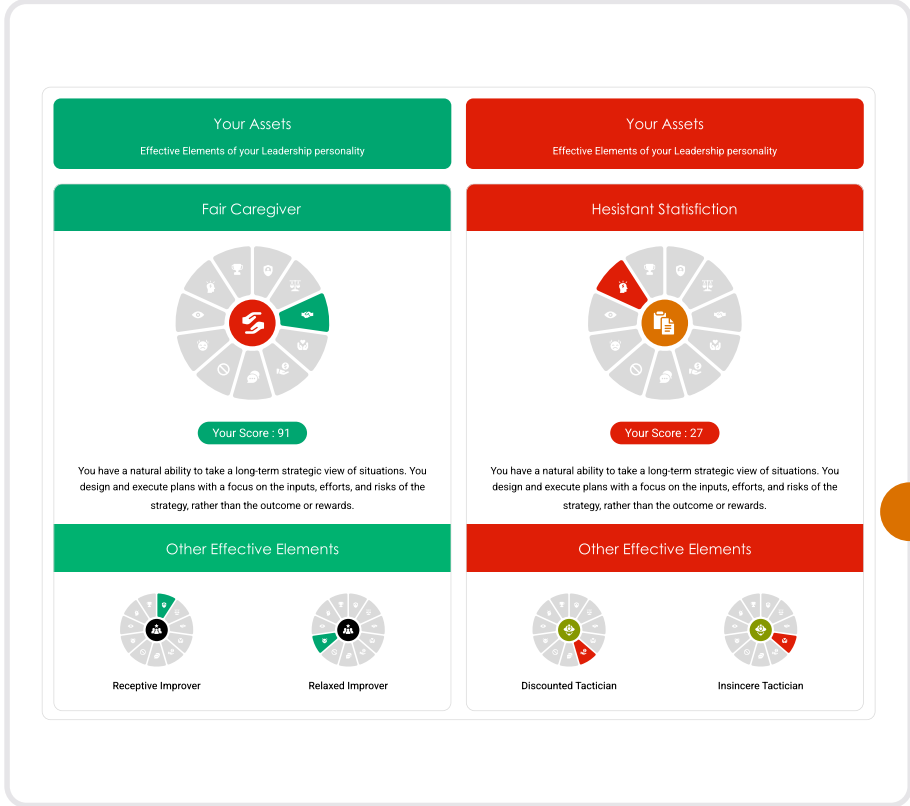


Key Elements of Your Assessment Report



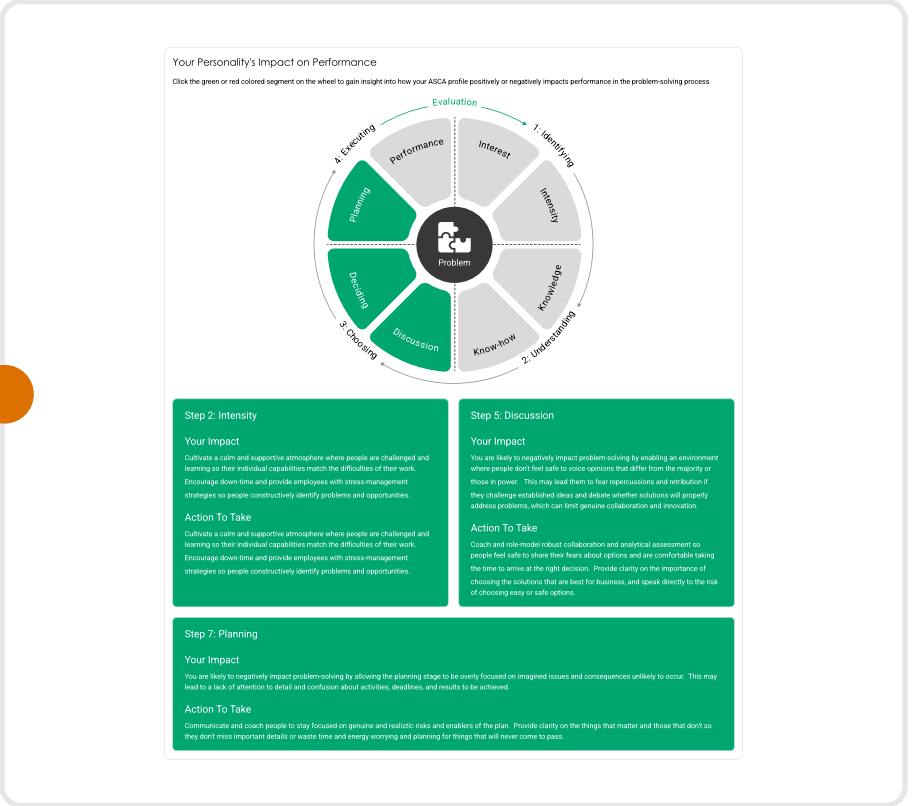
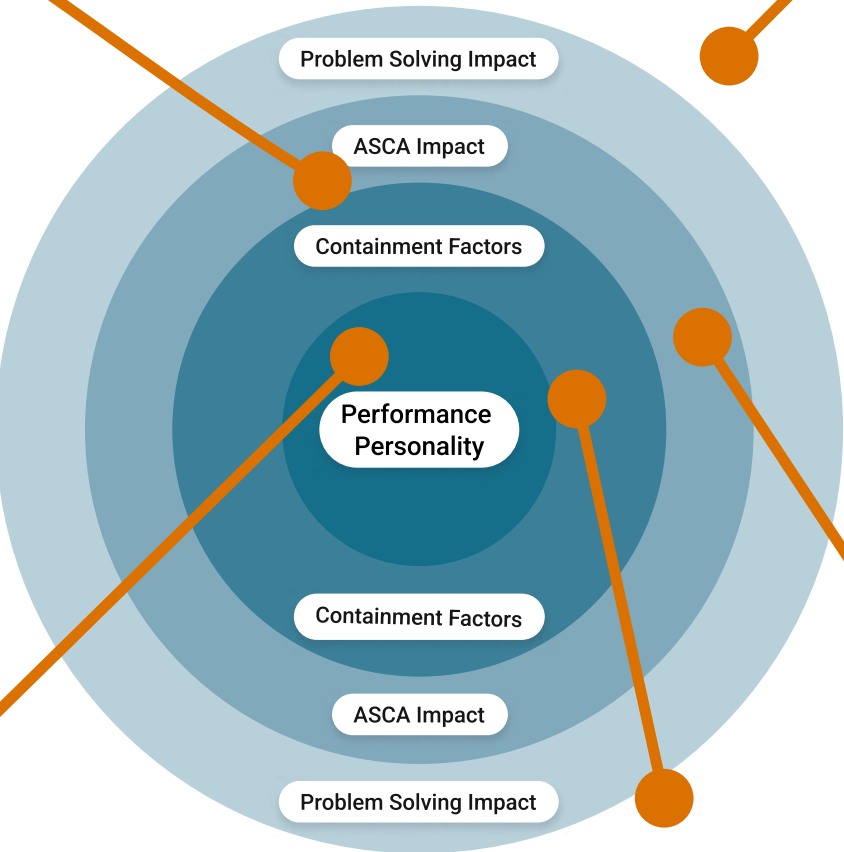
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Understanding how the key parts interrelate

The graphic below illustrates how various parts of The GreyScale relate and interrelate with each other. At the centre are the core elements of your 'Performance Personality' that drives results, which is contained by the next layer of 'Containment Factors' which moderate how other people experience you as a leader.

The combination of your Performance Personality and Containment Factors shapes your 'Assets & Achilles Heels' and how you impact your team's 'Psychosocial Risk (ASCA)' and overall 'Business Performance'. Each part provides unique insights.

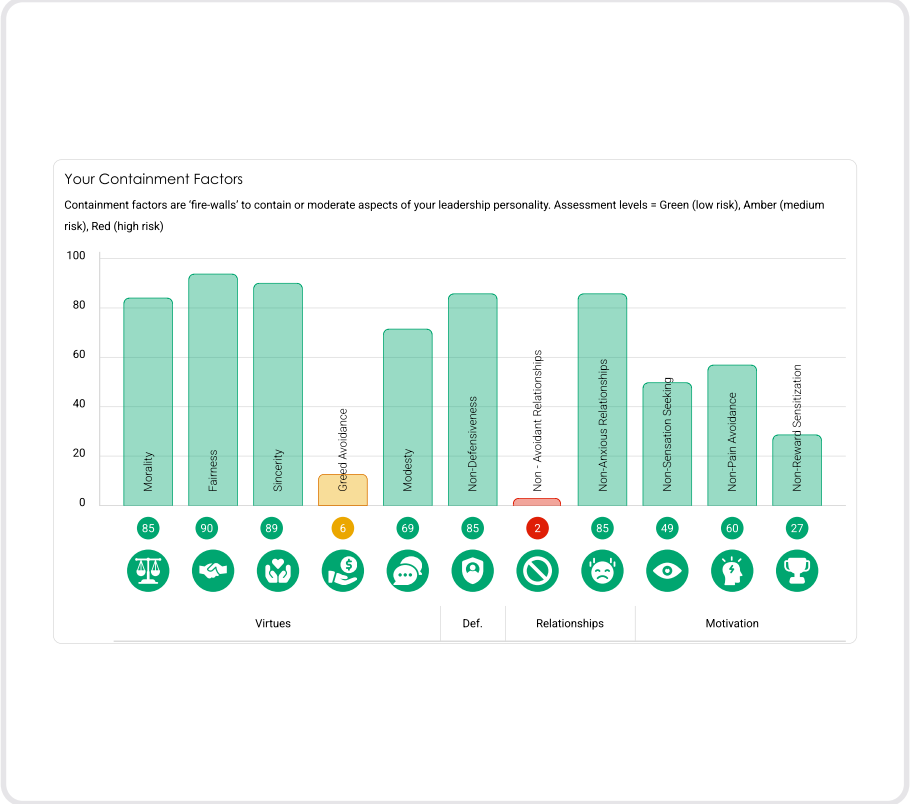


PART 1: ASSETS & ACHILLES HEELS
The combination of your Performance Personality (Part 2) and Containment Factors (Part 3) highlights your leadership Assets, which are strengths when applied in the right situations. It also highlights Achilles Heels, which are aspects of your personality that may be less desirable in certain situations you lead in.

PART 5: YOUR BUSINESS IMPACT
The GreyScale provides an assessment of where and how your Assets and Achilles Heels enable or impair key functions in business operations and problem solving – identifying problems and opportunities, understanding problems, choosing solutions, planning & executing strategies, and evaluating success metrics.



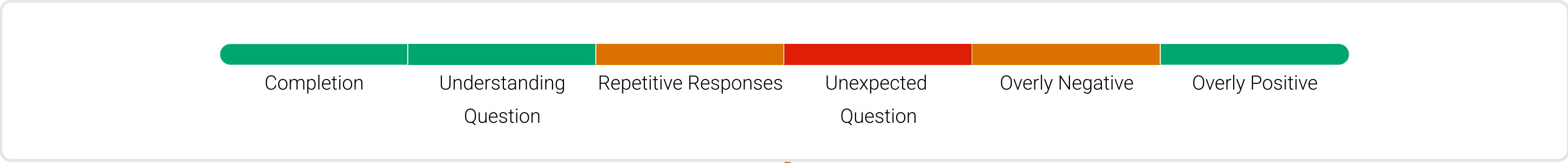
PART 2: PERFORMANCE PERSONALITIES
The GreyScale identifies where you are likely to stand out as a leader and drive performance due to dynamic levels of The Influencer (Borderline), The Strategist (Machiavellianism), The Promoter (Narcissism), The Driver (Psychopathy), and The Disruptor (Sociopathy) personalities. Results in the green zone indicate areas of leadership effectiveness - you only need one green to lead well.



PART 3: CONTAINMENT FACTORS
Containment factors show how your Personality (Part 1) is moderated by virtues, motivations, ego defences, and relationship attachments that help you balance care for people with business performance. 11 key elements are assessed such as morality, fairness, sincerity, modesty, and defensiveness.



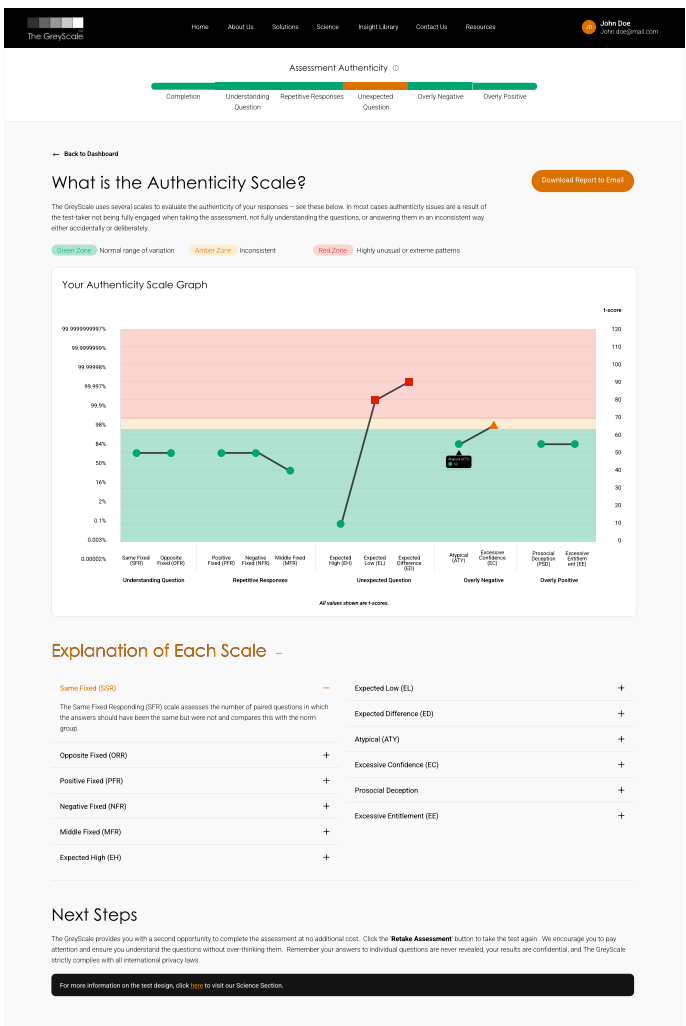
PART 4: YOUR IMPACT ON PEOPLE
By assessing the level of your specific Performance Personalities and related Containment Factors, The GreyScale provides a rating on your impact on psychosocial risk factors that can impair the function and performance of your team – anxiety, stimulation, conformity, and ambiguity (ASCA).



AUTHENTICITY CHECK
The GreyScale uses 13 scales to assess your authenticity in responding to the test questions. These cover completion, repetitive responses, understanding, unexpected responses, and overly positive or negative responses. The results are considered inauthentic if there are one or more red flags or multiple ambers.

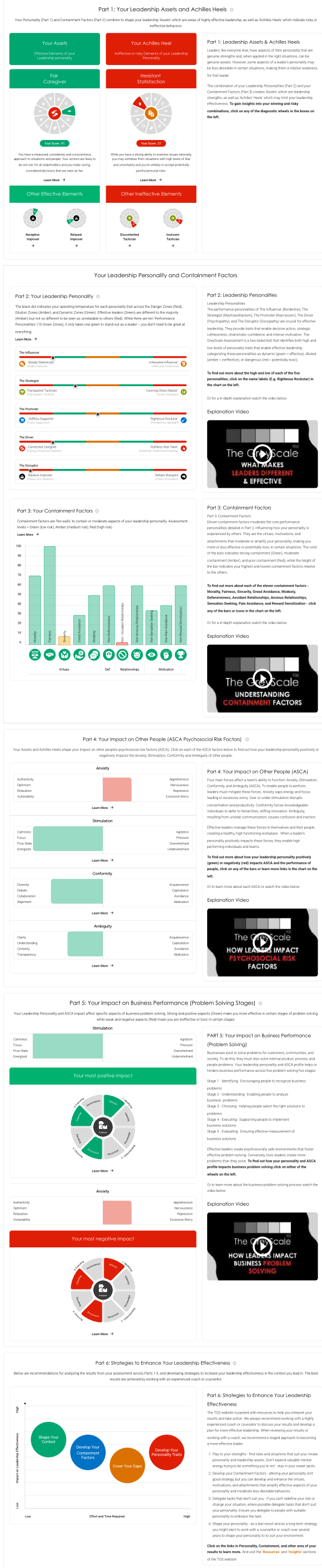
BACK PAGE - PERSONAL DEVELOPMENT PLANNING TEMPLATE
Analyze key areas of your report. Prioritize your strengths to leverage and areas to develop. Plan actions for more effective leadership.

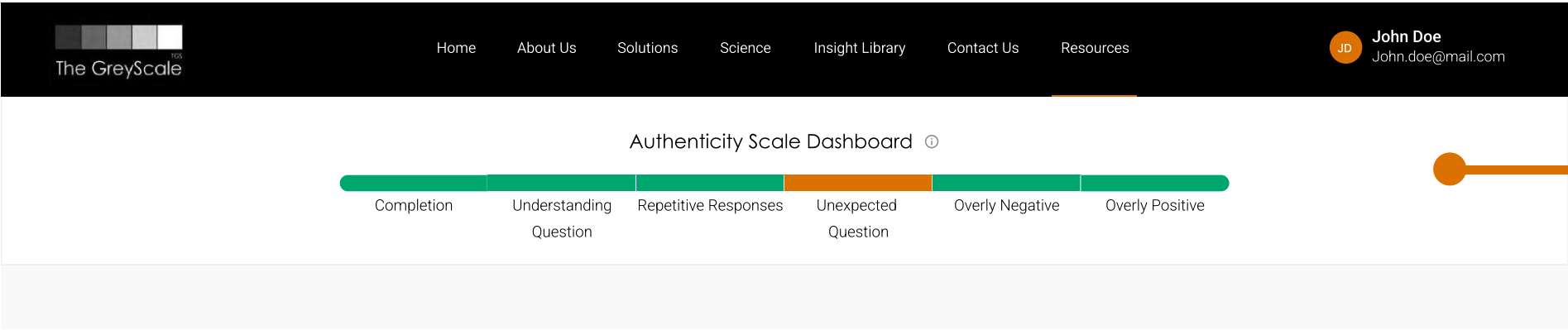
Your leadership assessment insights



Your leadership assessment insights

Your leadership assessment insights are based on your personal leadership data, shaped by a blend of personality traits and contextual factors. These combine to form leadership assets that make effective leadership, as well as leadership needs which may impact your leadership effectiveness. They also reveal how your personality impacts people and business performance.



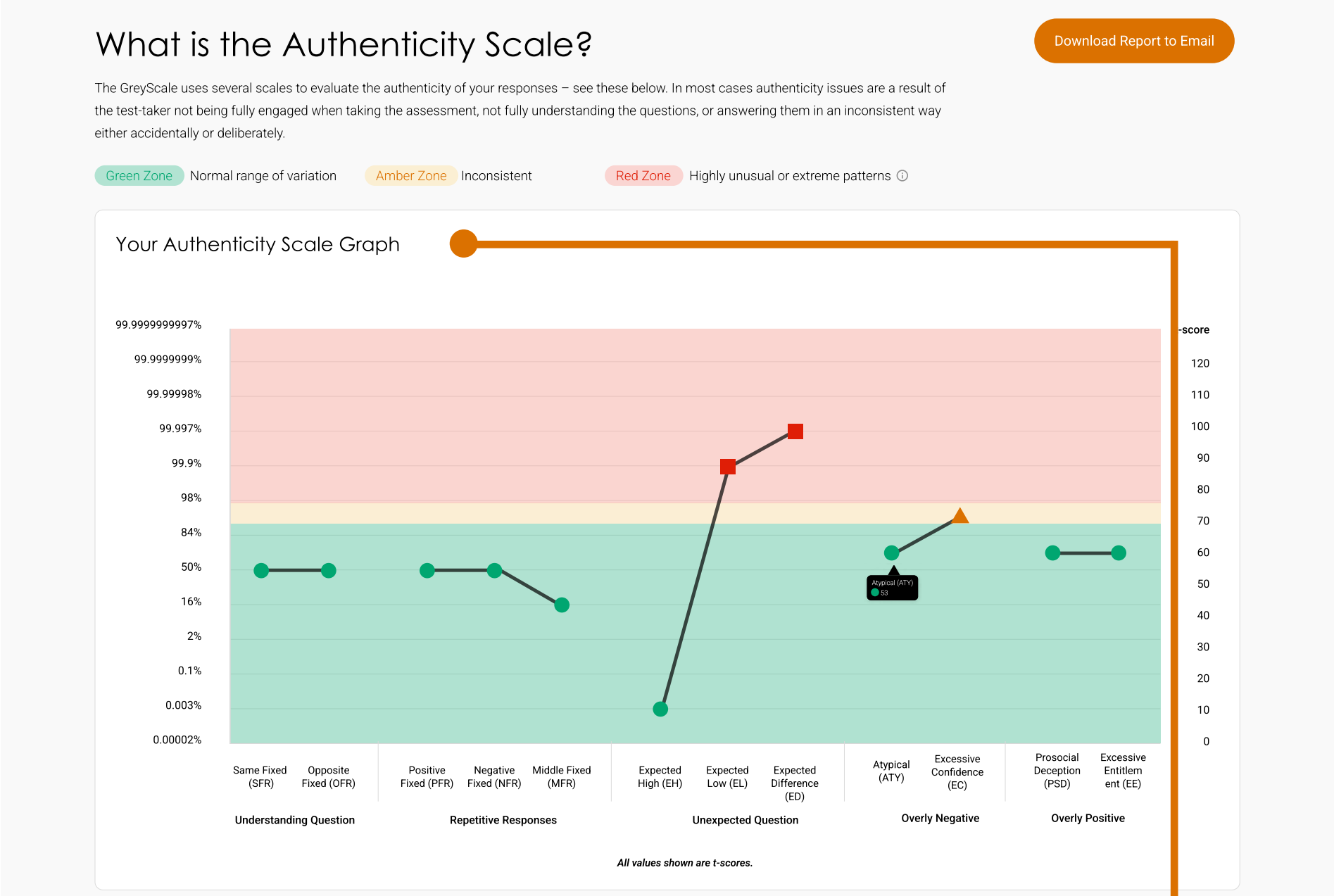


Authenticity Scale Dashboard

The GreyScale (TGS) assessment detects 99% of inauthentic responses. It combines 13 scales into six groups covering completion, repetitive responses, question understanding, random responses, and overly positive or negative responses to ensure the assessment cannot be gamed. If any of the scale group identifiers are red, this means that a particular scale in that group has deemed the assessment response inauthentic.

Psychological testing trusted for accuracy uses a five-step process known as the forensic process. The established five-step process is:

- Step 1: Completion - the test taker answered the questions
- Step 2: Understanding - the test taker comprehended the questions and answered in a non-random manner
- Step 3: Exaggeration of Negatives - the test taker overly exaggerated negative aspects of self
- Step 4: Exaggeration of Positives - the test taker overly exaggerated positive aspects of self
- Step 5: Results - the elements the test is assessing (personality, virtues, motivations, etc)
- Test-taker 'Authenticity' assessed by The GreyScale is the outcome from Steps 1-4 of this forensic process.



Reasons for an authenticity alert

The GreyScale uses several scales to evaluate the authenticity of your responses – see these below. In most cases authenticity issues are a result of the test-taker not being fully engaged when taking the assessment, not fully understanding the questions, or answering them in an inconsistent way either accidentally or deliberately.

Explanation of Each Scale –

Same Fixed (SSR)	+	Expected Low (EL)	+
Opposite Fixed (ORR)	+	Expected Difference (ED)	+
Positive Fixed (PFR)	+	Atypical (ATY)	+
Negative Fixed (NFR)	+	Excessive Entitlement (EE)	+
Middle Fixed (MFR)	+	ProSocial Deception (PSD)	+
Expected High (EH)	+	Excessive Confidence (EC)	+

Explanation of Each Scale

This section provides a brief explanation about the purpose and meaning of the scale.

Same Fixed (SFR)

The Same Fixed Responding (SFR) scale assesses the number of paired questions in which the answers should have been the same but were not and compares this with the norm group. The Same Fixed Responding (SFR) scale assesses how many pairs of questions were answered in the opposite manner rather than the same manner as expected. Your scores exceed the cutoff for this scale, indicating that you have responded to the questions in the opposite manner rather than the same manner. This is indicative of someone ticking randomly, regardless of content, with expected norms.

Opposite Fixed (OFR)

The Opposite Fixed Responding (OFR) scale assesses the number of paired questions where the answers should be opposite but were not and compares this with the norm group. The Opposite Fixed Responding (OFR) scale assesses how many pairs of questions were answered in the same rather than opposite manner as expected. Your scores exceed the cutoff for this scale, indicating that you have responded to the questions in the same manner rather than the opposite manner. This is indicative of someone ticking all the same answers regardless of content.

Positive Fixed (PFR)

The Positive Fixed Responding (PFR) scale assesses the number of questions answered in the positive direction and compares this with the norm group. The Positive Fixed Responding (PFR) scale assesses how many questions were answered as either agree or strongly agree. Your scores exceed the cutoff for this scale, indicating that you have responded to the questions with far more positive answers than the norm group. This indicates someone ticking “all true” or “mostly true” rather than engaging with the content of the questions.

Negative Fixed (NFR)

The Negative Fixed Responding (NFR) scale assesses the number of questions answered in the negative direction and compares this with the norm group. The Negative Fixed Responding (NFR) scale assesses how many questions were answered as either disagree or strongly disagree. Your scores exceed the cutoff for this scale, indicating that you have responded to the questions with far more negative answers than the norm group. This indicates someone ticking “all false” or “mostly false” rather than engaging with the content of the questions.

Middle Fixed (MFR)

The Middle Fixed Responding (MFR) scale assesses the number of questions answered in the neutral or middle and compares this with the norm group. The Middle Fixed Responding (MFR) scale assesses how many questions were answered as neutral. Your scores exceed the cutoff for this scale, indicating that you have responded to the questions with far more neutral answers than the norm group. This indicates someone ticking “all neutral” or “mostly neutral” rather than engaging with the content of the questions.

Expected High (EH)

The Expected High Responding (EHR) scale assesses the number of questions where the answers should be high but were not and compares this with the norm group. The Expected High Responding (EHR) scale assesses how many questions were answered in the low rather than the expected high range. Your scores exceed the cutoff for this scale, indicating that you have responded to the questions in the opposite manner rather than in the expected direction. This is indicative of someone ticking multiple rare disagreement with expected norms.

Expected Low (EL)

The Expected Low Responding (ELR) scale assesses the number of questions in which the answers should have been low but were not and compares this with the norm group. The Expected Low Responding (ELR) scale assesses how many questions were answered in the high range rather than the expected low range. Your scores exceed the cutoff for this scale, indicating that you have responded to the questions in the opposite manner rather than in the expected direction. This is indicative of someone ticking multiple rare disagreement with expected norms.

Atypical (ATY)

The Atypical (ATY) scale assesses the number of questions for which the answers should be low based on their content and compares this with the norm group. The Atypical (ATY) scale assesses the number of questions where the content indicates that people rarely endorse such qualities when wanting to be seen as an effective leader. Your scores exceed the cutoff for this scale indicating that you have responded to the questions in a manner other than the expected direction. This is indicative of someone endorsing qualities that would on face value be seen as unwanted in a leader.

Excessive Confidence (EC)

Excessive Confidence (EC) Responses indicate an unusual or unwarranted level of confidence intended to mask any underlying negatives.

Prosocial

The ProSocial Deception (PSD) scale assesses the number of questions in which the answers represent things that are logically true but rarely followed, i.e., things that should be done but are often not, and compares this with the norm group. The ProSocial Deception (PSD) scale assesses the number of questions where the person denies everyday faults or shortcomings and professes to both hold and act on ethical and logical ideals. Your scores exceed the cutoff for this scale indicating that you have responded to the questions in a manner professing extreme virtues or denial of everyday foibles. This indicates someone endorsing qualities that would be seen as highly wanted in an idealised leader but rarely present in real leaders or people.

Excessive Entitlement (EE)

Excessive Entitlement (EE) Responses indicate an unusual or unwarranted level of entitlement, indicating a belief they should be overly-recognized or overly-rewarded.


Part 1: Your Leadership Assets and Achilles Heels

Your Personality (Part 2) and Containment Factors (Part 3) combine to shape your leadership 'Assets' which are areas of highly effective leadership, as well as 'Achilles Heels' which indicate risky or ineffective behaviors.

Your Assets

Effective Elements of your Leadership personality


Modest Rockstar




Lorem ipsum dolor sit amet consectetur. Elementum blandit tempor purus felis in eleifend. Dui morbi auctor aliquet suspendisse in dui odio. Tellus augue diam viverra rhoncus mattis mattis. Pellentesque elementum amet eget nunc.

Learn More →

Other Effective Elements



Cunning Chess Master




Conforming Collaborator

Your Achilles Heel

Ineffective or risky Elements of your Leadership Personality


Modest Rockstar




Lorem ipsum dolor sit amet consectetur. Elementum blandit tempor purus felis in eleifend. Dui morbi auctor aliquet suspendisse in dui odio. Tellus augue diam viverra rhoncus mattis mattis. Pellentesque elementum amet eget nunc.

Learn More →

Other Ineffective Elements



Calculating Chamer



Connected Caregiver

Part 1: Leadership Assets & Achilles Heels

Leaders, like everyone else, have aspects of their personality that are genuine strengths and, when applied in the right situations, can be genuine assets. However, some aspects of a leader's personality may be less desirable in certain situations, making them a relative weakness for that leader.

The combination of your Leadership Personalities (Part 2) and your Containment Factors (Part 3) creates 'Assets' which are leadership strengths, as well as 'Achilles' Heels' which may limit your leadership effectiveness. To gain insights into your winning and risky combinations, click on any of the diagnostic wheels in the boxes on the left.

Your Achilles Heel

As a two-tailed assessment, The GreyScale evaluates combinations of personalities and containment factors, ranking them by effectiveness. ‘Your Achilles Heel’ identifies the most ineffective or risky leadership personality combination of your ‘performance’ personality traits – The Influencer (Borderline), The Strategist (Machiavellianism), The Promoter (Narcissism), The Driver (Psychopathy), and The Disrupter (Sociopathy), and the containment factors that either restrain or amplify these traits. The additional wheels at the bottom are other ineffective or risky leadership personality combinations, as every individual has elements of all 5 ‘performance’ personalities.

Your Assets


As a two-tailed assessment, The GreyScale evaluates combinations of dark personalities and containment factors, ranking them by effectiveness ‘Your Assets’ identifies the most effective leadership personality combination of your ‘performance’ personality traits – The Influencer (Borderline), The Strategist (Machiavellianism), The Promoter (Narcissism), The Driver (Psychopathy), and The Disrupter (Sociopathy), and the containment factors that either restrain or amplify these traits. The additional wheels at the bottom are other effective leadership personality combinations, as every individual has elements of all 5 'performance' personalities.

Part 2: Your Leadership Personality

The black dot indicates your operating temperature for each personality trait across the Danger Zones (Red), Dilution Zones (Amber), and Dynamic Zones (Green). Effective leaders (Green) are different to the majority (Amber), but not so different to be seen as unrelatable to others (Red). While there are ten 'Performance Personalities' (10 Green Zones), it only takes one green to stand out as a leader – you don't need to be great at everything.

Learn More →


The Influencer



Steady Statistician (Stable, Rational)

Infatuated Influencer (Mercurial, Emotional)


The Strategist



Transparent Tactician (Transparent, Tactical)

Cunning Chess Master (Covert, Strategic)


The Promoter



Selfless Supporter (Facts, Supportive)

Righteous Rockstar (Perceptions, Spotlight)


The Driver



Connected Caregiver (Caring, Emotional Empathy)

Ruthless Risk Taker (Detached, Intellectual Empathy)

The Disruptor



Iterative Improver (Status Quo, Iteration)

Defiant Disruptor (Chaos, Innovation)


Part 2: Leadership Personalities

The performance personalities of The Influencer (Borderline), The Strategist (Machiavellianism), The Promoter (Narcissism), The Driver (Psychopathy), and The Disruptor (Sociopathy) are crucial for effective leadership. They provide traits that enable decisive action, strategic ruthlessness, charismatic confidence, and intense motivation. The GreyScale Assessment is a two-tailed test that identifies both high and low levels of personality traits that enable effective leadership, categorizing these personalities as dynamic (green = effective), diluted (amber = ineffective), or dangerous (red = potentially toxic). To find out more about the high and low of each of the five personalities, click on the name labels (E.g. Righteous Rockstar) in the chart on the left. Or for a in-depth explanation watch the video below.

To find out more about the high and low of each of the five personalities, click on the name labels (E.g. Righteous Rockstar) in the chart on the left.

Or for a in-depth explanation watch the video below.

Explanation Video



Your Leadership Personality

The personalities of The Influencer (Borderline), The Strategist (Machiavellianism), The Promoter (Narcissism), The Driver (Psychopathy), and The Disrupter (Sociopathy)are crucial for effective leadership, providing traits that enable decisive action, strategic ruthlessness, charismatic confidence, and intense motivation. The GreyScale Assessment, a two-tailed test, identifies both high and low levels of personality traits desirable for leadership effectiveness and categorizes these personalities as dynamically different/effective (green), diluted/ ineffective (amber), or dangerously different/toxic (red). The labels such as Steady Statistician and Infatuated Influencer represent the low and high of the two-tailed personality.

The GreyScale

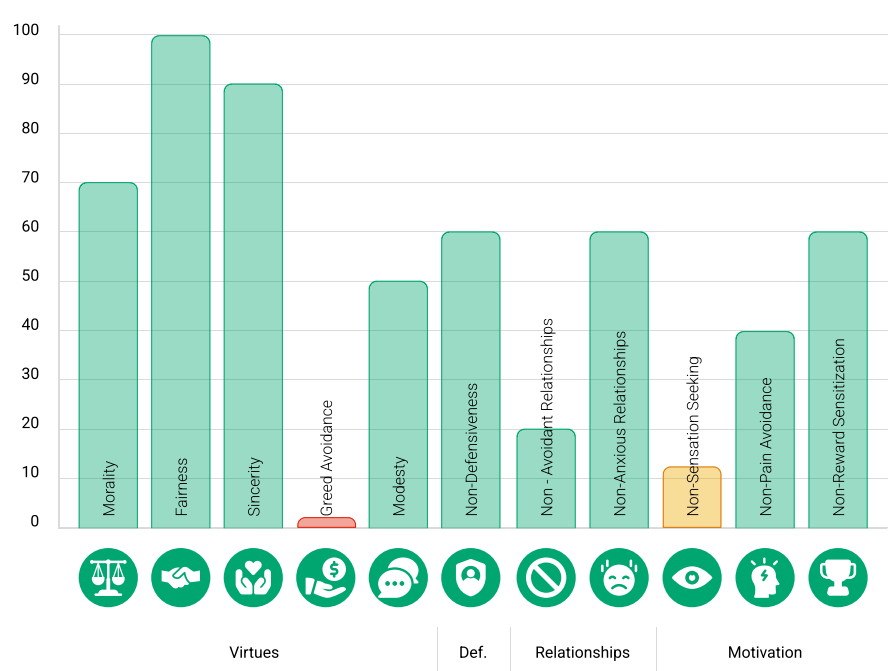
TGS

04 | Your leadership assessment insights

Part 3: Your Containment Factors

Containment factors are 'fire-walls' to contain or moderate aspects of your leadership personality. Assessment levels = Green (low risk), Amber (medium risk), Red (high risk).

[Learn More](#) →



Part 3: Containment Factors

Eleven containment factors moderate the core performance personalities detailed in Part 2, influencing how your personality is experienced by others. They are the virtues, motivations, and attachments that moderate or amplify your personality, making you more or less effective or potentially toxic in certain situations. The color of the bars indicates strong containment (Green), moderate containment (Amber), and poor containment (Red), while the height of the bar indicates your highest and lowest containment factors relative to the others.

To find out more about each of the eleven containment factors - Morality, Fairness, Sincerity, Greed Avoidance, Modesty, Defensiveness, Avoidant Relationships, Anxious Relationships, Sensation Seeking, Pain Avoidance, and Reward Sensitization - click any of the bars or icons in the chart on the left.

Or for a in-depth explanation watch the video below.

Explanation Video

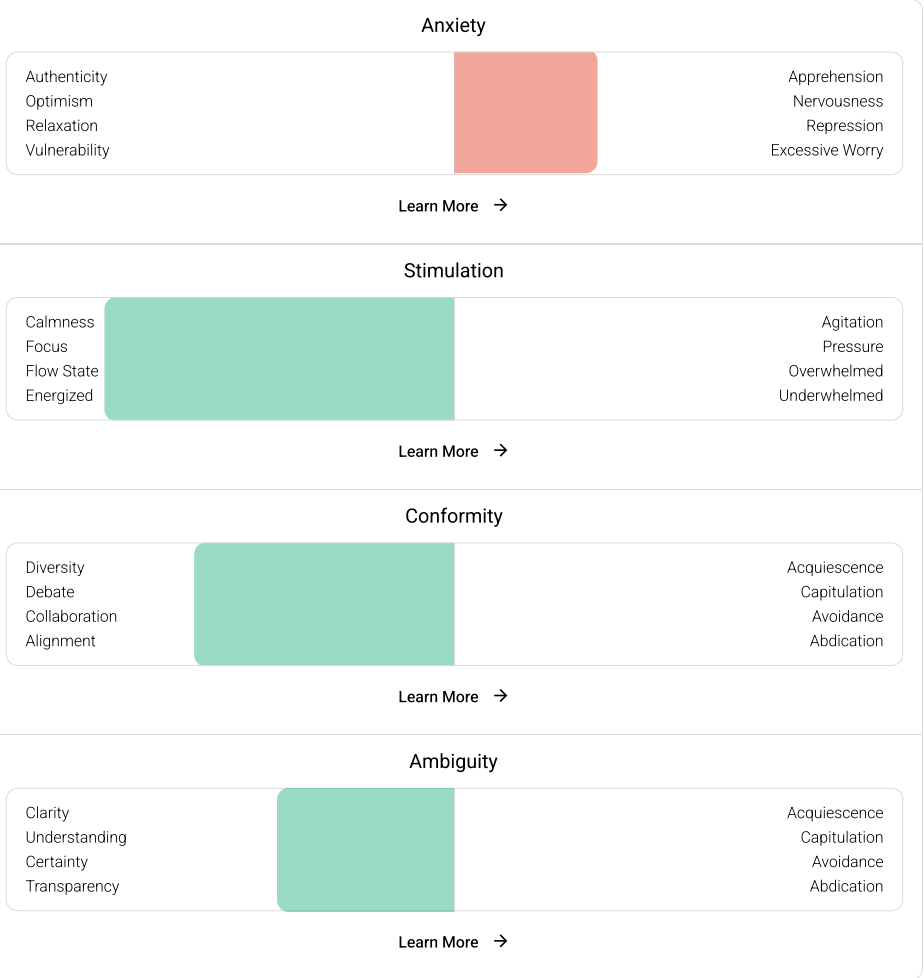


Your Containment Factors

11 containment factors grouped into Defensiveness, Morality, Relationship Attachment, and Core Motivations impact leadership effectiveness. These factors are values and beliefs developed across an individual's life and moderate or amplify a leader's behavior, making them more or less effective or toxic in certain situations and shaping their impact on people and business performance. The bar chart identifies each containment factor as strong containment (green), medium containment (amber), and poor containment (red).

Part 4: Your Impact on Other People (ASCA Psychosocial Risk Factors)

Your Assets and Achilles Heels shape your impact on other people's psychosocial risk factors (ASCA). Click on each of the ASCA factors below to find out how your leadership personality positively or negatively impacts the Anxiety, Stimulation, Conformity and Ambiguity of other people.



Part 4: Your Impact on Other People (ASCA)

Four main forces affect a team's ability to function: Anxiety, Stimulation, Conformity, and Ambiguity (ASCA). To enable people to perform, leaders must mitigate these forces. Anxiety saps energy and focus, leading to excessive worry. Over or under-stimulation disrupts concentration and productivity. Conformity forces knowledgeable individuals to defer to hierarchies, stifling innovation. Ambiguity, resulting from unclear communication, causes confusion and inaction.

Effective leaders manage these forces in themselves and their people, creating a healthy, high functioning workplace. When a leader's personality positively impacts these forces, they enable high performing individuals and teams.

To find out more about how your leadership personality positively (green) or negatively (red) impacts ASCA and the performance of people, click on any of the bars or learn more links in the chart on the left.

Or to learn more about each ASCA watch the video below

Explanation Video



Psychosocial Risk Factors (ASCA)

This section illustrates how the leaders' psychosocial risk factors impact other people. The four main psychosocial risk factors that affect a team's ability to function are: Anxiety, Stimulation, Conformity, and Ambiguity (ASCA). To enable people to perform, leaders must mitigate these forces. Anxiety saps energy and focus, leading to excessive worry. Over or under-stimulation disrupts concentration and productivity. Conformity forces knowledgeable individuals to defer to hierarchies, stifling innovation. Ambiguity, resulting from unclear communication, causes confusion and inaction. Effective leaders manage these forces within themselves and their teams, creating a healthy and high-functioning workplace. When a leader's personality positively impacts these forces, they enable high-performing individuals and teams.

Part 5: Your Impact on Business Performance (Problem Solving Stages)

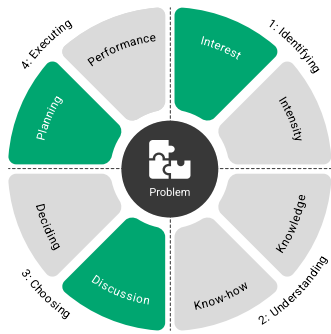
Your Leadership Personality and ASCA impact affect specific aspects of business problem solving. Your highest (green) and lowest (red) ASCA scores are shown below. Strong and positive aspects (Green) make you more effective in certain stages of problem solving, while weak and negative aspects (Red) mean you are ineffective or toxic in certain stages.

Stimulation

Calmness
Focus
Flow State
Energized

Agitation
Pressure
Overwhelmed
Underwhelmed

Your most positive impact



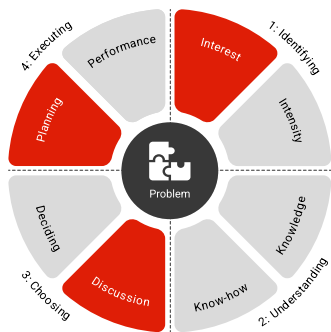
[Learn More](#) →

Anxiety

Authenticity
Optimism
Relaxation
Vulnerability

Apprehension
Nervousness
Repression
Excessive Worry

Your most negative impact



[Learn More](#) →

PART 5: Your Impact on Business Performance (Problem Solving)

Businesses exist to solve problems for customers, communities, and society. To do this, they must also solve internal product, process, and people problems. Your leadership personality and ASCA profile helps or hinders business performance across five problem-solving five stages:

Stage 1 - Identifying: Encouraging people to recognize business problems

Stage 2 - Understanding: Enabling people to analyze business problems

Stage 3 - Choosing: Helping people select the right solutions to problems

Stage 4 - Executing: Supporting people to implement business solutions

Stage 5 - Evaluating: Ensuring effective measurement of business solutions

Effective leaders create psychosocially safe environments that foster effective problem-solving. Conversely, toxic leaders create more problems than they solve. **To find out how your personality and ASCA profile impacts business problem solving click on either of the wheels on the left.**

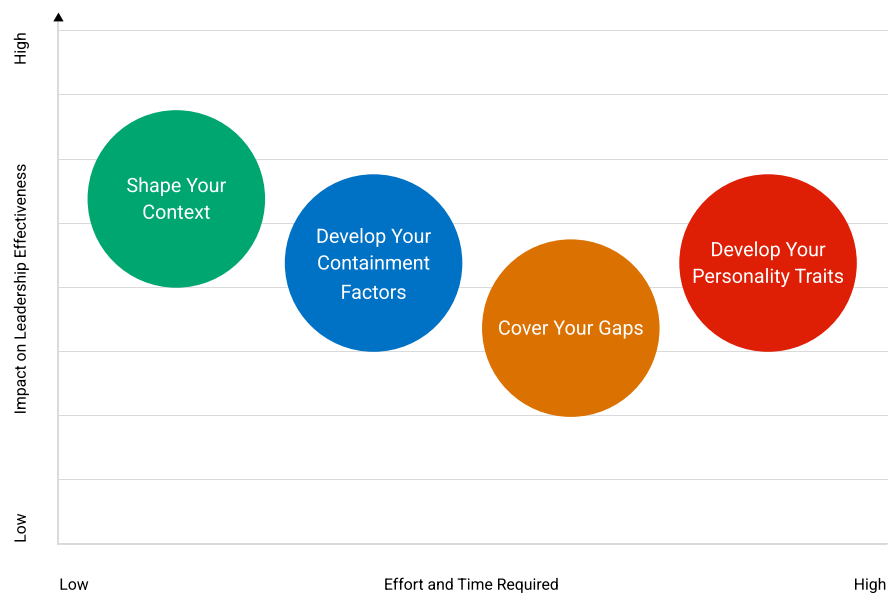
Or to learn more about the business-problem solving process watch the video below

Explanation Video



Part 6: Strategies to Enhance Your Leadership Effectiveness

Below are recommendations for analyzing the results from your assessment across Parts 1-5, and developing strategies to increase your leadership effectiveness in the context you lead in. The best results are achieved by working with an experienced coach or counsellor.



Part 6: Strategies to Enhance Your Leadership Effectiveness

The TGS website is packed with resources to help you interpret your results and take action. We always recommend working with a highly experienced coach or counsellor to discuss your results and develop a plan for more effective leadership. When reviewing your results or working with a coach, we recommend a staged approach to becoming a more effective leader:

1. Play to your strengths - find roles and situations that suit your innate personality and leadership assets. Don't expend valuable mental energy trying to be something you're not - stay in your sweet spots.
2. Develop your Containment Factors - altering your personality isn't good strategy, but you can develop and enhance the virtues, motivations, and attachments that amplify effective aspects of your personality and moderate less desirable behaviors.
3. Delegate tasks that don't suit you - if you can't redefine your role or change your situation, where possible delegate tasks that don't suit your personality. Ensure you delegate to people with suitable personality to embrace the task.
4. Shape your personality - as a last resort and as a long term strategy, you might elect to work with a counsellor or coach over several years to shape your personality to to suit your environment.

Click on the links in Personality, Containment, and other area of your results to learn more. And visit the '[Resources](#)' and '[Insights](#)' sections of the TGS website

Problem-Solving Impact

Your Leadership Personality and Psychosocial Risk Factors (ASCA) affect specific aspects of business problem-solving. Your highest (green) and lowest (red) ASCA scores are shown across the 5 Stages and 9 Steps of the business problem-solving wheel. Strong and positive aspects (Green) make you more effective in certain stages of problem-solving. Weak and negative aspects (Red) mean you are ineffective or toxic in certain stages.

Strategies to Increase Your Leadership Effectiveness

There are four key strategies to increase your leadership effectiveness, ranked by their impact on leadership effectiveness and the effort and time required. The strategy with the highest impact and lowest effort is 'Shape Your Leadership Context' which involves identifying and moving towards roles and situations that suit your natural leadership personality. The second key strategy is 'Develop Your Containment Factors' - developing the containment factors that can significantly enhance or contain your leadership personality, making you more effective. The third key strategy is 'Cover Your Gaps' - delegating and coaching others to take on activities and tasks that aren't suited to your leadership personality so you can spend more time in areas that are natural strengths. The fourth strategy is 'Developing Your Personality Traits' - investing in extensive coaching or counseling to develop your deeper personality traits.

Your Leadership Assets

[← Back to Dashboard](#)

Your Leadership Assets

Understand more about the effective elements of your leadership personality

Fair Caregiver 

Your leadership attributes

- You have a measured, considered, and conscientious approach to situations and people.
- Your actions are more likely to be win/win for all stakeholders and not overly favor yourself or one party.
- You make caring, considered decisions that are seen as fair by diverse groups.

Roles and situations that suit you

- Roles where genuine care and fair treatment of people is central to the purpose and strategy of the organization.
- Situations where a measured and conscientious approach to achieving outcomes is critical.
- Leadership roles in healthcare, education, community services, and other industries that protect and care for people.

Your leadership impact

- Your compassionate, balanced approach will keep a wide range of people calm and focused when solving problems.
- You lower conformity by encouraging a caring environment where people feel they will be treated fairly.
- You are likely to lower anxiety by developing a plan that has broad appeal and positive outcomes for all stakeholders.

Strategies for effective leadership

- Delegate tasks involving high levels of risk, particularly those that might require sacrificing people to get the result.
- Be firm as well as fair.
- Develop your ability to be empathetically assertive and tell others what you think, not just what you think they want to hear.
- Remember leaders sometimes need to make difficult decisions that involve sacrificing the needs of the few to ensure the survival of the many.



Receptive Impro

Relaxed Improves

Your Leadership Personality •

The black dot indicates your operating temperature for each personality trait across the Danger (Red), Dilution (Orange) and Dynamic (Green) zones.

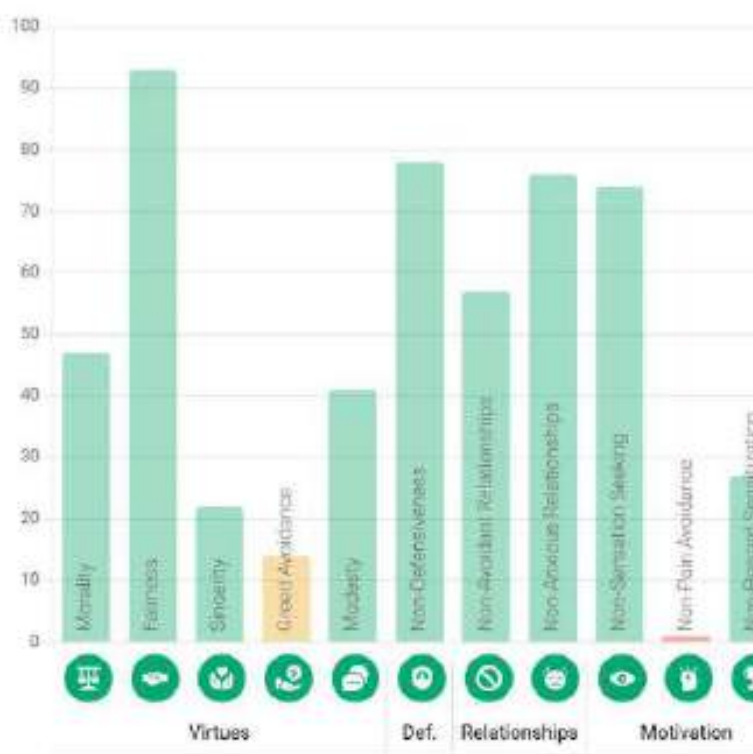
Loose Mice →



Your Containment Factors

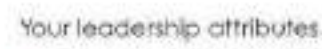
Containment factors are 'fire-walls' to contain or moderate aspects of your leadership personality. Assessment levels = Green (low risk), Amber (medium risk), Red (high risk).

Learn More →



Fair Caregiver

Connected Caregiver Contained by Higher Fairness



- Roles and situations that suit you

- ### Your leadership impact

- ### Strategies for effective leadership

Receptive Improver

[Learn More](#)

Relaxed Improver

Learn More

People Impact

The GreyScale

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Yayak Satya

satya@timedoor.com

Back to Dashboard

How you impact anxiety

Understand how your ASCA profile affects team interactions and performance in problem-solving. Get actionable tips to enhance effectiveness to reduce toxicity, boosting team morale and improving decision-making.

People Impact

Performance Impact

Anxiety

Transparency
Optimism
Flexibility
Vulnerability

Apprehension
Uncertainty
Overwhelm
Excessive Worry

Your Impact on Anxiety

Gain insight into how your ASCA profile positively or negatively impacts your interactions with team members and peers in situations such as team meetings, 1:1 meetings, strategic and project reviews.

How You Impact Anxiety

People are provided with the Facts

When leaders provide facts, people tend to avoid imagining what the facts might or could be. Continue to provide the known facts and get agreement on them before proceeding.

Non-worst case thinking is applied

The mind is a problem-solving engine which goes into overdrive in response to fear of imagined worst-case scenarios and the absence of facts. However, best-case scenario thinking does not improve problem-solving as it ignores probable scenarios. Encourage accurate, reasonable problem-solving based on agreed facts and probable scenarios.

Alternate Facts are de-valued

Alternate facts do not exist in reality. They distract, derail, and can cause disaster. Ask for people's views on facts, determine as a group which are alternate, and do not allow them to be seen as valuable.

Action orientation

Allowing a normal, healthy amount of fear encourages action. Continue to provide clear facts and solutions backed by plans people will be committed to. This will ensure more focused and productive actions from your team.

People experience normal fear

Fear is a universal emotion, yet being fearless is not normal. It is essential to have a perspective on what is causing fear, what it impacts, and why. Ask people if their fear is in response to a real fact or an imagined alternate fact - this minimizes their excessive worry.

Reasonable worry is the norm

Worry is the cognitive form of fear. It is thinking about the negative, allowing some "what if..." thinking, yet returning to "is it probable, not just possible?" Make sure your people focus on the probable so they concentrate on real problems to solve.

Activities Requiring Psychosocial Safety

Team Meetings

1:1 Meetings

Strategic Reviews

Project Reviews

Key take away:

Confirm facts and debunk alternate facts, address real and reasonable worries of the team, and focus them on solving real problems.

Stimulation

Common Focus
Predictable
Consistent

Agitate
Pressure
Overwhelm
Overwhelm

Learn More

Defamiliarity

Clarity
Debate
Collaboration
Alignment

Sequences
Exaggeration
Avoidance
Abandonment

Learn More

Ambiguity

Clarity
Understanding
Security
Accuracy

Confusion
Inconsistency
Misdirection
Incoherence

Learn More

Your Leadership Personality

The black dot indicates your operating temperature for each personality trait across the Danger (Red), Solution (Orange) and Dynamic (Green) zones.

Learn More

The Influencer

Lowest Dominance
(Lowest Risk Level)

Highly Influential
(Highest Risk Level)

The Strategist

Transparent Talker
(Lowest Risk Level)

Covertly Deceptive
(Lowest Risk Level)

The Provoker

Not Risky
(Lowest Risk Level)

Highly Risky
(Highest Risk Level)

The Driver

Extremely Careful
(Lowest Risk Level)

Extremely Risky
(Highest Risk Level)

The Disruptor

Not Risky
(Lowest Risk Level)

Extremely Risky
(Highest Risk Level)

Your Containment Factors

Containment factors are viewed as to contain or moderate aspects of your leadership personality. Assessment levels - Green (low risk), Amber (medium risk), Red (high risk).

Learn More

100

90

80

70

60

50

40

30

20

10

0

Morality

Planners

Sensitivity

Emotional Awareness

Moderacy

Non-Defensiveness

Non-Exaggerated Reaction

Non-Axial Reaction

Non-Sensational Seeking

Non-Risk Avoidance

Non-Review and Evaluation

Virtues

Def.

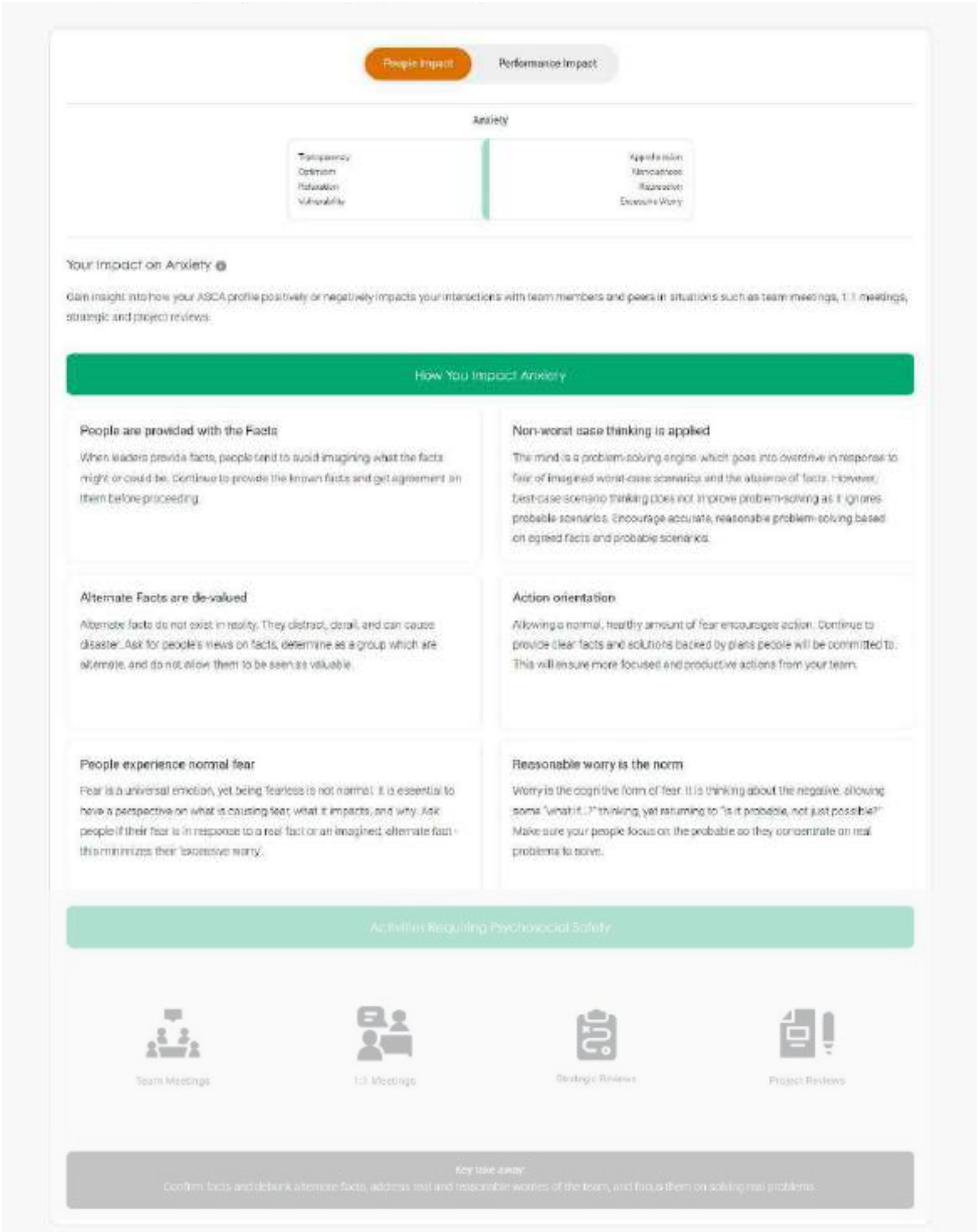
Relationships

Motivation

The GreyScale

TGS

09 | People Impact



People Impact

This is the next information level after you click one of the ASCA psychosocial risk factors (Anxiety, Stimulation, Conformity, and Ambiguity) on the main dashboard. The information links automatically to 'People Impact'. This dashboard provides more information on how your personality profile for the ASCA element selected impacts interactions with your team and peers, and offers guidance and insight on how to mitigate or enhance this impact.



Your actions with your team

The section identifies the type of interactions you would have with your team on a daily basis and offers a key takeaway for you to action to mitigate or enhance the impact of your personality on the particular ASCA psychosocial risk factor selected.

Performance Impact

The GreyScale

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Yayak Satya

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How you impact anxiety

Understand how your ASCA profile affects team interactions and performance in problem-solving. Get actionable tips to enhance effectiveness or reduce toxicity, boosting team morale and improving decision-making.

People Impact

Performance Impact

Anxiety

Transparency
Openness
Resilience
Vulnerability

Apprehension
Nervousness
Regression
Excessive Worry

Your Impact on Performance

Click the green or red colored segment on the wheel to gain insight into how your ASCA profile positively or negatively impacts performance in the problem-solving process.

1. Identifying

Internal

Interest

Planning

4. Executing

Performance

Problem

2. Understanding

Knowledge

Discussion

3. Choosing

Conformity

The Problem-Solving Process Explained

Effective problem-solving involves five stages, with two steps per stage. A brief overview is provided below.

Stage 1: Identifying

Identifying the correct problem is crucial in business. Leaders must foster interest, mitigate distractions and enable intense effort for effective problem-solving to maintain a competitive advantage.

Stage 2: Understanding

Organizational success hinges on understanding problems. Identifying but not comprehending problems leads to costly mistakes. Effective leaders ensure teams combine knowledge and know-how to solve problems accurately.

Stage 3: Choosing

Choosing the right solution involves understanding the problem and ensuring psychological safety in the decision-making process. Effective leaders encourage robust analysis, healthy conflict and foster alignment.

Stage 4: Executing

Executing a chosen strategy is challenging due to external and internal pressures. Effective leaders employ planning and performance processes that are essential to managing these pressures and achieving success.

Step 1: Interest

Interest is critical in problem-solving. Leaders must motivate teams to be genuinely interested in identifying and addressing issues, overcoming anxiety, conformity, and ambiguity to ensure effective solutions.

Step 3: Knowledge

Using the right knowledge-gathering and evaluation system is crucial for problem understanding. Effective leaders minimize ambiguity and anxiety to ensure teams use accurate knowledge and avoid poor solutions.

Step 5: Discussion

Choosing solutions starts with discussion. Effective teams have open and robust dialogue evaluating all options thoroughly. Anxiety, ambiguity, and conformity undermine discussions, leading to suboptimal decisions.

Step 7: Planning

Planning requires clear objectives, detailed tasks, responsibilities, and success metrics, and considers changing conditions. Effective leaders manage ambiguity, anxiety, and conformity to ensure effective coordination.

Step 2: Intensity

Intensity of effort is crucial for identifying problem causes. It requires energy and thorough examination. Stimulation, anxiety, and conformity can undermine this, leading to ineffective solutions and wasted resources.

Step 4: Know-how

Know-how, based on skill and experience, complements knowledge. Its mastery requires practice and self-efficacy. Effective leaders manage conformity and stimulation to enhance team skills and performance.

Step 6: Deciding

Deciding is the next step in choosing solutions. An effective decision-making process avoids analysis paralysis. Conformity, stimulation and anxiety undermine alignment and can drive hasty or safe decisions.

Step 8: Performance

Performance requires necessary skills, timely action, and continuous monitoring. Flexibility and adaptability are crucial as plans often change. Effective leaders manage all ASCA risks to ensure effective performance.

Stage 5: Evaluation

Effective evaluation involves accurate and valid measurement and comparison. Ambiguity and conformity risk invalid results, making precise evaluation crucial for effectively guiding future problem-solving iterations.

Evaluation begins after Step 8: Performance and feeds back into Step 1: Interest.

Stimulation

Calculus
Focus
Precision
Diligent

Agitation
Pressure
Overwhelmed
Underwhelmed

Learn More →

Conformity

Diversity
Debate
Collaboration
Alignment

Agreement
Deference
Avoidance
Alignment

Learn More →

Ambiguity

Clarity
Understanding
Consistency
Accuracy

Confusion
Indecision
Misdirection
Uncertainty

Learn More →

Your Leadership Personality

The black dot indicates your operating temperature for each personality trait across the Danger (Red), Dilution (Orange) and Dynamic (Green) zones.

Learn More →

The Influencer

Steady Stateperson
(Stable, Reserved)

Influenced in Favor
(Emotional, Impulsive)

The Strategist

Impassive Tactician
(Changeless, Tactful)

Cunning Chess Master
(Clever, Strategic)

The Promoter

Reflexive Supporter
(Hearts, Supporting)

Righteous Rockstar
(Charismatic, Spotlight)

The Driver

Overwhelmed Engineer
(Comp. Unstable, Overheated)

Ruthless Risk-Taker
(Detached, Misfocused/Emotion)

The Disruptor

Intuitive Improver
(Status Quo, Underdog)

Defiant Braggart
(Change, Provocative)

Your Containment Factors

Containment factors are "fire-walls" to contain or moderate aspects of your leadership personality. Assessment levels = Green (low risk), Amber (medium risk), Red (high risk).

Learn More →

100

90

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Moderator

Firmness

Sincerity

Great Assistance

Modesty

Non-Judgmental

Non-Hedonist Rationality

Non-Axial Balance

Non-Sensational Seeking

Non-Firm Avoidance

Non-Forward Socialization

Virtues

Def.

Relationships

Motivation

The GreyScale

TGS

11 | Performance Impact

How your personality impacts Conformity

Understand how your ASCA profile affects team interactions and performance in problem-solving. Get actionable tips to enhance effectiveness or reduce toxicity, boosting team morale and improving decision-making.



Performance Impact

'Performance Impact' is the second part of the available information on your personality impact on a particular ASCA element. Effective leaders (when the ASCA is green) create psychologically safe environments that foster effective problem-solving. Conversely, toxic leaders (when the ASCA element is red) generate more problems than they resolve. The problem-solving wheel identifies the areas in which your personality is positively (highlighted green) or negatively (highlighted red) impacting the problem solving process. You can scroll over the highlighted segments to find out more information about your impact.

The Problem-Solving Explained

Effective problem-solving involves five stages, each with two steps (except evaluation): identifying the problem, understanding the problem and solutions, choosing a solution, executing the solution, and evaluating the outcome. The dashboard provides an overview of the stages and steps, and highlights where your personality is impacting problem solving positively (green) or negatively (red).

Action Planning: Applying Insights From Your Report



Your leadership personality analysis and action planning - analyze Parts 1-3 of your report and notice consistent themes around your leadership Assets (strengths to leverage) and Achilles Heels (areas to improve). Make notes on these areas and plan specific actions based on recommendations in your report.

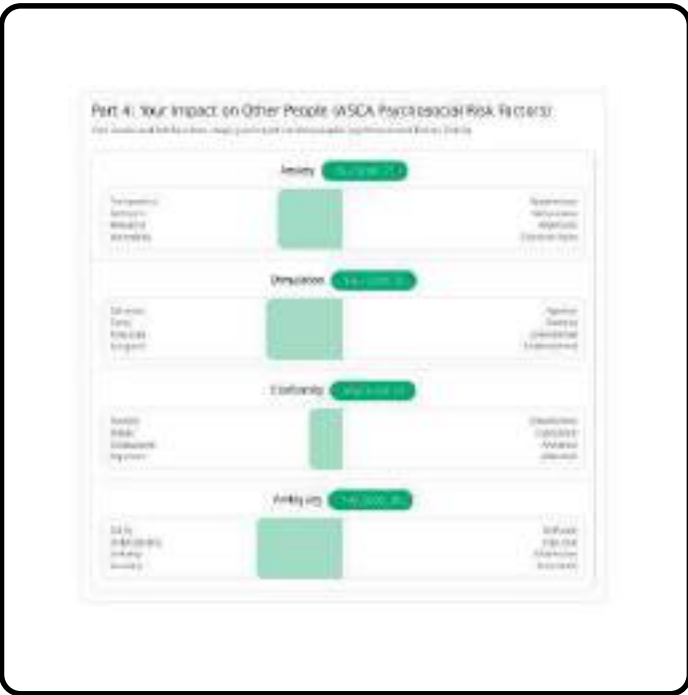


Key areas to leverage	Actions required

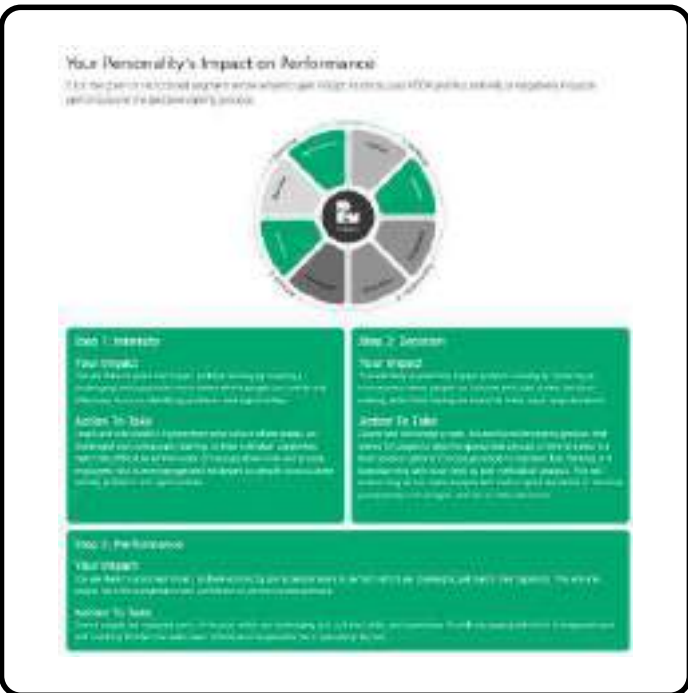


Key areas to leverage	Actions required

Your impact on people and business performance - analyze Parts 4-5 and notice consistent themes around your impact on other people's psychosocial risk factors (ASCA) and business performance (Problem Solving). Make notes on these areas and plan specific actions based on recommendations in your report



Your positive impact on people	Your negative impact on people
Actions required	Actions required



Your positive business impact	Your negative business impact
Actions required	Actions required