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Understanding leadership

In the rapidly changing, complex and dynamic environment within which we operate, leaders are critical to organisational success. To understand an individual’s leadership strengths and development areas we need to look at two dimensions: leadership preference and capability.

Leadership preference looks at an individual’s personality and motivation and how these combine to create a leadership preference. Not everyone has a preference towards leadership. For example, some of us prefer to become experts in a particular discipline rather than to lead others. Leadership itself comes in many different styles. Understanding your own preferences ensures that you maximise your performance, personal satisfaction and well-being.

This report gives you the opportunity to explore the dimensions of your personality that have the biggest impact on your leadership preference. This opportunity to ‘hold the mirror up’ will allow you to understand how you perform as a leader in your current role and to predict how you will perform and how comfortable you may be in future roles.

You can discover your natural strengths and the areas that would benefit from some flexing of your style or development of new approaches. The aim is to help you be the best leader you can be. It’s not about changing who you are. In fact most of the preferences are set by the time you are five and will only change in extreme circumstances.

Knowing yourself better will help you to remain authentic and to develop a degree of flexibility to adapt to changing circumstances. Kenexa’s work with over 25,000 leaders has shown that leadership capability is as important as preference. Leadership capability is the extent to which a leader has developed the behaviours required to achieve high performance in a leadership role. These capabilities are supported by the individual’s management skills, experience and knowledge.

How to read your report

This report summarises the results of two questionnaires that you completed under the following three headings:

Leadership orientations - the aspects of your personality which influence how strongly you aspire to be a leader and what it is like to be led by you. They describe your capacity for leadership in a complex, dynamic environment.

Leadership style - a summary of how your leadership orientations combine to create your overall leadership style. This will tell you the types of leadership role that your preferences are best suited to and how easy it is for you to adapt to different leadership situations.

High performance motivations - the underpinning motivations that drive your long-term aspirations about work. This part of the report will enable you to make more informed choices about specific roles or jobs as well as your career in general.
Leadership orientations

When striving to become a high performing manager and leader of people, an important factor is your preference towards leadership and how your personality suits your role. Leadership itself come in many different forms and if you are orientated towards people management roles, it is vital that you accurately understand your own preferences and realise what type of leader you are. This is essential if you want to maximise your performance, personal satisfaction and well being.

There are 28 working styles relevant to leadership, which we have labelled "leadership orientations" and they form six clusters, described below:

**Thinking orientations** refer to cognitive processes such as how far into the future you like to look and the degree of abstraction in ideas you are comfortable with. Also looked at are the level of risk you are willing to contemplate and your readiness to adapt to a changing environment and deal with multiple tasks. Your level of conformity and acceptance of established rules is measured together with the degree of detail you concentrate on when working on a particular project.

**Social orientations** measure relational aspects of personality such as whether you feel comfortable in social situations and are self-assured when meeting new people. This cluster also looks at your preference for working in a team, your need for acceptance by others and how much consideration you show for other people’s feelings and needs at work.

**Power orientations** explore your tendency to exert control over others and take responsibility for tasks. This area also looks at assertiveness and capacity to exert influence and motivate others. In addition your decision making preferences are studied.

**Achievement orientations** measure the importance of work to your life, whether you set goals for yourself and believe you are in control of your own destiny. This cluster of orientations also covers the level of structure that you like to impose on your tasks and your commitment to completing them, as well as your capacity for planning ahead.

**Emotional orientations** provide insight into your capacity for controlling your emotions and remaining calm under pressure and stress.

**Mastery orientations** assess your preference for developing your skills and knowledge, for acquiring new skills and the extent to which your goals are focused on personal growth and development.
### Thinking orientations

- **Near sighted**
- **Factual**
- **Risk averse**
- **Rational**
- **Sequential**
- **Conformist**
- **Detail conscious**

- **Far sighted**
- **Intuitive**
- **Risk taking**
- **Instinctive**
- **Flexible**
- **Non-conformist**
- **Detail averse**

### Social orientations

- **Solitary**
- **Self focused**
- **Retiring**
- **Tough minded**
- **Task focused**

- **Sociable**
- **Team focused**
- **Assured**
- **Affiliative**
- **People focused**

### Power orientations

- **Accepting**
- **Supporting**
- **Reticent**
- **Non-Persuasive**
- **Non-committal**

- **Dominant**
- **Controlling**
- **Assertive**
- **Persuasive**
- **Decisive**

### Achievement orientations

- **Life-focused**
- **Open ended**
- **Self bounded**
- **Unstructured**
- **Casual**

- **Work focused**
- **Goal driven**
- **Self reliant**
- **Structured**
- **Conscientious**

### Emotional orientations

- **Volatile**
- **Excitable**

- **Steady**
- **Calm**

### Mastery orientations

- **Non-developmental**
- **Steady learner**
- **Stasis focused**

- **Developmental**
- **Fast learner**
- **Growth focused**
Your leadership orientations profile

### Thinking orientations

<table>
<thead>
<tr>
<th>Orientation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision</td>
<td>Neither for nor against thinking about the future.</td>
</tr>
<tr>
<td>Intuition</td>
<td>Neither for nor against abstract concepts and intuition.</td>
</tr>
<tr>
<td>Riskiness</td>
<td>Strongly for taking bigger risks with larger returns.</td>
</tr>
<tr>
<td>Rationality</td>
<td>Neither for nor against inner feelings and instincts.</td>
</tr>
<tr>
<td>Flexibility</td>
<td>For change, uncertainty and multiple tasks.</td>
</tr>
<tr>
<td>Initiative</td>
<td>For bending or breaking rules to get things done.</td>
</tr>
<tr>
<td>Detailed</td>
<td>Neither for nor against the bigger picture and imprecision.</td>
</tr>
</tbody>
</table>

### Social orientations

<table>
<thead>
<tr>
<th>Orientation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sociability</td>
<td>For being with other people.</td>
</tr>
<tr>
<td>Teamwork</td>
<td>Neither for nor against working in a team.</td>
</tr>
<tr>
<td>Assuredness</td>
<td>For being relaxed and comfortable in social situations.</td>
</tr>
<tr>
<td>Affiliation</td>
<td>For being unconcerned about the disapproval of others.</td>
</tr>
<tr>
<td>Consideration</td>
<td>For being focused on achieving results.</td>
</tr>
</tbody>
</table>

### Power orientations

<table>
<thead>
<tr>
<th>Orientation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dominance</td>
<td>Strongly for dominating rather than accepting others.</td>
</tr>
<tr>
<td>Control</td>
<td>For taking overall responsibility and control.</td>
</tr>
<tr>
<td>Assertiveness</td>
<td>Strongly for speaking your mind and standing for your beliefs.</td>
</tr>
<tr>
<td>Persuasiveness</td>
<td>For trying to persuade or influence others.</td>
</tr>
<tr>
<td>Decisiveness</td>
<td>Strongly for making rapid decisions.</td>
</tr>
</tbody>
</table>

### Achievement orientations

<table>
<thead>
<tr>
<th>Orientation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work ethic</td>
<td>For working hard to achieve your goals.</td>
</tr>
<tr>
<td>Goal setting</td>
<td>Strongly for setting challenging goals and targets.</td>
</tr>
<tr>
<td>Fate control</td>
<td>Neither for nor against believing you are in control of your own destiny.</td>
</tr>
<tr>
<td>Methodicalness</td>
<td>For work that is very methodical and structured.</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>For always completing tasks.</td>
</tr>
<tr>
<td>Organised</td>
<td>For planning and organising to meet events.</td>
</tr>
</tbody>
</table>

### Emotional orientations

<table>
<thead>
<tr>
<th>Orientation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steadiness</td>
<td>For being confident and controlled in a crisis.</td>
</tr>
<tr>
<td>Calmness</td>
<td>For staying generally calm and unemotional.</td>
</tr>
</tbody>
</table>

### Mastery orientations

<table>
<thead>
<tr>
<th>Orientation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development</td>
<td>Neither for nor against training, coaching and mentoring others.</td>
</tr>
<tr>
<td>Learning</td>
<td>Strongly for quick learning.</td>
</tr>
<tr>
<td>Growth</td>
<td>For using your existing skills and knowledge about yourself.</td>
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</tbody>
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Leadership style

Leadership comes in many different forms. Research by Kenexa since 2002 has identified four distinct leadership styles, business leader, entrepreneur, crisis manager and team strategist. Understanding your preferred leadership style will enable you to further develop yourself and plan future roles to maximise your potential. Higher scores indicate a stronger preference for a particular style. Each of the styles can be effective in different situations and environments. If you have a particularly strong preference for one style you may find it difficult to flex your style in different situations.

Your leadership style profile

Business leader
You have a high preference for front-line, business leadership/general management roles. This includes overall responsibility for the total performance of a business unit, function or process over time. This style emphasises vision, ideas, doing many tasks simultaneously, being respected rather than liked, a strong belief in one’s capacity to succeed and in making anything happen.

Entrepreneur
You have a medium preference for the leadership of innovation and new business ventures. This includes leading business start-ups, new business units and established organisations and units responsible for creativity and innovation. This style emphasises individuality, innovation, non-conformity, intolerance of bureaucracy and freedom of thought and action.

Crisis manager
You have a very high preference for very challenging and demanding roles that require fast, decisive action to solve serious organisational problems quickly. This includes rapidly turning around badly performing business units and successfully overcoming serious crises that threaten an organisation’s survival. This style emphasises clear thinking and rational logic, quick decision making, forceful action and rapid results.

Team strategist
You have a medium preference for leadership roles that are based on cooperative teamwork to generate synergy from the integration of different disciplines, perspectives or contributions. This includes leading multidisciplinary project teams or matrix structures. This style emphasises the facilitation and development of others so that they contribute and achieve more as a team than they could as individuals.
The High Performance Motivations Questionnaire (HPMQ) that you completed measures your underlying values, beliefs and aspirations against the 11 Kenexa high performance motivations (described below). These core motivations represent your innermost drivers and apply no matter what vocational or professional path you choose.

By really understanding what drives and motivates you, you can look for aspects of your existing role that will satisfy your drivers and take your strongest motivations into consideration when looking for new career opportunities. This can help you to move ahead in roles that you will be most suited to and happy to undertake. Conversely, understanding what does not motivate you can be equally important when making career decisions.

The 11 high performance motivations

**Conquering the impossible:** conquering challenges and pitting yourself against the odds is what drives you. The harder and more daunting the task the more effort you put in.

**Enterprise leadership:** coordinating and managing others in pursuit of macro organisational goals is your motivation. You are comfortable coordinating potentially huge organisations at the strategic level where salient knowledge across all business units is required.

**Functional leadership:** whilst you retain an interest in leading others you do not want to dilute your specialism and therefore seek to combine the two. An ideal role is heading up a functional unit such as a legal or financial team where you deal with people who have a similar background and aptitude to you.

**Specialist expertise:** developing your specialist skills to a high level is important to you. You seek those roles which call most regularly on your chosen area of knowledge.

**Image and reputation:** how others see you counts for much with this motivation. Of the rewards that status confers it is the respect, even awe of others that you crave. You work hard on your image and require deference for your standing in relation to others.

**Entrepreneurship:** you have aspirations to create new business opportunities and drive them forward. It is integral to your career that you constantly generate ideas and implement them.

**Life balance:** your career must be in balance with your private life. As far as career choices are concerned, each affects the other and striking a balance is the key to your performance and attitude.

**Altruistic contribution:** you look at the world in its entirety and you are driven by the impact you can have through charitable and socially responsible actions. You regard social responsibility and work as indivisible.

**Financial success:** earnings are linked to well-being in your mind. You have defined financial goals that your career is geared to meeting and your salary is closely linked to job satisfaction and self-esteem.

**Enduring safety:** a crucial requirement for your job is that it is secure, stable and predictable. You are motivated to seek reassurance that comes from a career where change is visible from a long way off and uncertainty is minimised as much as possible.

**Freedom:** the desire for autonomy in deciding the methods of your work and setting the expectations of your role are vital to you. A job where your actions were circumscribed by conventions, hierarchy or bureaucracy would impede your performance.
Your ranked motivations

The bar chart below shows your raw scores for each motivation in order from highest to lowest. The motivation that appears at the top of the graph is the one with which you have the strongest affiliation - this is what will drive you in your career.

The pie chart below shows your motivations as percentages of the total score for all items. It gives you an insight into the relative importance of all motivations for you.

The motivation with the highest percentage is the one you are most strongly driven to fulfil. The motivation with the lowest percentage is the one you are driven by the least.

You will need the strongest motivation to be satisfied if you are to be happy, productive and in the best possible position to succeed as a high performer.

Equally, a job role that is clearly aligned with your least strong motivation is unlikely to provide fulfilment in the long term and you may find yourself unhappy or dissatisfied.
Your most important motivation

Conquering the impossible

Conquering challenges and pitting yourself against the odds is what drives you. The harder and more daunting the task the more effort you put in. Easy success is of no interest to you, to grow and learn you must face the seemingly insurmountable, which does mean running the risk of failure. A career that cannot provide stretching tests of your tenacity and resourcefulness is simply dull and would soon lead you to move on.

Key aspects of this motivation:

- The difficult issues you will solve in your lunch break, the impossible by the end of the day.
- You will tackle the tough tasks others flinch from and see this not as risk taking but personal development.

Points to bear in mind:

- Be aware of people who lack your relish for intense challenge. Look over your shoulder to ensure you are not climbing the mountain alone.
- Recognise that not every organisation can provide unrelenting challenge all of the time; you will sometimes need to take solace in less arduous tasks.
Enduring safety

Other factors are more important to you in your career than job security. You do not find coping with change a problem.

How you should deal with people who are strong on this value:

- Accept their need to feel secure before attempting new challenges – do not push them too far out of their comfort zone or you risk losing them.
- Promote ideas and proposals to them as new opportunities and give them time to absorb information before expecting them to act on it.

Specialist expertise

You do not have a strong need to maintain a narrow focus or specialisation. You are happy to develop a wider skills base.

How you should deal with people who are strong on this value:

- Ask for their advice regularly.
- Insist their ideas are linked to business issues.
About Kenexa

Kenexa® provides business solutions for human resources. We help global organizations multiply business success by identifying the best individuals for every job and fostering optimal work environments for every organization. For more than 20 years, Kenexa has studied human behavior and team dynamics in the workplace, and has developed the software solutions, business processes and expert consulting that help organizations impact positive business outcomes through HR. Kenexa is the only company that offers a comprehensive suite of unified products and services that support the entire employee lifecycle from pre-hire to exit.

Our Formula for Success
The formula I X e = s is our foundation for maximizing business success. When you multiply the right individual by the right environment, success is inevitable.

iXe=s™

Products and Services
Our products and services are transforming the global workforce and have already impacted the lives of more than 150 million people. We offer unified business solutions for human resources that support the entire employee lifecycle, including:

- Recruitment Process Outsourcing
- Employment Branding
- Employee Assessments
- Recruitment Technology
- Onboarding
- Performance Management
- Employee Surveys
- Learning Management
- Leadership Solutions
- Succession Planning

Leadership Assessment and Development Expertise
We assess and develop leaders at all levels—from first-time managers to chief executive officers across all sectors and industries. Our leadership model has been linked with leader and organizational success.

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