

LEADERSHIP TALENTSCAN

Low Characteristics

High Characteristics

INDIVIDUAL QUALITIES

Motivation

AMBITION

Wanting more responsibility and seeking advancement.

- Content with routine assignments
- Little interest in advancing
- Reactive regarding career growth

- Seeks added job challenge
- Eager to be promoted
- Driven to have career growth

IMPROVEMENT

Developing skills and enhancing how things are done.

- Accepts and lives with weaknesses
- Disregards constructive feedback
- Maintains the status quo

- Looks for learning opportunities
- Asks for performance feedback
- Initiates improvement efforts

GOAL DRIVEN

Setting and achieving challenging goals.

- Little opportunity to set own goals
- Has long-term, ongoing assignments
- Overly focused on process

- Works hard and uses time productively
- Focuses on short-term goals and timelines
- Achieves more than others expect

LOYALTY

Being committed to and supporting the organization.

- Puts own needs first
- May leave quickly for other opportunities
- May not prioritize organizational issues

- Acts in the organization's best interest
- Seeks long-term job stability
- Makes sacrifices for the greater good

OWNERSHIP

Approaching work with the attitude of an owner.

- Shows little investment in work
- Less focused on organizational issues
- Focuses mainly on own area

- Has a sense of ownership for work
- Does the little things that matter
- Assumes personal responsibility

Work Approach

RESULTS

Meeting commitments and being personally productive.

- May not focus enough on output
- Leaves tasks unfinished
- Falls short of some expectations

- Works hard to be productive
- Prioritizes task completion
- Delivers more than is expected

QUALITY

Paying attention to detail and working with accuracy.

- May work too quickly
- Overlooks deficiencies
- Neglects to check work

- Produces work of the highest quality
- Immediately addresses any errors
- Consistently checks work for accuracy

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PROACTIVE

Taking independent action to move things forward.

- Waits for direction before acting
- Refers problems to others for resolution
- Avoids taking on new assignments

- Takes steps to move projects forward
- Takes steps to move projects forward
- Volunteers for extra responsibilities

FLEXIBILITY

Adjusting to change and adapting to different circumstances.

- Prefers doing one task at a time
- Slow to change focus and adapt
- Rigid in how a job should be done

- Juggles multiple priorities
- Handles new assignments easily
- Makes use of new methods

RESPONSIVENESS

Attending to people's needs in a timely manner.

- Slow to get back to people
- Primarily focused on own work
- Lacks understanding of people's needs

- Provides quick, quality service
- Responds immediately to people's requests
- Anticipates people's needs

TIME MANAGEMENT

Prioritizing and making good use of time.

- Wastes time and is inefficient
- Loses track of what needs to be done
- Overworks some tasks

- Makes efficient use of available time
- Remains organized to fulfill obligations
- Streamlines work to get results

INTERACTIONS WITH PEOPLE

Building Relationships

ATTITUDE

Having a positive disposition toward people.

- Can be critical of people
- Complains and shows negativity
- Holds negative opinions of people

- Looks for the best in people
- Generally supportive of others
- Views people and situations positively

SELF AWARENESS

Being introspective and aware of own thoughts and feelings.

- Downplays importance of emotions
- Lacks insight into own reactions
- Emphasizes results over feelings

- Understands how situations affect them
- Monitors own moods and reactions
- Demonstrates good self-insight

EVEN TEMPERED

Maintaining emotions and composure in all situations.

- Likely to show feelings openly
- Experiences frequent changes in mood
- Has difficulty controlling emotions

- Thick-skinned and resilient
- Remains calm under pressure
- Behaves consistently day-to-day

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BUILDING TRUST

Inspiring trust and credibility with others.

- Keeps some information from others
- Downplays problems or difficult issues
- Takes action with shared information

- Candid and truthful with people
- Viewed as credible by others
- Calls attention to issues or discrepancies

RELATING TO OTHERS

Building and maintaining positive relationships.

- Socializing is a low priority
- Doesn't spend time relating
- Takes some time to get to know people

- Outgoing and sociable
- At ease with all types of people
- Builds relationships quickly

VERSATILITY

Understanding and adapting to different people's styles.

- Uncomfortable with unfamiliar people
- Seldom adapts to others' styles
- Consistent with most people

- Fits in with most people
- Adjusts personal style easily
- Behaves differently with different people

VALUING DIVERSITY

Embracing and valuing people with different backgrounds.

- Close-minded to different cultures
- Discounts value of diversity
- Fails to learn from other cultures

- Accepts people from various backgrounds
- Relates easily to different cultural groups
- Values diversity as key to success

Supporting Others

INTERPERSONAL AWARENESS

Being observant and perceiving needs and feelings of others.

- Pays little attention to people's feelings
- Fails to anticipate the needs of others
- Misses cues or signals people send

- Picks up on cues in people's behavior
- Anticipates what people may think or do
- Good at observing other people

EMPATHY

Identifying with and responding to emotions in others.

- Hard to relate to people's problems
- Offers little support or encouragement
- Modest concern for people's feelings

- Approachable and willing to listen
- Gives emotional support to others
- Considerate of people's feelings

COURTESY

Being considerate and treating people respectfully.

- Overly formal with people
- Doesn't prioritize being courteous
- Lacks warmth in approaching people

- Pleasant toward people in general
- Respectful and impartial
- Makes others feel comfortable

COOPERATION

Being accommodating and helpful to others.

- Holds firm to own ideas
- Prioritizes without concern for others
- Resists shifting priorities to help people

- Invests time in other people's projects
- Supports what coworkers want
- Acquiesces for other people's benefit

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Influencing People

COMMUNICATIVE

Sharing information regularly and in a clear manner.

- Shares information only when asked
- May not get points across
- People may feel uninformed

- Keeps people informed and current
- Consistently conveys a clear message
- Explains reasoning to people

LISTENING

Paying attention and really hearing what people say.

- Frequently interrupts when others speak
- May overvalue own viewpoint
- Misses what people have to say

- Listens attentively to what others say
- Regarded as a good listener by others
- Ensures understanding of a message

ASSERTIVE

Speaking up and sharing opinions with others.

- Has difficulty being heard
- Rarely makes suggestions
- Hesitates to share ideas

- Gets people's attention
- Forthright with opinions and ideas
- Presents ideas with conviction

DOMINANT

Being forceful and exerting influence over others.

- Compromises most of the time
- Avoids getting into healthy debates
- Lets others control situations

- Insists on being heard
- Lobbies to promote own interests
- Controls how and when things are done

PERSUASIVE

Influencing people in a convincing fashion.

- Hesitates to influence people
- Lets the facts speak for themselves
- Struggles to get support

- Presents ideas that win people over
- Convinces people to agree
- Gets consent from others easily

INSPIRING OTHERS

Demonstrating a lively and enthusiastic style.

- Shows little excitement or emotion
- Has difficulty getting people enthused
- Low-keyed, reserved style

- Outwardly enthusiastic and exciting
- Encourages people to reach their goals
- Shares positive emotions with others

DECISION MAKING

Problem Solving

STRATEGIC

Planning and anticipating future implications.

- Focuses only on immediate events
- Addresses one need at a time
- Gets sidetracked by tactical issues

- Takes a broad overview of issues
- Plans a series of steps to achieve goals
- Prepares for and anticipates obstacles

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- Relies on what has worked in the past
- Shies away from taking risks
- Resistant to new ways of thinking

- Gives up in difficult situations
- Defers problems to others
- Relies on others for solutions

- May analyze situations too quickly
- Makes impractical choices
- Generates poor solutions to problems

- Evaluates all information extensively
- Relies on other people's input
- Second-guesses some decisions

- Disregards input from others
- Downplays people's ideas
- May not prioritize building consensus

- Acts at odds with group norms at times
- Experiences friction with others
- Disregards protocol or political issues

- Allows feelings to bias judgment
- Reacts negatively to criticism
- Emotions influence some choices

- Questions ability to be successful
- Shies away from challenges or risks
- Asks others for help with problems

High Characteristics

INNOVATIVE

Being creative and taking calculated risks.

- Considers different alternatives
- Takes chances on new ideas
- Challenges traditional ways of thinking

RESOURCEFUL

Finding solutions and new ways to handle problems.

- Reasons through problems logically
- Serves as a resource to others
- Comes up with novel solutions

JUDGMENT

Analyzing situations effectively and making sound decisions.

- Evaluates situations thoroughly
- Thinks in practical terms
- Makes good, reasoned decisions

DECISIVE

Thinking quickly and making independent decisions.

- Comes to conclusions quickly
- Makes independent judgments
- Willing to make final decisions

PARTICIPATIVE

Being consultative and getting input to arrive at consensus.

- Involves people in decisions
- Defers to ideas that are better
- Lets group determine final outcome

Quality of Decisions

ORGANIZATIONAL AWARENESS

Identifying interpersonal and cultural dynamics.

- Readily fits into different group cultures
- Develops alliances for support
- Effectively navigates the organization

OBJECTIVITY

Evaluating situations from a logical, realistic viewpoint.

- Keeps personal feelings out of decisions
- Openly accepts constructive criticism
- Makes decisions based on facts

CONFIDENCE

Believing one can master life's challenges.

- Seizes opportunities and expects success
- Comfortable facing risks and challenges
- Self-sufficient in handling problems

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INTEGRITY

Being forthright, honest and demonstrating ethical standards.

- Evasive when asked questions
- Covers up mistakes or problems
- May not be transparent

- Provides direct answers to others
- Admits and corrects mistakes
- Forthright about difficult issues

LEARNING AGILITY

Acquiring and understanding new information quickly.

- Content with level of knowledge
- Struggles to assimilate new information
- Shies away from learning new things

- Driven to develop knowledge
- Grasps new concepts quickly
- Thrives in a learning environment

RESULTS THROUGH OTHERS

Leadership

PRESENCE

Having a dynamic style and a strong impact.

- Plays a low-key role in groups
- Follows other people's lead
- Operates more as a team player

- Gets people's attention easily
- Takes charge and provides direction
- Has a charismatic style

MOTIVATING OTHERS

Stimulating people to higher levels of performance.

- Pays little attention to rewards
- Expects people to be self-driven
- May not provide much recognition

- Understands the rewards people want
- Spends time encouraging people
- Recognizes people for good work

LEADING CHANGE

Rallying support for new ideas and initiatives.

- Discourages others from innovating
- May not bring people along
- Rarely a proponent of change

- Acts as a change agent
- Asks others for creative thinking
- Encourages people to try new ideas

RESOLVING CONFLICT

Acting as a mediator to help people resolve difficulties.

- Allows problems to linger
- Neglects to address conflicts
- Tolerates ongoing conflict

- Encourages people to air grievances
- Mediates problem resolution
- Handles disagreements proactively

PROMOTING TEAMWORK

Encouraging and supporting team efforts.

- Discourages or downplays group efforts
- May not push for teamwork
- Allows people to work independently

- Involves others in what they are doing
- Promotes cooperation and team spirit
- Encourages groups to work together

Management Skills

DELEGATION

Working through others and sharing responsibility.

- Handles most tasks personally
- Underutilizes some employees
- People may feel undervalued

- Assigns responsibility to others
- Makes use of people's skills
- Consistently works through others

STRUCTURE

Providing guidelines and procedures to ensure consistency.

- Offers broad, general objectives
- Lets others prioritize and organize
- Allows a lot of freedom on the job

- Establishes specific goals and schedules
- Defines how tasks are to be performed
- Strictly enforces rules and timelines

FOLLOW UP

Monitoring activities and keeping track of people's progress.

- Leaves people on their own
- Waits for information from people
- Surprised when problems occur

- Regularly checks on people's efforts
- Creates systems to verify activities
- Recognizes and addresses problems

COACHING

Giving feedback and helping people do their jobs better.

- Avoids providing critical feedback
- Accepts shortcomings of others
- Misses training opportunities

- Offers constructive advice
- Deals with performance issues directly
- Encourages people to develop skills

DRIVING RESULTS

Emphasizing accountability and getting results through others.

- Sets easily attainable goals
- Accepts excuses for non-performance
- Looks to others to drive the business

- Pushes people to hit targets
- Focuses on results and productivity
- Runs a high-performing operation

COMPASSION

Being understanding and supportive of the needs of people.

- Focuses on tasks more than people
- Stays removed from people's concerns
- May be viewed as insensitive

- Shows people that they are valued
- Sympathetic to people's problems
- Tolerant and supportive of others