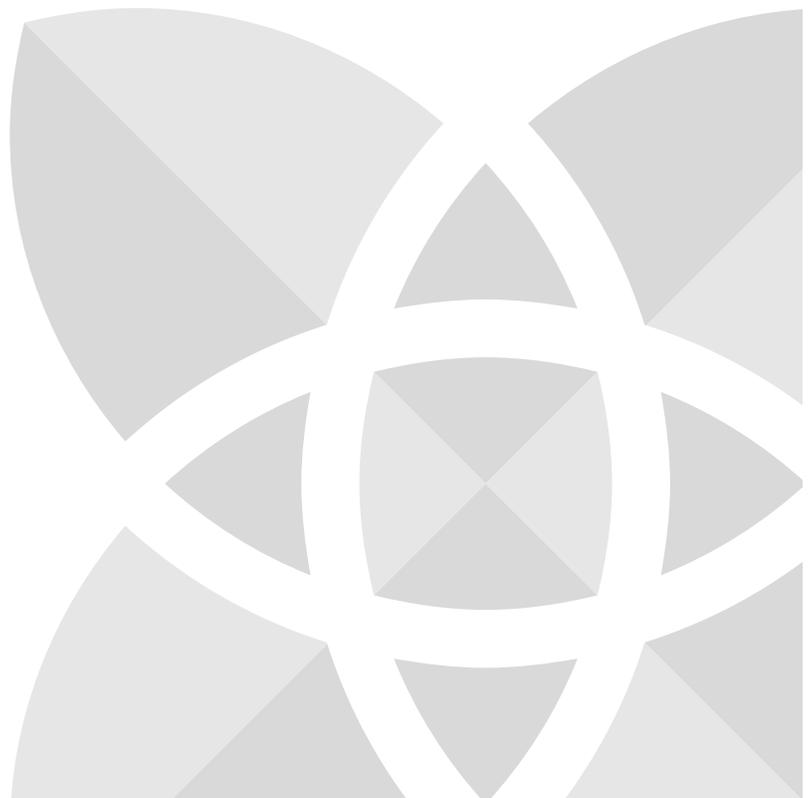


Individual Report



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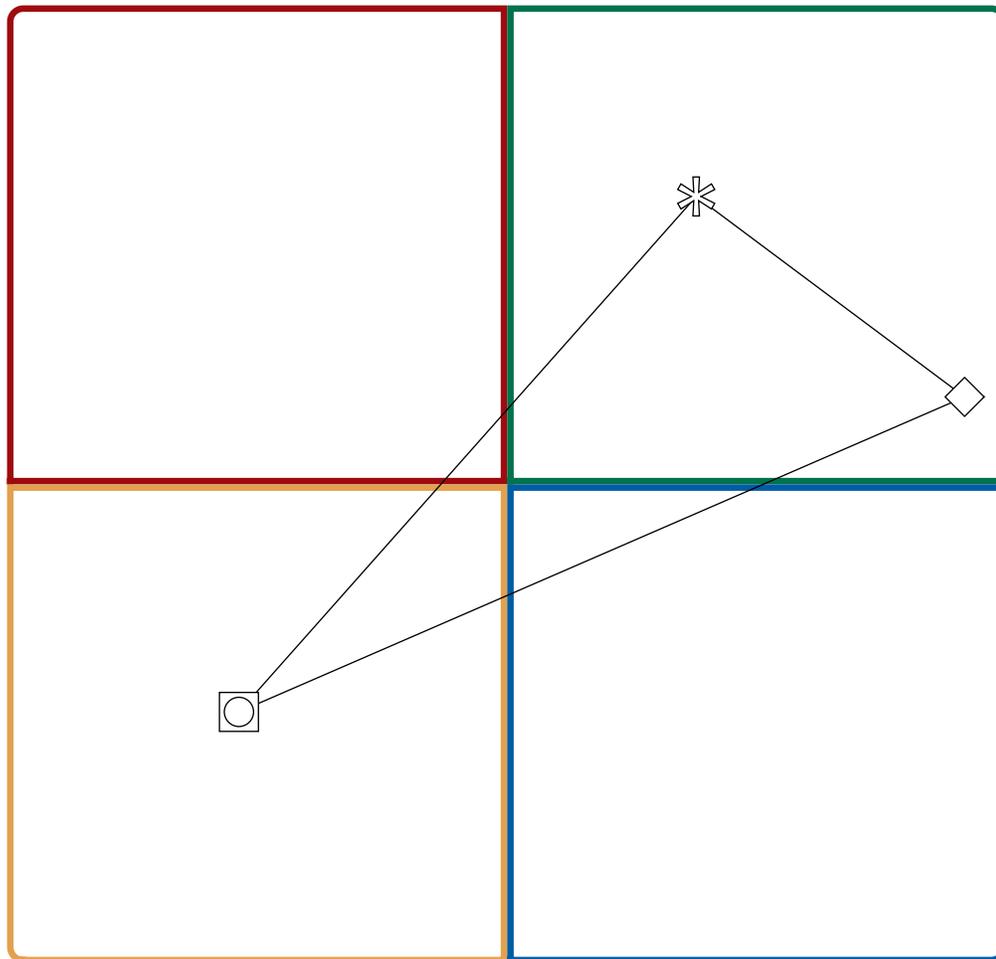
Date Printed
10 February 2012



Leadership Style Grid

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This is your **Leadership Style Grid Report**. It describes your unique style of leadership -- your goals, your approach, what motivates you to lead, and what happens to you under stress. In addition, it compares your leadership style with other people's. Use this information to develop and refine your leadership skills.

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Page 1: Leadership Goals

The Asterisk is used to describe people's leadership goals. Goals toward the top of the Grid emphasize direct involvement (with a task or with people). Goals toward the left of the Grid emphasize the task rather than the people who do the task.

<p>Goals typical of this quadrant are:</p> <ul style="list-style-type: none"> • achieving a definite goal • completing a project • getting involved • focusing on practical issues • organizing 	<p>Goals typical of this quadrant are:</p> <ul style="list-style-type: none"> • getting people to "buy in" • motivating others • involving people • focusing on benefits • working with people
<p>Goals typical of this quadrant are:</p> <ul style="list-style-type: none"> • implementing a system • monitoring progress • measuring achievement • quantifying results • working with systems 	<p>Goals typical of this quadrant are:</p> <ul style="list-style-type: none"> • planning • working with the big picture • encouraging new approaches • innovating • working with ideas

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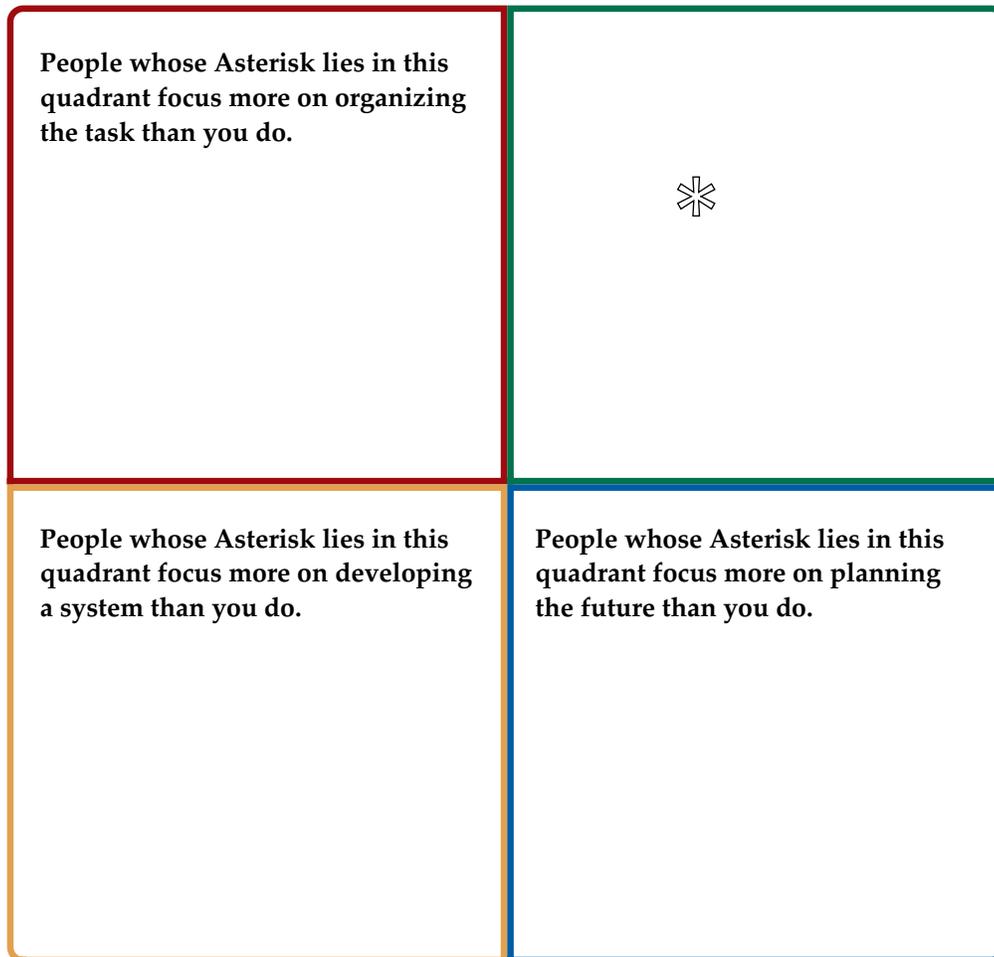
Goals toward the bottom of the Grid emphasize indirect involvement (with a task or with people). Goals toward the right of the Grid emphasize people rather than the tasks that people do.

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Page 2: Your Leadership Goals

Your leadership goals are described by the Asterisk. Your Asterisk is in the GREEN quadrant. Your goals as a leader probably have a very relationship-oriented emphasis.



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Your GREEN Asterisk shows that you are interested in, and like to involve others in:

- "buying in" to a project
- motivating others
- involving people
- focusing on benefits
- working with one another

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Page 3: Usual Leadership Styles

The Diamond is used to describe people's Usual Leadership Styles. Diamonds toward the top of the Grid describe more outgoing, forceful styles. Diamonds toward the left of the Grid describe more objective and detached styles.

<p>Usual Leadership Styles in this quadrant:</p> <ul style="list-style-type: none"> • friendly • decisive and energetic • frank • logical 	<p>Usual Leadership Styles in this quadrant:</p> <ul style="list-style-type: none"> • competitive • assertive • flexible • enthusiastic about new things
<p>Usual Leadership Styles in this quadrant:</p> <ul style="list-style-type: none"> • orderly • concentrative • cautious • insistent 	<p>Usual Leadership Styles in this quadrant:</p> <ul style="list-style-type: none"> • insightful • selectively sociable • thoughtful • reflective • optimistic

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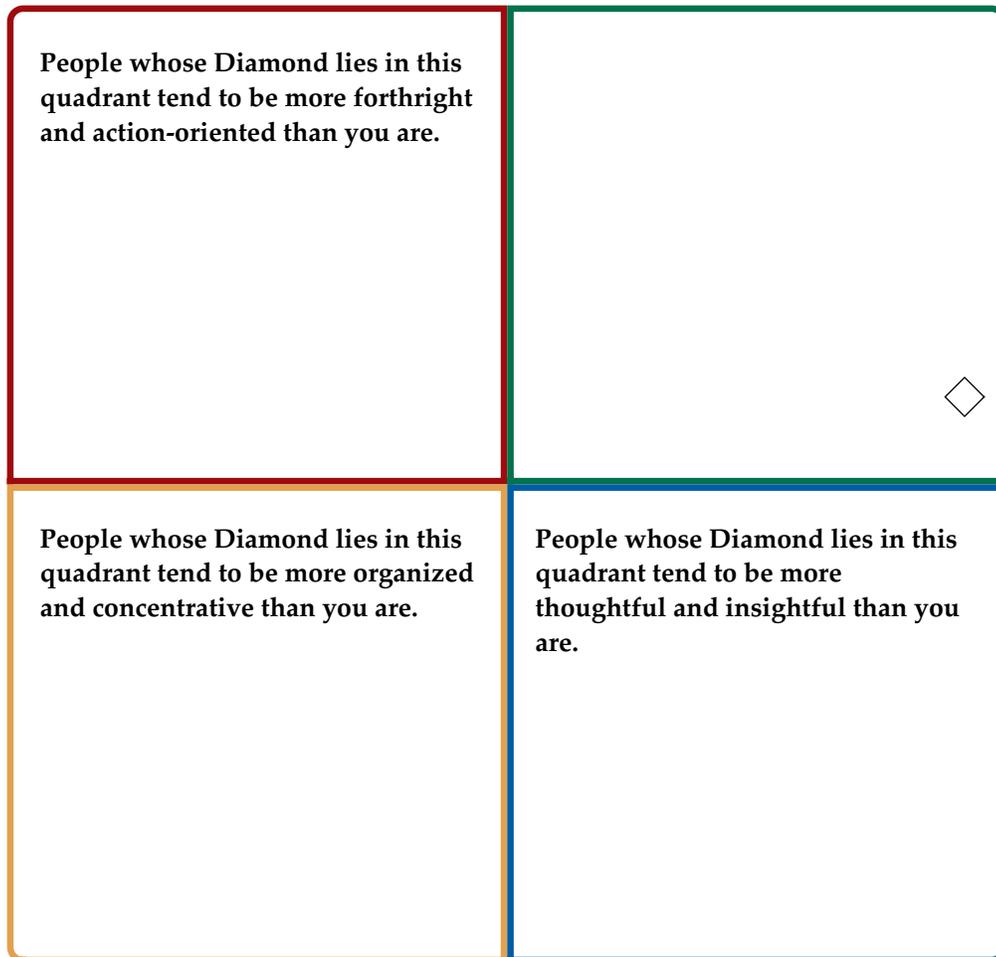
Diamonds toward the bottom of the Grid describe lower-key styles. Diamonds toward the right of the Grid describe more subjective styles.

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Page 4: Your Usual Leadership Style

The productive way you set about your tasks is described by the Diamond. Your Diamond is in the GREEN quadrant, but it also lies fairly close to the Blue quadrant. When you are leading effectively, you are generally persuasive and insightful.



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Your GREEN Diamond shows that you are usually:
 responsive and independent
 flexible and enthusiastic

You also tend to be:
 selectively sociable
 thoughtful
 optimistic

Page 5: Needs

The Circle describes the kind of environment you need to show your Usual Leadership Style. People with the Circle toward the top of the Grid respond best to a forceful and outgoing environment. People with the Circle toward the left of the Grid need a detached and objective environment.

<p>People with the Circle in this quadrant need an environment that:</p> <ul style="list-style-type: none"> • encourages group interaction • offers clear-cut situations • gives plenty to do • is direct and logical 	<p>People with the Circle in this quadrant need an environment that:</p> <ul style="list-style-type: none"> • encourages competition • is assertive • allows flexibility • introduces novelty and variety
<p>People with the Circle in this quadrant need an environment that:</p> <ul style="list-style-type: none"> • encourages an organized approach • permits concentration on tasks • offers an environment of trust • is consistent 	<p>People with the Circle in this quadrant need an environment that:</p> <ul style="list-style-type: none"> • offers individual support • encourages expression of feelings • allows time for reflection • gives time for difficult decisions

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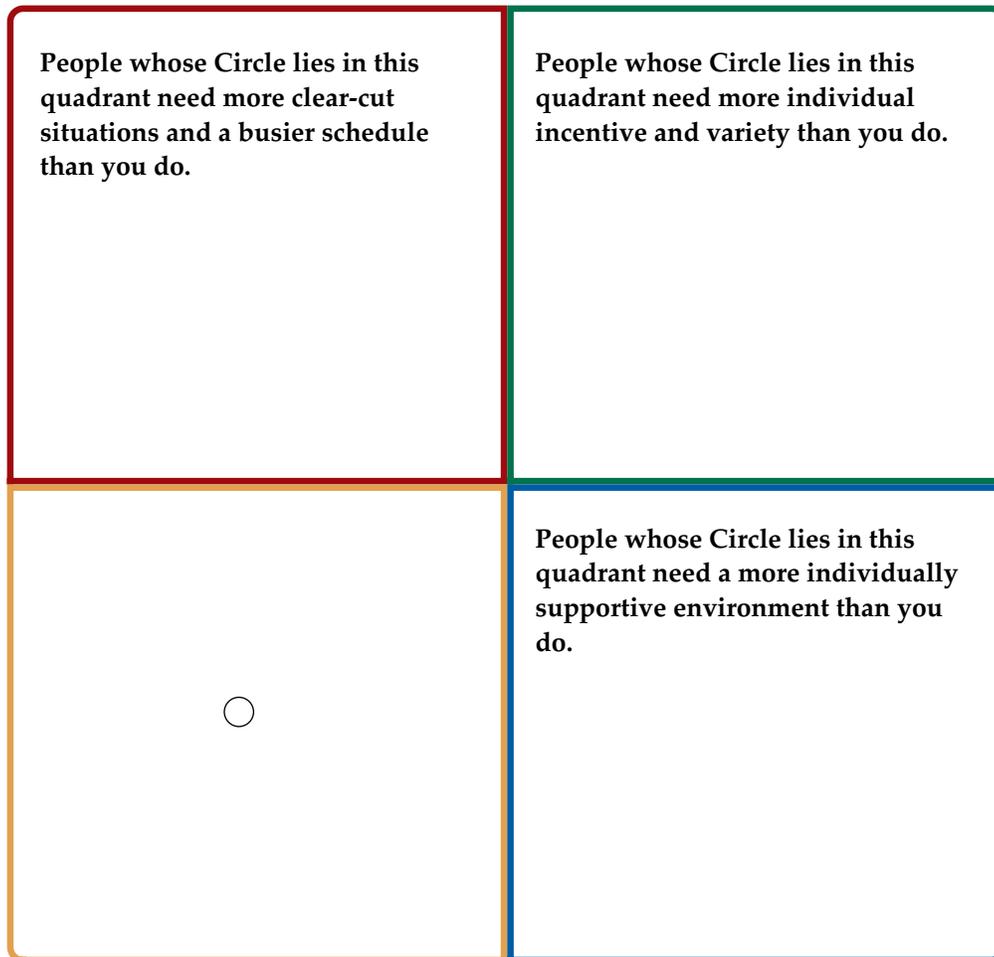
People with the Circle toward the bottom of the Grid need a low-key environment. People with the Circle toward the right of the Grid respond well to an environment which encourages a subjective approach.

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Page 6: Your Needs

The environment you need to develop your Usual Leadership Style is described by the Circle. Your Circle is in the YELLOW quadrant. To lead most effectively, you respond best to people who are orderly and consistent.



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Your YELLOW Circle shows that you are most comfortable when people:
 exhibit an organized work style
 don't interrupt others unnecessarily
 are democratic rather than assertive
 encourage trust and fairness
 invite input

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Page 7: Stress Leadership Style

The Square describes your Stress Leadership Style -- your leadership style when your needs are not met. People with the Square toward the top of the Grid may become too forceful and outspoken under stress. People with the Square toward the left of the Grid may become detached and analytical under stress.

<p>Under stress people with the Square in this quadrant:</p> <ul style="list-style-type: none"> • find it hard to give individual support • become impatient • are "busy" for the sake of it • dismiss others' feelings 	<p>Under stress people with the Square in this quadrant:</p> <ul style="list-style-type: none"> • are easily distracted • distrust others • become domineering • fail to follow the plan
<p>Under stress people with the Square in this quadrant:</p> <ul style="list-style-type: none"> • become over-insistent on rules • resist necessary change • are reluctant to confront others • may be taken in 	<p>Under stress people with the Square in this quadrant:</p> <ul style="list-style-type: none"> • ignore social convention • become indecisive • find it hard to act • see the worst possibilities

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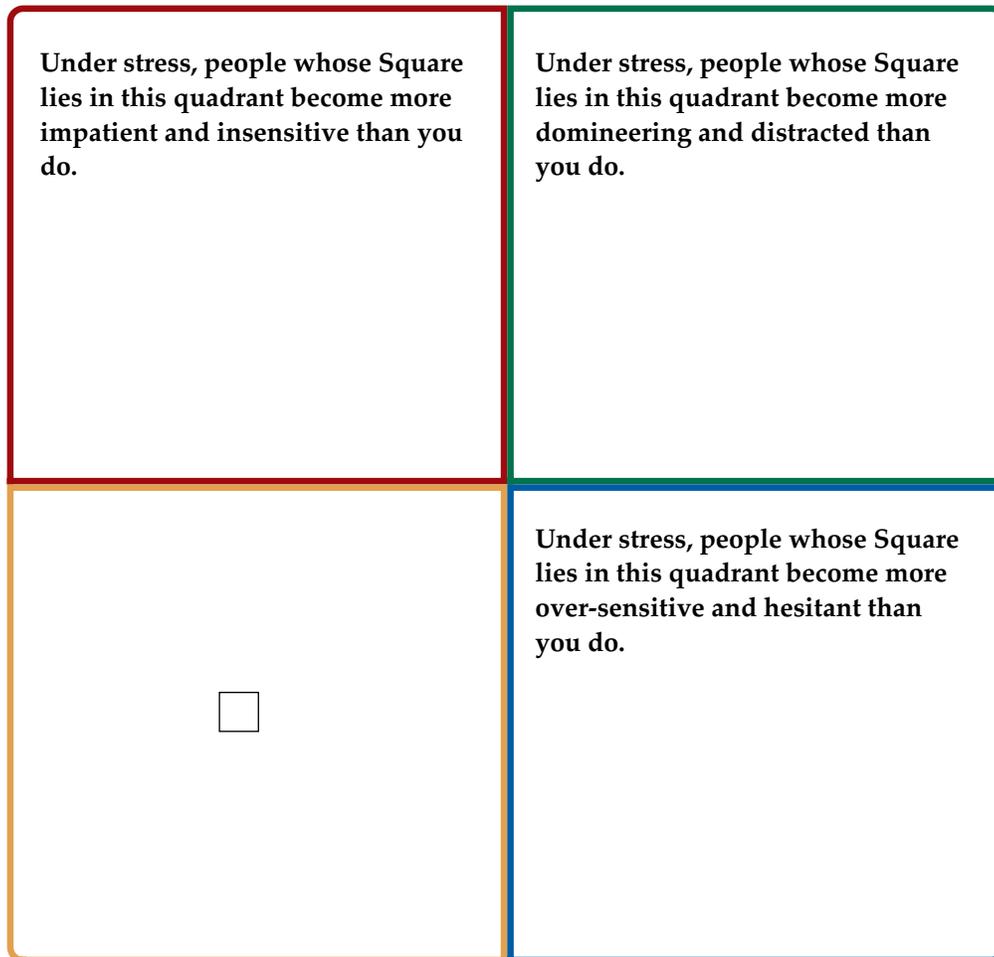
People with the Square toward the bottom of the Grid may become withdrawn under stress. People with the Square toward the right of the Grid may become subjective under stress.

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Page 8: Your Stress Leadership Style

Your Stress Leadership Style is described by the Square. Your Square is in the YELLOW quadrant. When people don't offer you the support you need, you may become inflexible and resist change.



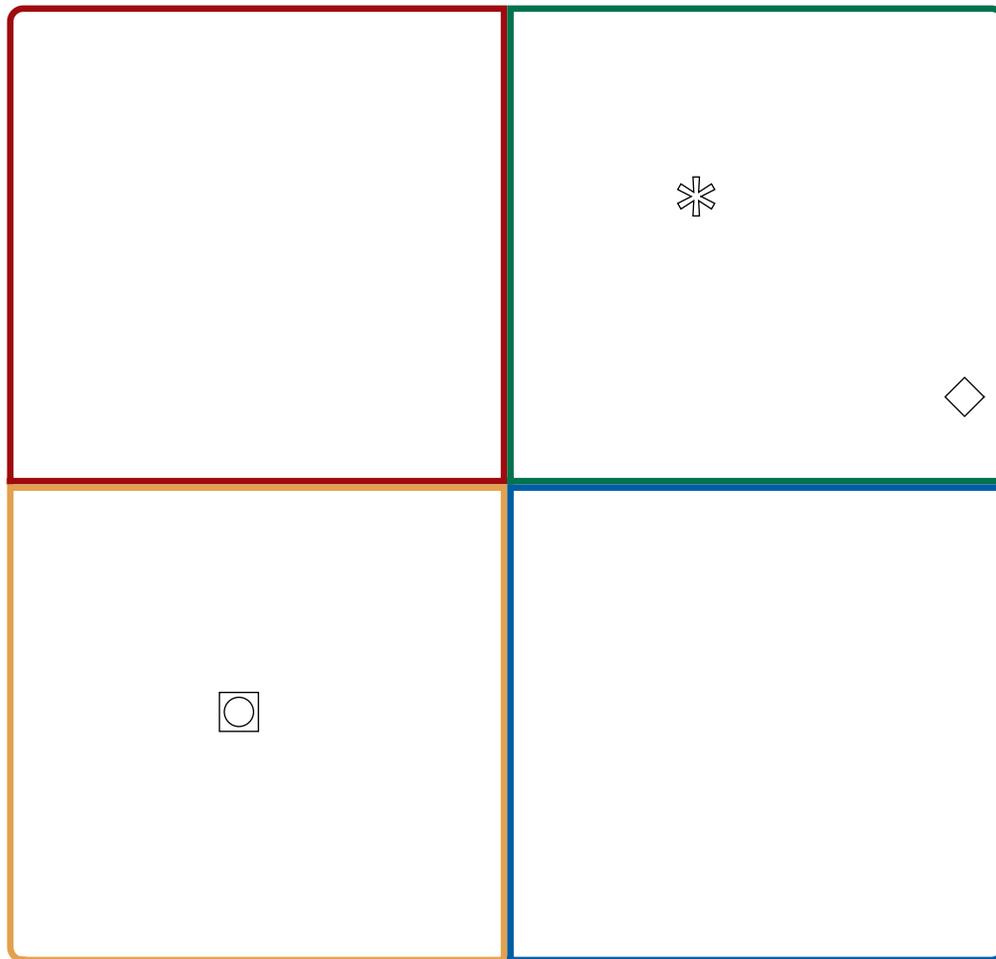
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Your YELLOW Square shows that your stress behavior may include your being:
 over-controlling
 resistive to change
 conforming
 quietly resistive
 rigid

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Page 9: Your Leadership Style Grid



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- GREEN** Your goals as a leader have a very people-centered emphasis, involving presenting ideas and influencing the thinking of others.
GREEN When you are leading effectively, you tend to be persuasive and insightful.
YELLOW To lead most effectively, you generally respond best to people who are orderly and consistent. Under stress, you may become resistive to change and inflexible.