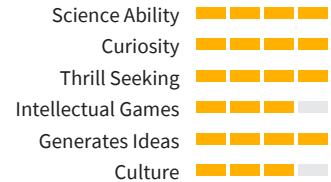
### Interpersonal Sensitivity



### Prudence



### Inquisitive



### Learning Approach

