

Report for
Steven Tyler

Date of completion 07/30/2019



Behavioral Competency Analysis

Emerging Leader Benchmarks

10 Competency Model with Essential,

Threshold/Desirable and Negative/Hindering Trait Details

Emerging Leader Overview

shows how an individual scores against each of the ten Leadership competencies.

Essential traits <i>(in order of importance)</i>	Spencer's Score	Negative Impact < > Positive Impact																			
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong									
Communication:	4.0																				
Energizing People:	4.0																				
Learning Agility:	8.0																				
Problem Solving:	8.9																				
Resilience and Perseverance:	7.2																				
Achievement Orientation:	6.4																				
Impact and Influence:	5.1																				
Innovation:	8.7																				
Leading People:	5.1																				
Strategic Thinking:	8.6																				

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RELIABILITY - 94.6%
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Communication

Promotes clear understandings, presents clear ideas, speaks up regarding concerns, listens effectively, provides timely and helpful information, and takes responsibility to confirm that communications are received.

This report identifies the specific factors related to this Communication behavioral competency and shows how the employee's score for each related factor impacts success for this behavioral competency.

Essential traits <i>(in order of importance)</i>	Spencer's Score	Negative Impact < > Positive Impact												
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong		
Collaborative:	9.2													
Forthright Diplomacy:	6.3													
Healthy Self-Esteem:	4.2													
Helpful:	2.9													
Influencing:	8.5													
Open / reflective:	9.2													
Takes Initiative:	7.0													
Tolerance Of Bluntness:	8.0													
Truth Exploring:	8.0													

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight
Analytical:	10.0						
Diplomatic:	2.9						
Frank:	9.7						
Optimistic:	6.2						
Outgoing:	4.1						
Relaxed:	7.7						
Self-acceptance:	3.5						
Self-improvement:	5.0						
Team:	8.7						
Tempo:	6.7						
Tolerance Of Evasiveness:	1.1						
Warmth / empathy:	4.0						
Writing / language:	8.0						
Assertive:	5.9						
Manages Stress Well:	6.0						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight
Blunt:	6.9						

Traits to avoid <i>(in order of importance)</i>	Spencer's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Defensive:	0.0						
Dogmatic:	0.0						
Dominating:	3.0						
Harsh:	1.5						
Permissive:	0.0						
Authoritarian:	0.0						
Avoids Communication:	0.0						
Evasive:	0.0						
Insensitive:	2.0						

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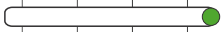
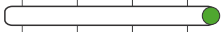
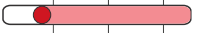
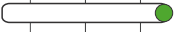
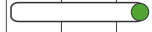
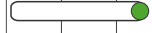
Energizing People

Motivates others to achieve goals, articulates a common vision, engages team members, relates openly, and empowers others to achieve.

This report identifies the specific factors related to this Energizing People behavioral competency and shows how the employee's score for each related factor impacts success for this behavioral competency.

Essential traits <i>(in order of importance)</i>	Spencer's Score	Negative Impact < > Positive Impact																				
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong										
Cause Motivated:	4.2																					
Collaborative:	9.2																					
Enlists Cooperation:	4.4																					
Enthusiastic:	4.3																					
Influencing:	8.5																					
Optimistic:	6.2																					
Wants Challenge:	6.5																					

Desirable traits <i>(in order of importance)</i>	Spencer's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Diplomatic:	2.9						
Helpful:	2.9						
Self-acceptance:	3.5						
Self-improvement:	5.0						
Takes Initiative:	7.0						
Teaching:	8.2						
Warmth / empathy:	4.0						
Experimenting:	8.3						
Outgoing:	4.1						
Analytical:	10.0						
Frank:	9.7						
Manages Stress Well:	6.0						
Open / reflective:	9.2						
Relaxed:	7.7						
Tolerance Of Bluntness:	8.0						
Traits to avoid <i>(in order of importance)</i>	Spencer's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Defensive:	0.0						

Traits to avoid <i>(in order of importance)</i>	Spencer's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Dogmatic:	0.0						
Harsh:	1.5						
Blunt:	6.9						
Avoids Communication:	0.0						
Dominating:	3.0						
Permissive:	0.0						

Desirable traits <i>(in order of importance)</i>		Negative Impact <						
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Analyzes Pitfalls:	9.3							
Experimenting:	8.3							
Flexible:	6.6							
Optimistic:	6.2							
Planning:	6.3							
Traits to avoid <i>(in order of importance)</i>		Negative Impact <						
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Authoritarian:	0.0							
Avoids Communication:	0.0							
Avoids Decisions:	0.0							
Defensive:	0.0							
Dogmatic:	0.0							

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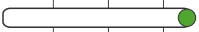



Resilience and Perseverance

Persists in the face of adversity, obstacles, or setbacks including effectively managing a crisis and quickly adapting to change.

This report identifies the specific factors related to this Resilience and Perseverance behavioral competency and shows how the employee's score for each related factor impacts success for this behavioral competency.

Essential traits <i>(in order of importance)</i>	Spencer's Score	Negative Impact < > Positive Impact												
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong		
Authoritative:	8.2													
Optimistic:	6.2													
Persistent:	8.3													
Pressure Tolerance:	5.3													
Self-improvement:	5.0													
Stress Management:	6.9													
Wants Challenge:	6.5													

Desirable traits <i>(in order of importance)</i>		Negative Impact <						
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Analytical:	10.0							
Collaborative:	9.2							
Frank:	9.7							
Influencing:	8.5							
Relaxed:	7.7							
Truth Exploring:	8.0							
Assertive:	5.9							
Flexible:	6.6							
Open / reflective:	9.2							
Traits to avoid <i>(in order of importance)</i>		Negative Impact <						
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Defers Decisions:	1.0							
Inconclusive:	2.4							
Skeptical:	3.1							
Unresourceful:	0.0							
Avoids Decisions:	0.0							
Blindly Optimistic:	0.0							
Defensive:	0.0							

Traits to avoid <i>(in order of importance)</i>	Spencer's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Rebellious Autonomy:	2.3						
Avoids Communication:	0.0						
Dogmatic:	0.0						
Dominating:	3.0						

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Problem Solving

Is perceptive and logical when identifying problems, finds the source or cause of problems, and thinks through potential difficulties of the solution steps.

This report identifies the specific factors related to this Problem Solving behavioral competency and shows how the employee's score for each related factor impacts success for this behavioral competency.

Essential traits <i>(in order of importance)</i>	Spencer's Score	Negative Impact < > Positive Impact																					
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong											
Analytical:	10.0																						
Analyzes Pitfalls:	9.3																						
Collaborative:	9.2																						
Experimenting:	8.3																						
Research / learning:	9.7																						
Systematic:	6.5																						
Takes Initiative:	7.0																						
Truth Exploring:	8.0																						

Desirable traits <i>(in order of importance)</i>		Negative Impact <						
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Optimistic:	6.2							
Intuitive:	3.6							
Open / reflective:	9.2							
Traits to avoid <i>(in order of importance)</i>		Negative Impact <						
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Dogmatic:	0.0							
Avoids Communication:	0.0							
Defensive:	0.0							
Avoids Decisions:	0.0							
Skeptical:	3.1							
Rigidly Meticulous:	0.9							

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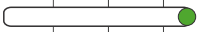




Achievement Orientation

Consistently achieves objectives, accepts difficult challenges, seizes opportunities, and has a high level of energy and enthusiasm.

This report identifies the specific factors related to this Achievement Orientation behavioral competency and shows how the employee's score for each related factor impacts success for this behavioral competency.

Essential traits <i>(in order of importance)</i>	Spencer's Score	Negative Impact < > Positive Impact																					
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong											
Analytical:	10.0																						
Authoritative:	8.2																						
Authoritative Collaboration:	8.7																						
Effective Enforcing:	5.4																						
Enthusiastic:	4.3																						
Persistent:	8.3																						
Takes Initiative:	7.0																						
Wants Challenge:	6.5																						

Desirable traits <i>(in order of importance)</i>		Negative Impact <						
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Analyzes Pitfalls:	9.3							
Assertive:	5.9							
Collaborative:	9.2							
Diplomatic:	2.9							
Enlists Cooperation:	4.4							
Finance / business:	6.0							
Influencing:	8.5							
Interpersonal Skills:	2.3							
Planning:	6.3							
Pressure Tolerance:	5.3							
Tempo:	6.7							
Systematic:	6.5							
Organized:	7.3							
Traits to avoid <i>(in order of importance)</i>		Negative Impact <						
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Non-finishing:	0.0							
Avoids Decisions:	0.0							
Blindly Optimistic:	0.0							

Traits to avoid <i>(in order of importance)</i>	Spencer's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Impulsive:	0.0						
Precise But Slow:	0.0						
Scattered:	0.0						
Tranquil Inertia:	0.4						
Unresourceful:	0.0						

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Impact and Influence

Influences others to achieve goals, enlists their cooperation, appeals to their interests, builds trust, and negotiates mutually beneficial and sustainable agreements.

This report identifies the specific factors related to this Impact and Influence behavioral competency and shows how the employee's score for each related factor impacts success for this behavioral competency.

Essential traits <i>(in order of importance)</i>	Spencer's Score	Negative Impact < > Positive Impact												
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong		
Enlists Cooperation:	4.4													
Enthusiastic:	4.3													
Forthright Diplomacy:	6.3													
Healthy Self-Esteem:	4.2													
Influencing:	8.5													
Mutual Help:	4.4													
Optimistic:	6.2													
Public Speaking:	9.6													
Wants Challenge:	6.5													

Desirable traits <i>(in order of importance)</i>		Negative Impact <						
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Cause Motivated:	4.2							
Certain:	6.8							
Collaborative:	9.2							
Manages Stress Well:	6.0							
Open / reflective:	9.2							
Organized:	7.3							
Planning:	6.3							
Pressure Tolerance:	5.3							
Self-acceptance:	3.5							
Teaching:	8.2							
Wants To Lead:	4.0							
Warmth / empathy:	4.0							
Frank:	9.7							
Handles Conflict:	5.9							
Traits to avoid <i>(in order of importance)</i>		Negative Impact <						
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Avoids Communication:	0.0							
Avoids Decisions:	0.0							

Traits to avoid <i>(in order of importance)</i>	Spencer's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Defensive:	0.0						
Dogmatic:	0.0						
Harsh:	1.5						
Inconclusive:	2.4						
Insensitive:	2.0						
Tranquil Inertia:	0.4						
Unresourceful:	0.0						
Blunt:	6.9						
Dominating:	3.0						
Evasive:	0.0						

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Innovation

Experiments with different ways to improve processes, efficiency, and/or effectiveness while maintaining focus on the desired objective or result.

This report identifies the specific factors related to this Innovation behavioral competency and shows how the employee's score for each related factor impacts success for this behavioral competency.

Essential traits <i>(in order of importance)</i>	Spencer's Score	Negative Impact < > Positive Impact												
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong		
Analytical:	10.0													
Enthusiastic:	4.3													
Experimenting:	8.3													
Open / reflective:	9.2													
Persistent:	8.3													
Research / learning:	9.7													
Takes Initiative:	7.0													

Desirable traits <i>(in order of importance)</i>		Negative Impact <						
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Optimistic:	6.2							
Organized:	7.3							
Collaborative:	9.2							
Traits to avoid <i>(in order of importance)</i>		Negative Impact <						
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Dogmatic:	0.0							
Authoritarian:	0.0							
Scattered:	0.0							
Rigidly Disorganized:	0.0							
Rigidly Meticulous:	0.9							
Rigidly Organized:	0.7							
Skeptical:	3.1							
Blindly Optimistic:	0.0							
Impulsive:	0.0							

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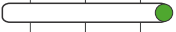
Leading People

Takes responsibility to achieve the organization's mission, provides clear direction, promotes team participation and cooperation, and accepts decision-making authority.

This report identifies the specific factors related to this Leading People behavioral competency and shows how the employee's score for each related factor impacts success for this behavioral competency.

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Analytical:	10.0												
Authoritative:	8.2												
Enlists Cooperation:	4.4												
Influencing:	8.5												
Interpersonal Skills:	2.3												
Wants To Lead:	4.0												
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
Open / reflective:	9.2												

Desirable traits <i>(in order of importance)</i>		Negative Impact <						
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Optimistic:	6.2							
Organized:	7.3							
Planning:	6.3							
Pressure Tolerance:	5.3							
Self-acceptance:	3.5							
Takes Initiative:	7.0							
Teaching:	8.2							
Team:	8.7							
Warmth / empathy:	4.0							
Traits to avoid <i>(in order of importance)</i>		Negative Impact <						
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Authoritarian:	0.0							
Blunt:	6.9							
Defensive:	0.0							
Dogmatic:	0.0							
Dominating:	3.0							
Harsh:	1.5							
Permissive:	0.0							

Traits to avoid <i>(in order of importance)</i>	Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Evasive:	0.0						

Negative Impact <

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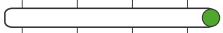
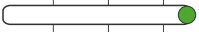
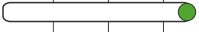
Strategic Thinking

Creates effective strategies and long-term plans that seize opportunities, anticipates emerging issues and risks, draws from previous experiences, explores industry information, and collaborates with the right individuals.

This report identifies the specific factors related to this Strategic Thinking behavioral competency and shows how the employee's score for each related factor impacts success for this behavioral competency.

Essential traits <i>(in order of importance)</i>	Spencer's Score	Negative Impact < > Positive Impact												
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong		
Analytical:	10.0													
Analyzes Pitfalls:	9.3													
Collaborative:	9.2													
Planning:	6.3													
Research / learning:	9.7													
Systematic:	6.5													
Truth Exploring:	8.0													

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight
Experimenting:	8.3						
Intuitive:	3.6						
Numerical:	5.5						
Persistent:	8.3						
Self-improvement:	5.0						
Takes Initiative:	7.0						
Optimistic:	6.2						
Pressure Tolerance:	5.3						
Open / reflective:	9.2						
Relaxed:	7.7						
Self-acceptance:	3.5						
Certain:	6.8						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Spencer's Score	Very strong	Strong	Substantial	Moderate	Slight
Blindly Optimistic:	0.0						
Impulsive:	0.0						
Defensive:	0.0						
Dogmatic:	0.0						

Traits to avoid <i>(in order of importance)</i>	Spencer's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Fast But Imprecise:	0.0						
Skeptical:	3.1						
Avoids Communication:	0.0						
Avoids Decisions:	0.0						
Inconclusive:	2.4						
Precise But Slow:	0.0						
Careless Pessimism:	0.0						