

Executive Insight Report: Overview

By:



Prepared for:

John Doe
April 18, 2024

Executive Insight Report

Prepared for:
John Doe

The Executive Insight Overview Report is a personal feedback report based on the completion of the Executive Insight questionnaires. Each section has a reference guide to aid in understanding the concepts. The report is designed to provide a framework and language to more easily describe how you think and make decisions.

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Executive Insight Report: StyleView™ Basics

A Guide to Understanding the Decision Styles Profile

Decision Styles are habits of thinking, problem solving and decision-making that people develop over time. Decision Styles emerge from interactions with other people and from dealing with the ebb and flow of complexities and pressures in everyday life. Consequently, people whose experiences differ develop very different styles of decision-making.

The following guide defines concepts and terms used in the StyleView Report to describe Decision Styles and the various factors that differentiate styles.

Each Decision Style is composed of two factors: **information use** and **solution focus**.

INFORMATION USE refers to the amount of information a style uses to reach a decision.

Satisficer styles engage a low to moderate amount of information. They use essential facts and are quickly *satisfied* that they have gathered sufficient information to proceed.

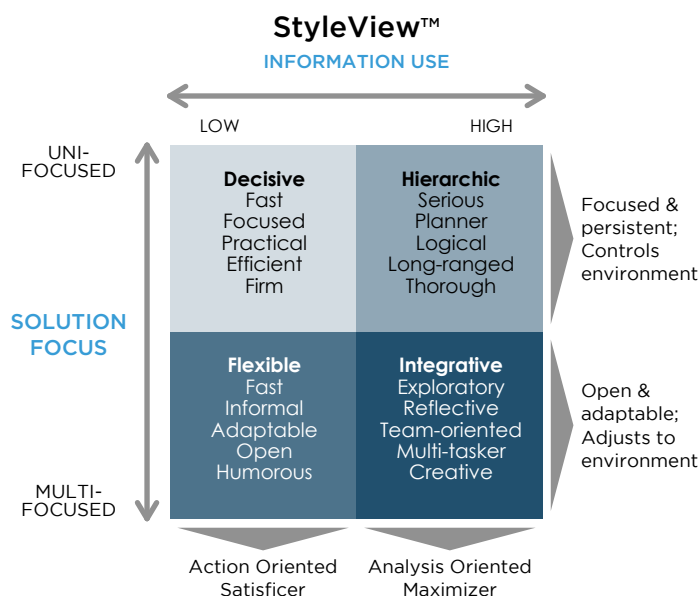
Maximizer styles take in a lot of information and think extensively about that information before deciding. They *maximize* information.

SOLUTION FOCUS describes what is ultimately done with the information each style has gathered.

Uni-Focused styles zero-in on a single goal or objective and then find a path to achieve that goal. Once the strategy is identified, they stay the course.

Multi-Focused styles look for solutions that achieve multiple goals. No one strategy is likely to suffice and they will adapt and modify their strategies as situations evolve.

When combined, **information use** and **solution focus** create the four Decision Styles pictured in the StyleView model matrix below.



There are four **Decision Styles** that express themselves in an individual's behavior and thinking patterns. There are no right or wrong styles. Different styles are appropriate for different situations.

The **Decisive** Style is uni-focused and satisficing. It quickly grabs a few key facts and decides on one course of action.

The **Flexible** Style is multi-focused and satisficing. It quickly generates many ideas to adapt to changing circumstances.

The **Hierarchic** Style is uni-focused and maximizing. It carefully gathers a lot of information before reaching the right long-term goal.

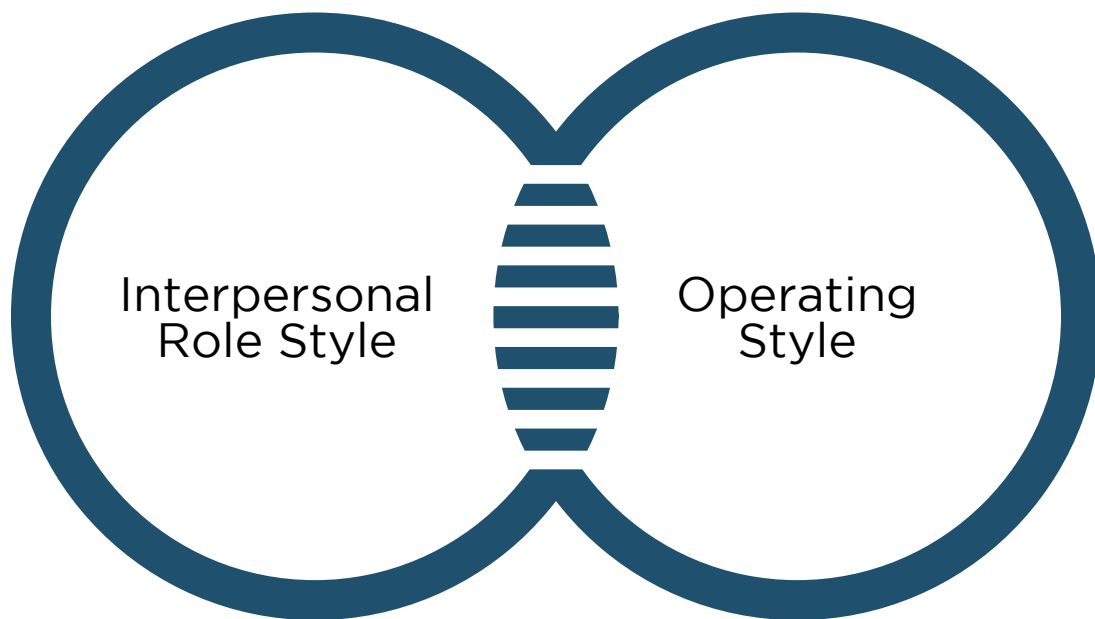
The **Integrative** Style is multi-focused and maximizing. It engages with large amounts of information to generate unique and multifaceted strategies and aims.

Executive Insight Report: StyleView™ Basics

Interpersonal Role Style Versus Operating Style

There are two dimensions to Decision Styles.

For most of us, the way we appear and the impressions we create are very different from how we actually think. Because decision-making is habit based, most of us are not aware of these differences in our selves.



Throughout our lives we are taught how to interact with others from our role models, teachers, managers, coworkers, and other influencers. This informs how we interact with others and our value system; forming what we call – **Interpersonal Role Style**.

Meanwhile, we go to school and work where we experience pressure, complexity, risk, rewards and so forth. Most of this goes on outside our immediate awareness; forming what we call – **Operating Style**.

We are in our **Interpersonal Role Style** mode of thinking whenever we are aware of our behavior and we feel the need to behave as we think we should. In other words, we are thinking about ourselves and we are watching ourselves. When meeting people for the first time, making presentations, and attending formal meetings, we are likely to be in our Interpersonal Role Style.

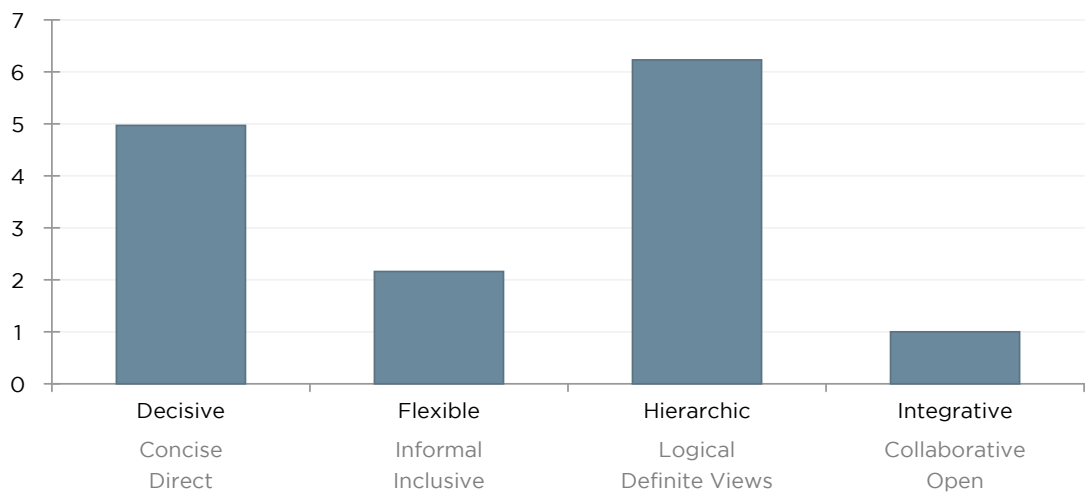
We move into our **Operating Style** mode of behavior whenever we stop thinking about ourselves or about how we should behave. When working alone or with just two or three close and familiar associates, we are likely to be in our Operating Style.

Executive Insight Report: StyleView™ Interpersonal Role Style Profile

John Doe

When people are aware of the need to present an appropriate image, they usually behave in a manner that reflects what we call Interpersonal Role Style. People tend to be in Role Style whenever they are interacting with others with whom they are not very familiar or in relatively formal circumstances, such as attending a large meeting or making a presentation. This is when people will behave in whatever way they believe that they *should* behave.

Interpersonal Role Style



Your Primary Role Style is Hierarchic

Hierarchic appears to be your most frequently used style when interacting with others. This indicates that you tend to be clear, detailed, and logical in your communications and explanations. You are likely to be prepared to articulate ideas and strategies clearly, with supportive explanation, logic, and reasoning. The Hierarchic Style is most effective in situations when the issues at hand are fairly complex and decisions have important, long-term consequences. In these situations, you likely develop and maintain focus on a particular goal or strategy, and make sure that things are running smoothly.

Your Secondary Role Style is Decisive

Decisive appears to be your second most frequently used Role Style. This indicates that, at other times, you tend to keep communications clear, direct, to-the-point, and practical. You likely avoid detailed explanation, complexity, and ambiguity. This style is most effective in situations when tasks or decisions are relatively simple, routine, or familiar and where it is important to keep things running smoothly and on schedule.

Your Least Used Role Style is Integrative

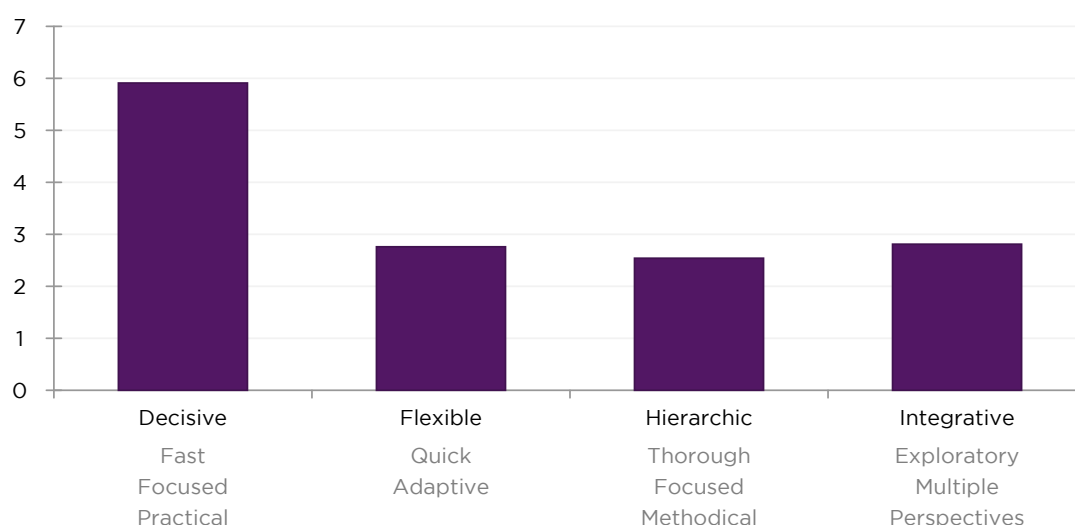
The Role Style that you appear to be least likely to use is Integrative. This style involves the tendency to actively encourage others to share ideas and information, as well as the tendency to facilitate highly collaborative discussions that produce widely accepted decisions.

Executive Insight Report: StyleView™ Operating Style Profile

John Doe

A person's Operating Style profile represents the styles that a person is most likely to fall into naturally when going about a task or when making a decision without being aware of how they are thinking or behaving. Operating Styles are the styles that a person uses when that individual's attention is focused on a decision that must be made or on a task immediately at hand.

Operating Style



Your Primary Operating Style is Decisive

Decisive appears to be your most frequently used style when working alone or with close associates, and just going about things in whatever way comes most naturally. This suggests that you tend to focus on a few key factors in making a decision, and then stay the course once a decision is reached. You likely concentrate on getting things done and moving things forward. You may be more comfortable in situations where time is of the essence, especially when the issues to be decided are clear and uncomplicated.

Your Secondary Operating Style is Integrative

Integrative appears to be your second most frequently used Operating Style. While in this style, you will tend to take a variety of considerations into account, and look at issues from different angles. Most likely you will have in mind a number of different goals or objectives. Since no one path of action could achieve them all, you are likely to formulate a unique solution that combines several different courses of action. You are likely to be comfortable in situations where the issues to be decided are ambiguous, unusual, or evolving, and have many diverse implications that must be considered.

Your Least Used Operating Style is Hierarchic

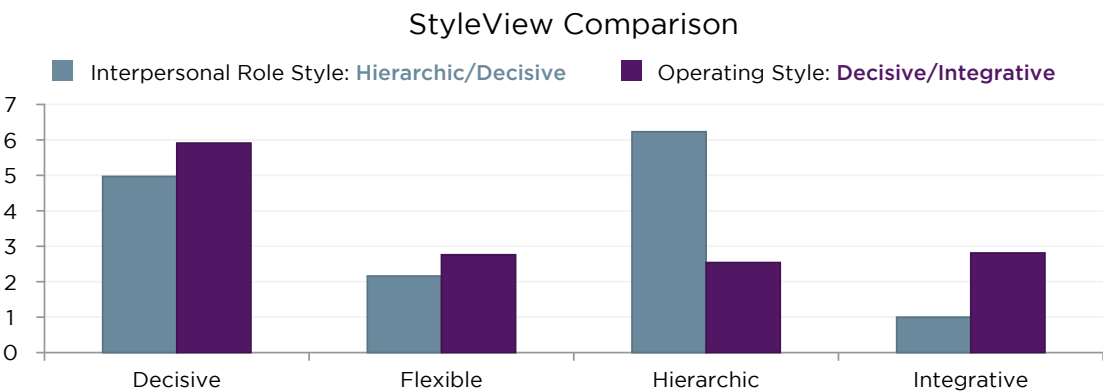
The Operating Style that you appear to use least frequently is Hierarchic. This style involves the tendency to step back and look at the big picture in a lot of detail, and then to carefully select a course of action that stands out as superior for achieving a specific goal or objective.

Executive Insight Report: StyleView™ Comparison

John Doe

Your Interpersonal Role and Operating Styles influence how people see you. For example, when people first meet you or see you in relatively formal circumstances, they are more likely to experience your Interpersonal Role Style. When they get to know you, they are more likely to experience your Operating Style.

As you know, first impressions may not be accurate impressions. That is, people often seem quite different after you get to know them from how you viewed them when you first met. The analysis below shows what people's first impressions of you may be vs. their view of you, after they get to know you.



Your primary Role Style is:	Your primary Operating Style is:
Hierarchic	Decisive

First Impression of You

When people first meet you, they are likely to see you as analytic, methodical and logical. You are likely to seem quite focused and firm in your views once you come to a decision.

After People Get to Know You

People who really get to know you will increasingly see your Operating Style behavior. Based on your primary Operating Style, they will come to see that you are actually quite action-oriented, efficiency-minded, and also inclined to follow-through tenaciously in putting clear-cut plans into action quickly.

The main difference that people are likely to notice as they become increasingly familiar with you is that you are more action-oriented and less inclined to think things through carefully before making decisions.

Executive Insight Report: Complexity Motivation Basics

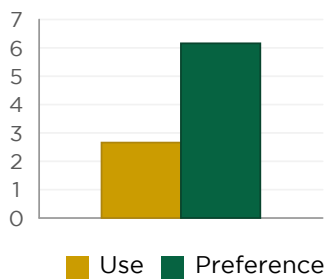
A Guide to Understanding the Complexity Motivation Profile

Complexity Motivation deals with the extent to which we enjoy doing things in complex versus uncomplicated ways. Most of us want some complexity in our activities. When things lack any complexity, we tend to feel bored and under-stimulated. As the tasks and situations we face move from being very simple to somewhat complex, we tend to feel more stimulated and interested. However, as tasks and situations become more and more complex, at some point we move from feeling alive and stimulated to overwhelmed. We all have our “just right” points for handling complexity.

Not only do Complexity Motives differ between people, they often differ within the same person. An individual’s Complexity Motivations often differ widely from one sphere of activity to another. For example, some people are highly motivated by the technical complexity of their work but dislike the social complexity of their jobs.

Our Complexity Motivation Profile measures two different spheres of complexity: social and non-social. Each sphere is further broken down into two other areas, perception and action, giving a total of four categories of complexity. Each is described in the table below.

	Perception	Action
Interpersonal (social)	People Perception measures our desire for complexity when ‘sizing up’ or reading people.	Influence measures how much energy we prefer to put into affecting the ideas, attitudes, and behavior of others.
Information & Logistics (non-social)	Conceptual Analysis measures the amount of complexity we prefer when using data and concepts to understand a situation.	Systems Management measures how much energy we prefer to put into organizing and orchestrating events, developing plans, and controlling processes.



Complexity Comfort Zones: Growth and Strain

In each of the four categories of complexity measured in our profiles, there are two different bars shown. The gold bar represents **Use**, or the amount of energy we feel we are putting into the given category of complexity. The green bar represents **Preference**, or how much energy we would prefer to put into that particular category. Discrepancies between the complexity used and the complexity preferred usually create discomfort, since this means that we are either encountering too much or not enough complexity.

Interpreting Use and Preference

When the green bar is higher than the gold bar, we are showing the capacity for **growth** in that area of complexity. It means that we feel that we could devote more energy there.

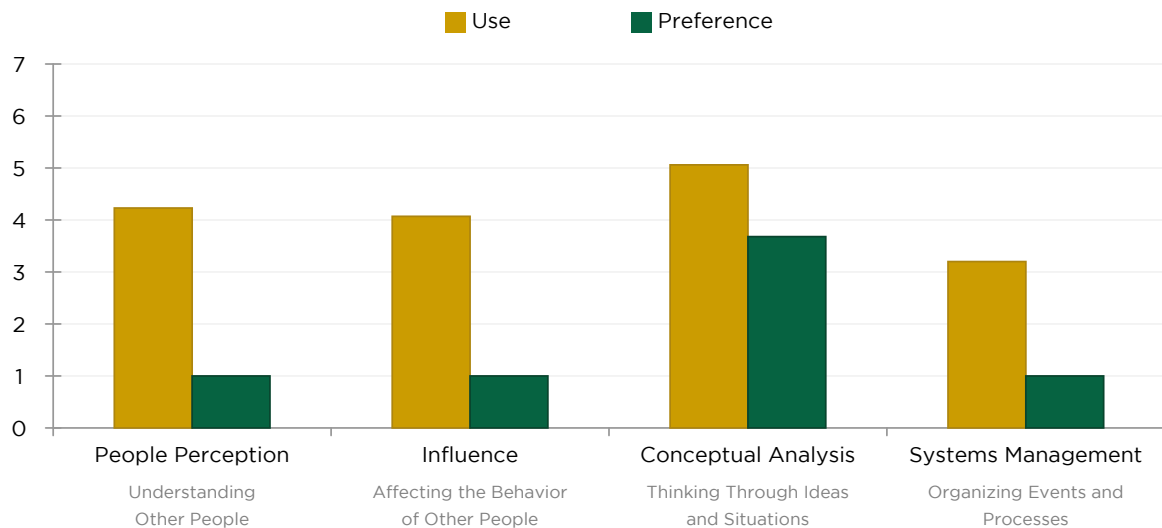
When the gold bar is higher than the green bar, our profile is indicating a potential point of **strain** in that area of complexity. It means that we could be feeling overwhelmed in that particular area.

Executive Insight Report: Complexity Motives Profile

John Doe

Your Complexity Motivation profile compares “Use” and “Preference” in four different categories of mental energy. “Use” refers to the amount of energy you feel you expend at this particular point in time. “Preference” refers to your preferred level of complexity in each of those same categories.

Complexity Motives



People Perception:

In reading people and figuring out what makes them tick, you probably prefer to take people at face value. You likely are most comfortable dealing with people you see as similar to yourself.

Your profile indicates that you currently are putting more energy into the complexities of understanding the behavior and attitudes of others than you would prefer. At times, you likely feel that you are pushing yourself beyond your comfort zone in your efforts to understand other people and "what makes them tick."

Conceptual Analysis:

You appear to have a moderate preference for in-depth analysis of situations and concepts. You probably prefer working with moderately complex information and data that may require using some specialized concepts or principles.

Your profile indicates that you are presently putting more energy into the complexities of analyzing information and situations than you prefer. At times, you may wish that the analytic tasks you face could be accomplished more readily using easily accessible tasks and less complex analytic procedures.

Influence:

When influencing others, you probably prefer to be direct and straightforward. Influencing people in any way other than directly and simply might feel uncomfortable and manipulative.

Your preference for dealing with the complexities of influencing people appears to be exceeded by the energy you feel you are actually putting into this area. At times, you may wish that you could accomplish your objectives simply by pointing out what needs to be done rather than having to use more complex and less direct methods.

Systems Management:

When organizing events or managing projects and logistics, you probably prefer to focus your attention and efforts on just one or two tasks at a time, rather than dividing your attention and energy between a number of quite different tasks or projects.

Your profile indicates that the energy you are presently putting into the complexities of organizing and managing logistics for events, projects, or systems exceeds your preference. At times, you may wish that you could accomplish your goals by concentrating on fewer, and less logistically complex, tasks or projects.

Executive Insight Report: Emotional Competencies Basics

A Guide to Understanding the Emotional Competencies Profile

Emotional Competencies are personal characteristics that influence how comfortable and motivated one feels in dealing with the complexities that arise from interacting with people. Our Emotional Competencies Profile measures six different competencies, described below.

While the score is measured on a numbered scale, it is important to note that **high scores are not considered “good” nor are low scores considered “bad.”** Instead, each situation we face requires its own levels of Emotional Competencies. A **low** score could be perfect in one situation and less than ideal in another.

Interpretation of the Six Emotional Competencies

Ambiguity Tolerance

Ability to handle uncertainty, lack of structure, and change comfortably, particularly in dealing with people. When Ambiguity Tolerance is **high**, the person may become bored, create disorder or a bit of controversy to keep things stimulating, or disregard established procedures and policies. When Ambiguity Tolerance is **low**, the person may become anxious and try to add too much structure to things that are bound to change.

Composure

Emotional stability in the face of adversity, risks, and stress. When Composure is **high**, the person may be seen as uninvolved, indifferent, and remote. Others may struggle to read their mood. When Composure is **low**, the person may be perceived as over-reacting emotionally to problems or struggle thinking clearly. This can also cause stress for others.

Empathy

Sensitivity to the needs, preferences, and capacities of others. The likelihood of accurately perceiving self and others, including strengths and potential shortcomings. When Empathy is **high**, the person may identify too readily with other's concerns and may be too easily swayed by their preferences and wishes. When Empathy is **low**, the person may misjudge others' capabilities and needs, and fail to anticipate people's reactions.

Mental Energy

Available mental energy for handling complex and demanding mental tasks over a lengthy period without losing motivation and stamina. When Mental Energy is **high**, the person may feel under-utilized and under-challenged. They may become distracted from key tasks, lose efficiency, or over-complicate tasks. When Mental Energy is **low**, the person may become overwhelmed or stressed by task demands and lose energy needed to sustain analytic thinking.

Interpersonal Adaptability

An individual's inclination to adapt to different circumstances and to modify their own behavior to accommodate other ways of doing things or of relating to people. When Interpersonal Adaptability is **high**, the person may be perceived as lacking conviction or as lacking commitment to certain procedures. When Interpersonal Adaptability is **low**, the person may be seen as lacking the adaptability and range of behavior to deal with different kinds of people and interpersonal situations.

Social Assurance

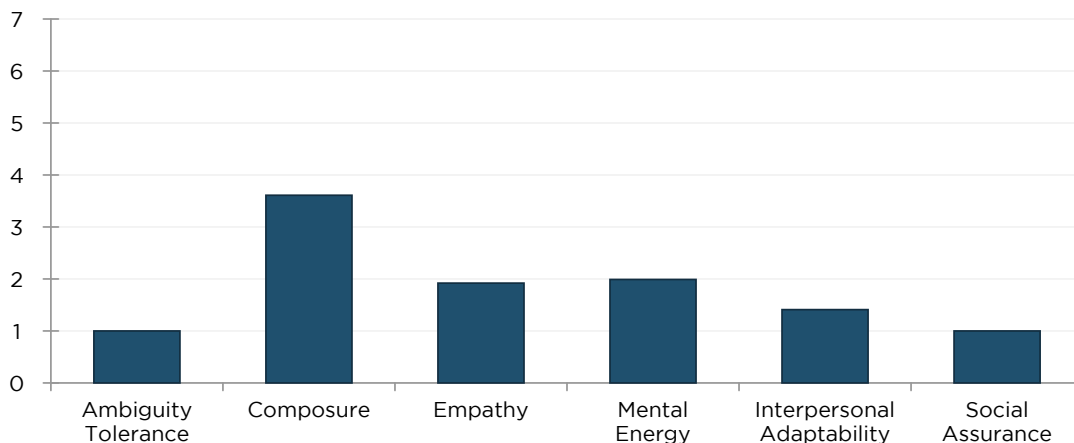
Ambition and willingness to take on difficult assignments that may entail significant challenges and risks, particularly involving other people. When Social Assurance is **high**, the person may appear arrogant or overly self-reliant, and may overestimate their own capabilities. When Social Assurance is **low**, the person may seem overly cautious and disinclined to take action to deal with conflicts and performance problems. They may avoid difficult and interpersonally challenging assignments.

Executive Insight Report: Emotional Competencies Profile

John Doe

Your Emotional Competencies Profile describes your behavioral intensity and complexity, especially when interacting with others.

Emotional Competencies



Ambiguity Tolerance:

Compared to most people, you have a much greater desire for order and predictability. You are most comfortable in situations where things are planned in advance, well-organized, and under tight control. In your interactions with others, you prefer people similar to yourself, who are orderly and dependable. People who differ from you in this respect might see you as excessively concerned about order and routine.

Composure:

Compared to most people, you are a bit more likely to express your feelings openly. Others probably can recognize when you feel anxious, excited, or enthusiastic. On the positive side, people may appreciate being able to tell how you generally feel about events and circumstances. However, there could be occasions when you seem just a bit more emotional than circumstances warrant.

Empathy:

In contrast to many people, you are a good deal less inclined to delve into others' feelings, preferences, or their likely reactions to situations. You tend to take people at face value, and you focus mainly on qualities that are readily apparent and clearly relevant to tasks that need to be accomplished. You probably keep things business-like and avoid getting overly personal.

Mental Energy:

You invest your mental energy in dealing with complexities only to the extent absolutely needed. Otherwise, your inclination is to keep things simple and efficient. Rather than getting into subtleties, abstract ideas, and complex methods, your inclination is to concentrate on one thing at a time, and then focus on concrete facts and established procedures to accomplish the task.

Interpersonal Adaptability:

The chances are that you have a particular style of working with other people that you believe to be the most appropriate way to behave. Others may see you as exceptionally consistent in how you handle yourself, regardless of the setting or circumstances. Individuals with styles similar to yours may appreciate this; however, those with different styles might wish that you would try to accommodate their ways of doing things at times.

Social Assurance:

Social Assurance, in this context, refers to your willingness to take on particularly difficult assignments - especially those that could involve a lot of conflict and tensions. Your profile indicates that your preference is to stick with assignments that are free of complications and stresses, especially those involving other people. You very likely appreciate that your chances of being effective and successful in less risky assignments are much greater.

Executive Insight Report: CareerView™ Basics

A Guide to Understanding the CareerView Profile

People define career success in many ways. In an ideal world we would all arrive at our definitions of success based on a clear understanding of ourselves as individuals and what it is that we want to get out of the many years that we will spend in the world of work. However, many of us find it very difficult to disentangle our own personal needs and values from the messages that we receive from others.

By identifying our unique career concepts and motivations, CareerView offers insight into the factors that will provide us with the most satisfaction in our career.

Aligning Hearts and Minds

The CareerView profile contains two profiles: Career Concepts Profile and Career Motives Profile. To understand the difference between the two, think about Career Concepts residing in our mind, while Career Motives reside in our heart. Ideally the two would be in close agreement, but often that is not the case. Seeing CareerView results can help us see areas that are lacking our attention, but critical to feelings of satisfaction and fulfillment.

The CareerView model consists of four basic Career Concepts or types of careers: **Expert**, **Linear**, **Transitory**, and **Spiral**, pictured in the graphic below. These Career Concepts are based on three factors:

1. The *stability* of a person's choice of career field -- should it change, or should it remain the same once the choice is made?
2. The *direction* of movement in a career -- should a person move vertically (up a "ladder") or instead should a person move horizontally or laterally into new positions?
3. The *duration* of a person's stay in a particular career field -- how many years should separate any major career changes?

Career Concepts and Motives

Long-term commitment to a particular kind of work in which one progressively develops deep, specialized knowledge and skills.

Motivated by expertise and security.

Frequent moves (every 2-4 years) into new types of work and activities that, ideally, are different from anything previously experienced.

Motivated by variety, adventure, and independence.



Steady progress up a ladder toward higher degrees of personal authority and status.

Motivated by the ability to influence.

Periodic lateral movement into new functions that build on and expand previously developed knowledge and skills.

Motivated by learning and mentoring.

Ideal Career Concepts: Ideas about patterns of movement and focus that individuals visualize as an ideal career track. Different people have very different ideas about what an ideal career track would look like.

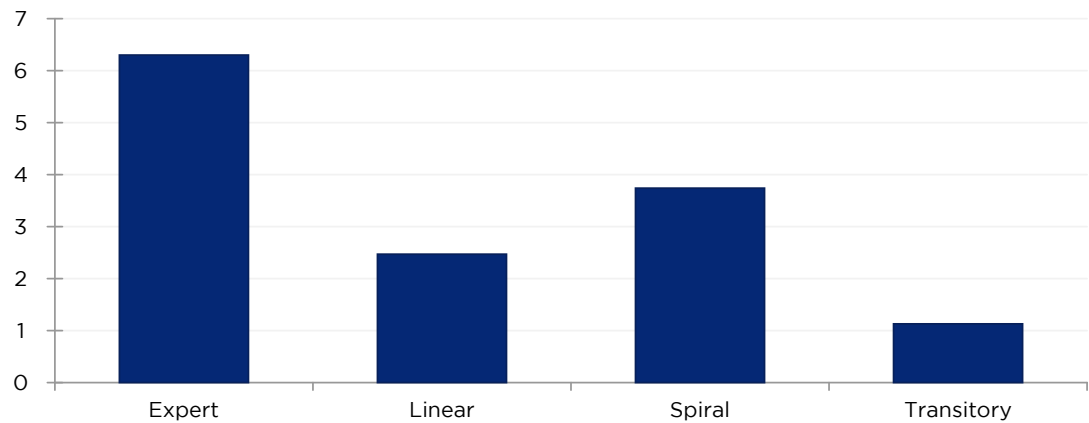
Career Motives: Factors that reflect the kinds of rewards that individuals hope to gain during their careers and that determine feelings of satisfaction and fulfillment that people obtain from their work experiences.

Executive Insight Report: Career Concepts Profile

John Doe

Career Concepts are ideas about patterns of movement and focus that individuals visualize as an ideal career track. Different people have very different ideas about what an ideal career track would look like.

Ideal Career Concepts



Your Primary Career Concept is Expert

You appear to most highly value the mastery of specialized knowledge, recognition for expertise, and preference for a stable work environment.

Your Secondary Career Concept is Spiral

Secondarily, your profile indicates that you put a good deal of value on opportunities to expand and broaden your knowledge and skills and to get directly involved in creative assignments and projects.

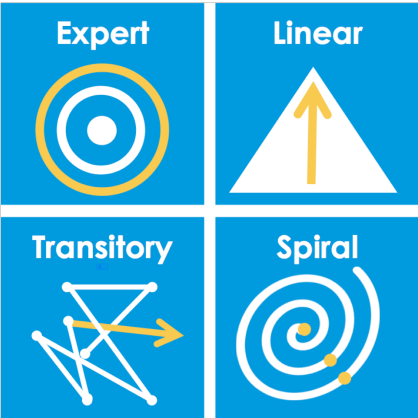
Your Least Prominent Career Concept is Transitory

Comparatively, you appear to place little value in assignments that involve a lot of change, and that require you to take on new tasks or projects very different from those you have handled in the past.

Ideal Career Concepts

Long-term commitment to a particular kind of work in which one progressively develops deep, specialized knowledge and skills.

Frequent moves (every 2-4 years) into new types of work and activities that, ideally, are different from anything previously experienced.



Steady progress up a ladder toward higher degrees of personal authority and status.

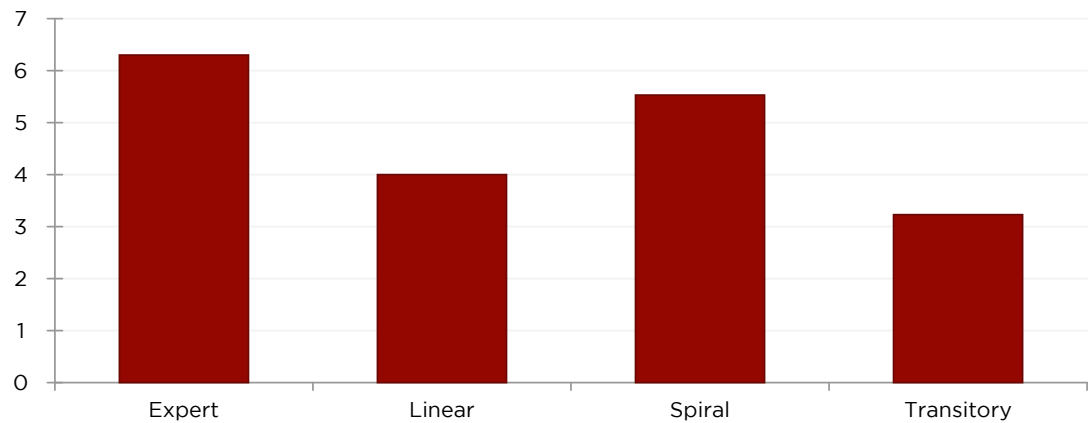
Periodic lateral movement into new functions that build on and expand previously developed knowledge and skills.

Executive Insight Report: Career Motives Profile

John Doe

Career Motives are factors that reflect the kinds of rewards that individuals hope to gain during their careers and that determine feelings of satisfaction and fulfillment that people obtain from their working experiences.

Career Motives



Your Primary Career Motive is Expert

You appear to be most highly motivated by a sense of mastery of specialized knowledge, recognition for expertise, and preference for a stable work environment.

Your Secondary Career Motive is Spiral

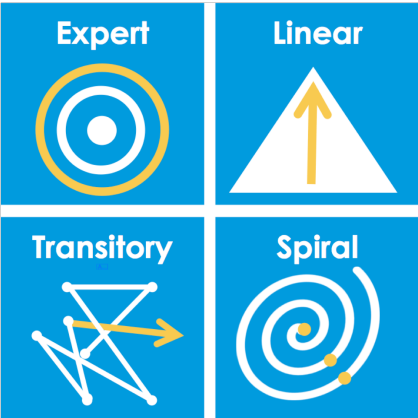
Secondarily, your profile indicates that you are motivated by, and attracted to, opportunities to expand and broaden your knowledge and skills, get directly involved in creative assignments and projects, and possibly, to help others to grow and develop.

Your Least Prominent Career Motive is Transitory

Comparatively, you appear to be least attracted to or motivated by assignments that involve a lot of change and that require you to take on new tasks or projects very different from those you have handled in the past.

Career Motives

Internal sense of mastery and expertise; expert recognition; stability and secure work environment



Personal influence and impact; significant visible achievements

Variety and novelty; adventure; change; personal freedom; people involvement

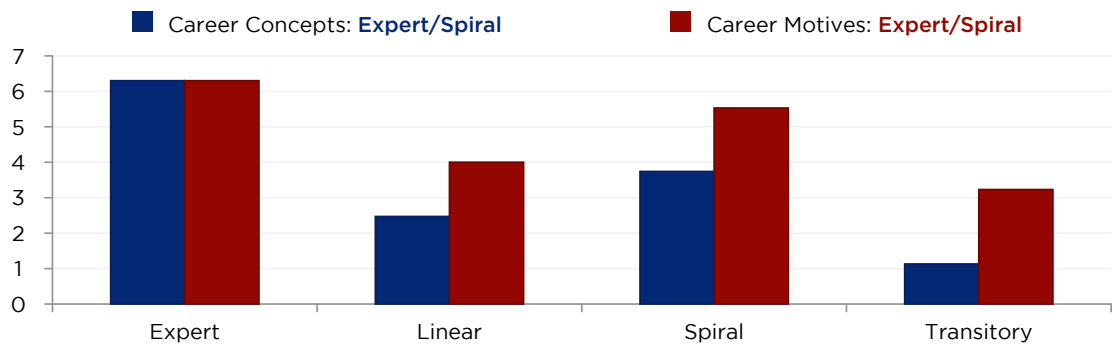
Learning; developing broad skills and knowledge; creativity; helping others to develop

Executive Insight Report: CareerView™ Comparison

John Doe

The comparison below highlights differences and similarities between the kind of career pattern you appear to believe you should follow vs. the kind of career pattern that would best fit you personally in terms of motivation and satisfaction. Here, we compare your Career Concepts (your head) with your Career Motives (your heart).

CareerView Comparison



Career Concepts		Career Motives	
Primary	Secondary	Primary	Secondary
			
Expert Long term commitment to a particular kind of work in which one develops deep, specialized knowledge and skills.	Spiral Periodic lateral movement into new functions or types of work that build and expand on previously developed knowledge and skills.	Expert Internal sense of expertise; expert recognition; stability; security.	Spiral Learning, developing broad skills and knowledge; helping others to develop; creativity.

Aligning Your Head and Your Heart Around Your Career

People often develop ideas about what career they should pursue. Sometimes, these ideas about what we should do differ from the kinds of career experiences that would be fulfilling. When this happens, we say that a person's "head" and "heart" do not agree insofar as the person's career is concerned. You can get a good estimate of how well your head and heart are in alignment by comparing your career concepts profile with your career motives profile as shown in the chart above.

Below, we offer our analysis of the degree to which your head, reflected in your primary and secondary career concepts, aligns with your heart, reflected in your primary and secondary career motives. We also propose some factors that we believe you may want to focus on when navigating your way through your work and career.

Your Primary and Secondary Career Concepts, Expert/Spiral, and Your Primary and Secondary Career Motives, Expert/Spiral

Your primary and secondary career concepts and career motives both fall into the Expert/Spiral categories. In this regard, your head and your heart seem to agree about a desirable career. The key themes to look for in career opportunities (whether in job assignments or in a new employment situation) are: opportunities to further your expertise in a specialty, stable employment prospects, as well as opportunities to expand your repertoire of knowledge and skills, particularly in situations involving creative work, as per your secondary Spiral career motive.

Section II

Executive Insight Report: Benchmark Analysis

By:



Prepared for:

John Doe
April 18, 2024



Executive Insight Report:

Benchmark Analysis

This Executive Insight Benchmark Report matches your Interpersonal Role Styles profile, Operating Styles profile, Emotional Competencies profile and Career Motives profile with a series of corresponding benchmark profiles that represent an ideal profile for success in the selected position. In each case, up to two gaps between your profile and the benchmark profile are identified and suggestions are given for ways that you can reduce or close the gaps.

Lastly, a situational adaptability analysis is provided with estimates of the ease with which you can adapt to different kinds of situations that could arise in the benchmarked position.

Contents of Your Report

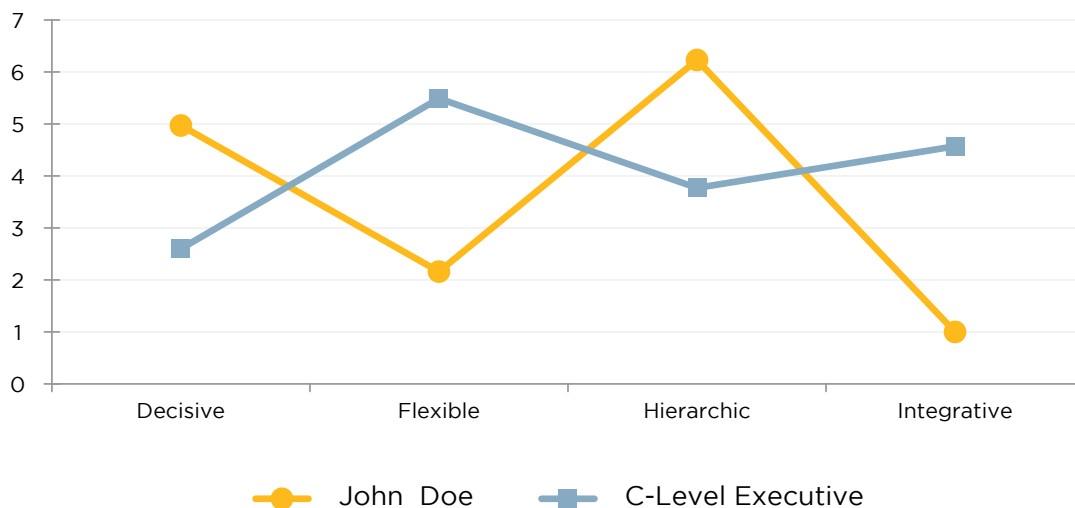
Section II – Benchmark Report

9. Interpersonal Role Styles Analysis
10. Operating Styles Analysis
11. Emotional Competencies Analysis
12. Career Motives Analysis
13. Situational Adaptability Analysis

Executive Insight Report: StyleView™ Job-Person Estimated Benchmark Analysis Interpersonal Role Style

John Doe

Interpersonal Role Styles



PRIMARY GAP: Potential underuse of the Integrative Role Style

You might underuse the Integrative Role Style in some situations that you are likely to encounter in this position. More specifically, you may not put enough energy into reaching a decision that will be widely accepted, and you might not engage or collaborate enough with others when reaching decisions. This is especially the case in situations involving unusual and complex issues that are likely to have broad impact and where there are no established rules or ready-made solutions.

Recommendations for reducing this gap:

Watch for situations where the issues at hand are unusual, complex, and involve many different people or groups. In these situations, try to:

- Include many people and stakeholders in discussions and problem-solving.
- Actively solicit information and points of view; reject nothing as irrelevant.
- Encourage people to participate fully in discussions and analyses; make sure everyone has a say.
- Make an effort to assure that the final decision is widely understood and agreed upon by stakeholders.

SECONDARY GAP: Potential underuse of the Flexible Role Style

In addition, you might underuse the Flexible Role Style in some situations that you are likely to encounter in this position. More specifically, you may not seem very approachable, interactive, or engaging at times in the way you interact with others. You might not appear to be truly interested in others' points of view nor very eager to hear others' ideas and input. This could be problematic especially in situations when your only good access to important information is through gathering input from others, and where there is likely to be a diversity of opinions about what needs to be done.

Recommendations for reducing this gap:

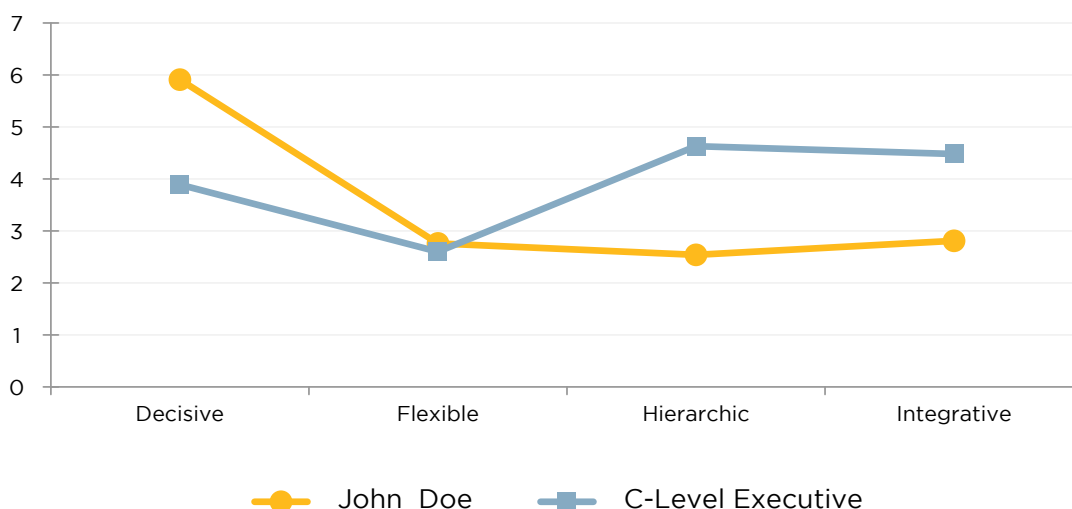
Stay alert to new situations or problems that involve, or call for, diverse perspectives. In handling these situations, make a special effort to:

- Go out of your way to invite and actively listen to others' ideas, points of view, and opinions.
- Show interest and openness to others' input and alternative ideas.
- Do not dwell on any one idea too long; keep things informal and casual.
- Use humor to lighten things up, keep conversations moving, and reduce tensions if disagreements arise.

Executive Insight Report: StyleView™ Job-Person Estimated Benchmark Analysis Operating Style

John Doe

Operating Styles



PRIMARY GAP: Potential underuse of the Hierarchic Operating Style

You may make less use of your Hierarchic Operating Style than recommended for some situations that are likely to arise in this position. That is, at times, you might not carry out the careful and systematic, in-depth analyses that some situations require, along with the development of detailed and highly focused plans. This could be especially problematic in situations where the issue to be decided is strategically important, the consequences of errors or mistakes are severe, and actions, once put in motion, cannot easily be modified or reversed.

Recommendations for reducing this gap:

We suggest keeping an eye out for decisions and problems that are complex, cannot easily be modified later, and that have important consequences. When facing these decisions, be ready to:

- Focus on long-term goals and strategies, and identify one key goal or objective that is most important.
- Prepare a detailed plan for achieving the key objective that includes milestones, timelines, and contingency plans.
- Take time to gather detailed information and thoroughly analyze the problem at hand.
- Concentrate on finding a high-quality solution; develop reasoning and logic to support decisions.

SECONDARY GAP: Potential overuse of the Decisive Operating Style

In addition, you might use the Decisive Operating Style more than recommended for some situations that are likely to arise in this position. That is, at times you might be too quick to take action without sufficient analysis beforehand. Alternatively, you might be too focused on one course of action and disinclined to course-correct once a decision has been made. This could become problematic when the issue at hand is unusual and complex, or is evolving and changing, especially when dealing with issues that have important long-term consequences and no compelling reason for fast and focused decision-making.

Recommendations for reducing this gap:

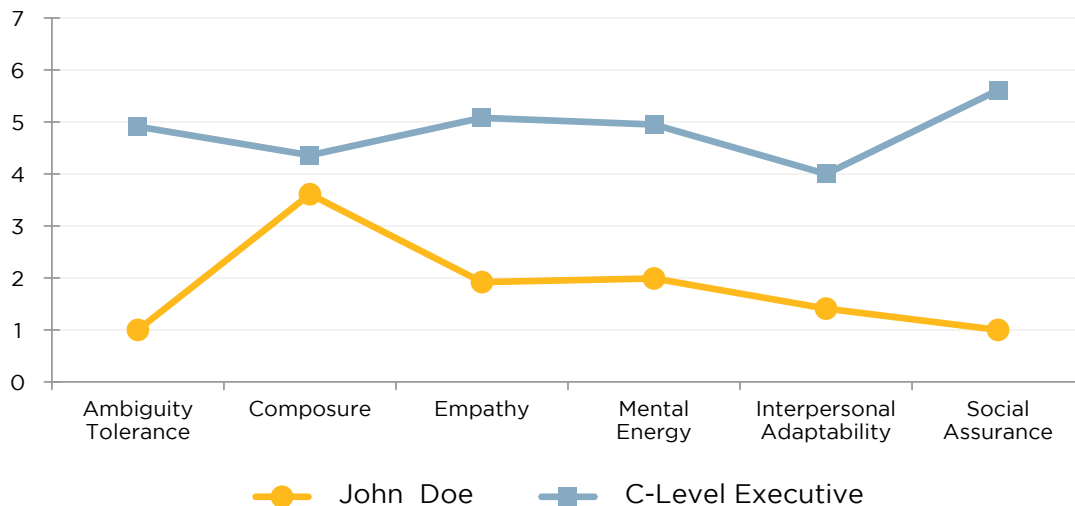
We suggest staying alert to issues where time isn't particularly critical and where the problem at hand is not particularly simple or routine. In handling these issues, try to:

- Avoid making a final decision rapidly, or without taking into account alternative courses of action.
- Be careful not to be too rigid or inflexible with decisions, plans, or procedures.
- Pause to consider additional information and/or possible solutions.
- Be careful not to discount suggestions for change, or for solutions that may be more complex or long-term than what you may prefer.

Executive Insight Report: StyleView™ Job-Person Estimated Benchmark Analysis Emotional Competencies

John Doe

Emotional Competencies



PRIMARY GAP: Potential under-emphasis of Social Assurance

You are very likely to find many situations encountered in this position to be very taxing and stressful due to conflicts, tensions, and difficult relationships that those situations involve.

Recommendations for reducing this gap:

We suggest staying alert for signs of difficult circumstances with people, and then proactively lay out plans for handling them. This may include seeking assistance from others who are particularly effective in dealing with the difficulties or conflicts that the situations involve.

SECONDARY GAP: Potential under-emphasis of Ambiguity Tolerance

You are likely to feel uncomfortable and frustrated with uncertainties and unexpected changes that are encountered in this position, particularly those involving people. You may opt for solutions that are overly structured, or that might be reached prematurely in order to create a sense of certainty.

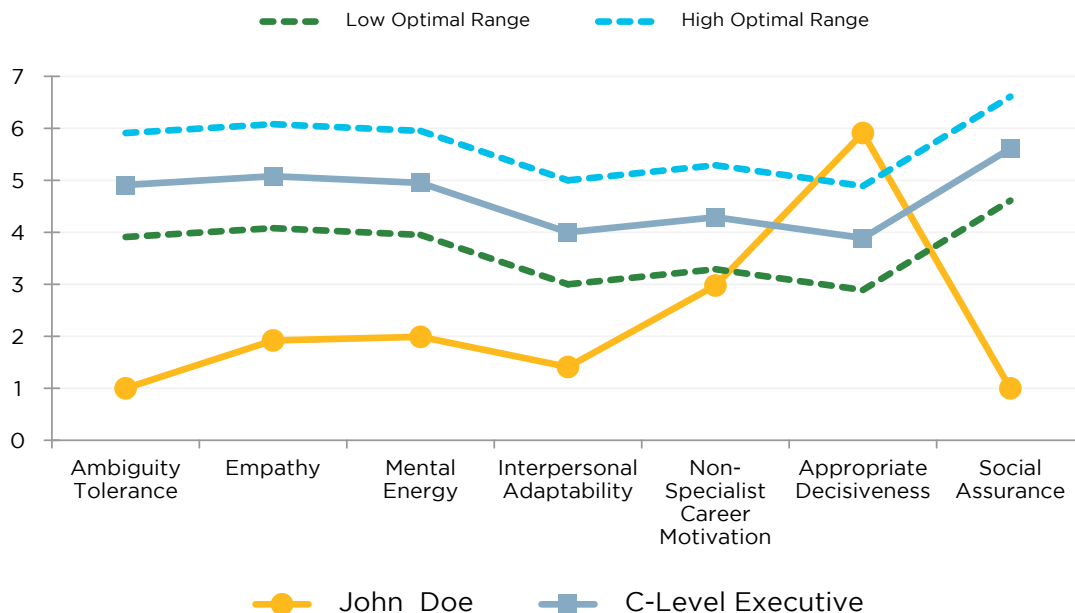
Recommendations for reducing this gap:

You may want to find ways to create some structure or routine in order to reduce feelings of frustration; however, be careful of overdoing this. While uncertainties can be unnerving, they often mean that things are in flux and changing. This may provide opportunities to try new things, or shape situations in ways that could be beneficial. We recommend making an extra effort to step back in ambiguous situations, and notice opportunities for improvements or modifications.

Executive Insight Report: StyleView™ Job-Person Estimated Benchmark Analysis Situational Adaptability

John Doe

Situational Adaptability



Overall, your situational adaptability falls outside the preferred optimal zone for this position. Please review the graph above, note the factors that show gaps that fall outside their respective optimal zones, and carefully read the commentary below.

Ambiguity Tolerance

You are likely to feel uncomfortable and frustrated with the uncertainties and unpredictable changes that you could face fairly frequently in this position. In these circumstances, you may feel that things are somewhat chaotic or out of control.

Mental Energy

You may occasionally feel a bit overwhelmed by highly complex, mentally demanding tasks and situations encountered in this position.

Non-Specialist Career Motivation

In this position, you may find that there aren't many opportunities that would permit or allow you to exercise your special expertise. You may struggle at times to leave the technical matters to others, and instead, focus your attention on issues that are important but do not involve much specialized technical knowledge or skill.

Social Assurance

You are very likely to find many situations encountered in this position to be very taxing and stressful due to conflicts, tensions, and difficult relationships that those situations involve.

Empathy

You are likely to appear insufficiently aware of, and responsive to others' concerns and feelings in situations that arise fairly frequently in this position. In those situations, you could seem rather hard-nosed in dealing with people, or disinterested in diverse perspectives.

Interpersonal Adaptability

From time to time in this position, you may encounter situations in which you may not be quite adaptive enough in accommodating other people's styles and ways of doing things.

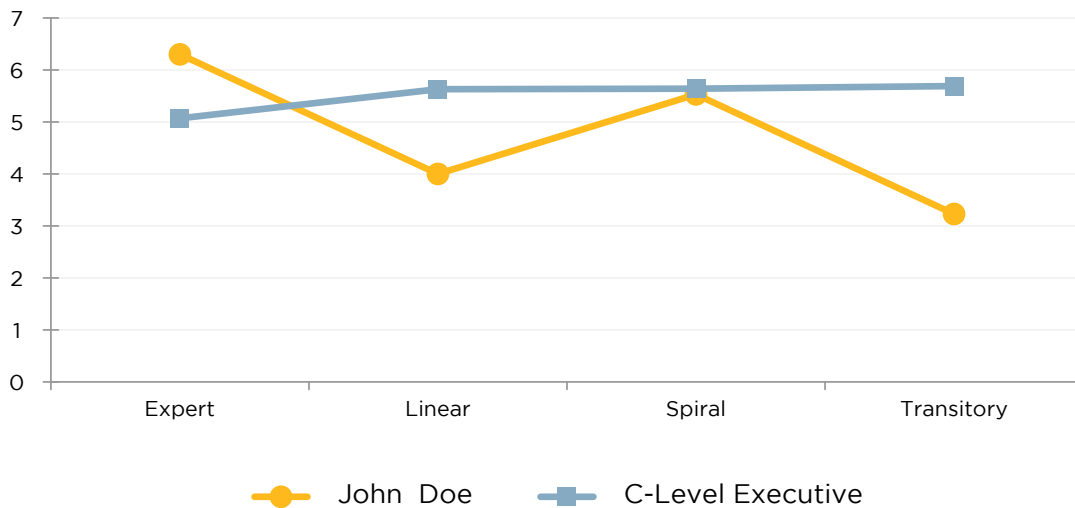
Appropriate Decisiveness

You may use the Decisive Operating Style more than recommended for some situations that are likely to arise in this position. That is, at times you might be too quick to take action without sufficient analysis beforehand, or consideration of alternate courses of action that might be needed as the circumstances change.

Executive Insight Report: CareerView™ Job-Person Estimated Benchmark Analysis Career Motives

John Doe

Career Motives



PRIMARY GAP: Potential under-emphasis of Transitory Motive

In this position, you could feel that being fast-maneuvering, opportunistic, and frequently taking on new projects and tasks is over-emphasized and over-valued.

Recommendations for reducing this gap:

We recommend making a special effort to find and stick with projects or assignments that involve familiar activities, and especially that do not require quick innovation or frequently taking on new projects or work assignments that are very different from those you have experienced previously.

SECONDARY GAP: Potential under-emphasis of Linear Motive

In addition, you might feel that too much emphasis is placed on competition, gaining influence, and achieving immediate results.

Recommendations for reducing this gap:

We recommend making a special effort to look for assignments that are relatively free of responsibilities which will require supervising others or competing with others, and where your performance will be judged primarily on your leadership and influencing skills.

Section III

Executive Insight Report: Snapshot

By:



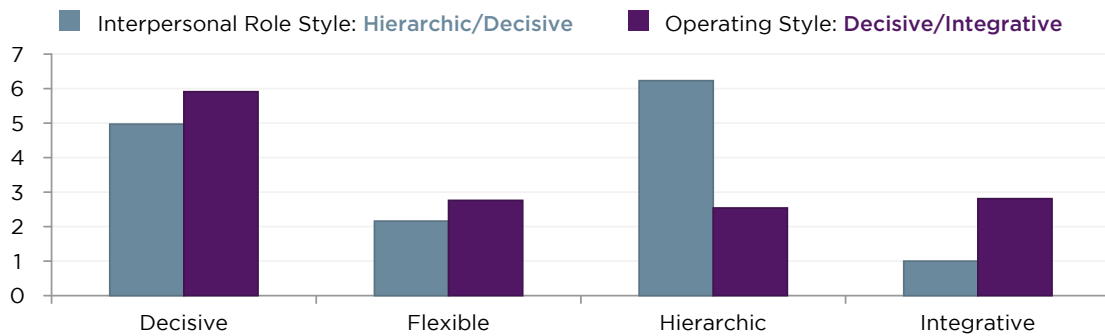
Prepared for:

John Doe
April 18, 2024

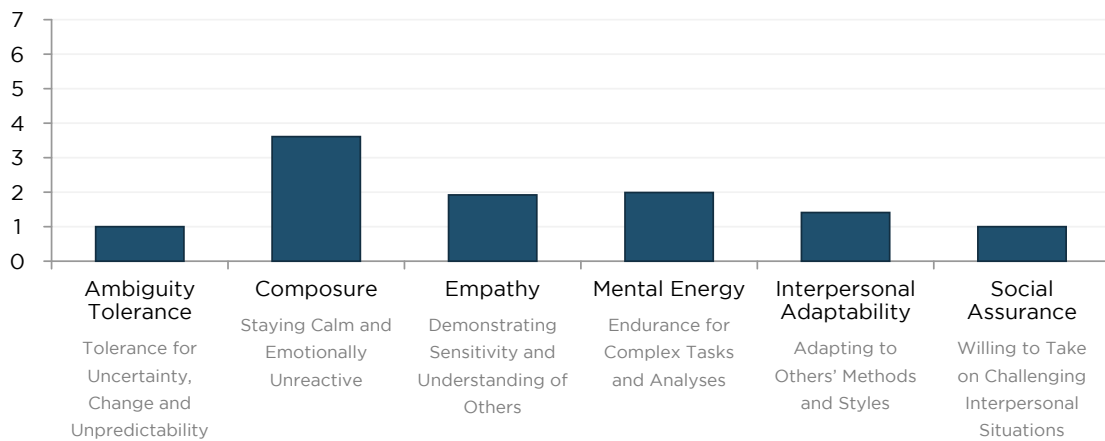
Executive Insight Report: Overview Profiles Snapshot

John Doe

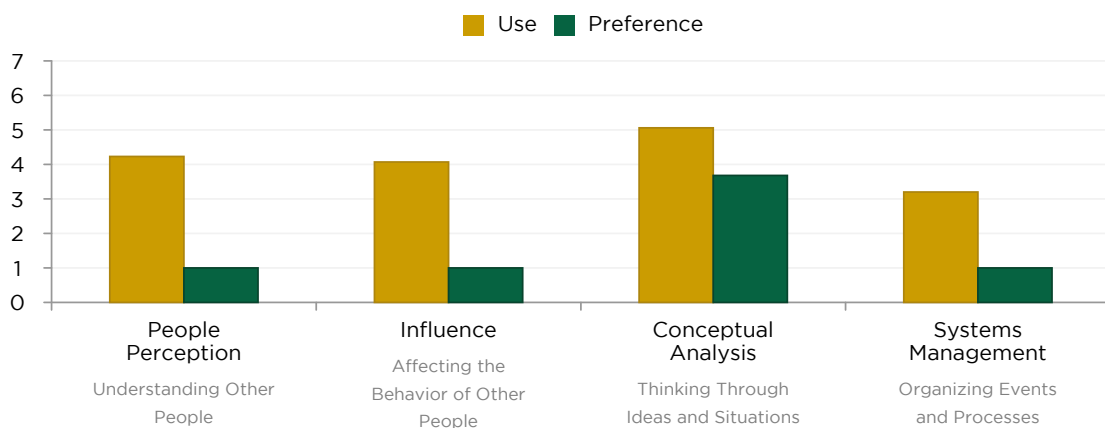
StyleView Comparison



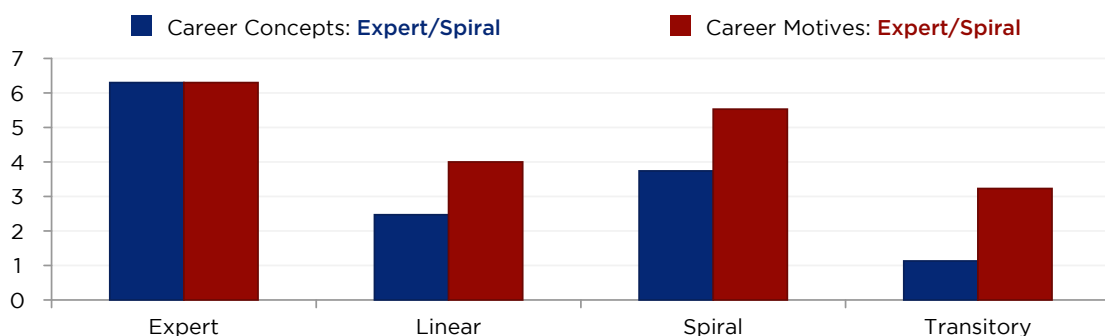
Emotional Competencies



Complexity Motives



CareerView Comparison

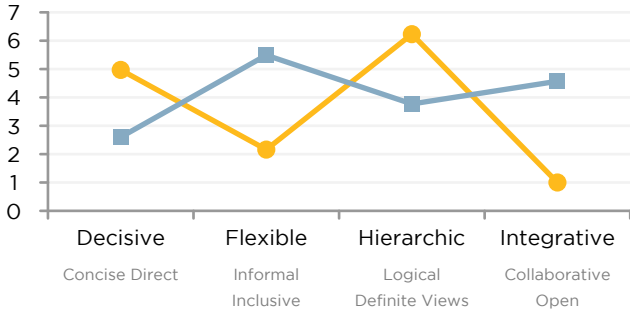


Executive Insight Report: Benchmark Profiles Snapshot

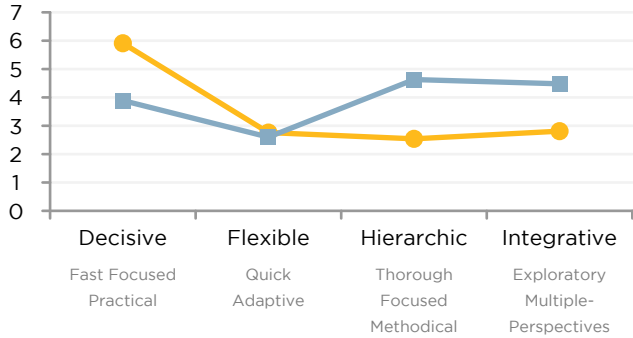
John Doe

John Doe C-Level Executive

Interpersonal Role Styles

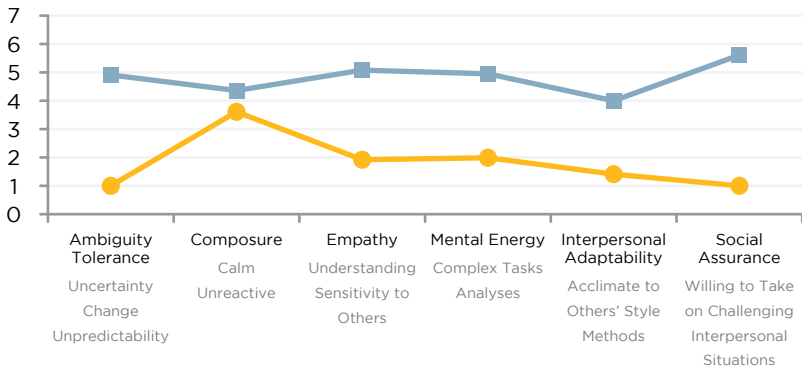


Operating Styles

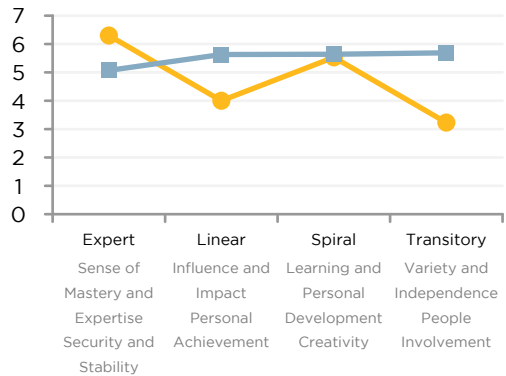


John Doe C-Level Executive

Emotional Competencies



Career Motives



Situational Adaptability

Low Optimal Range High Optimal Range
John Doe C-Level Executive

