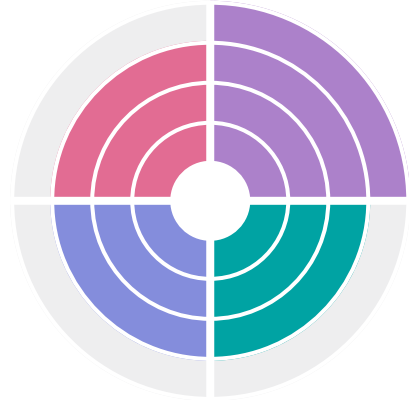


Sam Example



About your leadership style

How do you approach leadership? This report gives insight into your strengths as a leader. These are based on Quinn's Competing Values Framework, which defines four areas of focus: Innovation, Results, Control, and People. Each aspect creates the need for two leadership roles. We start by explaining those four areas. To what extent do they suit you? What do you focus on? On the next page, you will see your scores on the underlying roles. Which roles suit you well, and which come less natural to you?



Profile overview

1: Less of a good fit

2: Reasonable fit

3: Quite a good fit

4: Good fit



People are key

Quite a good fit

People-oriented leadership facilitates teamwork, personal development, and employees' well-being. The focus is on keeping employees engaged and motivated. This type of leadership seems to be quite a good fit for you. Read about the roles related to this type of leadership to reflect on your approach.



Innovation is key

Good fit

Innovation-oriented leadership enables creativity, change, adaptability, and growth. The focus is on recognising new opportunities and creating strategies to optimally capitalise on them. This type of leadership seems to be a good fit for you. Read about the roles related to this type of leadership to reflect on your approach.



Control is key

Quite a good fit

Control-oriented leadership facilitates quality, order, and efficiency. The focus is on streamlining operations and ensuring consistency. This type of leadership seems to be quite a good fit for you. Read about the roles related to this type of leadership to reflect on your approach.



Results are key

Quite a good fit

Results-oriented leadership seeks to ensure productivity, profitability, and a strong market position. The focus is on achieving concrete goals and results. This type of leadership seems to be quite a good fit for you. Read about the roles related to this type of leadership to reflect on your approach.

Your scores per role

You now know which are the two leadership roles that suit you best. Below you will find your scores on each of these roles. Most leaders get to play different roles depending on the situation, but still have one role which is clearly their focus or preference. It's important to be aware of this, and remember that you don't have to excel at everything. Every leader has a strong suit.

The following pages explain what is expected of you in each role, depending on its area of focus. Following that, you can read a more in-depth explanation of the model, and consult a number of tips on how to make use of this report.



Profile overview

1: Less of a good fit 2: Reasonable fit 3: Quite a good fit 4: Good fit

People are key



Mentor

Quite a good fit

Supports the development of others. Is inquisitive, kind, and flexible.



Stimulator

Quite a good fit

Stimulates the team, keeps morale high. Is socially adept, kind, and controlled.

Innovation is key



Innovator

Quite a good fit

Enables innovation, anticipates changes. Is innovative, flexible and persuasive.



Mediator

Good fit

Acquires resources and acts as a spokesperson. Is persuasive, contact-oriented, and outgoing.

Control is key



Controller

Quite a good fit

Monitors and guards effectiveness. Is thorough, constructive, and controlled.



Coordinator

Quite a good fit

Plans and monitors progress. Is constructive, structured, and stable.

Results are key



Producer

Reasonable fit

Increases productivity. Is decisive, goal-oriented, and contact-oriented.



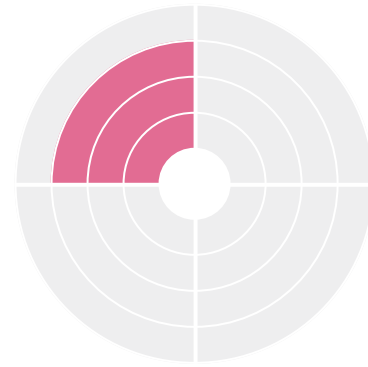
Director

Good fit

Gives direction. Is goal-oriented, structured and confident.

People are key

People-oriented leadership facilitates teamwork, personal development, and employees' well-being. The focus is on keeping employees engaged and motivated. This type of leadership seems to be quite a good fit for you. Read about the roles related to this type of leadership to reflect on your approach.



Stimulator

Quite a good fit

Stimulators keep up the team's morale and ensure a sense of cohesion by promoting openness and participation and they mediate in case of disputes. It is important for Stimulators to be socially adept, that they can sympathise with others' thoughts and feelings and that they maintain their composure, even in difficult social situations.

Based on your answers in the personality questionnaire, the role of Stimulator seems to suit you. You empathise strongly with others and can sense situations very well. By giving an appropriate response at the right time and pointing out the common interest, you stimulate a team to work together. What you have a lot of trouble with, however, is to react in a controlled manner when you receive criticism or when tensions arise at work.



Mentor

Quite a good fit

Mentors increase the added value of employees and colleagues by helping them perform their duties, supporting them in their development and providing feedback. It is important for Mentors that they sympathise with others' thoughts and feelings, have an interested attitude and want to understand the backgrounds of people and situations. In addition, Mentors are able to easily adjust their behaviour and adapt their way of communication to others.

Based on your answers in the personality questionnaire, the role of Mentor seems to suit you. You have a strong investigative nature that allows you to gain a thorough understanding of employees' or colleagues' situation. Moreover, you are strongly inclined to empathise with their thoughts and feelings. As a result, you will be able to gain an understanding of their needs for personal and professional development. However, you aren't inclined to respond to circumstances and possibilities in a flexible way; that is a point of attention.

Innovation is key

Innovation-oriented leadership enables creativity, change, adaptability, and growth. The focus is on recognising new opportunities and creating strategies to optimally capitalise on them. This type of leadership seems to be a good fit for you. Read about the roles related to this type of leadership to reflect on your approach.



Innovator

Quite a good fit

Innovators anticipate necessary changes. They recognise trends, make modifications and innovations possible and know how to convince others of their use and necessity. It is important for Innovators to easily come up with creative and innovative solutions and ideas and they should be able to communicate them convincingly. They are open to change and can respond flexibly to new and unexpected circumstances.

The role of Innovator seems to match your personality. Your strength is that you know how to use an open mind to think creatively. You also seem to be excellent at convincing others of your ideas. However, one point of attention is that you find it challenging to respond flexibly to new or unexpected circumstances.



Mediator

Good fit

Mediators acquire resources and legitimacy, speak to various parties, and are a representative or spokesperson for the organisation. It is important for Mediators to easily make contact, express themselves well and maintain relationships in a pleasant way.

Mediators usually have a great need for contact with others and possess a persuasiveness that makes them good negotiators.

Your personality traits show that the Mediator role is an excellent fit for you. You feel comfortable and at ease in social situations and like to work together. You easily express your thoughts and feelings. Moreover, because you have authority and can quickly come up with arguments, you can easily convince others of your viewpoints.

Results are key

Results-oriented leadership seeks to ensure productivity, profitability, and a strong market position. The focus is on achieving concrete goals and results. This type of leadership seems to be quite a good fit for you. Read about the roles related to this type of leadership to reflect on your approach.



Producer

Reasonable fit

Producers increase productivity and keep up with market demand by showing involvement, stimulating effort and striving for a healthy productive working environment. It is important for Producers to be goal-oriented and decisive. In order to effectively encourage employees to be more productive, Producers will also focus on cooperation and pleasant contact with others.

Your personality profile slightly matches the Producer role. Making decisions in a decisive manner is not something that suits you, but you do set concrete goals, so that it is clear to yourself and to team members what you want to work towards. You also make contact with others very easily and working in a team is something you enjoy a lot.



Director

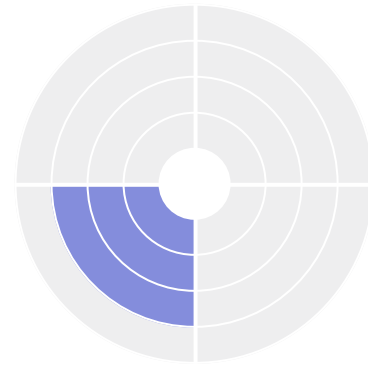
Good fit

Directors provide direction by formulating the mission and vision of the organisation, establishing policies, clarifying goals, providing structure, giving out assignments and providing instructions. It is important for Directors to show confidence and to work in a goal-oriented and structured manner.

Your personality traits strongly match those of a Director. You have the confidence in your own qualities and the self-assured attitude that belong to the role of Director. You also think delivering performance and setting clear goals for yourself is important. Moreover, you are someone who works in a structured and systematic way.

Control is key

Control-oriented leadership facilitates quality, order, and efficiency. The focus is on streamlining operations and ensuring consistency. This type of leadership seems to be quite a good fit for you. Read about the roles related to this type of leadership to reflect on your approach.



Coordinator

Quite a good fit

Coordinators plan and manage the progress of activities by arranging and organising the work with minimal friction between everyone involved. It is not merely important for Coordinators to work in a structured way, but also to arrange the work in a constructive collaboration with all involved parties. In addition, Coordinators must possess a certain stability in order to continue to function effectively under pressure.

There is a match between a Coordinator's profile and your personality. You work in a structured way, which allows you to have information about the progress of the work. You also have a very constructive work attitude, which means that you will be easily accepted in the role of Coordinator. However, in hectic situations you can sometimes lose your cool and therefore lose the overview of what needs to be done.



Controller

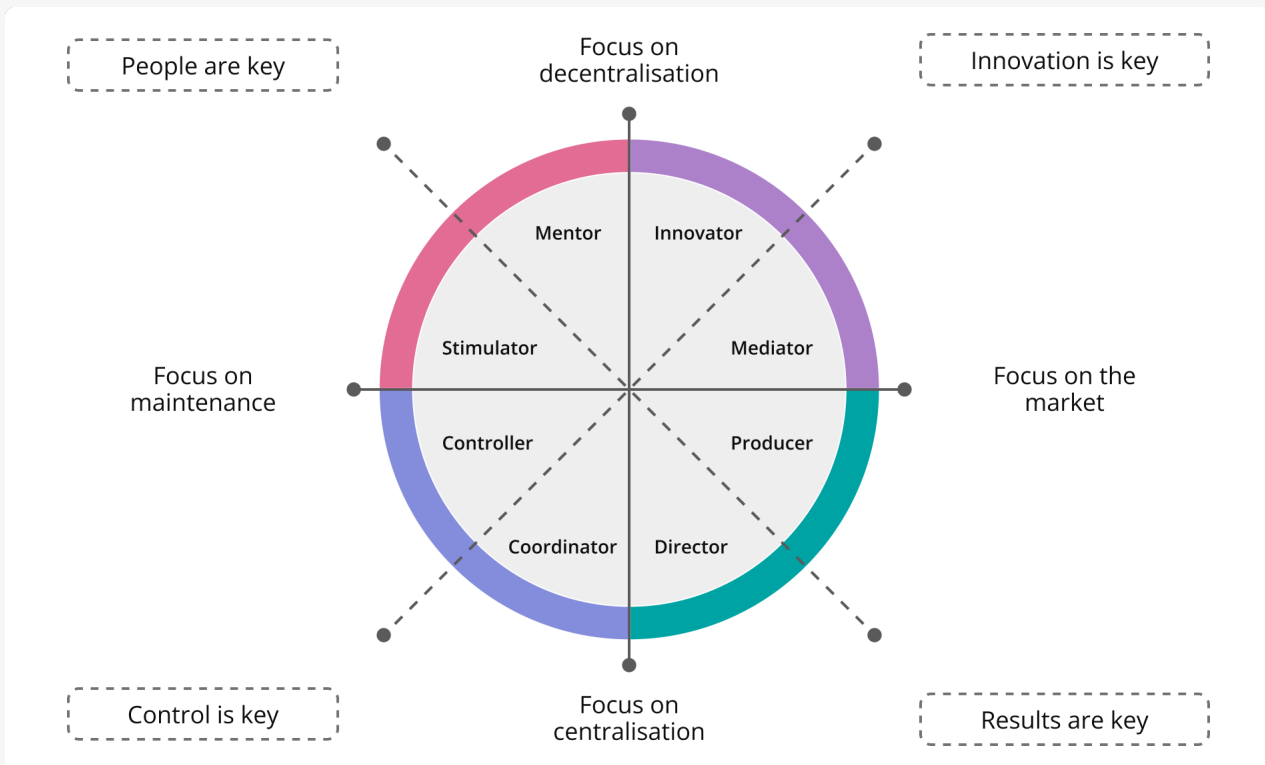
Quite a good fit

Controllers monitor effectiveness and prevent errors or deviations by checking whether people comply with the rules and whether production targets are met. It is important for Controllers to work carefully and conscientiously and to monitor quality, rules and procedures in a constructive manner. Even in difficult circumstances or under increasing (work) pressure, Controllers continue to perform effectively.

Taking all information together, it is likely that the role of Controller suits you. You work very carefully and you adopt a very constructive attitude in your work. However, you have trouble responding effectively when faced with difficult circumstances or problems; this may be a point of attention for you.

Leadership roles: understanding the model

The model used in this report is based on Quinn's research into leadership and organisations (1988, 1996, among others). Quinn developed the "Competing Values Framework". This became one of the most widely used leadership models worldwide. The model has two underlying dimensions: stability versus flexibility, and internal versus external orientation (Denison, Hooijberg, Quinn, 1995). By plotting these dimensions against each other, four quadrants emerge, each centering a different aspect: People, Innovation, Control, and Results. Each focus area relates to two leadership roles. There are eight leadership roles in total.



The model is illustrated above. The term "Competing Values" refers to the fact that quadrants positioned accross from each other, appear, at first glance, to be contradictory: collaborating is the opposite of competing, and innovating is the opposite controlling. However, all four aspects must receive sufficient attention from management for an organisation to be effective. Each role has its own focus. For example, the Mediator role is strongly oriented towards the market (external focus) and decentralisation (flexibility), with innovation as its priority. The Mentor role is also oriented towards decentralisation (flexibility), but focuses more on maintenance (internal focus), thus putting people first.

Each role requires a different focus, perspective, and behaviour. Based on your personality profile, we assess how well each role suits you. You may also realise that you have a preference for one of them. This report provides you with insight into which roles come most naturally to you. There is no single role that guarantees success. Every situation can be approached in different ways and still lead to a good outcome. Knowing your strengths helps you perform your best in a specific role. Discovering your weaknesses helps you further develop or recognise where you could benefit from support.

Organisations must pay equal attention to the four quadrants. Focusing too much on one aspect can lead to imbalance and problems. How much priority each aspect receives varies from one organisation to another. In a start-up, for instance, the focus will primarily be on innovation and growth, whereas in a government institution, stability and rules may be central. In both cases, however, the remaining aspects must receive sufficient attention for the organisation to stay flexible and sustainable.

In conclusion

Your scores

On the first page, you will find your scores on the four focus areas. On the following page, you will see an overview of your scores on all eight roles. After that, we define the two roles corresponding to each area, describing how you are expected to fulfil them. The results presented in this report were generated by comparing your answers with those of a norm group. A norm group is a large group of people who completed the same questionnaire under comparable circumstances, for example, as part of a selection process or training program. Below, you can find the normgroup that was used.

Norm: General (not selection procedures)

Diving deeper into your scores

Take a moment to reflect on whether the scores in this report align with how you see yourself. It can be helpful to ask others how they perceive you and whether they recognise you in the test results. This can offer new insights, as it reveals how you come across to others. If you would like to explore your test results even further, the following questions may help:

- Do you see yourself in your top roles? How is this reflected in your work?
- Do you agree with what is described for the roles that suit you the least? How do you deal with this in work situations? What challenges and pitfalls do you encounter?
- Use the test results to picture the environment where you could showcase your strengths, and reflect on why you would (or would not) thrive there.

More about the roles

Leaders should be aware of the roles that suit them and those they adopt most often. Do they always consider all four aspects (People, Innovation, Control, and Results)? Or is most of their attention directed towards one particular area? Where does this leader's strength lie? In drawing up a solid plan, communicating a well-founded vision, or developing employees? Answering these questions helps to clarify which roles are successfully fulfilled by someone and which are less so.

If a leader is less proficient in one or more roles, it can help to gather support from others. A leader shouldn't do everything by themselves. Team members or other managers can provide valuable input. Delegating at the right moment is a sign of good management. This is only possible when a manager is aware of their own strengths and weaknesses.

A final question to consider is: what does the organisation need? What kind of leader is being sought? Someone who raises the quality standard? Or someone who drives innovation? A manager can already add significant value by excelling in one or several roles, provided these are precisely the focus areas of the organisation.