

Name : Sample Two
Designation : Admin and Finance Director
Industry :
Total Working Exp : 25
Yrs in Organization :



Professional Edition Leadership Style Report

Date of Completion: 30 November 2006
Prepared By IDENTI3
Commissioned by Sample Company Pty Ltd
HIGH SUPPORTER (COACHING REPORT)
Version 2.2

Name : Sample Two
Designation : Admin and Finance Director
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FOREWORD

This report generates the 'Leadership Style' analysis based on your IDENTI3 Personal Value Profiling (PVP). When the PVP is completed, there are three possible descriptions depending on your score in the leadership sub-dimension. They are 'High Leadership', 'Situational Leadership' and 'High Supporter'. Using the relevant description, the IDENTI3 system generates your score in the Leadership sub-dimension and compares it with the 15 other sub-dimensions to provide an analysis of your leadership style.

The IDENTI3 Leadership Report is meant to provide information for personal analysis, development, and improvement. Individuals and organizations may use the report as a standalone or in combination with other IDENTI3 tools and techniques to form a complete organizational diagnostic. This report does not supersede other reports and should ideally be used with other reports concurrently.

The effectiveness of IDENTI3 report is most optimized when interpreted by professionals who have been trained in IDENTI3 tools and techniques.

HOW IS THIS REPORT STRUCTURED?

This report is structured in two distinct parts.

The first part consists of an in-depth analysis of the individual's leadership style while the second part comprises the Frequently Asked Questions (FAQ) to help in understanding the instrument, personality traits and career options.

The first part of the report is further divided into six sections. In Section One, the IDENTI3 Matrix is displayed in a linear bar chart for an executive overview. Section Two summarizes key leadership traits. Section Three covers a general reading of your leadership style. Section Four comprises coaching advice to assist you in monitoring and addressing your shortfalls. Section Five consists of recommendations for you if you are already in a leadership position, or if you are looking forward to being in a leadership position. Your current role is not factored in the report's contents. Recommendations are based on generated scenarios. The last section reveals your PVP graph.

ABOUT THIS LEADERSHIP REPORT

The Leadership sub-dimension measures your desire to lead and tendency to excel as a leader. When using the report, it is important to be aware that IDENTI3's definition may differ from other popular theories in the definition of leadership.

IDENTI3 PVP measures a person's behavioral traits. When it comes to leading, having the right traits is more important than having the right attitude. Individuals who desire to be in leadership roles without possessing the supporting leadership traits will rely on masked or modified behaviors. Such behaviors are short-term, require tremendous effort on the individual's part to maintain, and may not yield sustainable performances and results.

This report illustrates behavioral tendencies associated with each Leadership Style and provides a reference for awareness, coaching and leadership development. Knowledge and acquisition of other techniques (skills, knowledge, opportunity, etc.) as well as having an understanding of the operating contexts and environmental factors, are the keys to being an effective leader. This is termed as the 'Traits-Technique-Context' Leadership Model, developed by Dr Reed Nelson, founder of IDENTI3.

It is important to note that a high score in Leadership does not necessarily indicate a better leader than one with a low score. A High Supporter may do better in areas where other leadership types falter.

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The report may indicate contradicting behavioral traits at times as it also covers what we term "Trapped" and "Conflict Behaviors". We tend to use different traits (sub-dimensions) when making a decision and will behave differently on each occasion. These sub-dimensions can contradict each other. In addition, we also tend to mask or modify our behaviors in different situations. This inconsistency may also cause us to be unclear about our actual motivations and traits. As this report will highlight your contradicting behaviors, you may find that you relate more to certain behaviors over others. However, it does not mean that the contradicting behaviors are inaccurate or invalid.

In all cases, you may want to seek the advice of a IDENTI3 certified coach.

HOW SHOULD MANAGERS/ HR/ TEACHERS/ COACHES USE THIS REPORT?

This report should be interpreted in a neutral, non-biased manner and applied in the right context. Typical responses from individuals upon receiving this report are:

1. Denial and Rejection. When individuals do not see their results corresponding to their expectations of themselves, they usually will deny and reject the report.

2. Question and Reflection. Individuals who do not have clarity in the understanding of their own traits or who find some areas accurate and other areas in contradiction to their self-understanding, will seek further clarification.

3. Acceptance and Improvement. Those who recognize themselves in the report given are likely to seek clarification and will ask for areas/ methods to improve.

This analysis is the first step to self-discovery and uncovering your leadership potential. When confronted with commonly perceived "weaknesses" or "shortfalls", choosing reflection over denial and focusing on addressing the gaps is often the most effective way to achieving your full leadership potential. IDENTI3 is a validated instrument. For information on the Validity and Reliability Score, you may want to find out from IDENTI3 Website.

Managers/ HR professionals/ teachers/ coaches may also want to understand the range of IDENTI3 methodology and applications before they start advising users on this Leadership Style Report. IDENTI3 distinguishes the difference between skills (techniques) and traits. While a person may be taught the skills to perform a task, he/she may find it difficult to do it naturally or on a long-term basis if he/she does not possess the behavioral traits. Teachers and coaches may want to undergo IDENTI3's training and certification for a clearer understanding.

LIMITATION OF THIS REPORT

This report does not take into account other external, dynamic factors and hence should be used with the supervision of a IDENTI3 certified trainer or consultant. A IDENTI3 certified trainer or consultant will assist in fine-tuning your scores against dynamic factors and will interpret the result based on your occupation and work context. This report is developed under IDENTI3 Research. With the rapid development of technology and the continuous advancement of knowledge, there may be other knowledge or information that can be combined with this report to produce greater insights.

OTHER INFORMATION

IDENTI3 does not pre-define candidates into pigeon holes or stereotypes but will certainly be able to give guidance on career and personal development in a far more accurate and user-friendly format, within a shorter frame of time. This enhances talent management in a more efficient and effective manner.

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All candidates and companies who use IDENTI3 tools and techniques do this on a consensual basis and under the terms and conditions stated under the website (www.IDENTI3PROFILING.com). When you use this report, you agree to adhere to the End User License Agreement (EULA) found on www.IDENTI3PROFILING.com. IDENTI3 bears no responsibility for the use and display of data and information. IDENTI3 respects individual rights and recommends profile data to be kept confidential unless commissioned.

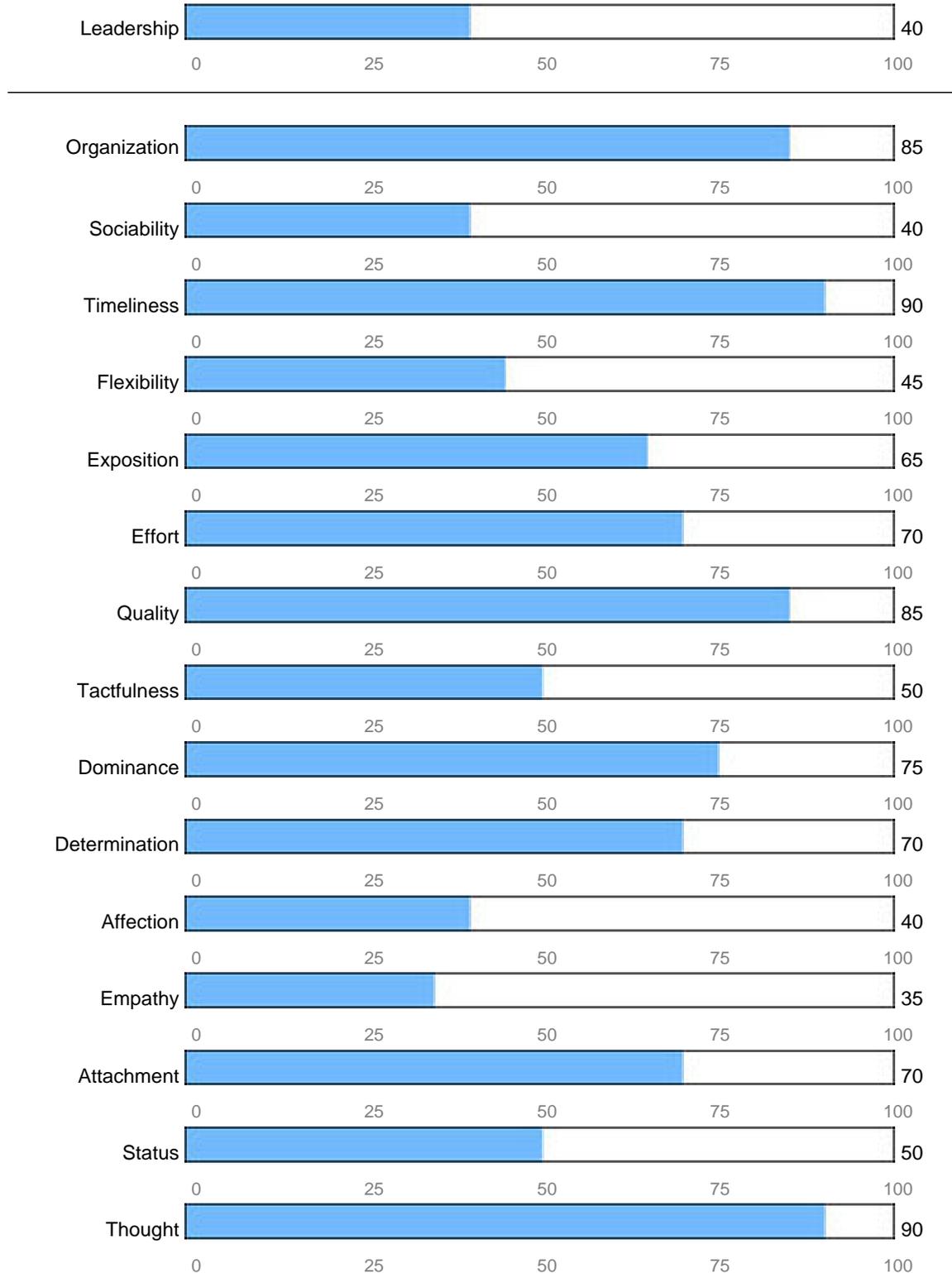
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When we use 'he/' 'him' in the report, we refer to both male and female. This report should be used with discretion and the supervision of a certified IDENTI3 trainer or consultant. IDENTI3 does not bear responsibility for the use of its material or the conduct of any users, trainers, coaches or consultants, certified by IDENTI3 or otherwise. IDENTI3's materials are constantly updated and researched. You may want to check our website to receive an updated report. For feedbacks and suggestions, you may reach us at enquiries@identi3profiling.com. For reporting of technical errors or to provide insights to this document, kindly email us at enquiries@identi3profiling.com. Visit our forum page at www.IDENTI3PROFILING.com/forum for other knowledge-based information.

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Leadership Scale: High Supporter



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YOUR SCORE: HIGH SUPPORTER

You score in the Leadership Scale shows you as a High Supporter.

If you are in a leadership position, you prefer to harness the contributions of all other stakeholders in decision-making and fulfilling projects than to be a "driver". You expect those around you to take initiative to perform their roles by themselves rather than to actively motivate and monitor them. You expect others to be self-motivated and disciplined. In cases where you need to exercise authority, you tend to appeal to authority, rankings and roles in an organization to convince others of their responsibilities.

At a glance

If you are a leader, you are likely to:

- Be well-organized and a consistent planner.
- Have a small network of friends.
- Ensure that you and the people around you are on time.
- Question the unknown and may be uncomfortable making decisions when there are areas of uncertainty.
- Generally be able to express yourself well.
- Be prepared to put in effort to get the work done and at times, find ways of working in a smart way.
- Expect that set standards/quality are met.
- Generally be diplomatic.
- Assert yourself when required.
- Generally be determined to achieve goals/objectives.
- See things from a third party perspective and avoid being emotional involved in projects.
- Be very focused on getting the job done regardless of other people's needs.
- Do with very little material rewards or compliments.
- Be imaginative and to explore new concepts and ideas.

Your leadership style is as follows:

You are likely to proceed in a systematic manner when handling tasks or situations. You are likely to analyze and formulate your actions beforehand. Knowing the plan and objectives ahead of schedule is important to you.

As a leader, you believe in the sequential delivery of tasks. You may often request others to submit their plans and proposals to assess upcoming situations and make plans of your own.

You are likely to have a very small circle of friends. As a leader, you are most effective in leading people you are close to. You need time to warm up to those whom you not familiar with.

As a leader, you tend to be punctual and expect people around you to do likewise. This is one of your trademarks and it indicates your ability to fulfil your commitment. In order to not fail, you hurry others or work out buffers to cushion any delays in the project.

Your strength comes from the need to know every little detail. You are determined to "leave no stones unturned". You are frustrated when the task is unclear or if the situation is uncertain. You may face difficulties in making decisions when there is little clarity. You may not respond quickly when there are sudden changes in plans due to your low tolerance of ambiguity.

You can generally express yourself well.

You understand the need to lead by example in hard work. At the same time, you also appreciate efficiency and better ways of accomplishing tasks with lesser effort and resources.

You set reasonable standards for quality in work without demanding perfection.

You are generally diplomatic and able to sense the intentions of others well. You are able to find a balance between trusting others and wariness of their intentions.

You assert yourself when you assess that the situation requires it of you. Otherwise, you generally are willing to let others take charge or exercise their own working styles.

You are generally determined. However, faced with certain long-term or more demanding challenges, you may choose not to persist.

You believe in being objective and impartial in the work context. You are good in situations that require you to be neutral. You are able to see things from a third party point of view and offer balanced views in most situations.

You are able to operate on your own without requiring substantial emotional support from your teammates.

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In leading others, you are more focused on your goals and less so on the emotions of your teammates and other stakeholders. This helps you keep your sight on the team's goals. You are willing to make sacrifices when necessary. On the other hand, your objective style may affect team morale as your teammates find you unsympathetic towards their situation. Other stakeholders may also feel that their needs are not being heard or met.

You tend to be less interested in material rewards or excessive compliments. You may not find that they are necessary to motivate you to work. However, it also means that you may overlook the fact that status may be a primary motivating factor for other teammates and hence be unable to meet their needs.

As a leader, you are likely to be visionary and tend towards envisioning how events will turn out on a bigger, grander scale. You are motivated by such dreams and ideas and are likely to sell your visions to people around you.

Coaching Advice

Placed in a leadership position, you are likely to excel with your careful planning and organizing. Excessive planning however may slow you down in the actual execution of tasks.

As a leader and a planner, you may also tend to insist that other stakeholders commit and stay true to your plan. You may want to practice some amount of discretionary flexibility by understanding when or how planning in a leadership role may work for you or against you.

Leadership roles requiring networking or management of large groups may not be suitable for you at the moment. You may want to analyze your introversion to understand and overcome your resistance to socializing and networking. This way, you can expand your network and effective reach.

You may be over anxious and may hurry people if they do not work fast enough. This may be a source of conflict between yourself and your team. You should let your team members know your expectations beforehand or work out time buffers to deal with delays. If the project is already on track, you may want to reduce the time pressure on the team members so that they would not feel constantly stressed.

While your need for clarity serves you well in many situations, your response may be slowed by this need at the same time. The lack of clear information often renders it hard for you to make a decision, and causes stress. You may also feel that such scenarios may lead you to have to take a "leap of faith". You need to recognize that there are situations where you will need to make decisions or take actions even when the information at hand is meagre. Use your need for clarity to your advantage while managing the stress that comes with it.

As you are likely to feel detached from the issues people face, your teammates may view you as cold and distant. You may want to work on expressing your concern to build more rapport with your teammates. This in turn will help motivate them as they feel that their concerns are heard and understood.

You may want to work on understanding the concerns and perspectives of your teammates and stakeholders. Improving your ability to understand and expressing your concern will help you build stronger bonds with your teammates and stakeholders. This in turn can improve morale and trust within your team.

You may overlook presenting or dressing yourself as one. You may want to work on creating a stronger impression, especially to external parties or new partners.

As you feel that one does not need substantial material rewards or verbal compliments to work, you may also overlook rewarding or praising other teammates. Keep that in mind and make it a practice to give regular recognition where deserved, and ensure that your teammates are deservedly remunerated.

You may also need to be mindful of ensuring that recognition is given when it is due to your team, if not for yourself. This will help improve team morale and commitment.

As a visionary leader, you may sometimes overlook operational and practical details in realizing visions. You need to balance your long-term visions with short-term achievable goals. Allocate resources to cater to present goals at the same time you plan to actualize your long-term vision.

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Advice to you who are a High Supporter

1) If you are not yet in a leadership position but are looking to be in one in the future, here is what you have to do...

If you are a High Supporter and wish to take on more leadership responsibilities, take note that this may require you to invest more effort to build your leadership skills and techniques. Take time to understand common leadership traits and analyze if you will be able to develop the traits. Place the learning and understanding of leadership traits as more important than learning leadership techniques. A common mistake is when individuals invest in workshops or seminars to learn leadership techniques before understanding what their leadership strengths and shortfalls are in the first place. Reflect if you have been considered a successful leader by your subordinates and what some of the lessons you can learn from past leadership successes/ failures are.

To prepare yourself for greater leadership roles, understand why you have a shortfall in your leadership traits. For example, for some individuals, family backgrounds play an important role in undermining their leadership abilities. For others, certain key experiences have conditioned them to play a supporting rather than leading role. Understanding the reasons for your unwillingness to assert your leadership make it easier for you to break out of past conditioning.

There are also individuals who possess certain traits that encourage the impression in others that they are leaders even when they lack other necessary leadership traits. In such occasions, when put in a position of leadership, the situation may prove to be too high-pressure and ends in disappointing and hurting the morale of the individuals and those who look up to them. Without the awareness of one's own traits and shortfalls, taking up leadership responsibilities before you are ready may prove detrimental to your own career as well as those who follow you.

If you may want to avoid leadership or managerial roles which involve direct reporting at the moment. Going through a leadership development coaching program may be helpful before you take this next important step in your career.

2) If you are already in a leadership position, here is what you have to do...

You tend to do well in leadership positions in organizations that have established systems and processes. In that sense, decisions are usually already formed through standard protocols. If you are not in an established organizational system and have to lead actively, you will face a lot of pressure. You may have a hard time building rapport and support from people around you. If you are empowered with authority, you tend to exercise it when you are unable to convince others to act. You need to understand that leadership is different from exercising authority.

Some of your behavior may include being uncomfortable with the burden of decision-making, and avoiding situations where hard decisions have to be made. You may also tend to "borrow influence" and do not want to be seen as the "bad guy". "Borrowing influence" refers to telling others that tasks need to be completed because someone higher in the chain of authority will be displeased otherwise. You may also try to compensate for your shortfall in leading by focusing on the strengths that lead to your success instead of developing leadership skills. For example, if your strength is in planning, you may feel that focusing more on planning will strengthen your position.

Reflection on your current situation can help you gain clarity and understanding your leadership situation. Ask some tough questions such as - Were you promoted based on your other traits rather than leadership? Were you promoted because of your operational or technical competencies? Were you promoted because of your loyalty or ability to work well with your supervisor?

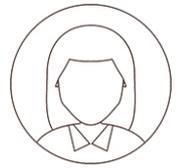
You may not be fully prepared for a leadership role and it is important that you do not compensate for your shortfall in leadership traits with other strengths that you have. Devote some time and effort to understand what leadership is about.

If you desire to become a manager/ leader in the future, this report can help you to understand where you are so that you know how to develop yourself for this role. However do note that the amount of work you need to put in is two-fold. This is because (1) you need to understand why you may be lacking in the traits (Read the Frequently Asked Questions for the definition of Traits) and after fully understanding what Traits are, (2) understand how to acquire Leadership Techniques. It is important that you place the learning and understanding of Traits before you learn Leadership/ Management Techniques. Do not jump into workshops or seminars teaching leadership techniques. Such workshops only teach you skills on the surface level, which are temporary and do not address fundamental issues of traits. You need to understand why you may score lower in the Leadership scale.

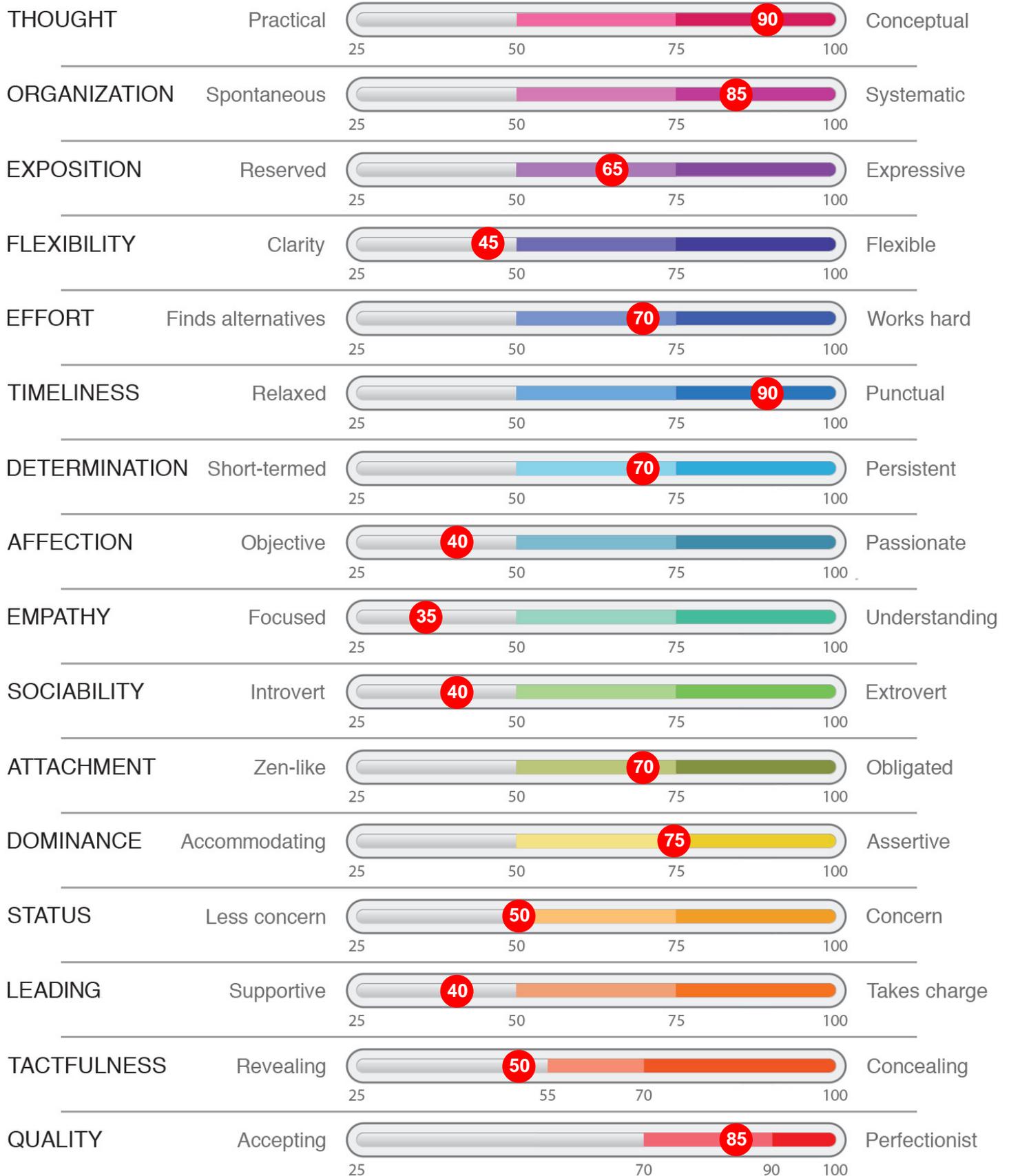
Take time to understand and analyze your Trapped and Conflict Behaviors. Trapped and Conflict Behaviors are sub-dimensions that can contradict or neutralize your good ones. Although you have the desire to lead, you must know how your other sub-dimensions can assist or hinder you. By understanding and monitoring such behaviors, you will be able to maximize your strengths while minimizing your weaknesses.

While working to improve your leadership ability, you may also look into identifying core team members who can perform the work of leading on your behalf. Your immediate solution is to have team members who are able to compensate for your weaknesses while you work on raising your self-awareness on leadership traits and techniques.

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Profile Consistency Score



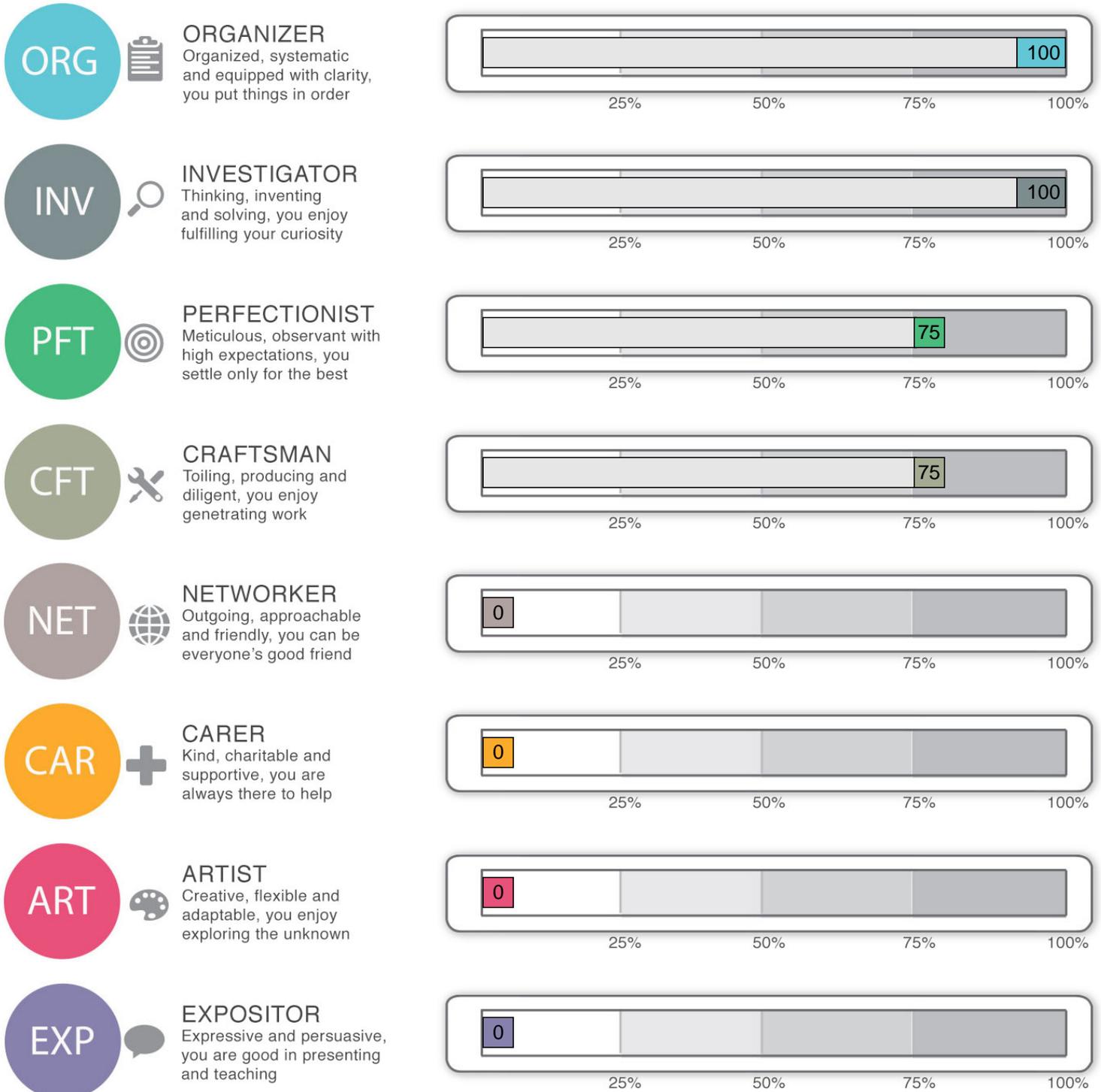
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Your IDENTI3 TYPE

Identi3 Career Types are designed from research and empirical studies over 33 years. The findings show that broadly speaking, individuals have strengths in certain areas. Using the statistical method of cluster analysis, eight key types, based on their strengths, have emerged.

The following are the results of your answers from your questionnaire, arranged in your *MOST LIKELY* to *LEAST LIKELY* IDENTI3 TYPES.



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Part II - Frequently Asked Questions

Qn: What are traits and can traits change?

Traits are defined by Traits Theorists as the different elements that make up the human character/ personality. In theory, all of us have different traits and different combinations of it. This gives us our personality. Traits are the core elements which are stable and consistent over time. People are often confused because they behave differently in different/ same situations. They simply do not realize that they are simply using different traits to make decisions or modifying themselves from their original values to adapt to the situation. Regardless, they remain the same person with the same traits. Traits can change when beliefs or values are shaped. This can happen drastically (I.e. by suffering a shock or going through a transformative experience) or over a period of time. In other words, you don't 'change' overnight but you may do things differently (external behavior) when the situation calls for it. In summary, (i) Personality does not change drastically, and (ii) People modify their behaviors (external) to adapt to their environment while internally, they stay consistent.

You may want to seek help from a certified IDENTI3 trainer if you would like to try to 'change' some of your traits (rather than temporarily modifying your behavior).

Qn: I don't think this report is accurate, my friends always see me as a leader while this report says that I am not.

People may remember you for an impression you have created but that may not be the real you. In some cases your stereotype creates a different impression from who you really are. For example if you are tall or express yourself well, people may perceive you as someone who can lead them. But ask yourself if you can take on the leadership role permanently.

A person who has lower leadership traits is able to lead but only for short moments. Prolonged efforts will not be sustained. A person who has leadership traits enjoys leading and managing people.

Qn: How can such a short questionnaire determine whether I am a leader or not?

IDENTI3 materials have undergone extensive research and have been constantly updated. It follows a unique methodology that is able to provide insights to a person's traits with such a short set of questions.

Qn: My report says that I am a 'High Supporter' and I will have many issues with regards to leadership/ management. I ask to differ from this opinion. If I weren't good, I will not be promoted to this position in the first place.

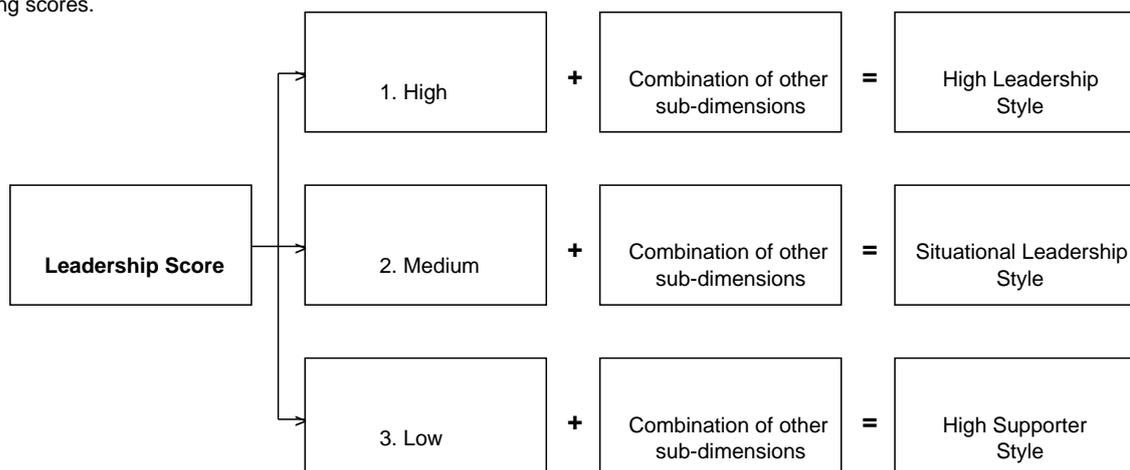
People are promoted to their position including those of leadership due to many reasons. We agree that many people have unique strengths that will propel them to great heights. In some organization/culture, many people are promoted based on seniority, loyalty, experience, etc.

A leader is someone who constantly leads and manages others over other's tasks. Ask yourself if you feel tired when you have to constantly lead and guide people around?

For more information on leadership structure in organizations, you may want to refer to the 'L-S' Formation in 'The Enlightened HR'.

Qn: How is this report constructed?

This report is constructed using the proprietary IDENTI3 Personal Value Profiling. When you have completed the questionnaire, the system co-relates your results to the other 15 sub-dimensions to project the possibilities in your behavior. Your Leadership report is derived from the combination of these behaviors. Candidates with the different levels of scores are provided with reports of corresponding scores.



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Qn: There are 3 types of leaders that the IDENTI3 Leadership Report can generate. Is there one best type of leader?

There is no one best form of leadership. Regardless of your results, you should take time to reflect who you really are and if you want to assume any positions that requires leadership. A leader is different from a Manager. While you may be promoted to the level of a Manager (with or without managing people); you may not be leading. Leading people takes more than just a management degree or a concept. On the other hand, there's nothing wrong with being a non-leader or a supporter of other people's plans.

Remember that no one becomes a leader overnight. Certainly no one is born a leader. Take time to reflect and acquire your traits, skills and develop the ability to assess the environment.

A leader has an important role to play. Organizations have to make their assessment correctly while individuals have to live up to it. One may further benefit from the IDENTI3 developed 'L-S' Formations theory.

In any case, you may want to discuss your personal leadership development with a certified IDENTI3 Coach.

Qn. My Leadership report shows that I am a leader/ Supporter. What is next for me?

After understanding where your traits fall under the various Leadership categories, you may want to (1) Understand which particular situation you are in and (2) What other skills and techniques you should acquire.

| | | | |
|-------------------------------------|------|----------------|-------------------------|
| Leadership Score | High | (B) EXPLORE | (A) LEARN |
| | Low | (D) PREPARE | (C) RECEIVE COACHING |
| | | No | Yes |
| Holding Management Position? | | | |

(A) Learn - Understand your leadership traits and how your management position requires it. You have the necessary traits and are in the right place to exhibit it. Do take note on your leadership techniques and the context that you are in. Understand your Trapped and Conflict Behavior to go further than where you are currently at.

(B) Explore - As a person with high leadership traits, you may not be in a Management Position. Take the opportunity to explore leadership techniques, understand contexts and try job rotation. When the time comes, you will be ready.

(C) Receive Coaching - If you are in a management position and have a low leadership score, you may be facing a lot of stress especially if you have many subordinates reporting to you. In this instance, you may want to seek guidance from a IDENTI3 Coach immediately and be prepared that the amount of effort you have to put in is two-fold.

(D) Prepare - If you desire to be in a leadership position in the future, this is the best time to start understanding what it is about. Understand the difference between Traits, Techniques and Context and how each of this impacts a leader. If you do not desire to be a leader in the future, you may want to seek the path of a specialist and work with organizations that do not push you to be a leader even as you stay for a long time within the organization (for some organizations, seniority represents the need to lead).

Qn. The report shows that I am not a leader but I am in a leadership position. What should I do next?

Please refer to the advice provided in the High Supporter Report.
 Please refer to the advice offered in the Leadership-Management Diagram.

Qn. The report shows that I am a leader and I am. However, my environment does not recognize me/ does not have an opportunity for me. What should I do next?

Please refer to the advice provided in the High Leadership Report.
 Please refer to the advice offered in the Leadership-Management Diagram.

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Qn: What are psychometrics and how should I use them?

Psychometrics is a form of measurement that stems field of psychology. Psychometrics gives its users an indication of what their personalities are. This is useful as an indication of areas to improve on. Denial or being negative about some socially unacceptable results does not aid in personal development. When you use such instruments, you need to give yourself some time to digest the answers and to reflect on them. On the other hand, over believing in the results or stereotyping other people with the results, is not a good way to use such tools either.

In short, use the information to understand yourself better. Try to minimize your weakness and perhaps put yourself in situations where you can utilize your strengths.

Qn: Where can I find out more about the sub-dimensions?

As the materials of IDENTI3 are proprietary, you will only find them through a certified IDENTI3 Trainer. You may want to contact the person/ organization that are providing you with this report.

Qn: Are there additional reports and where can I purchase them?

Further reports are available to help you understand yourself. You may want to check back to the website/ your account in which you have received this report.

Qn: What are the other reports that are available?

IDENTI3 has the following reports and will add in other reports in due course:

- Basic Report
- Managerial Competency Report
- Leadership Report
- Personal Success Report
- Thinking and Learning Style Report
- Comparison Report
- Recruitment Questionnaire
- Sales Style Report

Reports that will be added:

- Training Gaps Analysis Report
- Coaching Report
- Future Success Report
- Relationship Report
- Entrepreneurship Report
- Project Management Report
- Medium Report

Qn: Apart from the Personal Value Profile (PVP) Questionnaire, do you have other forms of questionnaires?

IDENTI3 has two other products that are available. They are the Corporate Value Profiling (CVP) and the Management System Questionnaire (MSQ).

The Corporate Value Profiling reveals the alignment between the individual and the organization. This reveals how satisfied/ dissatisfied each individual is and where the areas that are affecting him are. For the individual, it helps to reveal the sources of stress, which will be hard to pinpoint using conventional coaching and counselling techniques. For the organization, it helps to provide intervention methods in specific areas of the organization.

The Management System Questionnaire (MSQ) provides insight to each individual's preference in the organization's management style. This is important as it determines if the individual finds a good fit with the company he is working in. For the organization, this questionnaire reveals if the individual fits within its organization culture. Often a misfit would mean a disruption of the existing culture or a staff turnover.

- END -

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Moderately Inconsistent

Determination
 Attachment
 Dominance
 Tactfulness

Inconsistent

Affection

Most Inconsistent

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