



# Talent Q Dimensions

## Dimensions Report




Name **Sample Person**

Date of Report: **05/07/2016**




Leadership Derailer Report 3

**Also Recommended:** Trait Profile, Behavioural Type at Work Profile, Trait and Indicator Profile

### Who could use components of this report:

-  Coaches
-  HR professionals
-  Trained practitioners

### What can components of this report be used for:

-  Identification of high potential
-  Individual development
-  Leadership development

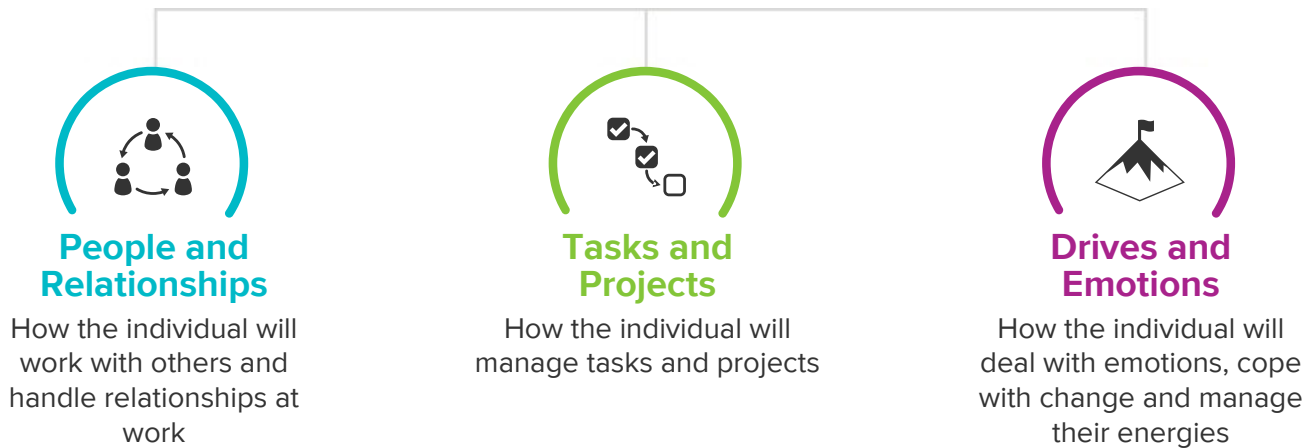
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<b>Assessment</b>	Dimensions
<b>Completed date</b>	19/03/2010
<b>Language</b>	English (UK)

# Introduction

Dimensions is an online personality questionnaire. It assesses and reports how individuals perceive their behaviours at work in relation to three key areas: people and relationships, tasks and projects, and drives and emotions.

## Talent Q Dimensions Framework



It combines valuable information, scientific rigour and ease of use for the line manager, HR professional, coach or trainer, and supports important talent decisions and development discussions. Inspired and developed by one of the pioneers in occupational testing – Roger Holdsworth – Dimensions draws on over five decades of experience in personality at work.

### Personality drives performance

Personality influences the way people behave, which in turn impacts their performance and success in the role.



By using this report, you can gain scientific and objective insight into how an individual is likely to behave in the workplace. This insight helps organisations to:

- ✓ make better selection decisions
- ✓ develop individuals and teams
- ✓ identify high potential individuals
- ✓ improve performance and profitability.

### Best practice across the talent lifecycle

With just a single completion of the questionnaire, data is provided that can be interpreted for a wide range of applications: recruitment, selection, identification of high potential and individual, team and leadership development. It provides a number of user-friendly reports that can be combined as required; not all reports are appropriate for all applications. The reports contain practitioner guidance and are available in a number of languages, enabling consistent assessment across different geographic regions.

# Leadership Derailer Report

In assessing an individual's potential to develop, with particular reference to management and leadership roles, people have recently become aware of a number of styles or factors which can lead to 'burn-out' or to the individual initially showing high potential but later becoming 'derailed', often as a result of the very attributes which led to their early successes. History is full of examples of this, with business and political leaders often falling into the traps that we will describe below.

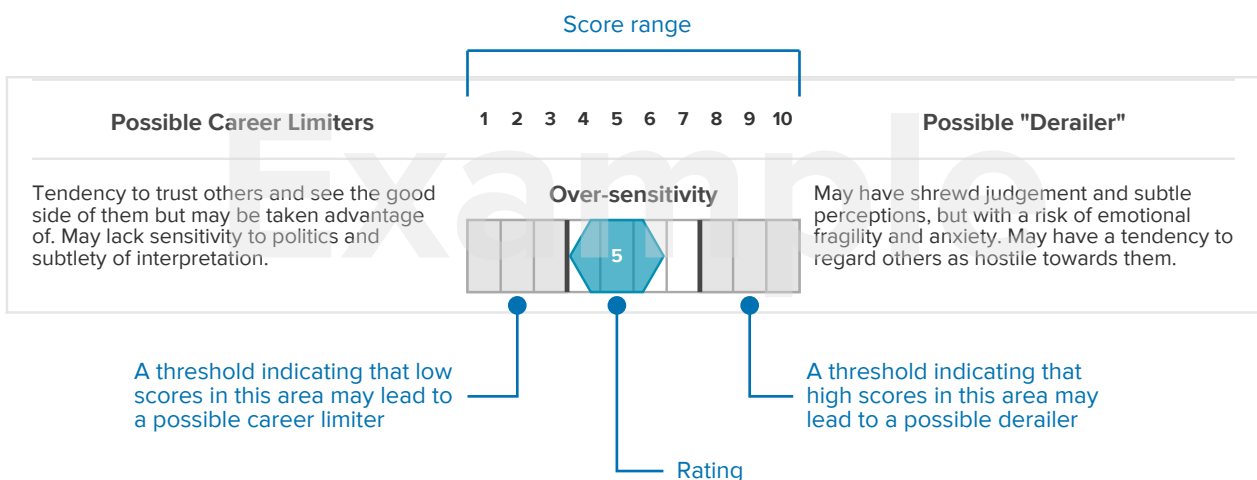
We might define those people whose careers become 'derailed' as people who end up leaving an organisation involuntarily, or are unable to progress any further due to a perceived lack of fit between their style and the role or the organisational requirements. While certain attributes are acceptable, indeed desired, at junior to middle management levels, at more senior levels they can actually cause someone's career to derail. Having an awareness of common derailment factors and how likely an individual is to demonstrate them can help to assess someone's suitability for a role and also to consider what interventions may be required in order to prevent derailment from occurring. A derailed manager will often have an impressive career to date but derailment can easily curtail further progression.

Talent Q has defined, as outputs from the Dimensions system of personality measurement, 8 "Derailers". The 8 factors or styles described are related to the "DSM" listing of typical personality disorders, as are other authors' lists of "derailers". However, it is in no way suggested here that high (or even very high) scorers on these factors are likely to suffer from disorders at a level which might require clinical treatment.

At the opposite end of the scale are the "career limiters". The "career limiters" are those factors which actually prevent people's careers from even starting, so whilst someone may not demonstrate many of the "derailment" factors, if they exhibit a lot of career limiters their career progression may be held back as they may lack suitability for promotion to even the more junior managerial roles.

Each of the eight 'derailers' can also indicate strengths, which are likely to lead to success and which in many cases will not result in 'derailment'. On the other hand, a low score on a potential derailer may indicate a 'career limiter' as well as a lack of a risk of derailment. In the profile which follows, the individual's responses to Dimensions have been mapped onto the eight factors. This profile should be handled with sensitivity and should not be given directly to individuals, but could well be shared with them by an appropriately trained person.

## Understanding how to use this report



# Leadership Derailer Report

Possible Career Limiters	1 2 3 4 5 6 7 8 9 10	Possible "Derailer"
Tendency to trust others and see the good side of them but may be taken advantage of. May lack sensitivity to politics and subtlety of interpretation.	<b>Over-sensitivity</b> 	May have shrewd judgement and subtle perceptions, but with a risk of emotional fragility and anxiety. May have a tendency to regard others as hostile towards them.
Happy when with other people and spends a lot of time communicating. May be afraid to make unpopular decisions and may perform less well in solo roles.	<b>Isolation</b> 	Can cope and make decisions on their own. May be less comfortable in team situations and prefers not to communicate too widely or regularly with others. Possible tendency to isolate themselves.
Usually analytical and conservative. Complies with rules and majority opinions, but may be indifferent or lack the courage to face up to challenges.	<b>Eccentricity</b> 	Unconventional and likely to have some disregard for social norms which may lead to unusual behaviour when frustrated or emotional. May be poor listeners or unreliable in their judgement.
Likely to conform to society's rules, but may appear complacent or passive. Overly tolerant of others, and may be so focused on the needs of others they do not take account of their own.	<b>Non-conformism</b> 	Probably tough-minded in how they treat others and able to break with convention. They may be insensitive to others, even anti-social or unethical in their behaviour.
Tendency to lack social confidence and charisma. May be uncomfortable in public situations, sometimes lost for words and weaker in networking roles.	<b>Exhibitionism</b> 	Likely to be positive, charismatic and socially confident, but may be attention-seeking or prone to exaggeration. May become bored in routine or unchallenging situations.
Usually modest and lacking in self-confidence. Probably less comfortable in negotiations and lacking in decisiveness or leadership in uncertain contexts.	<b>Over-confidence</b> 	Usually self-confident and see themselves as decisive leaders. May become autocratic, failing to listen or recognise their own limitations
Likely to depend a lot on their own judgement and have a tendency to avoid consulting with others. This may lead to risky decisions, and they may be less inclined to follow or align themselves with others.	<b>Over-dependence</b> 	Usually agreeable and easy to work with, and probably more comfortable following others than leading. May be risk-averse, or lacking in influence in demanding situations.
Likely to avoid bureaucracy, but may be careless and unreliable. May lack discipline in preparation and attention to detail or deadlines, and therefore less effective in administrative roles.	<b>Micro-management</b> 	Probably good administrators, methodical and attentive to detail. May be inflexible and rule-following, and may try to manage others too closely.

## Leadership Derailer Glossary

The Glossary below describes each of the 8 Talent Q "Derailers" in turn. For each Derailer, we show first the Typical Risks associated with a high score, or even more with a very high score.

It should be emphasised that these risks may well be avoided and they are certainly not inevitable consequences of a high (or very high) score on this factor. Indeed, the whole objective of these outputs is to help individuals to be more aware of themselves and of the possible dangers inherent in their style, so that they can avoid 'burn-out' and 'derailment'. We follow this with a description of the typical strengths related to a high or very high score, which are likely to lead to success, although they may also have some risk attached to them. The third description for each derailer are referred to as 'career limiters'. If people score low on the derailer in question, they are unlikely to be prone to the 'typical risks', but they may also be lacking in the 'typical strengths', and this may well limit their potential to progress to higher levels of seniority.

### Over-sensitivity

**Typical Risks** A high score on the 'over-sensitive' scale may indicate emotional fragility, even a tendency to feel victimised or persecuted. Individuals like this are easily frustrated and irritated and lack the resilience to cope with difficult problems. They are inclined to view others' intentions as hostile and to misinterpret innocent remarks. They question the loyalty of others and may be preoccupied with hidden agendas and politics. They are typically anxious, fearful and oversensitive to criticism. In a crisis, they may fail to respond appropriately.

**Typical Strengths** Over-sensitive' people feel things very intensely, noticing things that others may miss or gloss over. They are capable of sensing fear and danger, and they are aware of other people's criticisms of them. They avoid superficiality and can be quite shrewd in their judgements about other people. The 'over-sensitive' are often prepared to take the blame when things go wrong and they take adequate time before jumping onto a new fashion or adapting to a new challenge. They may be at their best in politically charged situations which require a lot of subtle perception.

**Career Limiters** A low score on the 'over-sensitive' scale may indicate a rather facile interpretation of many things. Such a person may be overly trusting of others and rarely question their motives and intentions. Others may take advantage of them or try to fool them. Low scorers on this scale are inclined to see only the good side of others and may also be insensitive to danger and fear. They may not be sensitive enough to handle subtlety or politically charged situations.

### Isolation

**Typical Risks** A high score on "Isolation" implies that someone is less comfortable in team situations. Their preference for working on their own may mean that they are poor, or at least infrequent, communicators. They can have difficulty in establishing close working relationships, or in sustaining any relationships which they do have. As "Isolates" do not really enjoy the companionship of others, they may avoid it, and they often fail to fit in well with new or diverse groups of people. These people may be poor team-players, and unable to consult adequately or operate a network.

**Typical Strengths** "Isolated" people prefer to work on their own, and are not at all dependent on other people. They do not need the companionship of other people, and can cope perfectly well without having much communication with others. They can take decisions on their own, without requiring the agreement or approval of others. Their network of contacts is likely to be small, but may still be efficient, and they are unlikely to waste time on social occasions or niceties. "Isolates" obviously achieve their best results in situations which require independence, and which give them limited support.

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**Career Limiters** People who score low on the "Isolation" scale may have too much need to have other people around them. Their large network or circle of contacts may tempt them to spend too much time on communicating, often to little positive effect. They may be too sensitive to the opinion of others, and afraid to make tough decisions which could be unpopular. They could also waste time and effort with their focus on social occasions, and have great difficulty in working on their own in isolation from others. Obviously, these people will perform less well in situations which require independence.

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## Eccentricity

**Typical Risks** Typical "Eccentrics" are very poor listeners, and too intent on finding their own novel solutions to problems, even if the traditional ones are perfectly adequate. The "Eccentric" can be an uncomfortable, but also annoying member of the team, and waste time in the pursuit of unprofitable lines of argument. This kind of person can often get into trouble because they make up their own rules, and fail to comply with normal conventions. Their ideas are apt to be startling and original, but may not be workable in practice. The "Eccentric" may not be reliable enough to be entrusted with large amounts of resource of any kind.

**Typical Strengths** "Eccentric" people can be refreshingly unconventional in their attitudes, and able to use their intuition to good effect. They do not make the mistake of being too dependent on facts and figures, and dare to trust their own ideas and feelings. "Eccentrics" make up their own rules, and do not stick to established or traditional methods and practices. They are also able to reach an opinion without regard to what other people think or tell them, and they are prepared to take responsibility for the decisions they make, even if these go wrong. "Eccentrics" are at their best in helping a team to think "outside the box" and to come up with new, sometimes uncomfortable solutions.

**Career Limiters** Low scorers on "Eccentricity" risk being too analytical or conservative in their approach. They may too often be content with following the majority opinion, or going for the easy option. By complying with convention, rules and procedures, they may not be able to "unlock" problems or challenges which require a novel approach. And by listening to others and supporting their opinions, they may lack the ability to express an independent or unpopular view. Such people could be lazy thinkers, unable to respond to the requirements of new strategies or missions, lacking the ability to rise to a dramatically new challenge.

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## Non-conformism

**Typical Risks** The 'non-conformist' is liable to go to excess in breaking with rules and accepted conventions. Ethics and commitments have a value which the 'non-conformist' tends in time to ignore. Such people typically allow themselves freedoms which they deny to others, and in the long term they can become very unpopular. Their intolerance and insensitivity towards others finally results in rebellion and the tyrant is overthrown. 'Non-conformists' may be popular initially, and can be a refreshing and useful influence for a limited time, but they have to be stopped before they go too far. History is full of leaders who, having initially performed well in difficult circumstances, have later failed to take account of other people's opinions and warnings.

**Typical Strengths** Non-conformists' are able to break dramatically with the rules that society or the organisation may seek to impose. Their tough-mindedness is a strength insofar as it implies a lack of sentimentality, and they are not afraid to show their feelings and their degree of impatience with things around them. They are more likely to befriend the strong than the weak, not wasting effort on the latter. The 'Non-conformist' has little regard for convention or for other people's attitudes, but can make tough decisions without hesitation. Such people can be successful in an environment or situation that requires a shake-up, even if only temporarily.

**Career Limiters**

People who score low on 'Non-conformism' may be too passive or complacent in their attitudes and behaviour. They are often too intent on doing what they think that society or the organisation expects of them, so that ultimately they do not achieve the best results possible. They may follow rules and procedures unthinkingly, and take too much account of what other people think and say. They may also exert themselves too much in favour of a narrow 'political correctness'. Their tolerance of other people's weaknesses may itself go so far as to be a weakness in themselves. People who lack a 'non-conformist' tendency may not perform well in situations that require strong decisions or strength of character.

**Exhibitionism****Typical Risks**

The main weakness of "Exhibitionists" is the need to be in the limelight. Some high scorers on this scale need constantly to be performing, and to command the attention of other people. They crave speed, variety and success in all aspects of their lives. Their social skill can become an embarrassment because they have to "show off" all the time and to everybody, needing constant applause. They tend to exaggerate, or use too high-flown vocabulary or expressions, and can fail to persuade through such excesses. They may also make mistakes through over-optimism and unwillingness to see the "down-side". Although generally good at sales roles, the "Exhibitionist" can be rather tiresome to colleagues, bosses and subordinates alike, and may perform less well when the weather is no longer fair.

**Typical Strengths**

The typical "Exhibitionist" is socially confident and charismatic. Such people tend to have very positive attitudes to life, and they are enjoyable companions and colleagues. They are active, fast-moving, flexible and versatile, open with their feelings, demonstrating warmth and generosity. They are confident in a wide range of social situations, and are able to relate to many different kinds of people, being also genuinely interested in them. They are good at public relations and make good presentations. "Exhibitionists" are likely to be good in a wide variety of outward-looking functions, and are good ambassadors or salespersons for many corporations.

**Career Limiters**

A low score on "Exhibitionism" tends to indicate difficulties in dealing with social situations or with groups of people. People who score low here probably lack social confidence and charisma, and may even feel uncomfortable when called upon to perform socially. They may also tend towards passivity or pessimism, or not respond well to new challenges. They are inclined to feel lost for words, and do not enjoy making presentations or speaking in public. They may lack interest in other people's behaviour and motivation, and be reticent about demonstrating their own feelings. Low scorers here may be limited in their ability to perform outward-looking or sales-oriented roles.

**Over-confidence****Typical Risks**

Self-confidence is obviously a strength, but arrogance or over-confidence is a clear weakness. The typically "Over-confident" person lacks a sense of their own limitations, and they can easily over-reach themselves. In believing so strongly in their own powers of intellect they may fail to listen to others, and may develop grandiose but unworkable visions, which do not adequately deal with the underlying complexity of the problems involved. By needing to be the leaders in any situation, they may develop despotic tendencies and make many enemies. And their need to win and eclipse others will sometime catch up with them. Their belief in their own ethical code may also become an illusion, if it does not get them the success they crave. "Over-confidence" can in the end have disastrous consequences: "pride goes before a fall", and history confirms this for us time and time again.

**Typical Strengths**

Someone who scores high on the "Over-confidence" scale may have all the benefits to be derived from self-confidence. There is no doubt that success depends to some extent on belief in oneself, intellectually, socially and emotionally. High scorers here will genuinely believe that they are good at solving problems, able to deal with complexity and create broad, innovative visions - and this regardless of their real level of ability. They will see themselves as leaders, influencers and good negotiators. And they will have a high degree of drive, competitiveness and ethics. These people possess many of the key competencies required of a manager at any level and in any function.

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**Career Limiters** Low scorers on the scale of "Over-confidence" may naturally be troubled by feelings of under-confidence, which can pervade all aspects of their behaviour. Regardless of how able they are intellectually, their apparent modesty may inhibit them from trying to solve complex or strategic problems, and they may not dare to be innovative. They will typically prefer to be followers than leaders, and will show weakness in any negotiation that they are drawn into. They may try to avoid competition or situations that present them with a serious challenge, and may even doubt their own ethical convictions. A low score on this scale could be somewhat debilitating in a general sense, leading to someone not achieving their true potential.

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## Over-dependence

**Typical Risks** The "Over-dependent" person does not really seek to be a leader, nor to influence other people. They will be severely limited in their ability to sell, negotiate or to take responsibility for other people. Their need for careful reflection means that they will not be able to cope with situations that involve risk, and they will tend to avoid any competitive situations. Their desire to be agreeable to other people may result in a too facile compliance, bordering on lack of courage. High scorers on "Over-dependence" are unlikely to be high-performers in any really demanding roles.

**Typical Strengths** Dependent people, those who score high on "Over-dependence", are very agreeable and often get on well with their colleagues and companions. They like to consult with other people, value their advice and are keen to fit in. They are good followers, preferring this role to being a leader, and they behave in a gentle, cooperative manner. They actually prefer other people to take the lead, and do not seek to exert their own influence. They also tend to avoid too much competition, and can even feel a bit exhausted if the pace is too fast for them. They much prefer reflective to impulsive action, and avoid taking risks. High scorers on this scale can be very agreeable and adequate colleagues, and perform well in a subordinate or supporting role.

**Career Limiters** Low scorers on "Over-dependence" are more likely to depend on themselves than on other people. They may not enjoy being in a secondary or follower role, and may even resent attempts by others to lead, to influence or dominate them. They may also avoid consulting with other people, and they probably dislike having to take advice from others. They may show their disagreement rather openly, and their competitiveness may make them appear rather disagreeable in general. Their need to make quick, even risky decisions may also interfere with responsible management, and their high level of stamina may at times get on other people's nerves. Low scorers on this scale may be a liability in roles or situations which require cooperation, consultation and careful reflection.

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## Micro-management

**Typical Risks** A high score on "Micro-management" is likely to imply an over-reliance on structure, rules and detail. People with high scores here may be inflexible and have difficulty in adapting their behaviour to new circumstances and challenges. Their emphasis on method and rule-following may limit their competence in dealing with unstructured situations, or decisions for which inadequate data is available. Their main problem is likely to be that many other people do not thrive on being "micro-managed". As one progresses to higher levels of management, the style of being a "Micro-manager" tends to become less successful.

**Typical Strengths** "Micro-managers" are highly methodical and structured operators, who give a lot of attention to detail. They plan every aspect of their lives, both in the short- and the long-term; and never trust to spontaneity or things sorting themselves out. "Micro-managers" always prepare themselves thoroughly, and pay full attention to statistical and technical data. They are very conscientious, and persist with all tasks until they are fully completed. They tend to be excellent administrators and bureaucrats.



**Career Limiters**

A low score on the "Micro-management" scale is likely to indicate a degree of unreliability and carelessness. Individuals like this do not pay enough attention to detail, sometimes trying to reach a conclusion without proper preparation or adequate consideration of technical or statistical information. They tend to avoid the discipline of planning and scheduling, often trusting too much to spontaneity or sudden inspiration. They cannot be relied on to keep to deadlines or to fulfil their commitments. In their avoidance of bureaucracy, they may even appear to lack conscientiousness, attempting to make up the rules as they go along. They are likely to be poor administrators.



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