

DBeard Consulting, LLC

*"When Accountability and Performance Matter ...
Get the Right People, in the Right Seat, on Your Bus"*

Leadership Screen with Nine Pathways

Prepared for:

Kelly Sample

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OVERALL TENDENCIES

- Have strong intuitive feelings about what is right and needs attention as well as which direction is best.
- Have a strong desire to do things right along with a need to know and understand why an action is best.
- Tend to be a proactive, goal, strategy, and plan oriented person who focuses on clarity, efficiency, and consequences.
- May overlook immediate needs and become over confident about the potential success of strategies and plans.
- May delay decisions until you are convinced that the situation is right and that all of the pieces fit together.
- May become frustrated when intuition builds an urgency to act, yet logic demands more evidence, analysis, and understanding.
- Have a strong respect for the individuality and rights of each person, focusing on clarity and consistency in relationships.
- Tend to shift from being open and available to becoming demanding and critical when others do not measure up.
- Have the ability to see and understand another person's point of view, which allows you to build and organize clear responses.
- In conversations, you tend to rely too much on logic. You tend to listen 'at' rather than 'to' others and to become overly competitive.
- Very goal directed person with a strong sense of commitment to personal goals, ideas, principles and standards of conduct.
- Commitment to personal goals serves as an anchor and as a drive center keeping you on track, consistent in your beliefs, and stubbornly insistent that your way is right.
- Clear insights about your inner self worth giving you the ability to be in touch with your uniqueness and individuality.
- Social/role image and your ability to be confident is dependent on your ability to set goals that are realistic and are what you are interested in as well as motivated toward.
- Often see yourself as you ought to be rather than as you are resulting in frustration, anxiety and dissatisfaction when you do not accomplish your goals and in a tendency to be too hard on yourself, feeling inadequate when you do not measure up.

Leadership Skill Inventory

(LOW RISK - 9.27)

PEOPLE SKILLS - LOW RISK

- Talent - 8.92
- Access - 9.37
- Risk Level - 9.14

TASK SKILLS - LOW RISK

- Talent - 8.94
- Access - 9.41
- Risk Level - 9.17

SYSTEM SKILLS - LOW RISK

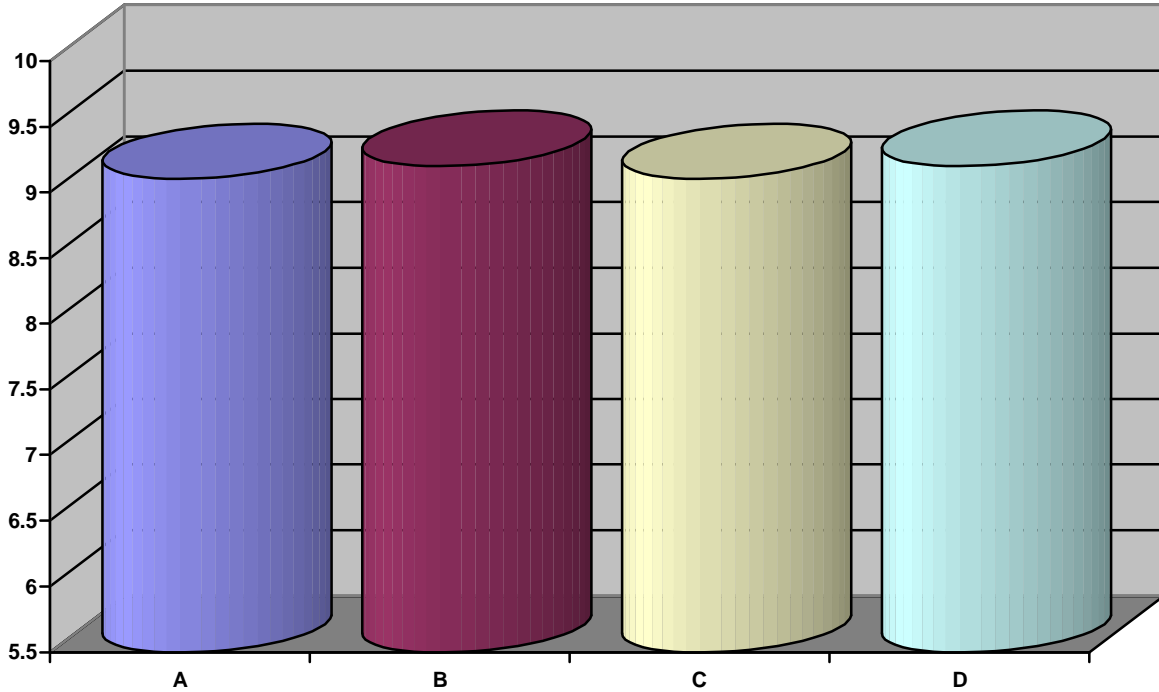
- Talent - 8.91
- Access - 9.31
- Risk Level - 9.11

SELF SKILLS - LOW RISK

- Talent - 9.06
- Access - 9.41
- Risk Level - 9.23

Leadership Screen with Nine Pathways

Global Graph



Low Risk (Excellent ability to utilize the capacity and translate the talent into decisions; reduces the potential for errors and mistakes)	9.021 to 10.0
Situational Risk (Very good ability to utilize the capacity especially in well defined areas; however, there are specific situations that can interfere with the translation into decisions)	8.791 to 9.02
Conditional Risk (Limited access to the capacity indicating actual conditions that will increase the potential for mistakes and errors and restrict the transfer into decisions)	8.391 to 8.79
Real Risk (Restricted access to the capacity indicating the ability is consistently unavailable and individuals are subject to mistakes and errors in judgment)	6.0 to 8.39

A) People (Low Risk) — This section measures the ability to make sound and objective decisions about others and to build relationships.

B) Task (Low Risk) — This section measures the ability to see and understand what is happening in a practical, concrete manner.

C) System (Low Risk) — This section measures the ability to see, understand and appreciate planning, strategic thinking and issues, conceptual organizing and consistency and conformity.

D) Self (Low Risk) — This capacity measures the ability to see, understand and be sensitive to personal uniqueness, confidence and competency and goals and self organization.

PEOPLE Values (Prioritized Core Strengths)

- 1) Sets priorities in relationships (Very Good Access)
- 2) Helps people to have the confidence to take risks (Very Good Access)
- 3) Encourages others and provides positive reinforcement (Very Good Access)
- 4) Assigns tasks clearly and specifically (Very Good Access)
- 5) Keeps communications clear and to the point (Very Good Access)
- 6) Makes an effort to be pleasant, courteous and tactful (Very Good Access)
- 7) Deals with conflicting issues in a positive manner (Very Good Access)
- 8) Reinforces the value of cooperation and sharing (Very Good Access)
- 9) Open to perspective of others (Very Good Access)

PEOPLE Values (Prioritized Development Areas)

- 1) Concern about being fair can lead them to overlook issues (Conditional Risk)
- 2) Will likely be too optimistic about others (Conditional Risk)
- 3) Tends to take too much time with the needs and concerns of others (Conditional Risk)

TASK Values (Prioritized Core Strengths)

- 1) Knows what needs to be done and what can be done (Very Good Access)
- 2) Can be counted on in good times and bad (Very Good Access)
- 3) Knows what is needed to support decisions (Very Good Access)
- 4) Sets and takes care of priorities (Very Good Access)
- 5) Willing to do whatever it takes to accomplish goals (Very Good Access)
- 6) Is honest with themselves about what they can do (Very Good Access)
- 7) Good sense of time and timing (Very Good Access)
- 8) Tracks the success and failure of decisions (Very Good Access)
- 9) Takes care of daily detail work (Very Good Access)

TASK Values (Prioritized Development Areas)

- 1) Ideal thinking leads them to overlook critical issues (Conditional Risk)
- 2) Has difficulty consistently staying focused and persistent (Situational Risk)
- 3) Likely to take too long analyzing and not respond quickly (Situational Risk)

SYSTEM Values (Prioritized Core Strengths)

- 1) Maintains a strong sense of direction and purpose (Excellent Access)
- 2) Emphasizes a common mission (Very Good Access)
- 3) Communicates optimism, vision and purpose (Very Good Access)
- 4) Pays Attention To Long Term Goals (Very Good Access)
- 5) Keeps decisions consistent with beliefs, goals and plans (Very Good Access)
- 6) Respecting authority (Very Good Access)
- 7) Takes time to be creative and inventive (Very Good Access)
- 8) Pays attention to inventive thinking (Very Good Access)
- 9) Sets clear, relevant and realistic goals (Very Good Access)

SYSTEM Values (Prioritized Development Areas)

- 1) Is inconsistent about pushing to attain their goals (Real Risk)
- 2) Tends to insist on meeting standards or codes (Conditional Risk)
- 3) Tends to insist on rigid adherence to established standards (Conditional Risk)

SELF Values (Prioritized Core Strengths)

- 1) Maintains a positive attitude toward themselves (Excellent Access)
- 2) Maintains a positive attitude toward the world (Excellent Access)
- 3) Makes an effort to maintain principles in all matters (Excellent Access)
- 4) Continuously seeks to improve performance (Very Good Access)
- 5) Sticks by decisions (Very Good Access)
- 6) Accepts responsibility their mistakes (Very Good Access)
- 7) Emphasizes vision, mission and purpose (Very Good Access)
- 8) Accepts responsibility for consequences (Very Good Access)
- 9) Makes commitments they can and are willing to keep (Very Good Access)

SELF Values (Prioritized Development Areas)

- 1) Susceptible to fear of success or failure, to lack of confidence and competence (Conditional Risk)
- 2) Likely to fear making a mistake and will resist change (Conditional Risk)
- 3) Is idealistically and unrealistically optimistic (Conditional Risk)

Priority List of Critical Leadership Performance Dimensions

Listed below are the Critical Leadership Performance Dimensions. These factors are listed in order of the talent you currently display for paying attention to and valuing them. The first Talent is your strongest, followed by the rank order of the remainder of the factors.

1. (9.33) SETTING VISION, MISSION AND PURPOSE
2. (9.14) BUILDING TRUST AND A COMMON BOND
3. (9.12) MAINTAINING CONSISTENCY AND CONFORMITY
4. (8.97) DEVELOPING STRATEGY, DISCIPLINE
5. (8.87) BUILDING TEAM SYNERGY
6. (8.84) PREPARATION AND TACTICS
7. (8.81) FOSTERING INNOVATION AND CHANGE
8. (8.80) INSTILLING RESPONSIBILITY AND INTEGRITY
9. (8.77) FOCUSING ON RESULTS

Scoring Legend:

Numeric Scores	Top 3 are Primary Focus, Middle 3 are Secondary Focus, and Bottom 3 are Inconsistent Focus. What is the Hierarchy and what is the STRENGTH of each focus factor? (Risk Level)
9.021 to 10.0	Low Risk = Strong Access to this Focus
8.791 to 9.02	Situational Risk = Good Access to this Focus
8.391 to 8.79	Conditional Risk = Marginal Access to this Focus
6.0 to 8.39	Real Risk = Poor Access to this Focus

Prioritized Leadership Values (Core Strengths)

- 1) Optimism, Seeing And Expecting The Best (Vision, Mission)(Low Risk)**
Maintains a positive attitude toward themselves
- 2) Optimism, Seeing And Expecting The Best (Vision, Mission)(Low Risk)**
Maintains a positive attitude toward the world
- 3) Respecting The Rights Of Each Person (Vision, Mission)(Low Risk)**
Maintains a strong sense of direction and purpose
- 4) Walking The Walk, Keeping Promises (Integrity)(Low Risk)**
Accepts responsibility for consequences
- 5) Being Fair And Consistent (Team Synergy)(Low Risk)**
Sets priorities in relationships
- 6) Learning To Adapt And Grow (Innovation, Change)(Low Risk)**
Continuously seeks to improve performance
- 7) Building Confidence and Competence (Trust)(Low Risk)**
Helps people to have the confidence to take risks
- 8) Personal Competence And Confidence (Preparation, Tactics)(Low Risk)**
Has good problem solving ability
- 9) Knowing what is needed to get the job done (Preparation, Tactics)(Low Risk)**
Knows what needs to be done and what can be done
- 10) Personal Commitment, Dedication (Vision, Mission)(Low Risk)**
Sticks by decisions

Prioritized Leadership Values (Development Areas)

- 1) Sense Of Purpose And Meaning (Vision, Mission)(Real Risk)**
Is inconsistent about pushing to attain their goals

- 2) Learning To Adapt And Grow (Innovation, Change)(Conditional Risk)**
Susceptible to fear of success or failure, to lack of confidence and competence

- 3) Personal Commitment, Dedication (Vision, Mission)(Conditional Risk)**
Makes unrealistic commitments they will not keep

- 4) Learning To Adapt And Grow (Innovation, Change)(Conditional Risk)**
Likely to fear making a mistake and will resist change

- 5) Respecting Principles, Standards And Codes (Integrity)(Conditional Risk)**
Tends to insist on meeting standards or codes

- 6) Respecting The Rights Of Each Person (Trust)(Conditional Risk)**
Tends to be too optimistic about others

- 7) Treating Each Person as Unique And Valuable (Trust)(Conditional Risk)**
Tends to take too much time with the needs and concerns of others