



Auteur op Bestelling's Assessment Results

These are your Top 5 Leadership Characteristics:

Acting with Honor and Character

You know what you stand for. Your actions are rooted in a stable set of values. You can be counted on to act consistently and stay true to your word. Others trust you because your beliefs and actions match. People see you walking your talk. They sense your authenticity and your character.

Managing Up

You relate well with higher management. You manage your career well. You know what you want in your career. You are proactive in positioning yourself—your career aspirations and interests—to leaders who will influence your career trajectory. You do not hesitate to take advantage of opportunities that showcase your skills to higher management. This requires confidence, but gaining support of your boss and senior leaders makes the risk worth it to you.

Caring About Others

People matter to you. You take a personal interest in their well-being. You care about others, and you're willing to help them when they are in trouble. You may be focused on getting results, but you make time for people. You take time to check in and see how they are doing. You are not afraid to show kindness and compassion. You recognize that you can be both a strong, respected leader and a caring, compassionate person. It is not a paradox for you. You balance caring and confidence as complementary leadership qualities.

Creating the New and Different

You are able to envision a future that no one else sees and invent things that haven't been imagined. You focus a lot of your time on gathering information and asking good questions. Because you value all points of view and look broadly for information, you are able to make

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Creating the New and Different: Top 5 Characteristics (Cont'd)

connections across many fields and use analogies that help you think differently about a problem. During brainstorming, you value the outlandish and the absurd—which can spark new thinking. You don't judge. You don't hem people in. You believe that many people with different ways of looking at the world will always outperform any one individual's ideas. You are not afraid of failure. Fail early, fail often is almost a mantra for you. You expect a result that will wow clients and strive to make it a reality.

Communicating Effectively

You are clear and credible when you communicate. You are knowledgeable about the topic. You have an interest and a passion in the message. And you are in tune with your audience. You adjust your message and delivery appropriately for the audience. You are an articulate, engaging speaker and a strong writer. Your use of stories, visuals, descriptions, and tone captivate the reader or the listener. You effectively inform, persuade, coach, and inspire.

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Potential Blind Spots

Blind spots are characteristics that you overestimate. You are likely to see yourself as stronger in these skills than others see you. A self assessment can give you insight on potential areas for self improvement, however, asking others for their input by doing a network assessment will give you far greater insight on your blind spots. Here are your potential blind spots and some ideas for next steps:

Being Organizationally Savvy

Organizations are essentially groups of people organized around a common goal. Thus, successfully navigating organizations requires a high level of social attunement.

Understanding how to align with and influence others, form strong networks, and listen actively to those around you are essential first steps toward finding your feet in your organization.

- **Build alliances** – Your mission: Find commonalities with a wide range of people within your organization. Sincerity, respect, and active listening will go a long way toward building relationships and learning about the organization through others' perspectives and experiences.
- **Know your advocates** – Find the key people in the organization who will work with you to usher your projects through the maze of governance bodies and approvals. These are the people who will take a vested interest in your success.
- **Unwritten signs** – Knowing people's titles and reporting relationships is not the complete picture. An organization has a formal structure and an informal structure. Many times, there are people who have power and respect without the title and they are able to influence. Read the unwritten title on people's nameplates.

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Potential Hidden Strengths

Hidden strengths are characteristics that you underestimate. You are likely to see yourself as weaker in these skills than others see you. A self assessment can give you insight on potential areas for self improvement, however, asking others for their input by doing a network assessment will give you far greater insight on your hidden strengths. Here are your potential hidden strengths:

This assessment did not generate any hidden strengths for you.

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Problem Areas

Problem areas can be hard to talk about. However, we want to arm you with as much information as possible about the roots of success as well as known causes of derailment. Through studying the career trajectories of thousands of individual contributors, managers, and executives, we've identified the five most common barriers to career success. If you suspect one or more of these areas is a problem for you, the section below will provide initial steps toward improvement.

This assessment did not generate any problem areas for you.

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Korn/Ferry Insights

Here's how you compare to others:

Acting with Honor and Character

Acting with Honor and Character is ranked highest in importance compared to all other leadership skills. It is the foundation upon which all other leadership skills are built. Most people are highly skilled in Acting with Honor and Character. It is moderately difficult to develop. Being trustworthy, consistent, and ethical are viewed by most employers as price-of-admission leadership qualities.

Managing Up

Managing Up is a strong skill for most people across all leadership levels. However, it may not be surprising that the skill improves as leaders move up to the manager and executive levels. Your ability to garner support from senior leaders gives you the opportunity to position your ideas and influence your career trajectory.

Caring About Others

Most people are moderately skilled in Caring About Others, and it is moderately difficult to develop. Leaders who are skilled in Caring About Others also tend to be skilled in Managing Diverse Relationships and Being Open and Receptive. Taking an interest in others and showing kindness and concern demonstrate how much you value others and can impact your ability to lead and influence others.

Creating the New and Different

Creating the New and Different is correlated with strong performance at the manager and executive levels. Most people's skill level in Creating the New and Different is low, and it is

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Creating the New and Different: Korn/Ferry Insights (Cont'd)

harder to develop than most leadership skills. For these reasons, it is a good idea to focus on developing this skill as early as possible in your career. Your ability to generate breakthroughs will be noticed, appreciated, and sought after because it is the source of competitive advantage that companies seek.

Communicating Effectively

Communicating Effectively is particularly important at the individual contributor level. The number of people who are good communicators tends to be lower at the individual contributor level but steadily increases among managers and executives. With a little effort, this skill is not hard to develop. The ability to tailor your delivery and clearly articulate your points builds credibility for both you and your message.

Being Organizationally Savvy

Being Organizationally Savvy is moderately important across all leadership levels. It is a rare skill at the individual contributor level, but leaders steadily improve as they rise to the manager and executive levels. Slow but steady improvement is laudable, given that this is one of the hardest leadership skills to develop. Your ability to navigate organizational mazes to get things done can mean the difference between stalled initiatives and moving things forward.

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