



# Summary Report (Leadership)

©Copyright 2005, CraftSystems Inc.

**Name:** John Sample **Date:** June 8, 2004  
**Compatibility Rating:** Moderate **Position:** Operations Manager

This report provides detailed information relating to an individual based on responses to the Craft Personality Questionnaire (CPQ). The information contained in this report should not be used as the sole criterion to hire, promote, or terminate employees. It is the end user's sole responsibility to maintain compliance with company policy and applicable regulations in the use of this report.

## CPQ "Basic 8" Traits

The following "Basic Eight" personality traits are each independent factors that have resulted from the individual's responses to the CPQ. Scores which are either too high or too low can produce "not in ideal range" results due to the incompatibility of the individual's results with the job requirements.

### Goal-orientation (Go): 84%

**Coaching Hours: 1**

This unusually high score is characterized by a very high emotional intensity and sense of urgency that thrives on short-term goals and immediate results. John is proactive, creative, and quite impatient when it comes to pursuing goals. This can be an asset in a leadership position within a smaller company that has minimal resources. In larger companies with multiple levels of bureaucracy, this higher score can be a liability because John may bypasses corporate checks and balances. In addition, John may not have adequate follow-through as new goals are pursued.

- Even paced, easy going
- Focuses on processes
- **Focus more on the goals/results**



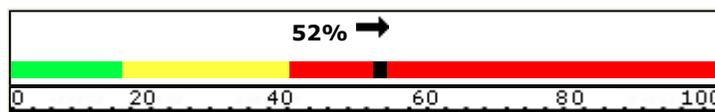
- Intense, highly driven
- Impatient, intolerant of delays
- **Avoid superficial deadlines**

### Need for Control (Nc): 52%

**Coaching Hours: 2**

While higher scores on this scale indicate a desire to directly control the outcome of the project and low scores indicate a preference for working in teams, this moderately high score is characterized by a balance between these two, but without the extremes. Though these moderate scores are difficult to describe, John generally prefers to work independently "over" others rather than cooperatively "with" others. This can pose a problem when the success depends on the ability to delegate authority.

- Seeks peace and harmony
- Depends too much on others
- **Take independent initiatives**



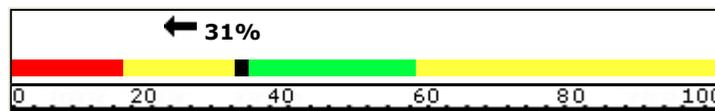
- Seeks independence and control
- Potential to micro-manage
- **"Let Go" and delegate more**

### Social Confidence (Sc): 31%

**Coaching Hours: 0.5**

As a result of John 's low Sc, there are times when this leader will find it difficult to confront or control strong-willed employees. Though this nonassertive behavior can be an asset in leadership positions that require John to defer to the authority of others, it can negatively impact productivity if decisive action is required. At times John will "stuff" negative feelings until they are intolerable and then release them emotionally. John can compensate by learning assertiveness techniques that motivate and empower (rather than control) employees.

- Asks rather than tells
- Finds it hard to say "no"
- **Practice assertiveness techniques**

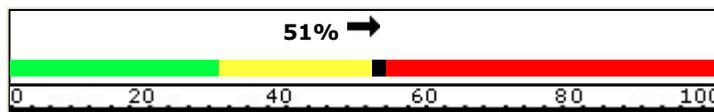


- Tells rather than asks
- May be too opinionated
- **Ask more questions**

**Social Drive (Sd): 51%****Coaching Hours: 1.5**

While lower scores on this scale indicate a minimal desire to socialize and higher scores indicate a profound need to be the center of attention, this moderately high score is a balance between the two. Though moderate scores are difficult to describe, this social versatility allows John to enjoy both "private time" and "public time" with a bias toward enjoying activities that reward status and other forms of public recognition. This unique balance can be beneficial in leadership positions that require entertaining.

- More socially controlled/private
- Could lack social skills
- **Practice interpersonal skills**

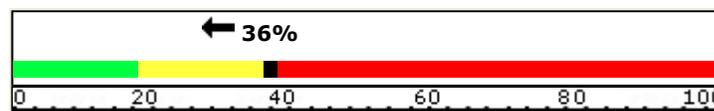


- Seeks public recognition
- Tendency to focus on self
- **Give credit/recognition to others**

**Detail-orientation (Do): 36%****Coaching Hours: 1.5**

This relatively low score indicates John is a visionary who really dislikes job duties requiring intense analysis of detail. When making decisions, John typically relies upon intuition, experience, and "gut feelings." John will become disinterested and de-motivated if a primary part of the job description is to analyze data, even though there is the ability to handle it. To compensate, John should either delegate analysis or learn to prioritize these less enjoyable job duties.

- Uses feelings/intuition to decide
- May overlook important detail
- **Use metrics to predict problems**

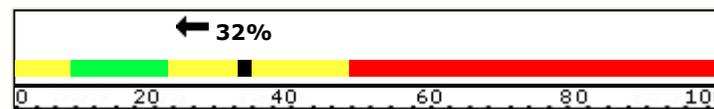


- Uses data/research to decide
- Can have "analysis paralysis"
- **Delegate detail; focus on vision**

**Good Impression (Gi): 32%****Coaching Hours: 1**

Low Gi is a "two-edged sword." On one hand it indicates an ability to communicate openly and honestly regarding our fears, faults, and failures. On the other hand, it indicates a vulnerability to criticism and rejection. John may find it difficult to deflect criticism. Rather than blaming others, John will take the blame personally and try to change, even when change is not needed. To compensate, John should avoid letting weak ego defenses negatively affect attitude or productivity.

- Openly self-critical, vulnerable
- Takes criticism personally
- **Reinforce belief in mission/purpose**



- Ego defenses deflect criticism
- Can fail to recognize weaknesses
- **Practice "taking the blame"**

**Need to Nurture (Nn): 27%****Coaching Hours: 3**

John's low Nn score indicates a serious, on-task degree of professionalism that often prioritizes efficiency over relationships. At times John lacks sensitivity to the needs of others and the desire to nurture relationships. While this low score correlates with efficiency, strong time management skills, and perseverance, it can be a liability in positions that require attention to employee or customer needs. This can be compensated by showing interest in employees.

- Prioritizes professionalism
- Can be too serious/ non expressive
- **Discover employee needs/ concerns**

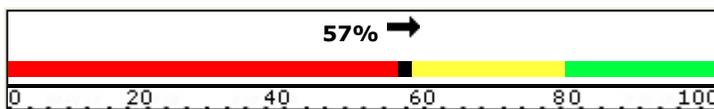


- Prioritizes relationships
- Can be too warm/ expressive
- **Maintain appropriate boundaries**

**Skepticism (Sk): 57%****Coaching Hours: 2**

While higher scores on this scale indicate a general distrust of others and low scores indicate a naïve belief in others, this moderately high degree of Sk is a balance between the two. These moderate scores are difficult to describe. On one hand, John can give you the benefit of the doubt; and on the other, scrutinize your behavior. Moderately high scores on this scale can be an asset if the leadership position requires respect and trust for employees, yet the need to scrutinize activities.

- Trusting; gives benefit of doubt
- Can be naïve or idealistic
- **Rely on accountability systems**



- Distrusting/judgmental
- Can be too critical of others
- **Maintain a positive attitude**

## Leadership Style Profile

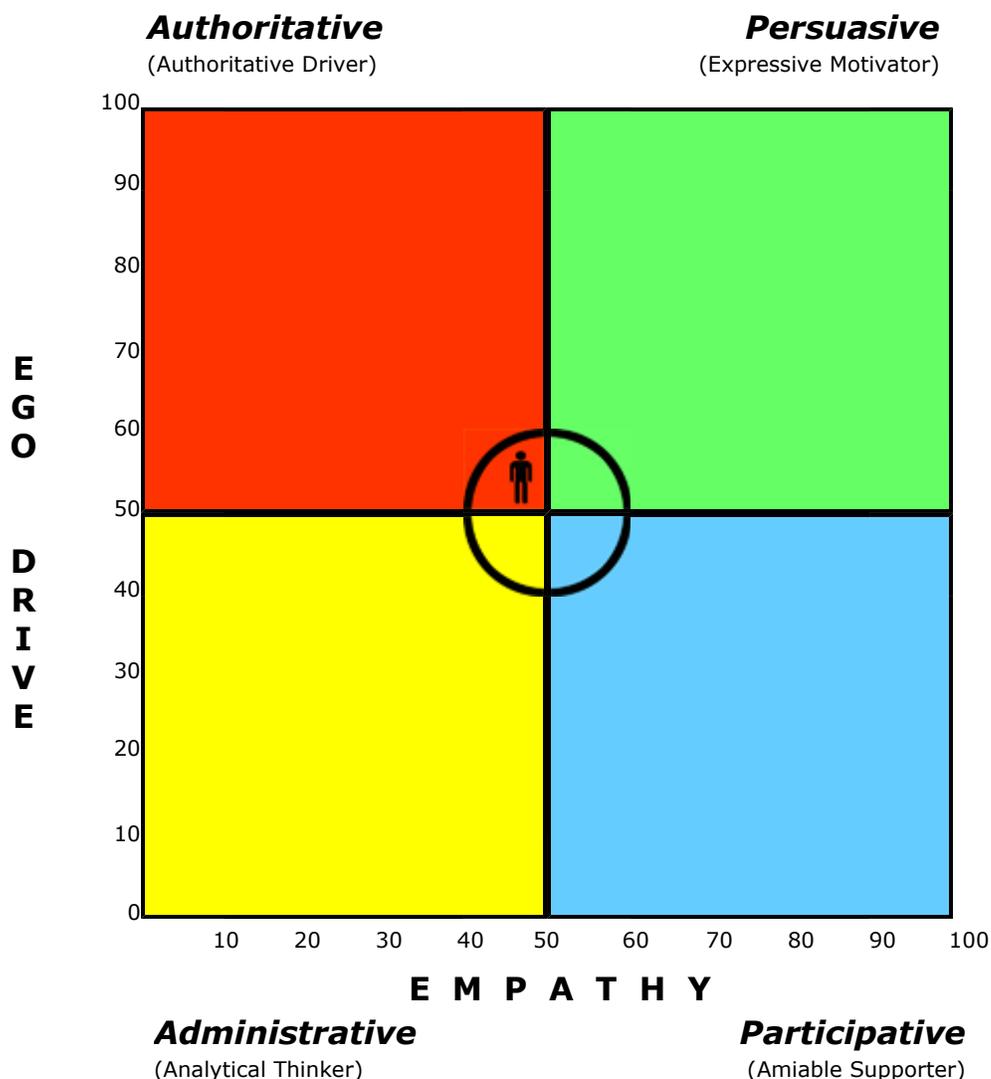
Ego Drive and Empathy each results from an interaction between four of the "Basic Eight" personality traits. This report describes general behaviors which can be used for training and development purposes.

**Ego Drive** is the proactive dynamic behind human behavior. When it comes to completing their job duties or overcoming obstacles, individuals with high Ego Drive are risk-takers who place an emphasis upon the end result and "back into" the systems or relationships required to achieve it. On the other hand, individuals with low Ego Drive are more cautious and consistent and depend upon traditional systems or relationships to achieve results.

**Empathy** is the emotional/intuitive insight to perceive the needs of others. When it comes to completing job duties or overcoming obstacles, individuals with high Empathy are more relationship-centered and emphasize social skills and personal insight, while individuals with low Empathy are more task-oriented and emphasize self-discipline and efficiency.

Trait Name	0	10	20	30	40	50	60	70	80	90	100
<b>Ego Drive (54)</b>											
<b>Empathy (42)</b>											

The indicator's location (see graph below) denotes your Leadership Style. If the indicator falls between two styles (Example: *Authoritative/Persuasive*), the leadership style will be described by both styles.



## Follow-Up Questions

The following probing questions are designed to be used to cross-validate the CPQ results. Managers use these follow-up questions during the first few minutes of the In-depth Interview when they review the candidate's Compatibility Chart. If you have concerns about the candidate's scores, please ask the following questions that best represent your specific concerns.

The following interview (probing) questions are provided for each of the "Basic Eight" personality traits for which the candidate scored outside of the "Ideal Range" (see pages 1-2). For example, if the candidate scored outside of the "Ideal Range" on just the Goal-orientation (Go) trait, you will only receive follow-up questions for that trait.

### Go (Goal-orientation)

- If we measured motivation based upon your personal income, your commissions earned, or bonuses over the past five years, what information could you provide that shows you are highly motivated? Could you be specific? (If this is primarily a commissioned sales position that requires entrepreneurial drive/motivation, beware of candidates who have only average earnings and modest increases in income over the past five years. Previous income is often the best predictor of future sales success.)
- If the job description requires a history of proven motivation, what specific evidence could you offer that shows you are highly driven to succeed? (Beware of candidates who fail to provide concrete evidence of a dynamic, proactive level of motivation and accomplishment.)

### Nc (Need for Control)

- Give an example of a time when you have delegated responsibilities for a project. Would you say that the project may have been more successful had you completed the task yourself? Why or why not?
- What did you learn from the project (above) that would enable you to delegate tasks differently for more success in the future?

### Sd (Social Drive)

- Describe a situation where you had to work by yourself for an extended period of time to complete a project. How well did you do? How did you keep yourself motivated? What did you enjoy most? Least? (Sales personnel who score high on Sd will find it difficult working alone. If the job description requires work at home or work outside of the office alone, this candidate may be prone to early termination. Does this candidate have a track record of working alone that you can rely upon?)
- How would you handle working with an employer who gave you very little recognition for a job well done? Why do you say that? (Individuals with high Sd scores are motivated by public recognition and are prone to turnover if their recognition needs are not met by the manager. If your management style or your corporate culture minimizes public recognition, this candidate may seek employment elsewhere.)
- How do you prefer to be recognized for a job well done? Would you describe yourself as competitive? (If the candidate will be working alone or working without the recognition or competition he or she needs, make sure there is an understanding of the job duties and expectations before you hire this candidate.)

### Do (Detail-orientation)

- Describe any experience you have had working with numbers or data analysis. What did you like most? Least? (Beware of candidates who have higher Do Scores and who have extensive experience working in analytical professions/jobs such as engineering or accounting. The more they enjoy detailed analysis, the more they'll try to sell the features and not the benefits, the "steak" and not the "sizzle." This problem is exaggerated if the candidate has high intelligence. The combination can produce an obsession for detail, preparation, and organization that will reduce call activity and sales results.)

- Do you make decisions more logically or intuitively? In other words, do you make your decisions based more upon data and analysis or more upon your intuition and experience? What examples can you provide? (Beware of candidates who rely heavily on data and analysis to make their decisions. They may spend too much time “majoring in minors” and too little time focusing on the results.)

### **Gi (Good Impression)**

- Describe your worst faults. Describe your worst failures. What are your worst fears? (Candidates with high scores on this scale often exaggerate their strengths and downplay their weaknesses. As a result, they will go out of their way to avoid answering this question with any substance. Beware of candidates who will not open up and discuss their faults or problems with you. Beware of candidates who are telling you only what they think you want to hear and not providing answers that can help you make an informed hiring decision.)
- Tell me about a recent mistake you made in your work. What happened, and how did you resolve the problem? (Beware of candidates who defend themselves with excuses and attempts to leave an ideal and perfect impression. Is your candidate defensive? Are they attempting to deny faults and failures? Are they only telling you what you want to hear?)

### **Nn (Need to Nurture)**

- What are five adjectives that describe you most accurately? (Low Nn individuals will usually validate their low score by giving you adjectives that reflect their task-oriented efficiency and avoiding words that reflect their need to nurture, compassion, or relationship-centered behaviors.)
- Describe any situation or position where you had to play a supportive role or you were responsible for working with a team toward a common goal. What did you like most? What did you like least? (Candidates with lower Nn scores have a difficult time working in supportive or service-oriented job descriptions. Look for historical evidence that this low Need to Nurture has not negatively impacted productivity.)
- When under pressure to accomplish our goals, we can often be so “on task” that we fail to be sensitive to the needs of others, especially customers. What information could you provide to show us that you are able to work effectively with customers? (If this position requires that your candidate provide customer service, make sure he or she can take the “unnatural stretch” to do what does not come naturally. The best evidence is a proven track record of customer service experience.)

### **Sk (Skepticism)**

- What did you like most about your previous employer’s management style? Like least? (Low Sk individuals are typically quite positive about previous employers. Beware of candidates who speak negatively of previous employers/supervisors.)