

# ASSESSMENTS

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DISCStyles

Managerial Assessment of Proficiency

Dealing with Conflict

Strategic Leadership Type Indicator

SAQ Assessment

Emotional Intelligence Style Profile

Ethical Type Indicator

Influencing Style Clock Assessment

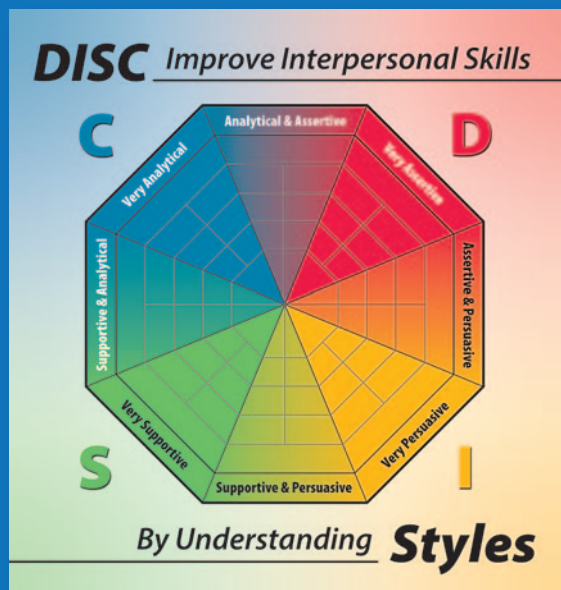
Performance Skills Leader



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Take advantage of the world's most widely-used behavioral assessment model to teach participants how four primary behavioral styles influence several key work competencies.

- Become the DISC coach/expert in your organization.
- Teach managers how to use DISC information to enhance long-term motivation.
- Provide managers and other professionals with the communication dos and don'ts.
- Understand the ideal job culture for certain profiles.
- Teach what each DISCStyles profile needs for increased effectiveness.

*DISCStyles* is the premier behavioral style assessment available today. The goal of *DISCStyles* is to understand interpersonal chemistry and enhance relationships. Once managers know their own personality and behavioral style characteristics, it is easier to understand what drives others and use a variety of options for dealing with them more successfully.

This easily administered 30-item assessment includes the use of three interpersonal settings (work, home, social) to increase the accuracy of results. Each of the three standard interpretive graphs are plotted, enabling a complete view of your preferred style, and since the *DISCStyles Assessment* can be completed in only 10 to 15 minutes, you gain valuable time for individual coaching sessions or group discussions.

# DISCStyles

## You will...

- Learn your behavioral style tendencies, strengths, and struggles.
- Learn communication preferences.
- Learn the four basic DISC styles.
- Learn to identify another person's style.
- Learn adaptability to improve communication effectiveness.

## Features

- ◆ Full facilitation materials
- ◆ Classroom or online versions
- ◆ 15-20 minutes to complete; produces profiles for work, personal, and family environments
- ◆ Training plan options from under half a day to two or more days
- ◆ Self/Other report available at no additional cost
- ◆ **NEW Team Report available!**

## Key Benefits

- ◆ Gain awareness of personal strengths and motivators
- ◆ Uncover career development opportunities
- ◆ Improve methods for interpersonal communication
- ◆ Enhance conflict resolution ability
- ◆ Create 360-degree feedback for your leaders
- ◆ Build and strengthen teams
- ◆ Improve professional relationships internally and externally

## DISCStyles Online Assessment...

## DISCStyles Assessment (paper)5-pack...



**DISCStyles eGraphs for Kate Cooper**

Your Adapted Style indicates you tend to use the behavioral traits of the 1 style(s) in your selected Leadership focus. Your Natural Style indicates that you naturally tend to use the behavioral traits of the 1 style(s).

Your Adapted Style is your graph displayed on the left. It is your perception of the behavioral tendencies you think you should use in your selected focus (work, social or family). This graph may change when you change roles or situations. The graph on the right is your Natural Style and indicates the intensity of your behavioral behaviors and motivations. It is often a better indicator of your "true self" or "truest" behavioral behaviors. This is how you act when you feel comfortable in your home environment and are not attempting to impress. It is also what shows up in stressful situations. This graph tends to be fairly consistent, even in different environments.

**Adapted Style - Graph 1**  
**D I S C**  
 100  
 80  
 60  
 40  
 20  
 0  
 85 84 48 41

**Natural Style - Graph 2**  
**D I S C**  
 100  
 80  
 60  
 40  
 20  
 0  
 45 88 48 23

**Pattern 1 (3633)**  
Focus: Leadership

**Pattern 1a (3642)**

**NOTE:** Your results graphs will appear on a smaller scale throughout the report for your quick reference.

If the bar bars are similar, it means that you tend to use your same natural behaviors in that environment. If your Adapted Style is different from your Natural Style, this may cause stress if done over a long period of time. You are then using behaviors that are not as comfortable or natural for you.

The four-digit numbers (under the graphs) represent your segment numbers in DISC order and dictate the adjectives highlighted on the Word Search pages.

The higher or lower each D, S, C point is on your graphs, the greater or lesser your needs motivated behavior impacts your results at work and others around you. Once aware, you can adapt your style. Can you change? Of course! You do it every day depending on your situations. However, permanent behavioral change comes only with awareness and practice. Study and practice using the Behavioral Adaptability Charts in this report to gain behavioral flexibility. For further questions or personal coaching, contact your consultant.

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**Behavioral Pattern View**

The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The personal descriptors describe how others typically see individuals with your style. Points on the outer edges of the diamond identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the diamond two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone.

**THE SCORING LEGEND**  
**D** = Dominance: How you deal with Problems  
**I** = Influence/Interaction: How you deal with Other People  
**S** = Steadiness/Patience: How you deal with your Activity Level  
**C** = Conscientious/Compliance/Structure: How you deal with the "Organization's Rules" as well as the focus on details, accuracy and precision

**Efficient, Analytical, Organized, Factual, Aware of the Consequences of their Actions, Practical and Innovative.**

**D** Assertive, Results Oriented, Rapid Decisions, Will Seek Challenges, Can be Aggressive and Impatient, Desires to Lead.

**I** Both Assertive and Persuasive, Likely to introduce New Concepts, Often a Motivator and Stimulator, Can be very outgoing with High Energy and Engaging Effort.

**S** Very Patient & Flexible, Steadily and Structured, Not a Risk Taker, Likes to operate at a Steady, Even Pace.

**C** Business & Values Driven & Optimistic, "Mighty" of the "Rules", Will be Goal Focused, Dislikes Confusion and Ambiguity.

**D** Very Outgoing & Persuasive, Very People Oriented, Quick Operative Outlook, Strong Communicative Skills, Likes to have Variety in their day.

**I** Supportive & Persuasive, Good Team Player, Creates Good Will & provides Good Customer Service.

● - Natural Behavioral Style  
 ★ - Adapted Behavioral Style

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**How to Adapt to the DOMINANT Style**

They're time-sensitive, so don't waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure — all on a single page.

The Dominant Style is goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledging their power and prestige. Let the D Style call the shots. If you disagree, argue with facts, not feelings. In groups, allow them to have their say because they are not the type who will take a back seat to others.

With the Dominant Style, in general, be efficient and competent.

**AT WORK, HELP THEM TO...**

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and assist others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

**SALES AND SERVICE**

- Plan to be prepared, organized, fast-paced, and always to the point
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives — what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible

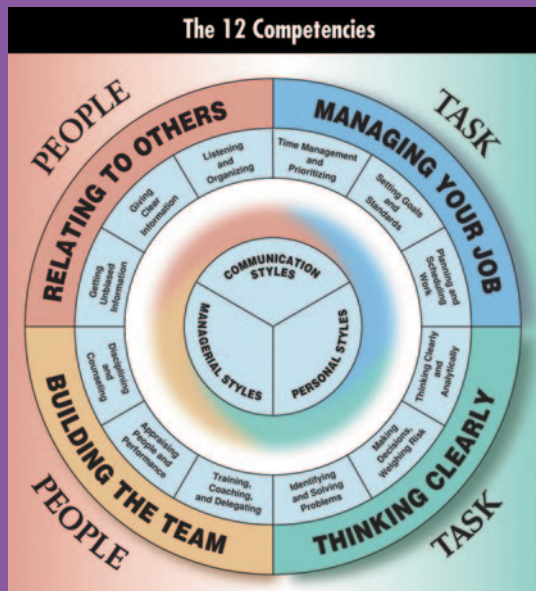
**IN SOCIAL SETTINGS...**

- Let them know that you don't intend to waste their time
- Convey openness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible

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## DISCStyles Online Feedback Report and Home Page!

- A totally automated online DISCStyles self-assessment
- A personalized DISCStyles report
- A DISCStyles Home Page to invite others to respond to how they see you for 360-degree feedback
- eGraphs and Observer Graphs of how others see you
- Additional online resources
- **NEW Team Report available!**



The *Managerial Assessment of Proficiency (MAP)* is the premier assessment for managers and supervisors on the market today. MAP is a video-driven, competency-based assessment that provides participants with an objective rating of proficiency in 12 basic managerial competencies and also provides information on 10 different management styles and values.

In 10 video episodes, managers will watch Bill Taylor and his team exhibit a range of managerial competencies as they simulate what happens during a typical work week. Participants are asked to evaluate and rate the performance of Bill Taylor and his team.

MAP is a proven tool for pinpointing and charting managerial weaknesses and strengths. Scores of participants are compared to norms developed from over 100,000 managers and supervisors from numerous industries. Industry specific norms are also available. With MAP you can objectively identify and target the areas with the greatest developmental needs.

### You will...

- Learn how you measure up in key managerial competencies against over 100,000 managers.
- Learn how you apply competencies through personal, communication, and managerial styles.
- Learn your greatest strengths and blind spots as a manager from an objective source.
- Learn where it's most important for you to develop competence.

# MAP

## Features

- ◆ New, updated video
- ◆ Normative database of over 100,000 managers
- ◆ Comparisons to industry norms
- ◆ Available in online or classroom-based assessment formats
- ◆ The 12 competencies assessed in MAP are directly linked to the EXCEL training workshops



## Key Benefits

- ◆ Participants buy in because MAP depicts realistic management scenarios.
- ◆ Trainers buy in because MAP provides objective competency based scores.
- ◆ Management buys in because training needs are objectively identified and targeted training material is available to close skill gaps fast.

## MAP Online Feedback Report

- Development suggestions for highest needs and the most important competencies in your job.
- Bar chart summary of your test scores across 12 competencies and 10 styles/values, provided in percentile ranking.
- Development planning templates for your highest needs.
- Summary explanations of your thinking and communication styles, and your appropriate usage of authoritarian or participative styles.
- Aggregate percentile scores in competency clusters.

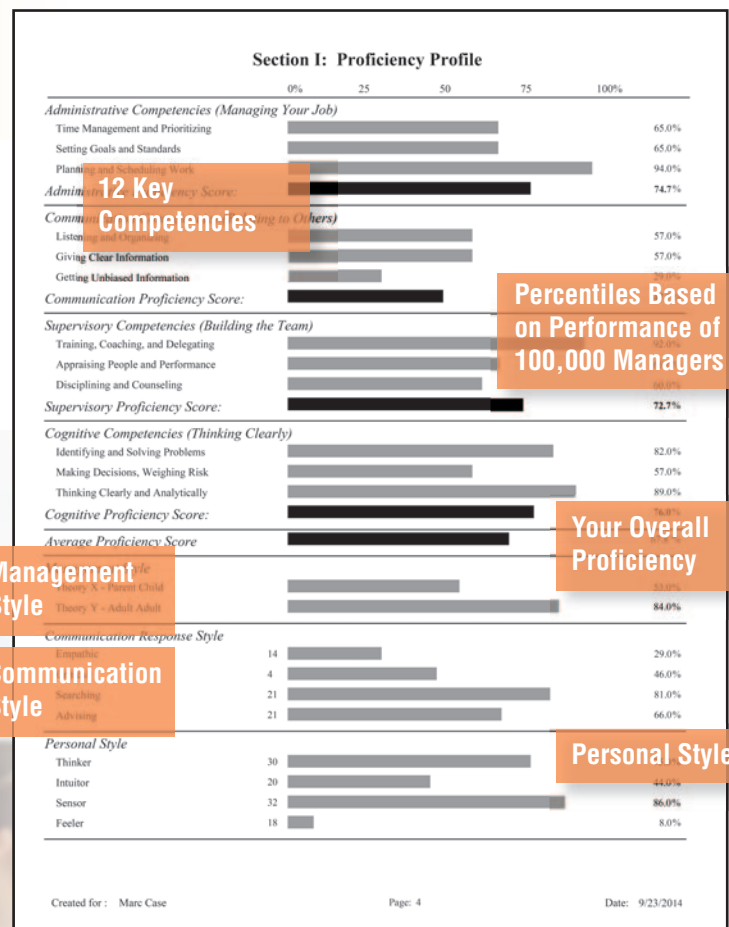
MAP Online \$125 / MAP Classroom Version \$125

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 or visit [www.hrdpress/MAP](http://www.hrdpress/MAP)

For more information visit: [www.MAP-assessment.com](http://www.MAP-assessment.com)

## The 12 Competencies covered include:

- Time Management
- Setting Goals and Standards
- Planning and Scheduling Work
- Giving Clear Information
- Getting Unbiased Information
- Listening and Organizing
- Appraising People and Performance
- Disciplining and Counseling Employees
- Training, Coaching, and Delegating
- Identifying and Solving Problems
- Making Decisions and Weighing Risks
- Thinking Clearly and Analytically



Sample Individual MAP Profile of Proficiency





This simple and easy-to-use conflict instrument assesses your use of five conflict-handling styles, each of which are effective ways of dealing with conflict for a productive outcome. With this instrument, it's easy for participants to learn the positive uses of each style and the most appropriate conflict style to use in any circumstance. The assessment is a critical activity to establish how managers are currently approaching conflict so they can utilize a wide range of more optimal solutions.

### You will...

- Learn your own natural style of resolving conflict.
- Learn to work collaboratively to solve conflict issues in ways that recognize the interests of all proponents while keeping the focus on performance.
- Learn how and when to use each of five conflict resolution strategies:
  - *compete*
  - *compromise*
  - *accommodate*
  - *collaborate*
  - *avoid*
- Learn to work through conflict, keeping the focus on business goals.

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## Features

- ◆ Classroom or online versions
- ◆ 15 minutes to complete
- ◆ Training plan options from under half a day to two or more days
- ◆ Self/Other report available at no additional cost

## Key Benefits

- ◆ Solve conflict problems with a win/win solution instead of a win/lose outcome.
- ◆ Transform workplace conflict into productive outcomes.
- ◆ Uses a contemporary application of the Thomas-Kilmann conflict model
- ◆ Teach negotiation and conflict resolution by practicing collaborative problem solving
- ◆ Build team morale by fostering a collaborative environment.

## Online Feedback Report

- Graphs of the results in the five conflict styles
- Comparison of the participant's scores to the scores of the general population
- A guide to conflict handling styles that outlines the implications of the participants' scores across all five conflict styles
- A detailed skill-building section
- An explanation of conflict IQ and how to improve your conflict IQ
- The effect of conflict on employee motivation
- Anger management practices
- The Conflict Situation Selector exercise teaches participants how to select the optimal conflict style for every situation



Accommodate  
Compete  
Collaborate  
Compromise  
Avoid

### Conflict Handling Styles Affect Employee Motivation

The level of conflict between employees and between employees and their managers or the organization as a whole is not very important. Motivation can be high when conflict is high and it can also be high when conflict is low; you do not need to feel that you have to eliminate all conflict in order to motivate your people. There's not a realistic goal anyway, because there are often conflicting needs or points of view in any dynamic workplace. In fact, conflict is often a healthy thing.

But how conflict is handled does affect motivation to a significant extent. Specifically, constructive, considerate approaches to conflict generally boost employee job motivation levels. Other approaches tend to hurt motivation levels.

Our point is that you can boost motivation levels by encouraging the use of collaboration and compromise in your workplace. When you make more frequent use of these styles with your employees, you will see a gradual increase in job motivation. And when you encourage them to use these styles with each other, job motivation should be even more pronounced.

When managers recognize that employee motivation is sometimes influenced by the way a conflict is being handled (and), they will start looking at a conflict as an opportunity to build employee motivation.

Here is how conflict-handling style generally affects motivation:

Style	Impact on Job Motivation
Compete	Negative
Accommodate	Negative to neutral
Avoid	Negative to neutral
Compromise	Neutral to positive
Collaborate	Positive

Managers who want to increase employee motivation should focus primarily on reducing the use of the Compete style, and increasing the use of the Collaborate style.

### Explaining the Relationship between Conflict Style and Motivation

Employee motivation is affected by the way a person deals with a particular conflict because the style Compete, Accommodate, Avoid, Compromise, or Collaborate helps determine the amount of structure and consideration in the employee's job environment. And both structure and consideration are powerful drivers of motivation levels. Here's what we mean:

Structure is the rational context for the work. It is provided when we define the task, the goals, and the feedback. It is "tight" structure when employees know what to do, how they are doing, and why their work is important. Managers who simply delegate broad or vague responsibilities fail to provide enough work structure. When employees and managers have conflicts, taking a collaborative approach will lead to higher structure, which thereby leads to more effective performance. Avoiding the conflict or taking a competitive or adversarial approach will not help employees clearly understand what is expected of them.

Consideration is the emotional context for the work. It is provided by appropriate interpersonal relations, empathetic supervision, and employee control over outcomes. It is high when employees feel good about what they need to do and are optimistic about their ability to perform meaningful work well. Managers who ignore the personal side of their relationships with employees or who are unsupportive, negative, abusive, or rude toward employees fail to show that they care about their employees. When employees and managers have conflicts, a collaborative approach leads to higher consideration and thereby supports the employee's emotional frame effectively. Other conflict-handling styles have a neutral or even negative impact on consideration.

Confidential and Private - Page 12 of 22

### A Guide to Conflict-Handling Styles

The following is a description of each of the five conflict-handling styles, including some helpful tips for using each style effectively. You may want to review each of the styles in order of your relative use (from your primary style to your least used style). This may help you better understand your particular conflict-handling profile. The grid below helps to visualize the range of conflict-handling styles, and the characteristics of each. We have included a special tool on page 16, the *Conflict Style Selector*. It helps you analyze a specific conflict situation to determine the most appropriate style. This will help you increase your ability to recognize, understand, and better resolve conflicts.

Confidential and Private - Page 6 of 22

### Improving Your Conflict-Handling Capabilities

- Creativity:** I take a creative approach to conflicts. (I come up with lots of alternatives before making any decision. I also look for innovative solutions to problems, and I prefer to find out what the underlying issues and constraints are so that we can work with them.)
- Communication Skills:** I am good at communicating with other people during a conflict. (I am skilled at drawing people out to find out what's really bothering them. I also know what to do and say in tense social situations, and I am a very good listener.)
- Emotional Detachment:** I am able to keep a clear head when others are excited, angry, or upset. (My emotions don't get the better of me in conflicts. I don't lose my temper when dealing with others, and I am a very active thinker, especially when I'm involved in problems or conflicts.)
- Empowerment:** I am comfortable and confident when I interact with other people. (I enjoy interacting with others. I am not afraid to express myself in front of others, and I take a genuine interest in other people's situations.)
- Peace-making Skills:** I am good at reducing the level of conflict between people. (I reach out to defuse anger by apologizing and showing concern. I am also good at cooling people off when they get angry, and I often recognize the other person's position and explain my position to them.)
- Independence:** I am assertive and self-assured in conflict situations. (I take a leadership role. I am not persuaded by others' ideas unless they really make sense, and I don't worry too much about what others think of me.)
- Planning:** I focus on objectives and how to achieve them, rather than get caught up in short-term aspects of conflicts. (I think and talk about the ultimate objectives of each party. I take the time to approach conflicts thoughtfully, and I also spend time planning my approach.)
- Knowledge:** I am knowledgeable about conflict-handling styles and methods. (I am aware of my own style tendencies, and I study the other party's style and approach. I also analyze the situation to identify the optimal style and approach.)

Confidential and Private - Page 11 of 22

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Learn your preferences and determine the best approach to manage each direct report appropriately.

Develop managers to become expert at determining what their direct reports need to perform best. Guide supervisors to know when, and with whom, they should delegate, relate, coach, or instruct to ensure the work gets done and direct reports continue to develop.

- Rapidly assess capability and motivation of direct reports
- Take action using the most appropriate management technique:
  - Delegating
  - Coaching
  - Relating
  - Instructing
- Develop direct reports to perform autonomously with higher levels of performance

### You will...

- Learn your own natural tendency to coach, instruct, delegate or relate, and how comfortable you are shifting between these styles.
- Learn to develop direct reports toward higher levels of autonomy.
- Learn a simple strategy for evaluating and correcting a performance problem.

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# SLTI

## Features

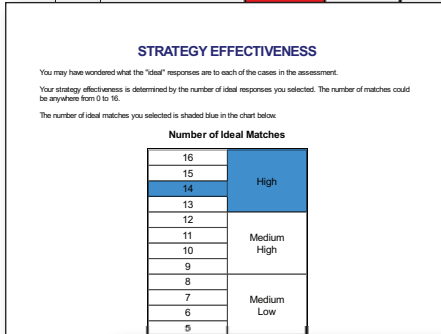
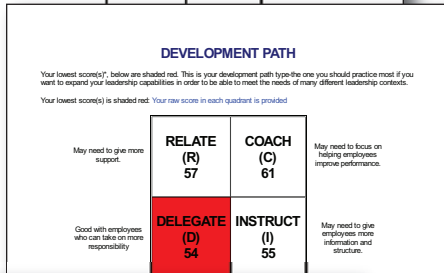
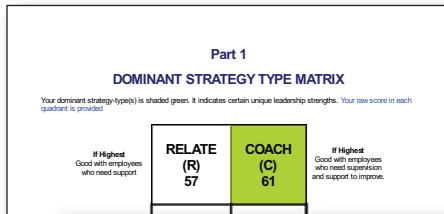
- ◆ Classroom or online versions
- ◆ 15 minutes to complete
- ◆ Training plan options from under half a day to two or more days
- ◆ Self/other report available at no additional cost

## Key Benefits

- ◆ Trainers appreciate the lack of certification requirements and the unlimited flexibility to use the instrument however you want.
- ◆ Share a consistent management strategy for all your supervisors and managers.
- ◆ Move all employees to a higher performing, more autonomous level.
- ◆ Enable “micro managers” to release control without risk that performance will falter.
- ◆ Free managers to focus on the big picture, and empower their direct reports.







**Part 2**  
**Selecting the Best Strategy**

In the assessment, you measured your tendency toward four common strategy types and found the one(s) you use most often. Now, approach leadership strategy from a different perspective. Instead of asking what you would do based on your strategy type, you are going to ask what the best thing to do is, based on the employee's capacity to perform. This will sometimes require a change in your strategy.

**Capacity** is defined as the combination of the performer's **capability** and **desire** to perform.

In each of the cases you responded to earlier, you were given information about capacity. For example, in Case 3, you learn that a team member calls in the middle of an important project and is replaced by someone who is eager to help out, but lacks experience. See below to review Case 3.

Before selecting a leadership strategy in this (or any) case, it is important to ask:

Does the employee have the full **capability** to do the job? Yes \_\_\_ No \_\_\_

Does the employee have a strong **desire** to do the job? Yes \_\_\_ No \_\_\_

Since the case describes an employee with a good attitude ("eager"), then the leader does not need to work on increasing her **desire** to perform. She already **has** the desire.

**UNDERSTANDING THE STRATEGIES**

A strategy type is a core approach to leadership that many people often or habitually use. This assessment measured your tendency to select strategies of four different types. Each type can be effective, depending on the context and how skillfully the strategy is used. When you understand each type of strategy more fully, you are more likely to use it well. Here is an overview of some of the better approaches to using each strategy.

Strategy	Leader's Focus	Ways to Use Strategy
Instruct	Performer's capability (ability to perform the task well)	<ul style="list-style-type: none"> <li>Show and tell</li> <li>Give instructions or orders</li> <li>Break the task into smaller/simpler tasks</li> <li>Give informative feedback</li> <li>Provide information or other needed resources</li> <li>Arrange for training or instruction</li> <li>Keep an eye on performance; review the work regularly</li> </ul>
Coach	Performer's capability and their desire to perform well	<ul style="list-style-type: none"> <li>Adjust the level of challenge to encourage growth</li> <li>Set performance goals, then offer advice and support to make sure they are achieved</li> <li>Assign tasks that help the person learn</li> <li>Alternate between giving hard work and encouragement or breaks</li> <li>Pair or group people with complementary skills</li> <li>Share your thinking in an open discussion before making a decision</li> </ul>
Relate	Performer's desire to perform well	<ul style="list-style-type: none"> <li>Explain the importance of the task</li> <li>Give encouragement</li> <li>Praise, recognize, and reward</li> <li>Listen well; be sympathetic</li> <li>Treat people in a considerate manner</li> </ul>
Delegate	Performer's increasing self-efficacy	<ul style="list-style-type: none"> <li>Set performance goals for others to achieve as they think best</li> <li>Create mechanisms for self-tracking of performance</li> <li>Ask for periodic reports</li> <li>Give gradually increasing trust and responsibility</li> </ul>

\*Note: In addition to the examples given for using the Coach strategy, you can also combine elements from the Instruct and Relate strategies to get a similar effect. Coaching often combines elements of these other two strategies.

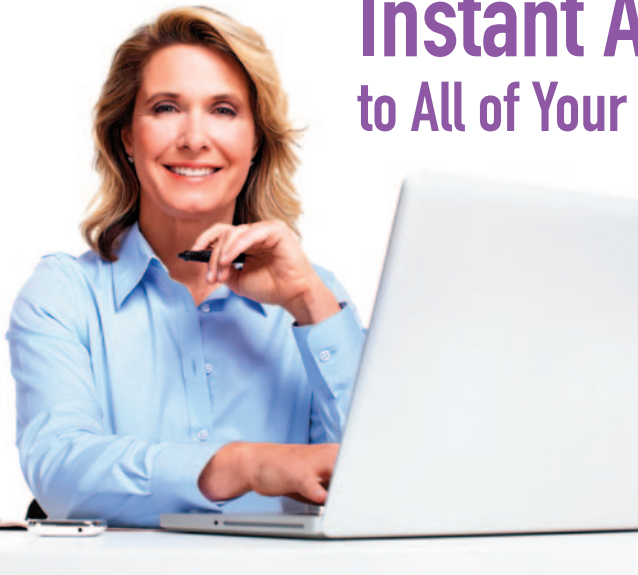
Confidential and Private - Page 7 of 21



## Strategic Leader Online Feedback Report

- Displays your preference to coach, relate, delegate or instruct.
- Provides a summary score of how appropriately you match a style to the situation.
- Provides a worksheet to determine what strategy you should use with each direct report.
- Recommends key development points for each strategy.
- Teaches a development continuum for direct reports that increases their responsibilities and expertise.

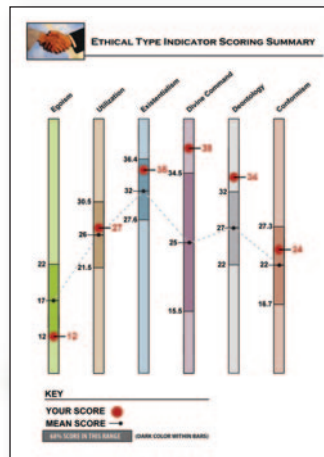
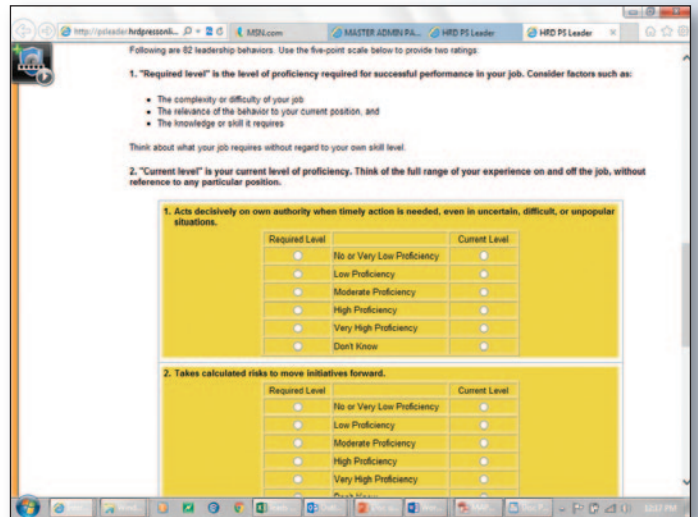
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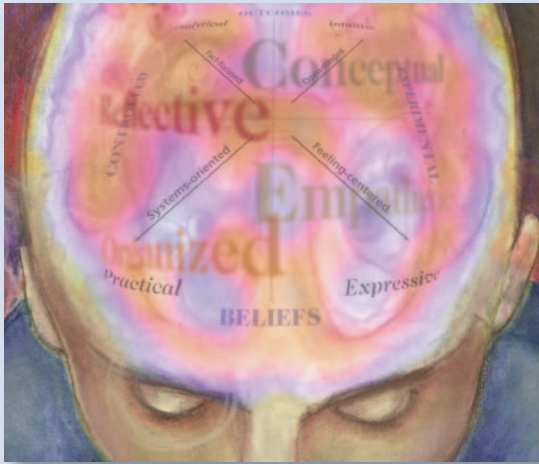
The HRD Online Assessment Center allows you to administer all of our online assessments. With this online system, you will be able to offer your clients a launching ground for professional development opportunities and a simplified method for tracking professional growth.

You will be able to offer 360-degree feedback so your client can invite supervisors, peers, direct reports, customers, or any other type of rater. This option gives you instant information on how well your training is being applied on the job—it's ROI made easy!

You will also be able to improve understanding and communication through our series of Style Assessments. All of this can be done with administrative ease; set up participant and group accounts in seconds with our user friendly administrative options. Import every employee instantly and create and change employee groups, run aggregate scoring reports, and much more.



# Emotional Intelligence Style Profile



## The Emotional Intelligence Style Assessment

measures the degree of your predisposition to think and act in concert with your emotions using four distinct styles: Reflective, Conceptual, Organized, or Empathetic. Managers get a clear picture of their use of different emotional styles and the management situations where their blind spots are likely to surface. While IQ and Personality are fundamentally fixed measures, Emotional Intelligence (EI) can be learned and improved.

Use the Emotional Intelligence Style Assessment to teach managers and supervisors the special advantages of using a wider range of emotional intelligence styles in managing others, working with teams, customer service, and project management. Virtually any work-related area that involves interaction with others can benefit from improved EI.

Learning Emotional Intelligence starts by understanding different emotional intelligence styles and the work-related areas where those styles deploy most effectively.

### You will...

- Learn to empathize where appropriate to resolve conflict.
- Learn to balance a focus on facts and methods while including the ideas, and feelings of others to collaborate more effectively.
- Learn the value of the big picture to influence others and open minds.
- Learn to appropriately delay judgment or a decision in order to take a considered approach to several alternatives.

## Features

- ◆ Measures four Emotional Intelligence styles.
- ◆ Provides a wealth of information on how to apply emotional intelligence styles more effectively and flex one's own style to improve relations with others.
- ◆ Worded in simple, understandable terms allowing any participant to understand and utilize the assessment.
- ◆ 15 minutes to complete, online or classroom versions, training plan options from self-study to full day workshops.

## Key Benefits

- ◆ Research indicates Emotional Intelligence is often the key to realizing the promise of under performing but high-potential individuals.
- ◆ Emotional Intelligence is a foundational, enabling skill that releases managers and other professionals to better utilize other, more specific social/interpersonal competencies.
- ◆ Improving Emotional Intelligence enables more focused energy to be directed toward goals and objectives.

## EI Online Feedback Report

- Graphically illustrates your EI strengths and weaknesses by displaying your profile against a "balanced EI profile."
- Explains your level of use of each EI style including what this implies.
- Provides the pros and cons for each EI style
- Gives the participant an advisory plan for using improved emotional intelligence.
- Provides a contract for change to outline commitments to improve EI where it will have the greatest positive impact.

**Emotional Intelligence Style Online Assessment...**

**Emotional Intelligence Style Assessment (paper)**

**5-pack...**

**Emotional Intelligence Style Workshop License—**

**Try a Free EI Profile—**

**Go to [www.hrdpress.com/Demo](http://www.hrdpress.com/Demo)**



Does a business culture grounded in ethical behavior make your organization more successful? Would more customers prefer to do business with an ethical company?

**The Ethical Type Indicator** provides leaders with a framework for evaluating and understanding the ethical and moral decision making of themselves and others. This improved understanding of ethics makes it easier for leaders to make more persuasive arguments in favor of any course of action which has ethical implications.

**The Ethical Type Indicator** for leaders addresses the problems of ethical principles or organization policies that are often far too general to provide meaningful guidance. By completing the assessment to review their own ethical decision making patterns, individuals learn to categorize decisions within a specific ethics framework.

This process makes it possible for managers to explore and understand different ethical foundations while being able to objectively assess the strengths and weaknesses of their own ethical decision making patterns.

### You will...

Learn your own primary and secondary ethical decision making preferences.

Learn to take a more reasoned approach to ethical dilemmas in the future.

Learn to use specific steps to consider, confront, and resolve ethical dilemmas.

## Features

- ◆ Classroom or online versions
- ◆ 20 minutes to complete
- ◆ Assessment describes the advantages and disadvantages of several ethical belief systems:
- ◆ Leaders respond to questions like these to determine their ethical type:
  - *Do you regard written codes of conduct as helpful in resolving ethical dilemmas?*
  - *Do you believe the needs of the many outweigh the needs of the few?*
  - *Are the thoughts, feelings and beliefs of friends an important consideration?*

## Key Benefits

Customers would rather do business with an ethical company. Operating ethically results in:

- ◆ Improved productivity
- ◆ Increased profitability
- ◆ Superior employee morale
- ◆ Enhanced recruitment and retention of employees
- ◆ Better company reputation
- ◆ Long-term success

## Online Feedback Report

- Summary of your ethical preferences are provided in bar chart format displaying your score in comparison to where most people score.
- Advantages and disadvantages of using each ethical type while summarizing your propensity to use the type.
- Includes questions and content for self exploration or to support a facilitated discussion of the use of various ethical types.
- General discussion of ethical and moral decision making.
- How to assess and use ethical type information to improve influence.

**Ethical Type Indicator Online or Print**

***Try a Free Ethical Type Indicator***

# Influencing Style Clock Inventory



In a team-oriented, highly collaborative work environment, the position you hold is less important than expertise and influence. For managers, this means that their effectiveness will be determined not by a hierarchy, but by how successfully they can influence others.

Help your managers and others identify and improve the ways they influence at work by providing them with a baseline evaluation of the influencing styles they are currently using.

This assessment identifies the degree to which you use each of four influencing strategies. Participants learn when each style is most appropriate and how to improve their weakest influencing styles. **The Influencing Style Clock Assessment** is valuable for managers, negotiators, team members, or others who desire to rely less on position power in order to more highly motivate their workforce and better achieve goals.

This starting point is ideal for explaining the strengths, characteristics, situational disadvantages, and optimal uses of each influence style type.

## You will...

Learn your own natural style of influencing.

Learn why and when its most effective to use each of four influencing styles.

- Visioner
- Orchestrator
- Harmonizer
- Regulator

Learn to use influence to achieve a better, collaborative result.

## Features

- ◆ Measures four Influencing styles and helps to determine how and when to apply each style more effectively.
- ◆ Worded in simple, understandable, and behavioral terms
- ◆ Takes less than 15 minutes to complete, training plan options from 2 hours to 1 day.

## Key Benefits

- ◆ Managers who grasp the difference between influencing and position power open a new door to success as motivating, participative, team builders.
- ◆ By being able to recognize the influencing style of others, any professional can work with that person more effectively “and more persuasively.”
- ◆ Learning and applying influencing styles enables managers to frame problems and solutions in terms that are congruent with the frame of reference of their co-worker or employee.
- ◆ Effective influencing lowers conflict, promotes team morale, and focuses any group on their common goals and challenges.
- ◆ Motivate others by representing a desired course of action with more compelling logic, feelings, energy, and commitment.
- ◆ Build better, more collaborative relationships.

## Online Feedback Report

- Provides your influence style predisposition.
- Explains your influence bias and how to better meet the influence needs of others.
- Describes your influencing strengths and blind spots in terms of your style preferences or underutilized styles.
- Explains the essence of influencing as inextricably linked to individual goals.
- Describes pushing and pulling styles of influencing.
- Provides positive applications for using each influence style.

**Influencing Style Clock Online Inventory...**

**Influencing Style Clock Inventory (paper) 5-pack...**

**Influencing Style Clock Workshop License—email**

**Try a Free Influencing Style Inventory—  
Go to [www.hrdpress.com/Demo](http://www.hrdpress.com/Demo)**

## PS Leader: 24 Competencies for Building Leadership Effectiveness

Skills needed by executives and managers to set the strategic direction of the organization

Skills needed by team leaders, supervisors, project managers and managers to align employees to strategic direction

Foundational skills needed for individual, team, and organizational performance



**PS Leader** is a research-based, 82-item, assessment that gives leaders a 360-degree feedback view of their leadership effectiveness in 24 competencies. The assessment helps leaders identify development priorities and highest strengths. Participants learn about their “known” and “unknown” strengths by comparing their own self-perceptions to those of their supervisor, direct reports, and peers.

### The Power of 360-Degree Feedback for Leaders

The 360-degree assessment process is a sensitive undertaking that can pay off for the organization and individual participants when the program is carefully delivered, and communication is comprehensive to ensure understanding and establish buy-in. HRD Press has been working with clients and consultants using the PS Leader assessment for more than a decade. Use our experience to ensure your assessment program is a success.

**\$125 purchases a complete 360**

**feedback cycle for one leader**

## Features

- ◆ Unlimited raters can participate in 360-degree feedback.
- ◆ Instant online questionnaire administration and report processing.
- ◆ Participant interpretation and development planning workbook and job-aids.
- ◆ Development suggestions linked to highest development needs.
- ◆ Assessment Administrator’s Manual includes comprehensive workshop outline to debrief managers on results and plan development.
- ◆ Confidentiality Guaranteed—online process ensures confidentiality so that peers and direct reports can feel comfortable giving honest feedback.

## Key Benefits

- ◆ Relevant Feedback—this assessment provides a method for accurately weighing which leadership competencies are most important in each leader’s job. This information is used to more accurately identify highest development needs and strengths.
- ◆ Convenient Online Corporate Account—your designated administrator controls how and when leaders or facilitators print or view individual or group feedback reports.
- ◆ Group Reports Available—Free group reports enable you to establish benchmarks and norms within your organization according to however you want to group participants results.

## Comprehensive Individual Feedback Report

- Feedback is on discreet, learnable behavioral items linked to high performance. Respondents are asked to rate specific, observable behaviors where known, learnable best practices ensure measurable gains can occur.
- Known and unknown development needs and highest job strengths are identified.
- Sets of development suggestions are produced for highest needs.
- Feedback report is designed to facilitate comparison of self-ratings with the ratings of others including the participant’s boss.
- Alignment between self and supervisor is highlighted.