WESTERBERG
ASSESSMENTS

LEADER ASSESSMENT REPORT

PREPARED FOR

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PREPARED WITH

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DATE

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INTRODUCTION

This report brings together evidence about what matters to you, how you describe yourself, and patterns that may shape your impact at work. It organizes the results through three lenses: identity, reputation, and influence. Read each section alongside recent decisions, working relationships, and feedback you have received.

Start with the patterns that seem familiar, then examine those that surprise you. A score needs context: the demands of your role, the people around you, and the situations in which a tendency helps or gets in the way. Use the report with your coach to identify one or two behaviors worth testing. Ask colleagues for examples before drawing conclusions about how they experience you.

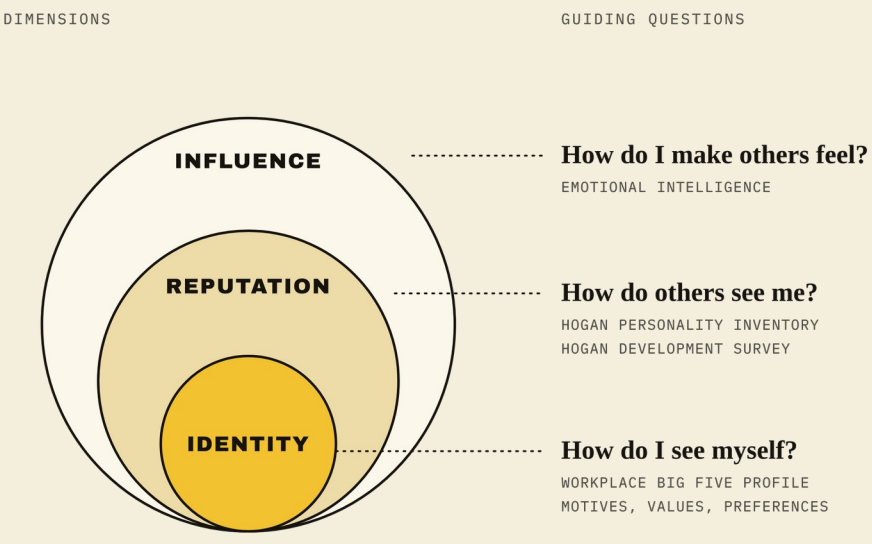
MODEL

The report uses the Intentional Leader Model, which has three dimensions.

Identity. What matters to you, and how you describe your approach to work.

Reputation. Patterns that may shape how others experience you.

Influence. Emotional skills that may affect your interactions.



READING THE SCORES

No score here is good or bad on its own. Each one describes a tendency, and its value depends on the task, the team, and the moment. Every result in this report comes from a self-report assessment, and no observer feedback is included. Each assessment page states what its scores mean.

DANIEL HART

SNAPSHOT

Daniel's values profile gives greater weight to helping others, aesthetics, and science than to recognition, power, or commerce. He may find service, thoughtful design, and evidence more compelling than public praise or status. A useful question is how these preferences affect the work he chooses and the way he presents its value.

His personality results suggest a composed approach to work, with interest in ideas and learning. Most Workplace Big Five scores sit near the middle of the displayed scale, so that profile provides little basis for a sharply drawn personality portrait. The HPI adds possible themes of sociability, interpersonal consideration, and structure. These are interpretations to examine with colleagues, rather than confirmation of their views.

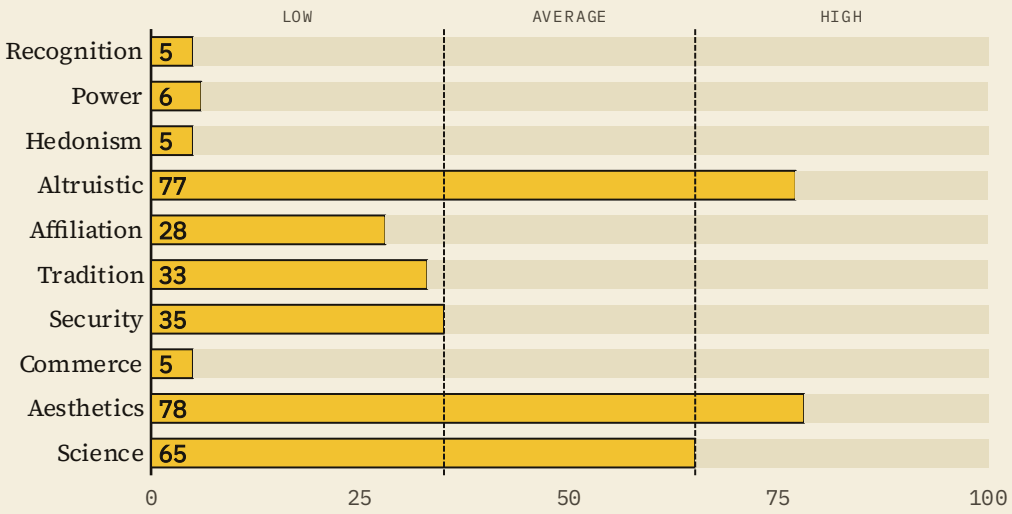
One coaching priority is to examine how Daniel handles disagreement. The HDS shows Leisurely as his highest displayed score and Dutiful as his lowest. Explore whether he makes reservations clear before accepting a task. A recent decision he disagreed with would offer a better starting point than a general discussion of leadership style.

IDENTITY

HOW DO I SEE MYSELF?

MOTIVES, VALUES, AND PREFERENCES INVENTORY (MVPI)

> **Key pattern:** Altruistic (77), Aesthetics (78), and Science (65) fall in the High zone. Recognition (5), Power (6), and Commerce (5) fall in the Low zone. Daniel may find the purpose and quality of a project more motivating than its visibility or financial reward.



At work: A project may hold Daniel's interest when it helps someone, is well designed, or rests on sound evidence. Environments that reward service and craft may suit him better than those organized around status or profit. These preferences describe what he values, not how well he performs.

Low Recognition, Power, and Commerce scores suggest that praise, rank, and financial outcomes carry less motivational pull. That does not tell us how he behaves. Colleagues may still need explicit information to see his contribution and to support his ideas, and that is a point to check rather than assume.

A low Commerce score does not establish indifference to salary, and a preference for service does not establish ethical conduct. Values describe direction. Behavior is observed separately.

Question to test: Ask Daniel to compare a project he enjoyed with one he found hard to care about. Then ask whether colleagues could have named the contribution he made to each.

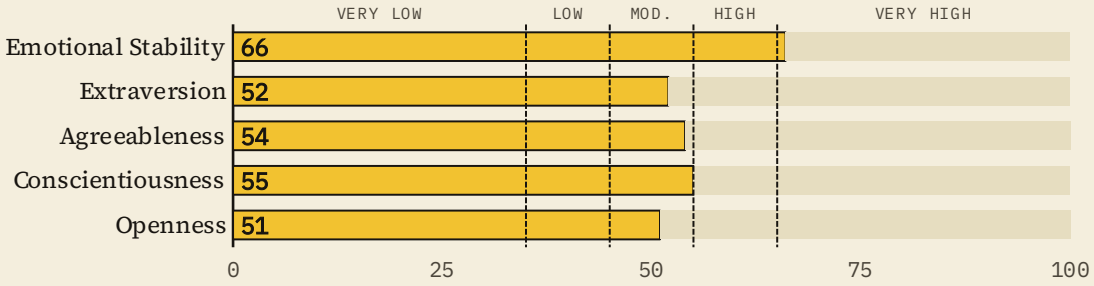
About this assessment: The Motives, Values, and Preferences Inventory (MVPI) is a Hogan self-report measure of what a person wants from work. Scores are percentiles against a norm group. It describes motivation, not ability or performance.

IDENTITY

HOW DO I SEE MYSELF?

WORKPLACE BIG FIVE PROFILE

> **Key pattern:** Emotional Stability (66) is Daniel's highest score and the only one in the Very High zone. Conscientiousness (55), Agreeableness (54), Extraversion (52), and Openness (51) sit close together in the Moderate zone. The profile gives limited basis for a sharply drawn portrait.



At work: Daniel describes himself in ways that suggest relative steadiness under pressure. Because the other four scores differ by only a few points, they carry little weight individually. A difference of that size should not be turned into a distinctive leadership style.

Scores near the middle describe a tendency that is neither pronounced nor absent. Daniel may adjust his approach to the task, the group, and the stakes. His own examples will show more than the numbers can: when he works alone or with others, when he plans ahead, and when he welcomes new methods.

These results do not establish a preference for small groups, quick recovery from setbacks, exceptional focus, or a mediating role in teams. Each is a hypothesis to test against his work.

Question to test: Ask Daniel about a recent setback and how he responded. Then ask how long it affected his work, and who noticed.

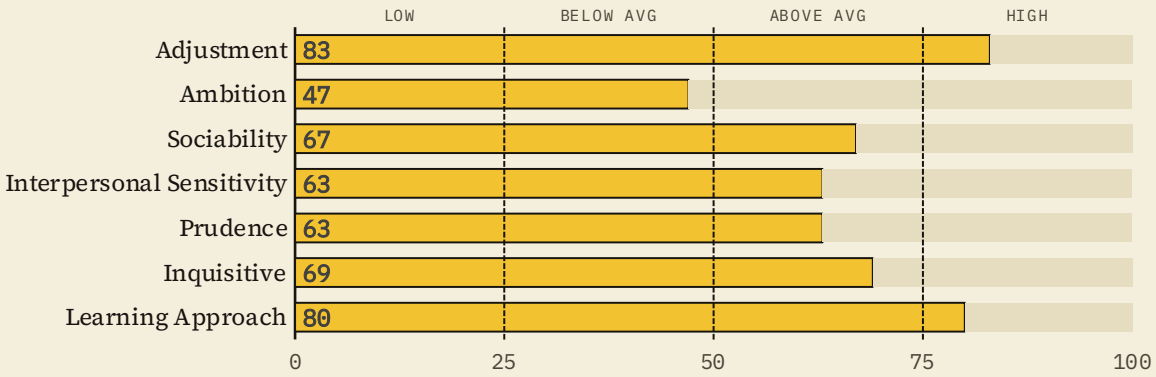
About this assessment: The Workplace Big Five Profile is a self-report measure of work-related personality traits. It reflects how Daniel describes his tendencies, not how others see him. Scores are percentiles from 0 to 100, with zones marked at 35, 45, 55, and 65.

REPUTATION

HOW DO OTHERS SEE ME?

HOGAN PERSONALITY INVENTORY (HPI)

> **Key pattern:** Adjustment (83) and Learning Approach (80) are Daniel's highest HPI scores, both in the High zone. The profile suggests composure under pressure and an orientation toward learning. Ambition (47) falls in the Below Average zone.



At work: Adjustment describes how a person is likely to respond to pressure and criticism. Daniel's score suggests a composed approach. In a difficult meeting, that composure could make his concern less visible to others. Learning Approach points to interest in new information. It does not show how quickly he learns.

Inquisitive (69), Sociability (67), Interpersonal Sensitivity (63), and Prudence (63) are Above Average. Together they suggest interest in ideas, ease in conversation, attention to others, and a preference for planning. Ambition describes drive for advancement. It does not explain his goals or his willingness to lead.

Each reading describes how Daniel may be experienced, based on his own responses. It is an inference from a self-report. Colleagues' accounts would confirm or correct it, and they carry more weight than the profile does.

Question to test: Ask colleagues how Daniel appears when his judgment is challenged. Ask for one example where his composure helped and one where a more visible concern would have helped.

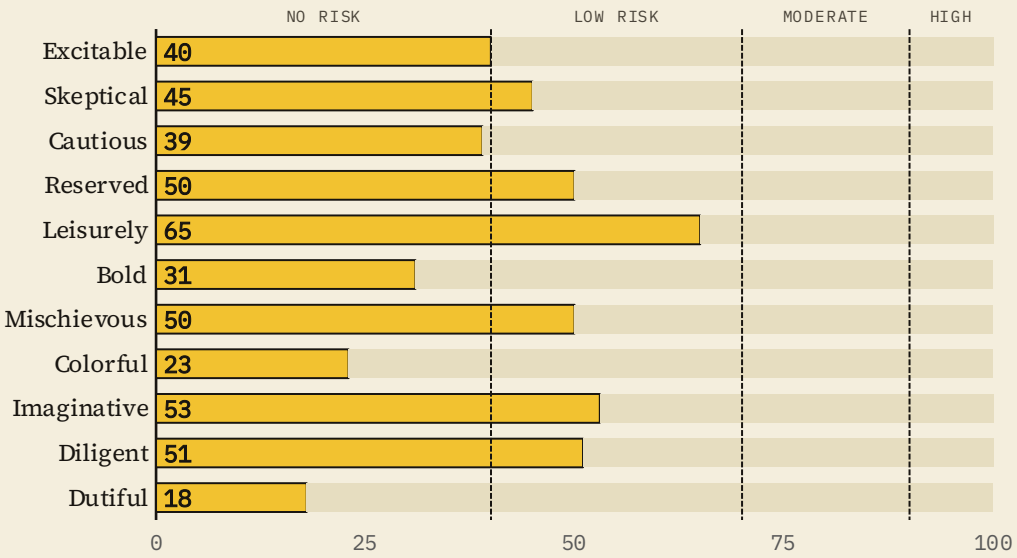
About this assessment: The Hogan Personality Inventory (HPI) is a self-report measure of everyday personality. Hogan designs it to describe reputation, meaning how a person tends to be seen at work. Scores are percentiles against a norm group.

REPUTATION

HOW DO OTHERS SEE ME?

HOGAN DEVELOPMENT SURVEY (HDS)

> **Key pattern:** Leisurely (65) is Daniel's highest HDS score and Dutiful (18) is his lowest. Leisurely falls in the Low Risk zone and Dutiful in the No Risk zone. No scale reaches the Moderate Risk zone, which starts at 70.



At work: Leisurely describes a tendency to appear cooperative while resisting requests privately. Daniel's score sits in the Low Risk zone, so it carries modest weight. It remains the most useful scale to explore, because it bears on how he handles work he disagrees with.

Possible patterns include raising a reservation directly, agreeing and then working around a request, or negotiating a different approach. The scores cannot say which he uses. A recent assignment he considered unnecessary would show it more clearly.

Dutiful (18) is in the No Risk zone. A low score may mean Daniel is comfortable acting on his own judgment when a request conflicts with it. The HDS describes tendencies that can emerge under stress, so it says little about his everyday style.

Question to test: Ask Daniel to walk through a recent assignment he thought unnecessary or poorly judged. Ask when he voiced the concern, to whom, and what happened next.

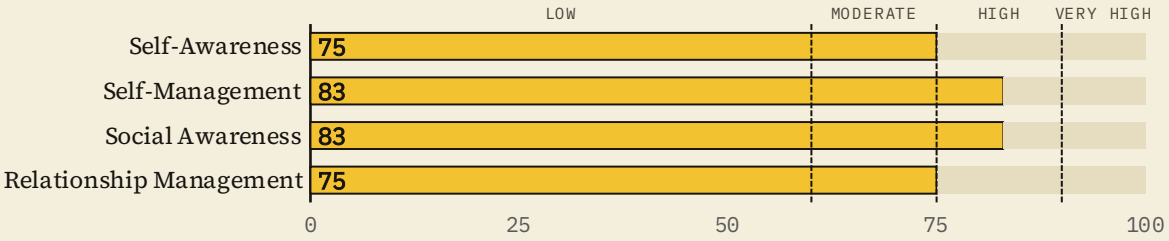
About this assessment: The Hogan Development Survey (HDS) is a self-report measure of tendencies that can emerge under stress or without self-monitoring. Scores are percentiles. Hogan groups them into No Risk, Low Risk, Moderate Risk, and High Risk zones.

INFLUENCE

HOW DO I MAKE OTHERS FEEL?

EMOTIONAL INTELLIGENCE APPRAISAL

> **Key pattern:** All four scores fall in the High zone. Self-Management and Social Awareness are both 83. Self-Awareness and Relationship Management are both 75. Both pairs sit in the same zone, so the eight-point difference between them should be read lightly.



At work: The four areas map to four moments in a working day: noticing his own emotional reaction, managing the response, recognizing another person's cues, and handling a difficult exchange. Each moment gives Daniel and his coach a concrete situation to discuss together.

Daniel's scores match within each pair and differ by eight points between them. Both pairs are in the High zone, so the pattern is a prompt for discussion, not a gap to close. A lower number should not be read as a deficit.

The results do not by themselves establish that Daniel avoids conflict, processes emotions slowly, or leaves colleagues feeling understood. They describe his own account of his skills. A colleague's account of one difficult conversation would test the interpretation.

Question to test: Ask Daniel which of the four moments best matches his last month. Ask whether he noticed his reaction during a hard conversation or only afterward.

About this assessment: The Emotional Intelligence Appraisal is a self-report measure of four emotional skills: self-awareness, self-management, social awareness, and relationship management. Scores are percentiles from 0 to 100, with zones marked at 60, 75, and 90.