

SUPPLEMENTAL GUIDE

The LeaderPersona assessment indicates how well the candidate is likely to perform tasks related to **financial sales management** positions, such as:

- Selecting and hiring agents and staff
- Training and coaching new personnel
- Managing staff performance and providing support
- Managing the business in an efficient and effective manner

This assessment is based on the candidate's standing on the following set of leadership competencies.

BELIEF IN SELF

Expresses confidence in ability to succeed and reach goals

LOW 1 – 3

Candidates with a **low Belief in Self** score:

- Lack confidence in their ability to get things done
- Do not challenge themselves by setting difficult goals
- Lose motivation if a task becomes too difficult

MODERATE 4 – 7

Candidates with a **moderate Belief in Self** score:

- Have some confidence in their ability to get things done
- Set moderately challenging goals
- May maintain motivation to complete a task, until it becomes too difficult

HIGH 8 – 10

Candidates with a **high Belief in Self** score:

- Have a high level of confidence in their ability to get things done
- Usually set challenging personal goals
- May do whatever it takes to complete a task, once they have set their mind to it

INTERPERSONAL ORIENTATION

Enjoys interacting with others; has strong “people skills”

LOW

1 – 3

Candidates with a **low Interpersonal Orientation** score:

- Would rather work alone than work with other people
- May rarely provide support and assistance to co-workers
- Have dealings with others that can be negative and difficult

MODERATE

4 – 7

Candidates with a **moderate Interpersonal Orientation** score:

- Enjoy working with other people, as long as they are not too difficult
- May sometimes provide support and assistance to co-workers
- Have dealings with others that vary in quality, depending on the individual and the situation

HIGH

8 – 10

Candidates with a **high Interpersonal Orientation** score:

- Enjoy working with a wide variety of people
- Are eager to provide support and assistance to co-workers
- Have dealings with others that are positive and rewarding

LEADERSHIP ABILITY

Steps up and takes charge; motivates others to act; is looked to for direction

LOW

1 – 3

Candidates with a **low Leadership Ability** score:

- Avoid situations where they would be called onto provide direction and guidance
- Lack confidence in their supervisory skills
- Are more comfortable in a supporting role than a leading role

MODERATE

4 – 7

Candidates with a **moderate Leadership Ability** score:

- May take on a leadership role, when no one else seems willing to
- Evaluate their own supervisory skills as acceptable
- May prefer a supporting role or a leading role, depending on the situation

HIGH

8 – 10

Candidates with a **high Leadership Ability** score:

- Seek out opportunities to provide leadership and direction
- Believe strongly in their supervisory skills
- Much prefer a leading role to a supporting role

INNOVATIVE

Skilled at addressing problems in unique and creative ways

LOW 1 – 3

Candidates with a **low Innovative** score:

- Are most comfortable with “tried and true” approaches
- Do not enjoy the process of brainstorming solutions to a problem
- View potential changes as threatening — something to be avoided

MODERATE 4 – 7

Candidates with a **moderate Innovative** score:

- Are sometimes willing to try a different approach to their work
- Have limited patience for the process of brainstorming solutions to a problem
- Sometimes view potential changes as positive and sometimes as negative

**HIGH
8 – 10**
Candidates with a **high Innovative** score:

- Are interested in finding new and better ways to do their work
- Greatly enjoy the process of brainstorming solutions to a problem
- View potential changes as opportunities to be explored

FOCUSED

Able to work effectively in an environment with distractions and interruptions

LOW 1 – 3

Candidates with a **low Focused** score:

- Prefer to work in a quiet, ordered environment
- Do not enjoy multi-tasking
- Are bothered by interruptions when they are in the middle of something

MODERATE 4 – 7

Candidates with a **moderate Focused** score:

- Sometimes lose their concentration when there is a lot of noise and confusion around them
- Enjoy working on one or two things at the same time, but no more than that
- Can be momentarily distracted by interruptions when they are in the middle of something

**HIGH
8 – 10**
Candidates with a **high Focused** score:

- Have no problem working in a noisy, active setting
- Enjoy the variety of working on several things at the same time
- Manage their work load effectively despite interruptions

AMIABLE

Possesses a friendly and sociable demeanor that encourages trust from others

LOW 1 – 3

Candidates with a **low Amiable** score:

- May be seen as cool and reserved by their peers
- May rarely find that co-workers confide in them
- Appear uncomfortable in social situations

MODERATE 4 – 7

Candidates with a **moderate Amiable** score:

- Are seen as moderately friendly by their peers
- May sometimes find that co-workers confide in them
- Are perceived to be somewhat skilled in social situations

HIGH 8 – 10

Candidates with a **high Amiable** score:

- Are seen as warm and pleasant by their peers
- Are often sought out by co-workers as trusted confidants
- Appear to enjoy social situations and put others at ease

FLEXIBLE

Open to others' ideas; patient and accommodating

LOW 1 – 3

Candidates with a **low Flexible** score:

- May tend to push their opinions on others in a group situation
- Are known to lose their temper with co-workers
- May resist changing their plans in order to accommodate others

MODERATE 4 – 7

Candidates with a **moderate Flexible** score:

- May make an attempt to reach agreement with others in a group situation
- May sometimes be provoked into losing their temper with co-workers
- May sometimes change their plans in order to accommodate others

HIGH 8 – 10

Candidates with a **high Flexible** score:

- May work to build a consensus in a group, rather than force their opinion on others
- Rarely lose their temper with co-workers
- Are known to change their plans to accommodate others

ORGANIZED

Operates in a systematic, orderly way; self-disciplined and thorough

LOW 1 – 3

Candidates with a **low Organized** score:

- Are not detail-oriented
- Have a tendency to let things “fall through the cracks”
- Work in a haphazard and inefficient manner

MODERATE 4 – 7

Candidates with a **moderate Organized** score:

- Are somewhat detail-oriented
- May sometimes lose track of details
- Usually work in an efficient manner

HIGH 8 – 10

Candidates with a **high Organized** score:

- Are extremely detail-oriented
- Have a system for keeping track of details
- Work in a methodical and efficient manner