



LEADERSHIP
INCORPORATED

CANDIDATE REPORT

JEFF DOE

JUNE 01, 2022

| Chicago, IL
| Jackson, WY
| Mexico City, MX
| Queretaro & Leon, Guanajuato, MX



CANDIDATE REPORT

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We have administered the Management Research Group Personal Directions (PDI) and the Birkman Leadership Style Assessment and engaged Jeff Doe in a ninety-minute review of the assessment results. Both assessments indicate similar scores, where they measure the same needs and behaviors. In the interview, Mr. Doe confirmed the findings of the evaluations.

INTERPERSONAL

Mr. Doe spent nine years living in Singapore as a child. His father worked in the aerospace industry and installed the first aerospace facility in 1975. Each year for summer break, Mr. Doe would travel back to the United States with his mother and siblings and reside with family.

Mr. Doe said that they also took time to see other countries on the route and experience many cultures each time they traveled. He has retained his love for travel from these adventures. Several years later, Mr. Doe returned to Singapore as an adult. He told us how it was interesting to meet with his father's colleagues and friends as an adult and forge business relationships with them.

When he's not traveling, Mr. Doe enjoys being at home with his family or watching a good movie. He feels he gets most of his social necessities met by traveling for work and being in various plants, so he can focus on his family and their activities when he's home.



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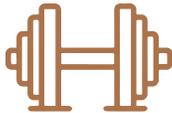
Mr. Doe's leadership style is candid, direct, and straightforward. He enjoys working with others and being part of a group. He enjoys fostering and mentoring and finding the right job for the right person. When asked about his strengths, Mr. Doe said he is a good team builder. He is a positive leader and believes in celebrating the wins and encouraging everyone to do their best each day. He enjoys mentoring, fostering good relationships, and using LEAN principles to get everyone involved.



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He described one of his weaknesses as he does not like confrontation and having to have “hard conversations.” Although he can do it, it is not something he is comfortable doing. He wants to ensure he has all the data needed to support any allegations and that he has given the person the benefit of the doubt before termination.

His most significant accomplishment in business was when he was with Fronterra Building Products and was assigned three goals that his supervisor wanted completed within three years. He was able to achieve all the goals in under three years. His biggest mistake in business was when he was overseeing a plant in Florida, and it took two mishires and money lost before he found the right plant manager. He said he wished he had acted sooner and not “given the benefit of the doubt” to the plant managers. He knows to hire the “good fit” and not just the good resume.

STRENGTHS

Strong executive candidates typically score high on nine or above characteristics. Mr. Doe scored high in nine characteristics.

SOCIAL ENERGY

Mr. Doe scored in the 99th percentile. From the beginning of our interview, he was very outgoing and highly engaged. Mr. Doe answered our questions and provided insightful details when requested.

PHYSICAL ENERGY

Mr. Doe scored in the 97th percentile in this characteristic. He is constantly on the go. He has a lot of energy and will run at a fast pace. He needs to be busy and have a dynamic environment around him. When he’s not at work, he enjoys hiking or golfing to burn off some energy.

EMOTIONAL ENERGY

Mr. Doe is very analytical, logical, and practical. He likes a spirited work environment. He enjoys being part of a group or team and draws from the social energy of the groups/teams.



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TRUST

Mr. Doe will act in a trustful, loyal manner and requires a work environment where the feeling is mutual. He needs the same from his environment. He is seeking a new position as he was package out with the sale of his previous employer.

THOUGHT

Mr. Doe is a “matter of fact” type of person. He likes to be direct and to the point and wants the same in return. He needs time to think through a decision, but with his high energy level, he will make a quick decision when required to get a project moving along.

PIONEERING

Mr. Doe does not need a road map to start a project. He enjoys figuring things out for himself. He will take a project and run with it.

STRUCTURE

Mr. Doe likes structure and having systems in place. He can be flexible when needed. He wants to have a plan in place and for things to be organized.

PERSUASIVE

Mr. Doe scored in the 94th percentile in this characteristic. He can persuade a following and “rally the troops” into action.

LIFE SATISFACTION

Mr. Doe scored in the 95th percentile in satisfaction. He is happy with his life and the choices he has made.

AREAS OF CONCERN

ASSERTIVENESS/AUTHORITY

Both assessments indicated that Mr. Doe might have difficulty being assertive and using his authority. The assessments and our interview all raise the question of whether he can make the hard decisions when needed. With his self-described weakness of avoiding confrontation, we question if he will act quickly when required or continue to give “the benefit of the doubt.”



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B-

LEADERSHIP RATING

EXCELLING/WINNING

Mr. Doe scored in the 60th percentile on Excelling and 55th percentile on Winning. These scores are 20% below what we expect to see for executives.

CURIOSITY

Mr. Doe's scores on Intellectual 20%, Self-Development 50%, Scientific 30% and Literary 6% are concerning. Combined with his life satisfaction scores, these scores indicate that Mr. Doe may be content with his station in life and sees little need to learn or evolve.

SELF-ACCOUNTABILITY

Mr. Doe scored 35% on Self-Accountability and 55% on External focus. These scores indicate that when mistakes are made, he may not accept appropriate responsibility, and at times, may blame circumstances or others for less than desirable outcomes.

STRATEGY/INTUITION

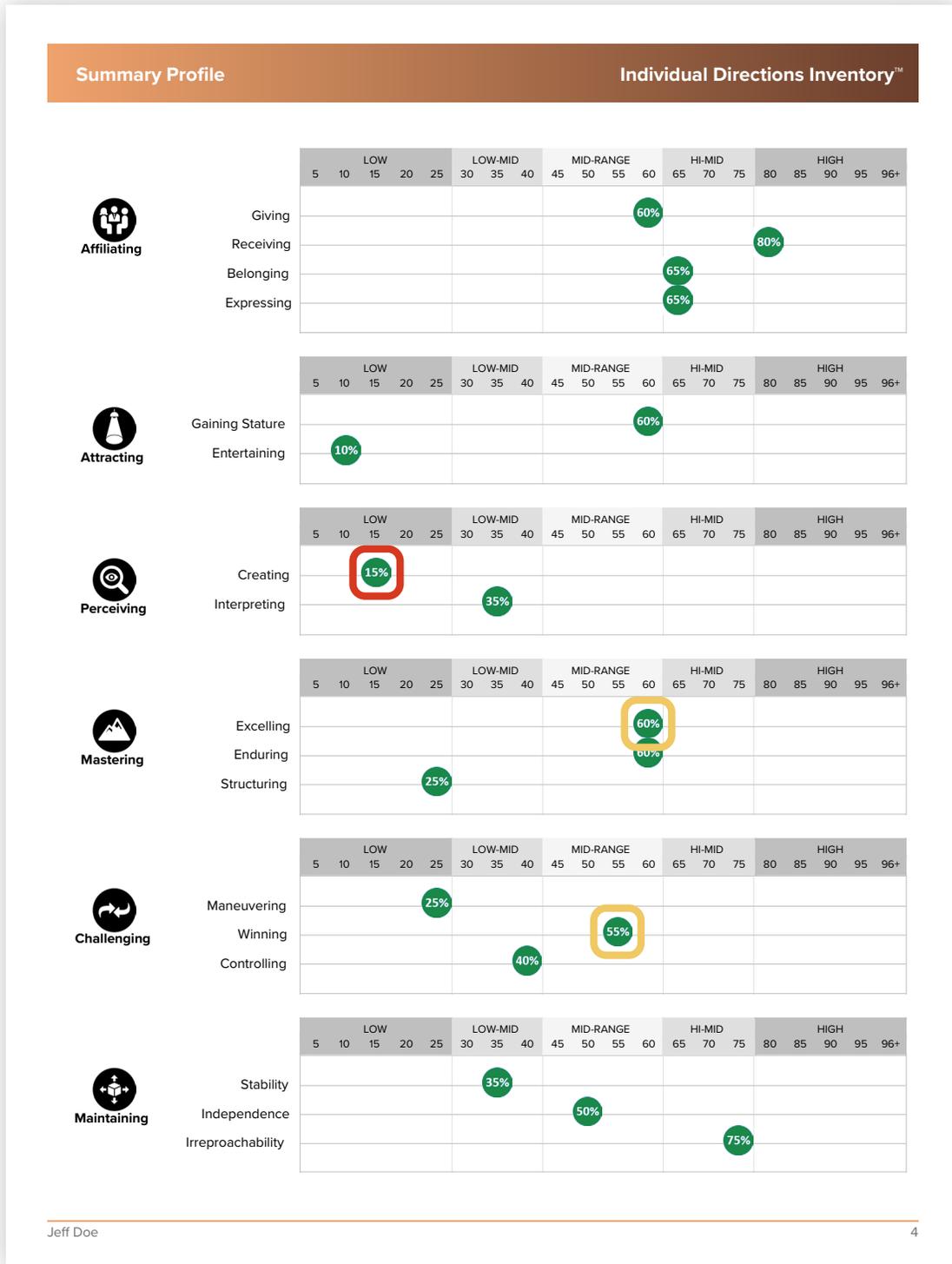
Three scores: 9% on ability to see the big picture, 9% on abstract thinking, and 20% on creating plus two specific answers in our interview indicate Mr. Doe may not have the foresight to anticipate opportunities or problems. Additionally, Mr. Doe's answers to describing his most significant accomplishment and biggest failure support this area of concern.

RELOCATION

Another concern we have is if Mr. Doe will relocate to Chicago. He was very open in saying that it would have to be a great offer for him to move his family back to Chicago. He is mulling over other offers as well as Your Co.

RECOMMENDATION

Mr. Doe is a likable individual who presents very well. However, we do have concerns about his candidacy. In reviewing Mr. Doe's resume, it appears he has held a Vice President of Operations role for four years or less in a non-technical manufacturing environment of concrete casting. We are making a neutral recommendation of Mr. Doe's candidacy. We rate him as a "B-" candidate. If Mr. Doe is given further consideration, we recommend a thorough vetting of his references.



negative neutral positive



Appraise Your World™

Inner Self

0% - - - - 50% - - - - 100%



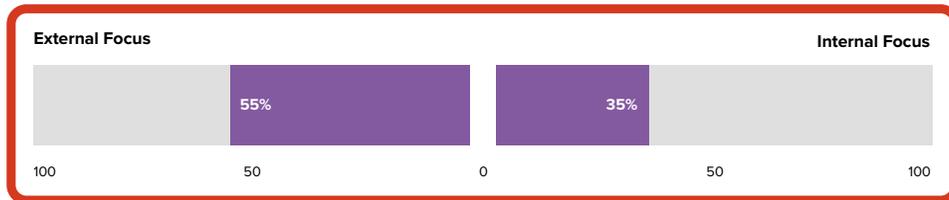


Focus of World

Focus of World

Internal Focus: People who score higher on Internal Focus are likely to attend to internal cues, signals and satisfactions. They tend to feel that they are in charge of their lives, that they control their environment and the things that happen to them. They may see events as being almost entirely the result of their individual actions and decisions. If something goes well or if something goes wrong, they are likely to feel they have had some responsibility for the result. Thus, they are apt to be equally subject to the feelings of achievement and satisfaction that accompany success, and the feelings of guilt and disappointment that come with failure.

External Focus: People who score higher on External Focus attend to external cues, signals, and approval. They may believe that external elements in their environment play a vitally important role in what happens to them. They may be somewhat fatalistic and regard success to be the result of luck or pull rather than of their own efforts. They may believe that things over which they have little direct control happen to them and influence their worlds. Because they monitor the external world very carefully, however, they may also be quite realistic in assessing what they must adapt to in it. Through their focus on the external world, they may develop a good deal of insight into it and be able to anticipate what is going to happen.



External Focus: 55%

- The degree to which you:
 - Attend to external cues
 - See outside forces as initiating action
 - Believe aspects of your world are subject to factors beyond your control
 - See yourself as responding to the actions of others

Internal Focus: 35%

- The degree to which you:
 - Attend to internal cues
 - See yourself as initiating direct action
 - May be introspective
 - See yourself as primarily responsible for results

Lower self-accountability

Your Focus of World

Our Focus of World can have a strong influence on the way we act. The same external event can be viewed, reacted to, and judged very differently depending upon our perspective. And, how we perceive the world and our part in it will influence our behavior.

The level of satisfaction and security we experience in our worlds will often be directly affected by the decisions we make. These decisions, in turn, will be heavily influenced by the degree of control we believe we have over our lives. Our perceptions of External or Internal Focus and the balance between them often affects the number of choices and options we see and allow ourselves to have.



LEADERSHIP, INC. COMPARATIVE REPORT



SOCIAL ENERGY

The Social Energy Component can affect the areas of social enthusiasm, participation in meetings, open lines of communication, comfort in interacting with groups, and spontaneous expression.

WORKING WITH ONE ANOTHER AND WITH OTHERS

**USUAL
BEHAVIOR**



SCHROEDER and DOE have similar strengths and assets. They:

- are friendly and meet people easily
- tend to be at ease in group settings
- can use social situations for productive purposes

NEEDS



SCHROEDER and DOE have different expectations.

- SCHROEDER needs freedom from constant social demands.
- By contrast, DOE tends to be more stimulated by social interaction and the support of the group.

**STRESS
BEHAVIOR**



SCHROEDER and DOE behave differently when their expectations are not met.

- SCHROEDER may withdraw from social situations and spend too much time alone.
- By contrast, DOE can be too influenced by group thinking and general opinion.
- Under stress, DOE is likely to see SCHROEDER as difficult to really know; socially detached; underestimating the importance of group projects and social activities.
- Under stress, SCHROEDER is likely to see DOE as overly friendly; placing too much emphasis on team participation; too willing to tell people what they want to hear; weakening under social or group pressure.

SCHROEDER: 74/20/20
DOE: 99/84/84



LEADERSHIP, INC. COMPARATIVE REPORT 

SOCIAL ENERGY

KEY RECOMMENDATIONS



When working with SCHROEDER, DOE should remember:

- to deal with SCHROEDER, where possible, outside of a group or social context
- to talk with SCHROEDER face-to-face, or in small groups, where possible
- that an approach based on one-on-one discussion is preferable to dealing with the matter in a group setting



When working with DOE, SCHROEDER should remember:

- to approach DOE, where possible, in a team, social, or group context
- that DOE is strongly motivated by group involvement
- that addressing issues in a more social context is likely to be more productive than talking one-on-one

How DOE can understand SCHROEDER:

SCHROEDER has a need for solitary work and is likely to give the best in such a situation. You will benefit if you allow SCHROEDER to work alone rather than being forced to constantly participate in team situations. Although SCHROEDER may seem difficult to know due to a preference for alone time, this is not to express a personal dislike of you. SCHROEDER's ability to maintain a viewpoint even when it is unpopular can help you gain a different perspective on any problems the two of you encounter.

How SCHROEDER can understand DOE:

DOE prefers the friendly team involvement because that is DOE's nature. Try to remember that the relaxed, social approach to problems can be as effective as your individual approach and is not a waste of time. Your impatience with group participation may make it difficult for you to accept team decisions - try not to be too insistent on independence. If your ideas and actions are not readily received, reassess whether they are designed for general use.

SCHROEDER: 74/20/20
DOE: 99/84/84



LEADERSHIP, INC. COMPARATIVE REPORT 

PHYSICAL ENERGY

The Physical Energy Component can affect the areas of urgency in decision making, balance between thought and action, competitiveness as opposed to long-range results, and patience with planning and pacing.

WORKING WITH ONE ANOTHER AND WITH OTHERS

USUAL BEHAVIOR 

SCHROEDER and DOE have different strengths and assets.

- SCHROEDER tends to be more reflective and efficient in the use of people's energies, while DOE is more focused on immediate, direct action.

NEEDS 

SCHROEDER and DOE have different expectations.

- SCHROEDER needs opportunities to determine the most effective use of people's time and energies.
- By contrast, DOE is more stimulated by a busy environment and demanding schedules.

STRESS BEHAVIOR 

SCHROEDER and DOE behave differently when their expectations are not met.

- SCHROEDER may put off necessary actions, particularly if they are tedious.
- By contrast, DOE can become busy for its own sake, and may start to micro-manage instead of delegating effectively.
- Under stress, DOE is likely to see SCHROEDER as too easy-going; lacking forcefulness; low in competitive energy; easily discouraged.
- Under stress, SCHROEDER is likely to see DOE as action-driven; impulsive; restless and edgy; impatient.

SCHROEDER: 35/35/35
DOE: 99/93/93



LEADERSHIP, INC. COMPARATIVE REPORT 

PHYSICAL ENERGY

KEY RECOMMENDATIONS



When working with SCHROEDER, DOE should remember:

- to permit SCHROEDER to determine schedules, where possible
- to encourage the most productive use of SCHROEDER's energies
- that offering a more relaxed schedule is preferable to piling on the pressure



When working with DOE, SCHROEDER should remember:

- to give DOE plenty to do
- to motivate by imposing a fairly intense schedule
- that suggesting more effective ways of using high personal energies is preferable to attempting to lighten DOE's schedules

How DOE can understand SCHROEDER:

SCHROEDER prefers to have a relaxed, reflective attitude toward work, which you find impossible to share. This doesn't necessarily mean SCHROEDER is lacking energy or drive. SCHROEDER simply has a different approach which can be equally effective. Allow SCHROEDER time to absorb your ideas, and be patient if immediate interest is not shown. Exercise caution in this area, for you may have a tendency to become impatient. It will not alter SCHROEDER's work pace and could have reverse effects. SCHROEDER may appreciate your support when faced with detailed repetitive work that doesn't offer the stimulation of new ideas.

How SCHROEDER can understand DOE:

DOE's energetic behavior results from a high energy level and need for activity. Although DOE might appear hyper, these actions can stem from a positive need to fix it and get things done. Since DOE is prone to impatience under stress, you can help relieve some of the pressure by offering support, suggesting alternative actions and assisting in thinking through situations and problems. Encouraging projects that require physical activity will provide positive channels for any excess energy.

SCHROEDER: 35/35/35
DOE: 99/93/93



LEADERSHIP, INC. COMPARATIVE REPORT 

EMOTIONAL ENERGY

The Emotional Energy Component can affect the areas of practicality of ideas vs. thought and creative ideas, and control vs. expressions of enthusiasm.

WORKING WITH ONE ANOTHER AND WITH OTHERS

USUAL BEHAVIOR 

There are no consistent similarities or differences in SCHROEDER and DOE's strengths and assets.

NEEDS 

Needs: SCHROEDER and DOE have different expectations.

- DOE likes an environment that is focused on facts rather than people's feelings.
- By contrast, SCHROEDER responds better to more subjective support, and opportunities to talk about feelings.

STRESS BEHAVIOR 

SCHROEDER and DOE behave differently when their expectations are not met.

- DOE may become too detached and downplay the importance of feelings.
- By contrast, SCHROEDER may become too subjective and overplay the importance of feelings.
- Under stress, SCHROEDER is likely to see DOE as impassive; detached and impersonal; emphasis on tangibles; avoiding discussions involving feeling overtones.
- Under stress, DOE is likely to see SCHROEDER as overly concerned with feelings, personal and otherwise; preoccupied with service and intangibles on the job; easily dispirited; automatically seeing the difficulties before focusing on solutions.

SCHROEDER: 46/85/85
DOE: 10/10/10



LEADERSHIP, INC. COMPARATIVE REPORT 

EMOTIONAL ENERGY

KEY RECOMMENDATIONS



When working with DOE, SCHROEDER should remember:

- to focus on the facts, rather than the way people feel about those facts
- to keep more subjective issues to a minimum
- that objective discussion of problems is preferable to any display of emotion



When working with SCHROEDER, DOE should remember:

- to be sure to allow time for the airing of more subjective issues during discussions
- to encourage discussion of emotional aspects of problems
- that talking about feelings is preferable to over-emphasizing "the facts"

How SCHROEDER can understand DOE:

You should not assume that DOE dislikes you if you find it difficult to establish a relationship. DOE's preference is to remain uninvolved emotionally whether it's work or your problems. DOE will be quite satisfied to limit discussions to practical matters. In teamwork you can trust DOE to handle the situations requiring logic and objective decisions. Under stress, you may be more comfortable seeking a solution to your concerns from someone more willing to take feelings into account; it would help balance your thinking if you sought an objective opinion from DOE on occasion.

How DOE can understand SCHROEDER:

You prefer to be detached in working with people, but because SCHROEDER doesn't separate feelings from other involvements, it will be difficult for SCHROEDER to understand your manner. You will see an improvement in the quality of your working relationship if occasionally you allow time to show respect for SCHROEDER's feelings or inquire about family, friends, or personal interests. If SCHROEDER has reservations about a joint work project, results will be more satisfactory if you control a natural tendency to discount personal feelings and allow an expression of valid misgivings. Assure SCHROEDER by presenting the positive angles of the project. Since SCHROEDER is more sensitively aware of people's feelings, use that input to help anticipate the impact your joint decisions will have on personnel as well as on the organization. Your objectivity and SCHROEDER's sensitivity provide great team potential.

SCHROEDER: 46/85/85
DOE: 10/10/10



LEADERSHIP, INC. COMPARATIVE REPORT



SELF-CONSCIOUSNESS

The Self-Consciousness Component can affect the areas of managing performance problems and performance reviews, awareness of feeling and special needs of others, using candor as an interpersonal tool, and dealing with sensitive or tough business issues.

WORKING WITH ONE ANOTHER AND WITH OTHERS

**USUAL
BEHAVIOR**



SCHROEDER and DOE have similar strengths and assets. They:

- tend to be direct and frank with one another and with other people
- keep one-to-one discussions brief and to the point
- are usually untroubled by self-conscious feelings

NEEDS



SCHROEDER and DOE have different expectations.

- DOE prefers the direct and straightforward approach from others, and responds best to candid and open dialog.
- By contrast, SCHROEDER responds better to a more sensitive and individualized approach where any criticism is tempered with respect.

**STRESS
BEHAVIOR**



SCHROEDER and DOE behave differently when their expectations are not met.

- DOE may become too terse and direct, and upset others without realizing it.
- By contrast, SCHROEDER may become over-sensitive, particularly to real or imagined criticism.
- Under stress, SCHROEDER is likely to see DOE as inclined to be outspoken; unduly independent of individual thinking and actions; at times overpowering.
- Under stress, DOE is likely to see SCHROEDER as over-personalizing; allowing feelings to become too serious; evasive on occasion to avoid conflict; inclined to prolong explanations or simple instructions.

SCHROEDER: 19/95/95
DOE: 1/6/6



LEADERSHIP, INC. COMPARATIVE REPORT



SELF-CONSCIOUSNESS

KEY RECOMMENDATIONS



When working with DOE, SCHROEDER should remember:

- to keep one-on-one discussions brief, forthright, and to the point
- to get to the point rapidly, with a minimum of preliminary courtesies
- that a direct approach is preferable to beating about the bush



When working with SCHROEDER, DOE should remember:

- to temper directness with a certain sensitivity, particularly if criticism is involved
- to be sure that exchanges are courteous and diplomatic
- that time spent giving individualized attention will prove more effective than being candid or overabrupt

How SCHROEDER can understand DOE:

DOE's style is to give primary attention to objectives rather than individuals. As soon as you understand what DOE means, try to accept it without further elaboration or debate. Don't feel that feelings will be hurt if verbal exchanges are brief; that is DOE's preference. Compliments are not particularly necessary and they will only be accepted if they are fully deserved. It is important for you to remember when DOE is brief, it is not meant to be disconcerting to you, but to allow DOE time to accomplish the objectives.

How DOE can understand SCHROEDER:

Your directness can upset SCHROEDER - directness is taken personally. Allow a little more time in your dealings with SCHROEDER, encourage open expression of concerns. It is important for SCHROEDER to have opportunities to explain. Show you appreciate successes by speaking about them. Balance criticism with time for SCHROEDER to justify thoughts or actions. Try to remember that SCHROEDER's diplomacy can be an asset to you in understanding and dealing with sensitivities.

SCHROEDER: 19/95/95
DOE: 1/6/6



LEADERSHIP, INC. COMPARATIVE REPORT



ASSERTIVENESS

The Assertiveness Component can affect the areas of cooperation, conflict management, use of authority, listening skills, openness to others' ideas, and emphasis in delegation.

WORKING WITH ONE ANOTHER AND WITH OTHERS

USUAL BEHAVIOR

SCHROEDER and DOE have different strengths and assets.

SCHROEDER tends to be pleasant and non-assertive, and tends to suggest rather than give orders, while DOE is more assertive and finds it easy to tell other people what to do.

NEEDS

There are no consistent similarities or differences in the social expectations of SCHROEDER and DOE

STRESS BEHAVIOR

There are no consistent similarities or differences in the less-than-productive behaviors that SCHROEDER and DOE exhibit when their expectations are not realized

SCHROEDER: 25/38/38
DOE: 81/37/75



LEADERSHIP, INC. COMPARATIVE REPORT



ASSERTIVENESS

KEY RECOMMENDATIONS



When working with SCHROEDER and DOE, other people should remember:

- to deal with them using a balance of firmness and deference
- to avoid being over-assertive or too accommodating
- that neither SCHROEDER nor DOE expect, or want, a strong and consistent directive approach or a consistent non-confrontational approach

SCHROEDER: 25/38/38
DOE: 81/37/75



LEADERSHIP, INC. COMPARATIVE REPORT



INSISTENCE

The Insistence Component can affect the areas of managing meetings effectively, clarity of delegation, project management/time management, and sustaining systems and procedures.

WORKING WITH ONE ANOTHER AND WITH OTHERS

USUAL BEHAVIOR =

SCHROEDER and DOE have similar strengths and assets. They:

- prefer to follow procedures and policies
- are good at working the plan
- set about things methodically and in an orderly manner

NEEDS ≠

There are no consistent similarities or differences in the social expectations of SCHROEDER and DOE

STRESS BEHAVIOR ≠

There are no consistent similarities or differences in the less-than-productive behaviors that SCHROEDER and DOE exhibit when their expectations are not realized

SCHROEDER: 71/61/61
DOE: 66/55/55



LEADERSHIP, INC. COMPARATIVE REPORT



INSISTENCE

KEY RECOMMENDATIONS



When working with SCHROEDER, DOE should remember:

- to offer the support of a structured and organized environment, where possible
- provide the guidance of rules, systems and procedures
- that a structured approach is preferable to offering general guidelines



When working with DOE, SCHROEDER should remember:

- to offer a balance of structured guidance and general guidelines
- to avoid both unnecessary rules and vagueness about procedures
- that DOE does not expect, or want, strict "rules-based" boundaries or "no formal structure" at all

SCHROEDER: 71/61/61
DOE: 66/55/55



LEADERSHIP, INC. COMPARATIVE REPORT 

INCENTIVES

The Incentives Component can affect the areas of winning materialistic rewards, winning intangible rewards, risk-taking in the workplace, security in the workplace, comfort with bargaining for self, comfort with negotiating for equitable results.

WORKING WITH ONE ANOTHER AND WITH OTHERS

USUAL BEHAVIOR 

SCHROEDER and DOE have similar strengths and assets. They:

- tend to be trustful and idealistic
- are "team players" rather than looking out for themselves
- emphasize intangible benefits

NEEDS 

SCHROEDER and DOE have different expectations.

- DOE responds best to a more team-focused environment that focuses on intangibles.
- By contrast, SCHROEDER is motivated by a more competitive environment that rewards individual achievement.

STRESS BEHAVIOR 

SCHROEDER and DOE behave differently when their expectations are not met.

- DOE may be over-idealistic and impractical.
- By contrast, SCHROEDER may become distrustful of others and too self-protective.
- Under stress, SCHROEDER is likely to see DOE as idealistic; distressed by the objectionable side of life; too trusting of others; unrealistic.
- Under stress, DOE is likely to see SCHROEDER as self-protective, opportunistic; aggressive; self-promotional.

SCHROEDER: 10/76/76
DOE: 8/8/8



LEADERSHIP, INC. COMPARATIVE REPORT



INCENTIVES

KEY RECOMMENDATIONS



When working with DOE, SCHROEDER should remember:

- to focus where possible on intangible benefits and general rewards
- to stress team rather than personalized incentives
- that discussion based on general benefits is preferable to emphasizing personal financial incentives



When working with SCHROEDER, DOE should remember:

- to emphasize where possible matters of personal, tangible benefits and rewards
- to encourage individual competitiveness
- an approach that emphasizes personal incentive over generalized, tangible benefits is preferable

How SCHROEDER can understand DOE:

Try to accept that DOE's less aggressive, more trusting approach can yield results equal to those of your own methods. It could be beneficial to discuss a means of dividing work to enable both of you to deal with tasks or problems most compatible with your individual styles and values. DOE is likely to be more effective than you are when dealing with people with low-advantage styles; they know DOE will consider their interests. Don't assume DOE's approach is impractical. Work together and you can be a good team. Give DOE responsibility for projects involving teamwork, cooperation and general well-being.

How DOE can understand SCHROEDER:

It is important for you to realize that for SCHROEDER it is not a matter of disliking idealistic people; SCHROEDER doesn't know how to understand or trust them, because in SCHROEDER's perception people are basically self-interested. Try not to be upset with criticism in your style since you know the motivation behind it. SCHROEDER can relate well to your joint problems in terms of aggressive, competitive, practical action. When this is a valid action, you will do best to follow SCHROEDER's lead, since it would not be a comfortable situation for you. Although it may be difficult for you to understand one another, there is considerable potential for good teamwork if you coordinate your efforts and cooperate.

SCHROEDER: 10/76/76
DOE: 8/8/8



LEADERSHIP, INC. COMPARATIVE REPORT



RESTLESSNESS

The Restlessness Component can affect the areas of comfort in shifting business priorities, patience with interruptions, and flexibility in accepting externally imposed change.

WORKING WITH ONE ANOTHER AND WITH OTHERS

USUAL BEHAVIOR 

There are no consistent similarities or differences in SCHROEDER and DOE's strengths and assets

NEEDS 

There are no consistent similarities or differences in the social expectations of SCHROEDER and DOE

STRESS BEHAVIOR 

There are no consistent similarities or differences in the less-than-productive behaviors that SCHROEDER and DOE exhibit when expectations are not realized

SCHROEDER: 83/67/67
DOE: 52/52/52



LEADERSHIP, INC. COMPARATIVE REPORT



RESTLESSNESS

KEY RECOMMENDATIONS



When working with SCHROEDER, DOE should remember:

- to offer the stimulus of variety and novelty in work routine, where this is possible
- to permit SCHROEDER to introduce change for self and others
- that offering a break from the situation is preferable to forcing SCHROEDER to concentrate attentions



When working with DOE, SCHROEDER should remember:

- to find a balance between the stimulus of change and the security of routine
- to avoid both unnecessary interruptions and too protected an environment
- that DOE does not expect, or want, constant interruptions or completely predictable surroundings

SCHROEDER: 83/67/67
DOE: 52/52/52



LEADERSHIP, INC. COMPARATIVE REPORT 

THOUGHT

The Thought Component can affect the areas of decision timeliness, degree of comfort with risk, and consistency in positions taken.

WORKING WITH ONE ANOTHER AND WITH OTHERS

USUAL BEHAVIOR 

SCHROEDER and DOE have similar strengths and assets. They:

- are decisive
- see issues in black-and-white terms
- grasp situations quickly

NEEDS 

SCHROEDER and DOE have different expectations.

- DOE does best working in unambiguous situations which permit quick decisions.
- By contrast, SCHROEDER needs time to make decisions, particularly difficult ones, and responds well to ambiguous situations where options may be vague.

STRESS BEHAVIOR 

SCHROEDER and DOE behave differently when their expectations are not met.

- DOE can become impetuous, and can reverse decisions abruptly.
- By contrast, SCHROEDER may worry needlessly over even small decisions, and may delay making a decision until overtaken by events.
- Under stress, SCHROEDER is likely to see DOE as impetuous; matter-of-fact; inclined to view situations categorically; not adequately concerned about future consequences.
- Under stress, DOE is likely to see SCHROEDER as wavering, indecisive and hesitant; equivocating; primed to consider all viewpoints.

SCHROEDER: 12/99/99
DOE: 18/32/32



LEADERSHIP, INC. COMPARATIVE REPORT



THOUGHT

KEY RECOMMENDATIONS



When working with DOE, SCHROEDER should remember:

- to reduce issues to their basic components, where possible
- keep ambiguity to a minimum
- that an approach that focuses on basic issues is preferable to clouding the discussion with further options



When working with SCHROEDER, DOE should remember:

- to give plenty of time for decisions, particularly if they are difficult or complex
- to offer plenty of alternatives, rather than yes-or-no decision-making situations
- that time spent helping SCHROEDER evaluate options is preferable to attempting to force a fast resolution

How SCHROEDER can understand DOE:

A fundamental difference between you is the length of time required to make a decision. Your strength is the ability to utilize all available time to weigh all sides of issues and anticipate future consequences in order to make the best possible decision. However, when time demands are pressing, DOE can offer support by sharing a quick grasp of the situation and defining the broad overall factors. In many cases, there could be benefits if you made conscious efforts to arrive at decisions more quickly unless you are certain there would be serious consequences.

How DOE can understand SCHROEDER:

It is relatively easy for you to make quick decisions, but SCHROEDER performs better when time is not a pressing issue. As a team, avoid committing yourselves to premature decisions - allow SCHROEDER to use all the time available. SCHROEDER may need your support as deadlines near. At this stage, you can help by encouraging SCHROEDER to express any immediate concerns so that the two of you can agree on an action plan. Remember though, there is value in considering all input and possibilities for as long as time permits. SCHROEDER will respond best to thoughtful supervision.

SCHROEDER: 12/99/99
DOE: 18/32/32