

BEST² Assessment[™]

Personalized Report

Prepared for:

Jane Doe

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Important Notice

The information presented in this report is intended solely for the person in question who has completed the BEST² Assessment™. The report offers general comments and insights regarding one's coaching and decision-making style. It is based on empirical research conducted on the Five Factor Model of Personality, which is the foundation upon which the BEST² Assessment™ is based.

Recipients of the report are encouraged to leverage the information to build on behavioral strengths and identify opportunities for ongoing growth and development. Seek guidance when confronted with issues or business challenges outside your span of control and/or comfort level.

If you have questions about the report's content, please contact us using the online information listed below. If you or your organization is interested in using the BEST² Assessment™ for additional business purposes, you are encouraged to contact Learning Curve Consultants® using the online information below.

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Getting to Know You

BEST² Assessment™: About the Inventory

The BEST² Assessment™ is based on the Five Factor model of personality, the most empirically supported model of personality in the world. Three of the five factors are measured and combined in a unique way to provide insight on both your leadership style and how you make decisions. The elements measured include:

Agreeableness: (friendly/compassionate vs. analytical/detached). Are you warm, caring and tenderhearted? Or are you more objective, logical and tough-minded? Most are somewhere in between, but agreeableness influences both how we interact with people and how we make decisions. It is also a measure of one's trusting and helpful nature, and whether a person is generally well tempered or not.

Assertiveness: (outwardly confident, forceful vs. quiet, compliant). Are you someone who enjoys leading others and being "in charge"? Or are you more likely to stay in the background and play a supportive role for the group? Anyone can be assertive in the right situation, but some have a natural preference for it and can't help but find themselves taking charge.

Openness: (inventive/curious vs. consistent/cautious). Are you curious about the world and think in "big picture" terms? Or are you more concrete, conservative and practical? Openness reflects the degree of intellectual curiosity, creativity and a preference for novelty and variety a person has. It is also described as the extent to which a person is imaginative or independent, and depicts a personal preference for a variety of activities over routines and the tried-and-true.

BEST² Assessment™: About the Styles

Coaching Style

Agreeableness and Assertiveness together can reveal a lot about your style of leadership and interacting with others in general. Which of these fit you?

- Tough minded, action oriented leader who gets things done
- Positive, high energy leader that strives to inspire and motivate others
- Thoughtful, supportive leader that quietly guides others
- Process-driven leader that relies on rules/procedures and demands precision

Any of these coaching styles can work given the situation, but understanding the benefits of all four styles is what makes one a well-rounded leader.

Decision-Making Style

Agreeableness and Openness influence how one makes decisions, and which forms of information one emphasizes first. Which of these fit you?

- Creative, innovative decision maker who puts the attitude and emotional impact of the group first
- Strategic, data driven decision maker who follows what is logical regardless of how the group feels
- Conventional, practical decision maker who follows the rules and precedent; values fairness
- Conventional and practical decision maker who goes with group consensus; values harmony

All of these decision styles have their place. Recognizing the benefits of each can help you make better decisions and recognize when each style is best, depending on the needs of the situation.

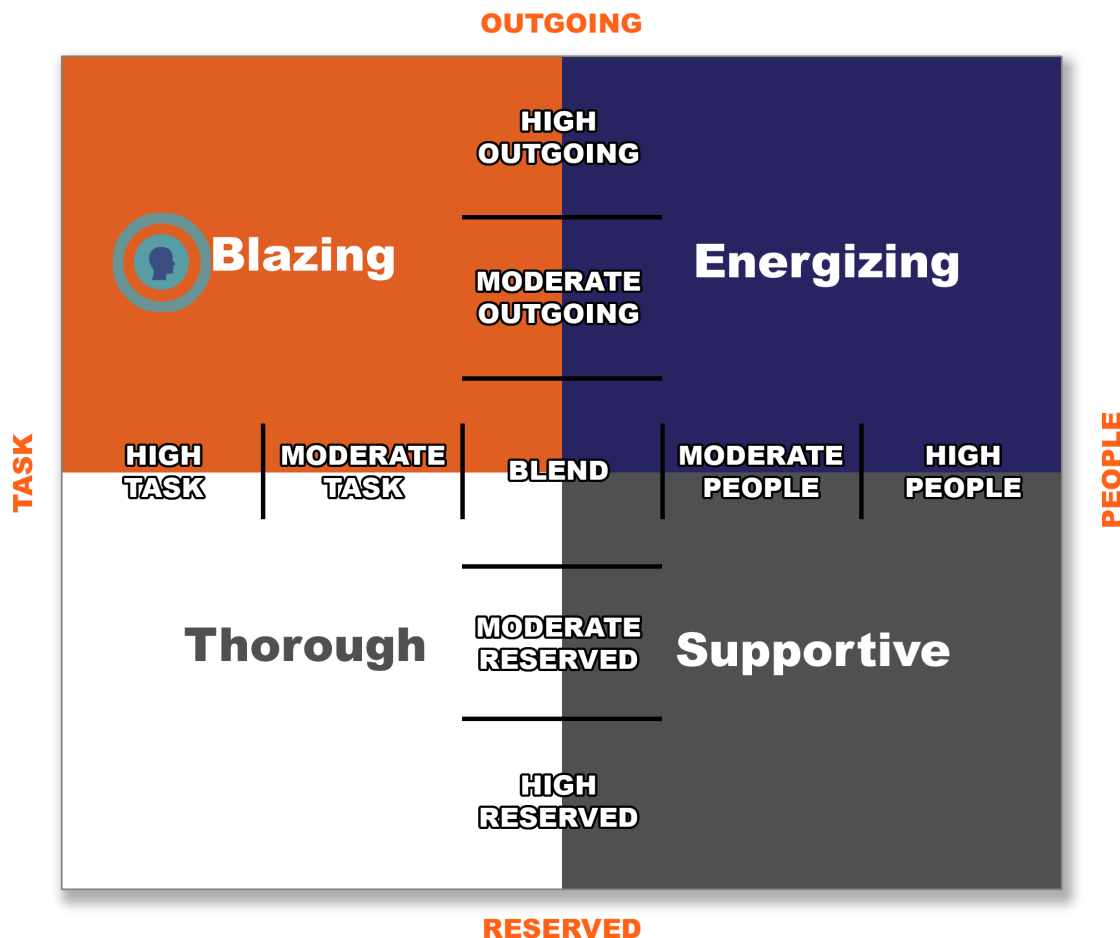
Together this information can help you understand what strengths you bring as a leader, what other styles you can consider depending on the situation and the strengths that others around you bring to your team.

Coaching Style: You are a classic “B” style (Blazing)

People with this style are typically very driven to accomplish tasks and achieve even greater heights, professionally and/or personally. They are often direct communicators and freely share their opinions in a straightforward, no-nonsense manner. They make decisions and move to action quickly, enjoy being in charge and are comfortable directing others. It is no surprise that individuals in positions of leadership more often have this style than any other. The main challenges this style has are tempering their direct, forceful manner so others don't feel micro-managed or disrespected, while also listening to others with an open mind and suspending immediate judgment.

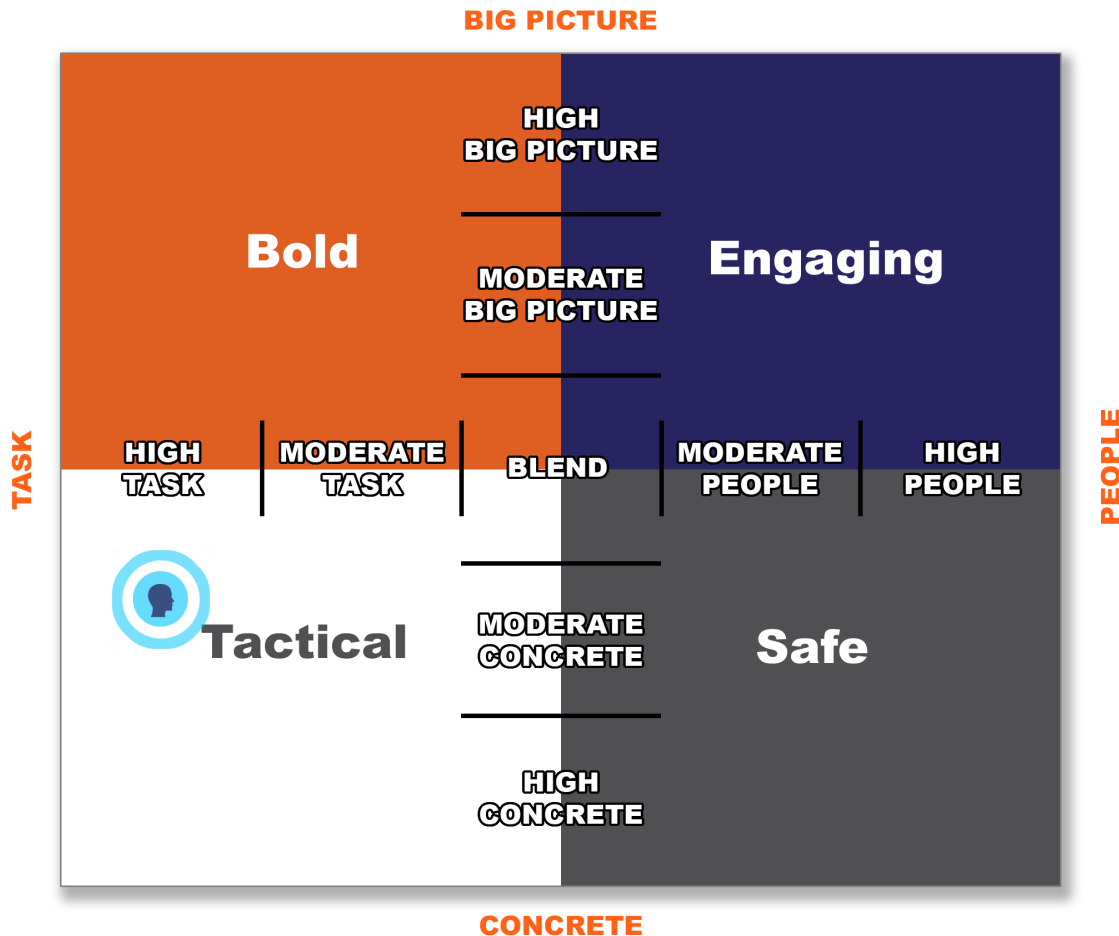
A coach with this style is often able to drive people to accomplish a great deal, sometimes more than what they themselves realized they were capable of achieving. Those possessing this style can be very demanding, but often produce results. The problem is that they can sometimes push too hard, which may cause resentment from others. In addition, they can be overly insistent on getting or doing things their way rather than letting others have influence and decision-making authority.

- **PREFERENCES:** new opportunities, action and achieving results.
- **STRENGTHS:** ambitious, focused, confident and energetic.
- **CHALLENGES:** overly blunt, impatient and aggressive.
- **MOTIVATORS:** achievement, winning and production.
- **SOURCES OF ANXIETY:** being incorrect, admitting fault and being exploited.
- **VALUES:** competence, productivity, independence, challenge.
- **HOW TO COMMUNICATE WITH “B’s”:** get to the point quickly, be brief, stay focused, be specific, avoid being repetitive and offer solutions – not just problems.



Decision-Making Style: You are TACTICAL (High Concrete/High Task)

You are practical minded and tend to focus on what is visible, concrete and traditional when making decisions. In addition, you are focused on what makes sense logically and will only consider the feelings of others after you have determined what you feel is most sensible. You likely are careful in your decisions and slow to react. Be mindful of the fact sometimes the whole is greater than the sum of its parts. There will be times, despite how rational your decision may seem, when others will not accept your solution until they have had time to consider it, be involved in the process in some way and feel heard. You may excel at tactics but for big picture strategic decisions you may do well enlisting the feedback of others to help you think “outside the box”.



Snapshot of Each Style

This represents a snapshot of the different styles associated with both Coaching and Decision-Making. Use this as a shortcut to better understand others' styles, tendencies and preferences.



Coaching Style Types

BEST² Assessment[™] - Grid 1

B - Blazing	E - Energizing	S - Supportive	T - Thorough
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A Person with a classic “B” style (Blazing)

People with this style are typically very driven to accomplish tasks and achieve even greater heights, professionally and/or personally. They are often direct communicators and freely share their opinions in a straightforward, no-nonsense manner. They make decisions and move to action quickly, enjoy being in charge and are comfortable directing others. It is no surprise that individuals in positions of leadership more often have this style than any other. The main challenges this style has are tempering their direct, forceful manner so others don't feel micro-managed or disrespected, while also listening to others with an open mind and suspending immediate judgment.

A coach with this style is often able to drive people to accomplish a great deal, sometimes more than what they themselves realized they were capable of achieving. Those possessing this style can be very demanding, but often produce results. The problem is that they can sometimes push too hard, which may cause resentment from others. In addition, they can be overly insistent on getting or doing things their way rather than letting others have influence and decision-making authority.

- PREFERENCES: new opportunities, action and achieving results.
- STRENGTHS: ambitious, focused, confident and energetic.
- CHALLENGES: overly blunt, impatient and aggressive.
- MOTIVATORS: achievement, winning and production.
- SOURCES OF ANXIETY: being incorrect, admitting fault and being exploited.
- VALUES: competence, productivity, independence, challenge.
- HOW TO COMMUNICATE WITH “B’s”: get to the point quickly, be brief, stay focused, be specific, avoid being repetitive and offer solutions – not just problems.

A Person with a classic “E” style (Energizing)

People with the “E” style have lots of energy and naturally enjoy being in the company of others. This enthusiasm and love of people often can result in frequent and somewhat long conversations that drift freely from one topic to the next, but all for the purposes of rapport building. If you are an “E”, you likely enjoy lots of activity and action, as well as collaboration and socializing, and at times may strive to be the center of attention. You can be a warm and caring person, trusting of others and optimistic more often than pessimistic. Your main challenges concern staying focused, channeling your energy towards productive efforts and refraining from impulsive decisions. However, your spontaneity is what makes you so much fun!

As a coach/leader with this style, your natural strengths are motivating and inspiring others, making others feel supported and valued and having relentless optimism. When the team is down, they can always count on you to provide words of encouragement and support. Just remember that your team needs focus, too, and that — at times — some pressure can actually help.

- PREFERENCES: taking action, working in teams and expressing excitement and optimism.
- STRENGTHS: persuasive, energizing, positive attitude, warm, trusting and enthusiastic.
- CHALLENGES: acting impulsively, lacking structure and not finishing tasks.
- MOTIVATORS: attention, recognition, appreciation, social activities and building relationships.
- SOURCES OF ANXIETY: loss of influence, disapproval and being ignored.
- VALUES: helping and supporting others, involvement and opportunities to express oneself.
- HOW TO COMMUNICATE WITH “E’s”: be open, contribute to the conversational flow, don't be overly negative, avoid minutiae and be patient with their rambling, distracted style.

A Person with a classic “S” style (Supportive)

People with the “S” style are warm, supportive and caring individuals. They are typically good listeners who are also very thoughtful in what they say and how they say it. The S style is typically cooperative, easy going and always seeking to help make the team better. People with the S style can often be peacemakers and act as a source of stability during times of conflict or uncertainty. Predictable, stable environments work best for you, and you typically do not enjoy new tasks or challenges without ample time to prepare. You are a loyal, faithful team player. These peaceful, steady tendencies can also make you hesitant to act. At times you may be overly accommodating and fearful of change.

As a coach/leader with this style, you are supportive, caring, thoughtful and encouraging. You tend to remain calm during times of stress and can stay the course despite challenges, believing that the situation will work itself out due to the team’s dynamics. You work best with self-driven “players” who don’t want (or need) lots of direction but prefer to be supported.

- PREFERENCES: providing support, teamwork and steadiness.
- STRENGTHS: composure, patience, predictable, thoughtful, stable and reliable.
- CHALLENGES: slow to decide, overly accommodating and wary of change.
- MOTIVATORS: cooperation, assisting others and heartfelt appreciation.
- SOURCES OF ANXIETY: change, unstable environment and upsetting others.
- VALUES: loyalty, helping others and stability.
- HOW TO COMMUNICATE WITH “S’s”: be warm, friendly and genuine; show an active interest in what they have to say, make your expectations clear, and be courteous and respectful. Avoid being overly direct or blunt.

A Person with a classic “T” style (Thorough)

People with the “T” style are, as the name implies, thorough in most everything they do. They typically pay close attention to details, prefer to do tasks “by the book” and value consistency. Rules, policies and procedures are important to the T style. T’s are not very outgoing, so when you do speak it can — at times — come across as overly direct or blunt. You tend to be organized and value structure, and often instill a sense of order to a problem or situation. You do not enjoy change, prefer to stick to proven methods and focus your time and energy on what matters most. When it comes to quality and consistency, you are seen as the expert.

As a coach, you will emphasize drills and organized activities, proven methods, getting back to the “basics” and taking a uniform, consistent approach to practices and conditioning. Sticking with what has worked before and focusing on compliance to taught methods are your standard operating procedures. You strive to minimize errors or “fouls”. Improvisation, flexibility and enthusiasm are not hallmarks of your approach.

- PREFERENCES: maintaining high quality, compliance and establishing procedures.
- STRENGTHS: accuracy, precision, methodical, cautious and consistent.
- CHALLENGES: overly critical, stubborn and rigid.
- MOTIVATORS: opportunities to acquire knowledge, establish order and structure and quality work.
- SOURCES OF ANXIETY: sudden change, instability, impulsive decisions and being wrong.
- VALUES: quality and accuracy.
- HOW TO COMMUNICATE WITH “T’s”: emphasize details and stay focused on the facts; minimize chit-chat and emotional “fluff”; be patient, thoughtful and consistent in what you say.

A Person with a Blazing/Energizing Coaching Blend

People with this “BE” blended coaching style are typically driven to accomplish tasks with employee input and involvement. They are often direct communicators that focus on connecting with those they come into contact. They are comfortable making decisions, but prefer a balance of others’ input and drawing their own conclusions. They enjoy being in charge and are comfortable directing others.

The main challenges this blended style has are determining when a direct, forceful manner is needed versus a collaborative approach.

A coach with this style is often able to drive people to accomplish a great deal, sometimes more than what they themselves realized they were capable of achieving. Those possessing this style can be both very demanding and personable. The problem is that this mix of approaches can become confusing to direct reports who prefer one style over the other.

- PREFERENCES: new opportunities and achieving results in a team setting.
- STRENGTHS: persuasive, ambitious, enthusiastic, confident.
- CHALLENGES: blunt, egotistical.
- MOTIVATORS: achievement, recognition, winning.
- SOURCES OF ANXIETY: being incorrect, admitting fault, loss of approval, disapproval.
- VALUES: competence, productivity, helping/supporting others.
- HOW TO COMMUNICATE WITH “BE’s”: be direct and open, but respectful.

A Person with an Energizing/Supportive Coaching Blend

People with this “ES” blended coaching style focus in on the person they are coaching. Depending on the level of people focus this style has, they will often allow the employee(s) in question to drive the coaching process. ES styles can be warm and caring, trusting of others, and also thoughtful. Depending on the situation, you may have a difficult time moving forward with the coaching solution because of your desire to let the employee drive the interaction.

As a coach/leader with this style, your natural strengths are motivating and inspiring others, making others feel supported and valued and demonstrating a blend of optimism and support for those you lead. When the team is down, they can always count on you to provide words of encouragement and support.

- PREFERENCES: working in teams, being optimistic and showing support.
- STRENGTHS: positive, warm, composed, reliable.
- CHALLENGES: slow to decide, lacks structure, change averse.
- MOTIVATORS: building relationships, assisting others, appreciation.
- SOURCES OF ANXIETY: change, being ignored.
- VALUES: helping others, loyalty.
- HOW TO COMMUNICATE WITH “ES’s”: be warm, friendly and clear.

A Person with a Supportive/Thorough Coaching Blend

People with this “ST” blended coaching style take a reserved approach to coaching their employees. These individuals are methodical in determining what the coaching should look and feel like, and will involve the employee in the process to some degree.

ST styles focus on structured, organized team activities and coaching methods that will resonate with their employees. Your preference is to have compliant employees that believe in collaboration and who follow direction. “Players” who buy in to your coaching approach and philosophy will receive your full support.

- PREFERENCES: provide support, maintain high quality.
- STRENGTHS: accuracy, patience, trusting, stable.
- CHALLENGES: slow to decide, stubborn, rigid.
- MOTIVATORS: cooperation, structure, quality work.
- SOURCES OF ANXIETY: change, instability.
- VALUES: loyalty, quality, accuracy.
- HOW TO COMMUNICATE WITH “ST’s”: show active interest in what they have to say; focus on the facts; be supportive.

A Person with a Blazing/Thorough Coaching Blend

People with this “BT” blended coaching style are focused on getting it right. This style may suffer from “alter egos”, as their “Blazing” style may conflict with their desire to be “Thorough”.

BT styles are both decisive and analytical. Depending on the situation, you may have a difficult time moving forward with the coaching solution because of your desire to uncover all details before proceeding with the coaching intervention, as well as an internal need to “get it right”.

As a coach/leader with this style, your natural strengths are coaching to the specific gaps in a systematic and decisive fashion.

- PREFERENCES: achieving results, maintaining high quality/standards.
- STRENGTHS: accuracy, precision, focus.
- CHALLENGES: blunt, overly critical, rigid.
- MOTIVATORS: opportunities to acquire knowledge, winning, achievement.
- SOURCES OF ANXIETY: being wrong.
- VALUES: competence, accuracy, productivity.
- HOW TO COMMUNICATE WITH “BT’s”: get to the point, focus on the facts, minimize “chit chat”.

A Person with a Blend (All 4 Styles)

As a “Blend” of all four Coaching Styles, you may be viewed as a “chameleon” who can adapt to the person (or team) needing coaching. This means that – when coaching – you are able to determine when it is necessary to take a People (Energizing/Supporting) or Task (Blazing/Thorough) focus. Your Coaching Style and approach may, however, be dictated by a given situation which requires you to react accordingly. In addition, your relationship with others, as well as the situation you find yourself in, may cause you to utilize either an Outgoing (Blazing/Energizing) or Reserved (Thorough/Supportive) when communicating with individuals and the team. Because you are typically very adaptable, you are usually able to relate well to direct reports, teammates and people of authority.

Decision-Making Style Types

BEST² Assessment™ - Grid 2

B - Bold	E - Engaging	S - Safe	T - Tactical
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BOLD (High Big Picture/High Task)

You are creative and can make novel decisions. You likely make these decisions quickly. You probably create solutions that few if any have previously considered. At times, you may forget to involve others in the decision process or overlook the people/feeling implications of your decisions. You are not afraid to stand alone in the final decision you have made, but remember that you will have an easier time getting others to accept your decision if you involve them in some way. Try not to get “locked” into your decisions – come up with a draft and then share your idea with others before finalizing your decision. Also, be sure you have gathered enough “data” before reaching a conclusion – you may sometimes make connections too quickly before fully assessing the situation.

ENGAGING (High Big Picture/High People)

You can be creative and tend to make decisions that are focused first on the feelings of others, and then the needs of the situation/problem. You likely make these decisions quickly. Understanding how others will react to a decision is a natural strength for you, and will help you make decisions that others are more likely to accept. You may struggle at times making “tough” decisions that will be unpleasant to others, preferring instead to get everyone’s buy-in and agreement. This is understandable, but being a leader requires doing what is right, which at times may differ from what is popular. Also, be sure you have gathered enough “data” before reaching a conclusion – you may sometimes make connections too quickly before fully assessing the situation.

SAFE (High Concrete/High People)

You are practical minded and tend to focus on what is visible, concrete and traditional when making decisions. In addition, you are focused on how others will accept your decision and want to ensure others feel respected and included in the decision you have made. You likely are careful in your decisions and slow to react. Be mindful of the fact sometimes the whole is greater than the sum of its parts, and there will be times when you have to make “tough” decisions that others may not be happy about but is the right thing to do. You may excel at tactics but for big picture strategic decisions you may do well enlisting the feedback of others to help you think “outside the box”.

TACTICAL (High Concrete/High Task)

You are practical minded and tend to focus on what is visible, concrete and traditional when making decisions. In addition, you are focused on what makes sense logically and will only consider the feelings of others after you have determined what you feel is most sensible. You likely are careful in your decisions and slow to react. Be mindful of the fact sometimes the whole is greater than the sum of its parts. There will be times, despite how rational your decision may seem, when others will not accept your solution until they have had time to consider it, be involved in the process in some way and feel heard. You may excel at tactics but for big picture strategic decisions you may do well enlisting the feedback of others to help you think “outside the box”.

BOLD/ENGAGING DECISION-MAKING BLEND (High Big Picture)

You are creative and can make novel decisions. You probably create solutions that few if any have previously considered, and likely make these decisions quickly. You are not afraid to stand alone in the final decision you have made, but try to get others' buy-in and agreement. Be sure you have gathered enough "data" before reaching a conclusion – you may sometimes make connections too quickly and based on "gut feelings" before fully assessing the situation.

ENGAGING/SAFE DECISION-MAKING BLEND (High People)

You tend to mix creativity with concrete information to make decisions. You tend to make decisions that are focused first on the feelings of others, and then the needs of the situation/problem. You likely make these decisions only after others have bought into it. Understanding how others will react to a decision is a natural strength for you, and will help you make decisions that others are more likely to accept. You may struggle at times making "tough" decisions that will be unpleasant to others, preferring instead to get everyone's buy-in and agreement. This is understandable, but being a leader requires doing what is right, which at times may differ from what is popular. Also, be sure you have gathered enough "data" before reaching a conclusion – you may sometimes make connections too quickly before fully assessing the situation.

SAFE/TACTICAL DECISION-MAKING BLEND (High Concrete)

You are practical-minded and tend to focus on what is visible, concrete and traditional when making decisions. Because you want your decisions to be solid, you try to mix the input of others with the expectations of the task. You likely are careful in your decisions and slow to react. Be mindful of the fact that sometimes the whole is greater than the sum of its parts. You may excel at tactics but for big-picture strategic decisions you may do well enlisting the feedback of others to help you think "outside the box".

BOLD/TACTICAL DECISION-MAKING BLEND (High Task)

You focus your decisions on time and logic. Depending on the magnitude of the decision you are making, make sure you adequately work through the logic instead of meeting a specific time frame (turnaround). Make sure you take time to involve others in the decision-making process in order to secure adoption of your recommendations. Often, this blended style is so focused on the task element that they lose sight of the decision's impact on others.

BLEND (All 4 Styles)

As a Blend of all four Decision-Making Styles, you may be viewed as a "chameleon" who can assess the situation before determining when and how to make a decision or approach a problem. You can determine when it is necessary to involve People (Engaging/Safe) or focus on the Task (Bold/Tactical) itself. In addition, you can determine whether the decision needs to be more strategic in nature and therefore take a Big Picture (Bold/Engaging) view and approach, or whether the situation requires a more straightforward and Concrete (Thorough/Supportive) approach. You are typically the most adept at decisionmaking, and are therefore very comfortable moving between the different Styles when/as appropriate to make decisions of varying importance and complexity.

BEST² Assessment™ Authors

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Wayne Hauenstein is the Principal of Learning Curve Consultants®. He possesses more than 20 years of expertise in the areas of Business Strategy Consultation, Coaching, Instructional Design, Program Management, and Development Planning. His passion lies in helping people discover how to Unleash Your Talent®. In 2012, he founded Learning Curve Consultants®, an organization focused on providing end-to-end solutions to its clients. The company focuses on building partnerships with its clients through conducting thorough needs analysis and developing solutions and recommendations to meet those needs. Their three-step approach to partnerships is simple: First, Identify the specific gap(s) (in knowledge, skills, and/ or abilities) your business must address, as well as an appropriate solution; second, Implement the selected solution to address the identified gaps; finally, Measure the success and impact of the deliverable on the business, both in the short- and long-term.