



LEADERSHIP
CENTER

Michael Chen

Friday, October 27, 2023



**Leadership
Intake
Assessment
Results**



Dear Michael,

Welcome to your Leadership Intake Report. This comprehensive report highlights your assessment results in overall personal wellness, leadership effectiveness, working style, and burnout risk. The 360 review and personal assessments provide valuable insights into your strengths and areas for growth. Use this report as a tool to support and inform your wellness and development plan.

ASSESSMENT OVERVIEW

What's inside...



Personal Wellness

Evaluation of one's physical, emotional, and spiritual health to identify areas of strength and areas that may require improvement in order to achieve overall well-being



Leadership Effectiveness

Measurement of one's impact on others, natural agility, motivational drive, and ability to show empathy towards others.



Work Style

Derived from Thinking Wavelength, developed by The Paterson Center. This tool is about how a person is hard-wired in thinking, specifically in relation to change, risk, and opportunity. Optimizing work style enables a person to show up well in their workplace.



Burnout

The burnout assessment portion involves evaluating the physical, emotional, and behavioral symptoms associated with chronic workplace stress and exhaustion to determine the level of burnout an individual may be experiencing.



360 Assessment

The 360 assessment, also known as multi-rater feedback, involves gathering feedback from multiple sources (such as supervisors, peers, and subordinates) to provide a comprehensive evaluation of an individual's skills and performance.



Strengths

All 360 respondents gave open ended feedback on assessment participant in how they show up in life and their strengths. This portion captures some of that feedback.



Personal Wellness



Physical

Physical Health High: This category suggests you are in good physical health. You report high wellness in all or most of these areas: regular exercise, a balanced diet, good sleep, and no chronic illnesses.

Spiritual

Spiritual Health Moderate: This category suggests your spiritual life is sufficient. You report some sense of purpose, inner peace, and connection to something greater than oneself.

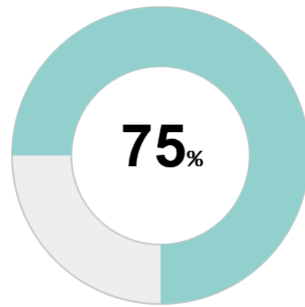
Emotional

Emotional Health Moderate: This category suggests your emotional health is adequate. You report some or all of the following: negative emotions, self-esteem issues, and occasional emotional struggles.



Overall Personal Wellness

Your overall wellness score:



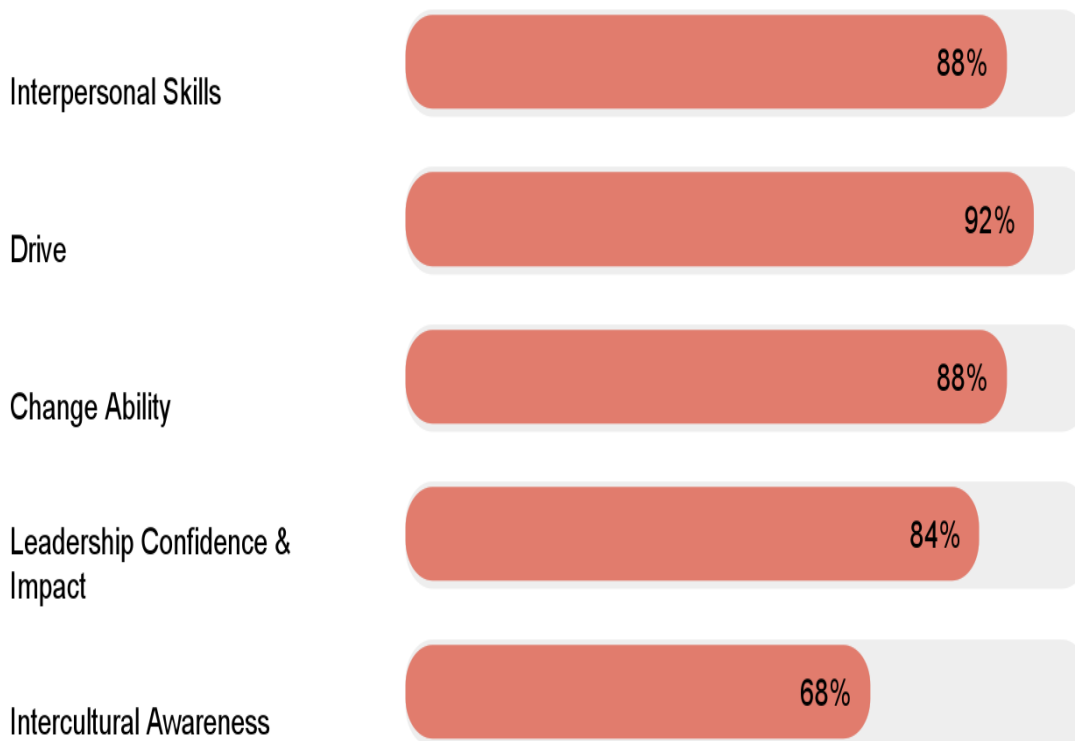
Personal Wellness

Moderate Overall Wellness: You are doing reasonably well in maintaining your physical, spiritual, and emotional health, but there may be some areas that require attention. It is possible that you have some healthy habits in place, but could benefit from incorporating more self-care practices to maintain your overall well-being. It may be helpful to explore new ways to manage stress, build resilience, and deepen your connections with others and the world around you. By focusing on small, achievable changes, you can build on your existing strengths and continue to grow in all areas of your personal wellness.



Leadership Effectiveness

Leadership effectiveness is the ability of a leader to achieve desired outcomes. It includes the leader's drive, resilience to change, interpersonal skills, intercultural awareness, and overall impact.





Interpersonal Skills

High Interpersonal Skills: Characterized by excellent communication, strong emotional intelligence, empathetic understanding, effective conflict resolution, and an ability to build healthy relationships and culture.

Drive

Very High Leadership Drive: Marked by consistently high motivation, energy levels, initiative, and advanced goal-setting skills.

Change Resilience

High Change Resilience: Characterized by the ability to effectively adapt in changing environments, maintain positive attitude and focus, reasonably manage stress, access flexibility and innovative thinking, and lead others through change with confidence and resilience.

Leadership Confidence & Impact

High Leadership Confidence & Impact: Characterized by strong vision, effective communication and decision-making, empowering delegation, and consistent results-oriented actions.

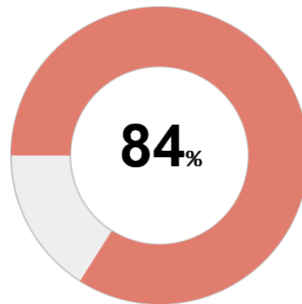
Intercultural Awareness

Moderate: Characterized by the tendency to highlight cultural commonalities, universal values, or principles. May focus on harmony, safety, and comfort when navigating differences.



Leadership Effectiveness

Average

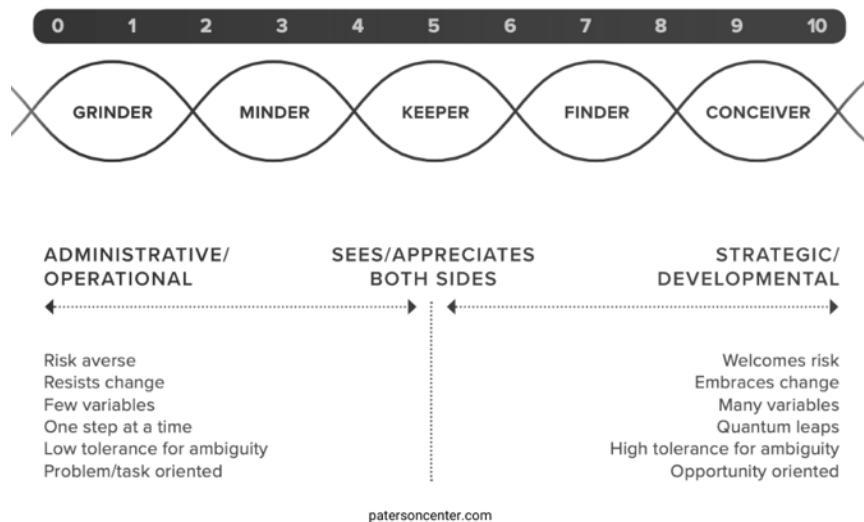


High Leadership Effectiveness: Characterized by strong drive and ability to lead change, high interpersonal skills, and significant impact on teams and organizations. Leaders with high effectiveness possess a combination of strategic thinking, emotional intelligence, and exceptional communication skills, enabling them to effectively inspire and engage their team to achieve shared goals



Work Style

The Thinking Wavelength, developed by The Paterson Center, asks the question: **Where do you make your greatest contribution?** This tool is about how you're hard-wired in your thinking. It's about how you relate to change, risk, and opportunity. Each wavelength makes a valuable contribution to the whole.



You scored as a:

Finder

Finders are abstract thinkers, so they oftentimes don't complete the paperwork that concrete thinkers require. They may appear to be loose cannons in a group structure. They are innovators and creators. Follow-through is not always their strength. They need grinders, minders, and keepers to follow in their wake of creativity. They sense and seize opportunities, spot voids and fill them, are bored by a steady state, love a new challenge, and must be thrown "raw meat" regularly. Finders are usually an entrepreneur, chief executive officer, chief visionary, leader of a product or market, joint venture leader, or advanced development engineer. Finders want to ensure their ideas work in the first generation prototype—once they are assured that it does, they must hand it off to a keeper to build upon. Then they find something else to develop.

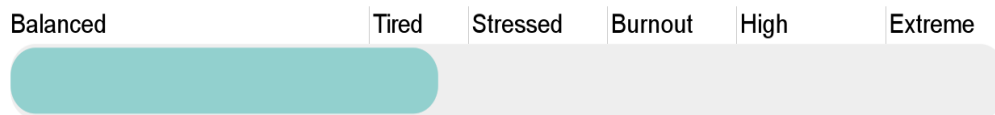
To learn more, visit patersoncenter.com



Burnout Risk

Burnout is a state of emotional, physical, and mental exhaustion caused by prolonged and excessive stress. It can manifest as feelings of cynicism, detachment, and decreased effectiveness in one's personal and professional life. Burnout negatively impacts one's personal and professional life, as well as physical and mental health.

Taking a burnout risk assessment test can help you identify if you are experiencing symptoms of burnout and take steps to prevent or address it. Addressing burnout can help avoid long-term consequences and lead a healthier and more aligned life.



Your burnout score:

TIRED: This rating suggests that you are experiencing some symptoms of burnout, such as fatigue and decreased productivity, but is not yet at a critical level. It may be a sign that you need to make some changes to your work or lifestyle to prevent burnout.



360 Perspective

A 360 Perspective review is an assessment tool that provides individuals with feedback from multiple sources. This type of assessment can be used to evaluate a wide range of competencies, including personality traits, leadership style, change resilience, and individual strengths. By gathering feedback from a variety of perspectives, individuals gain a comprehensive understanding of their effectiveness and impact on others. This report provides insight into areas of strength and potential areas for development to support continued growth and effectiveness as a leader.

Number of people who took your review (including yourself): 9



Personality

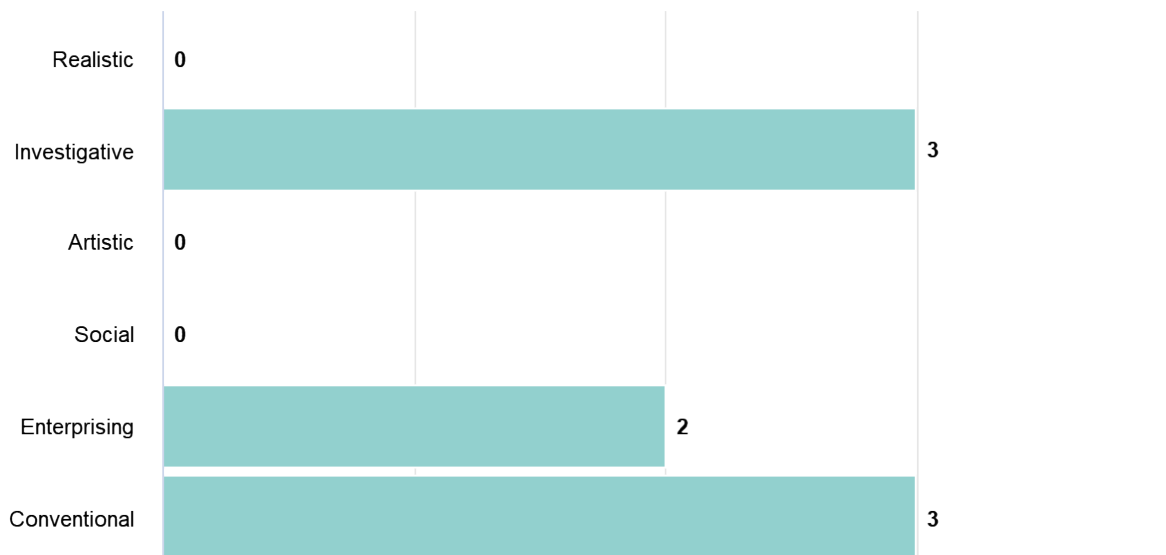
> How you described your personality

> How you thought others would describe your personality

Investigative: Enjoy solving problems, analyzing data, and conducting research.

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> Compared to how others described your personality:



- **Realistic:** Enjoy working with hands, machines and tools, and very practical
- **Investigative:** Enjoy solving problems, analyzing data, and conducting research
- **Artistic:** Enjoy creative self-expression and enjoy experiences
- **Social:** Enjoy helping and interacting with others
- **Enterprising:** Enjoy taking charge and are often outgoing
- **Conventional:** Enjoy working with data, numbers, and systems

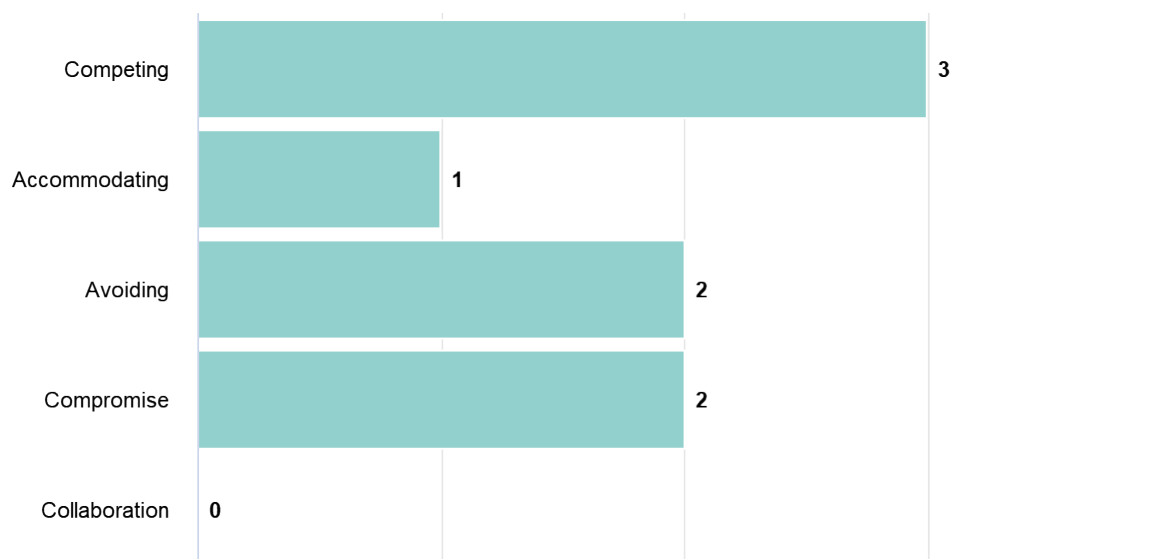


Conflict Style

> How you described your conflict style

Collaboration: High level of assertiveness and high level of cooperation

> Compared to how others described your conflict style:



- **Competing:** High level of assertiveness and low level of cooperation
- **Accommodating:** Low level of assertiveness and a high level of cooperation
- **Avoiding:** Low level of assertiveness and a low level of cooperation
- **Compromise:** Moderate level of assertiveness and moderate level of cooperation
- **Collaboration:** High level of assertiveness and high level of cooperation

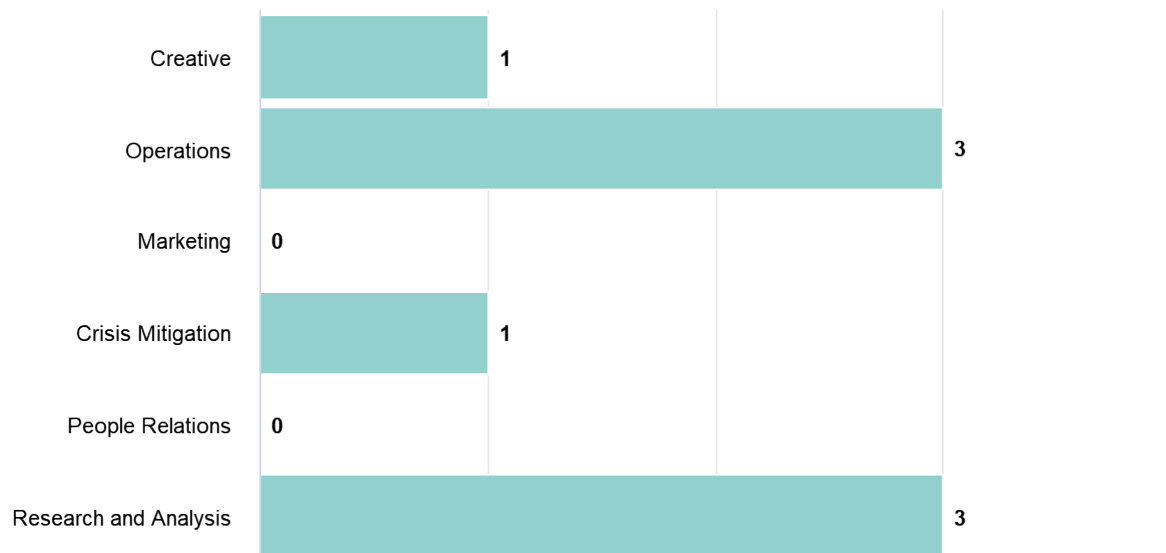


Project Preference

> How you described your project preferences

Crisis Mitigation: Helping others in the midst of need and solving problems

> Compared to how others described your project preference:



- **Creative:** Love to explore new ideas
- **Operations:** Planning, analyzing, and improving processes
- **Marketing:** Creating and executing marketing campaigns, advertising, and public relations
- **Crisis Mitigation:** Helping others in the midst of need and solving problems
- **People Relations:** Listening and empathizing with others
- **Research and Analysis:** Conducting a study and then apply or teaching observation

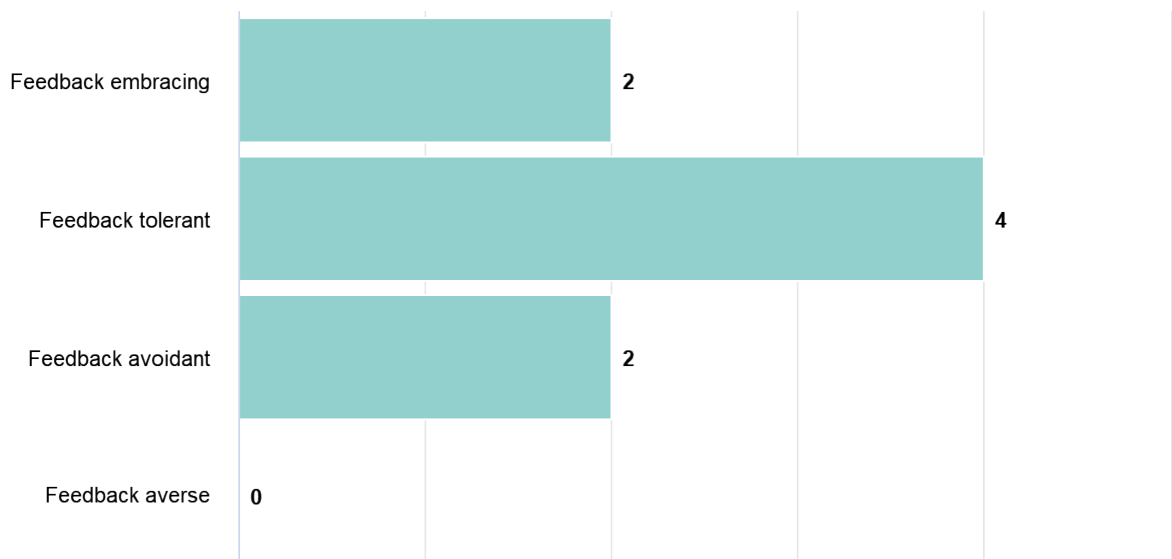


Relationship to Feedback

> How you described your relationship to feedback

Feedback tolerant.

> Compared to how others described your relationship to feedback:



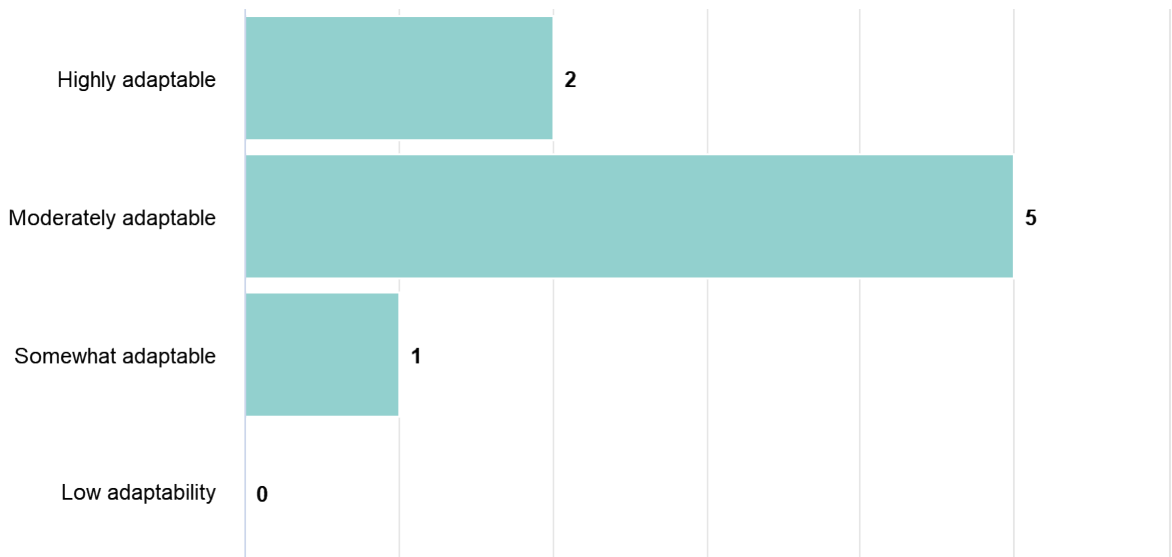


Change Resilience

> How you described your relationship to change

Highly adaptable.

> Compared to how others described your relationship to change:



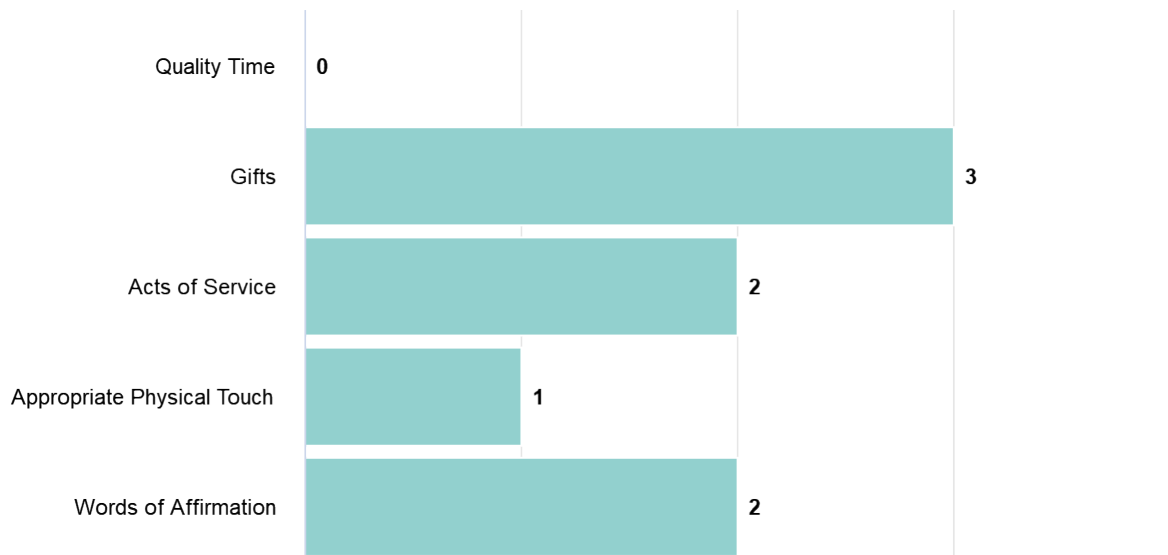


Language of Care

> How you described your language of care

Words of Affirmation.

> Compared to how others described your language of care:



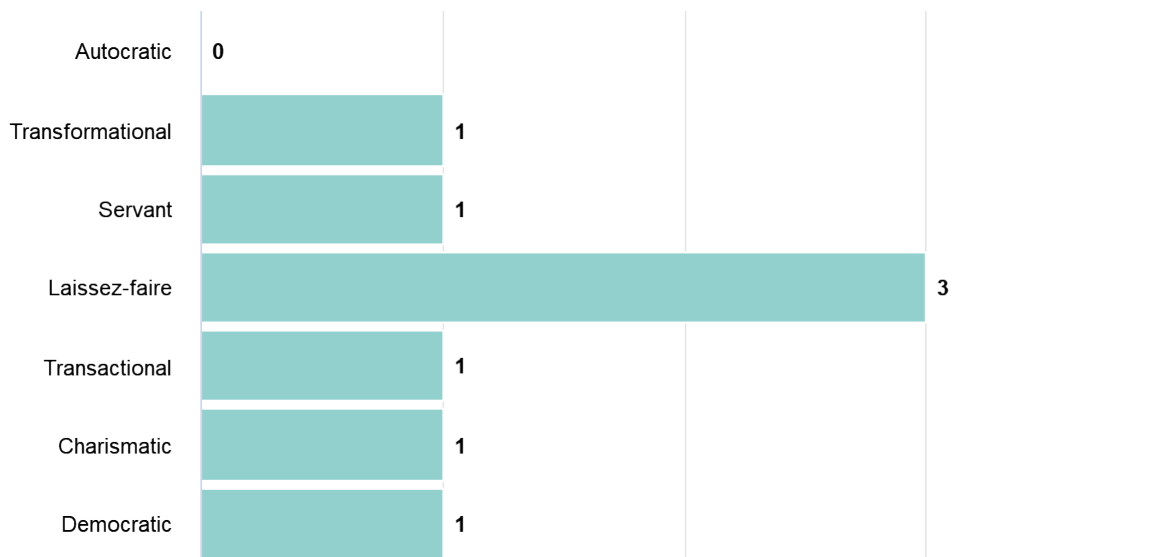


Leadership Style

> How you described your leadership style

Democratic: involves their team in decision-making and encourages collaboration and input. They value the perspectives and opinions of their team and strive for consensus.

> Compared to how others described your leadership style:



- **Autocratic:** makes decisions generally without input. Top-down management style with structure and rules
- **Transformational:** inspires the team toward shared vision. Charismatic, visionary, and creates positive culture
- **Servant:** empathetic and self-giving. Puts the well-being of their team as priority
- **Laissez-faire:** provides resources and support, but their team makes their own decisions and sets their own goals
- **Transactional:** focuses on achieving goals through a system of rewards and consequences; gives clear expectations and holds team accountable for meeting them
- **Charismatic:** has a strong presence and influence over their team; uses charm and energy to inspire others
- **Democratic:** involves team in decision-making; they value the perspectives and opinions of their team and strive for consensus



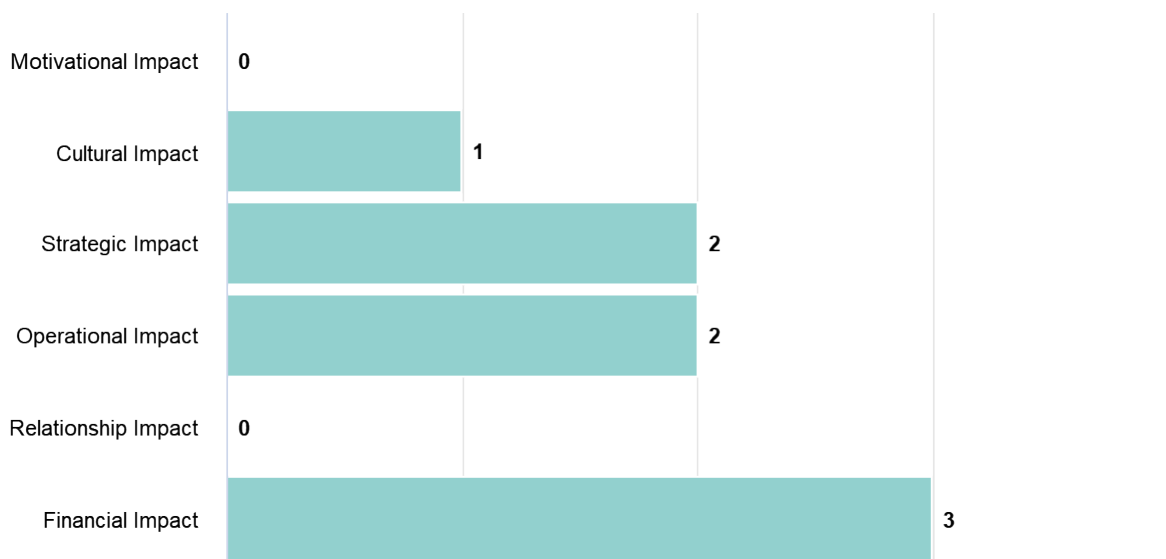


Leadership Impact

> How you described your leadership impact

Cultural Impact: I shape the values, beliefs, and norms of the team and organization.

> Compared to how others described your leadership impact:



- **Motivational Impact:** Inspires and motivates team to achieve their best work
- **Cultural Impact:** Shapes the values, beliefs, and norms of the team and organization
- **Strategic Impact:** Sets and achieves organizational goals, aligns resources, and makes effective decisions
- **Operational Impact:** Manages day-to-day operations and ensures that processes and systems run smoothly
- **Relationship Impact:** Builds strong relationships with team members, stakeholders, and other key partners
- **Financial Impact:** Makes effective financial decisions, manages budgets, and achieves financial success for organization

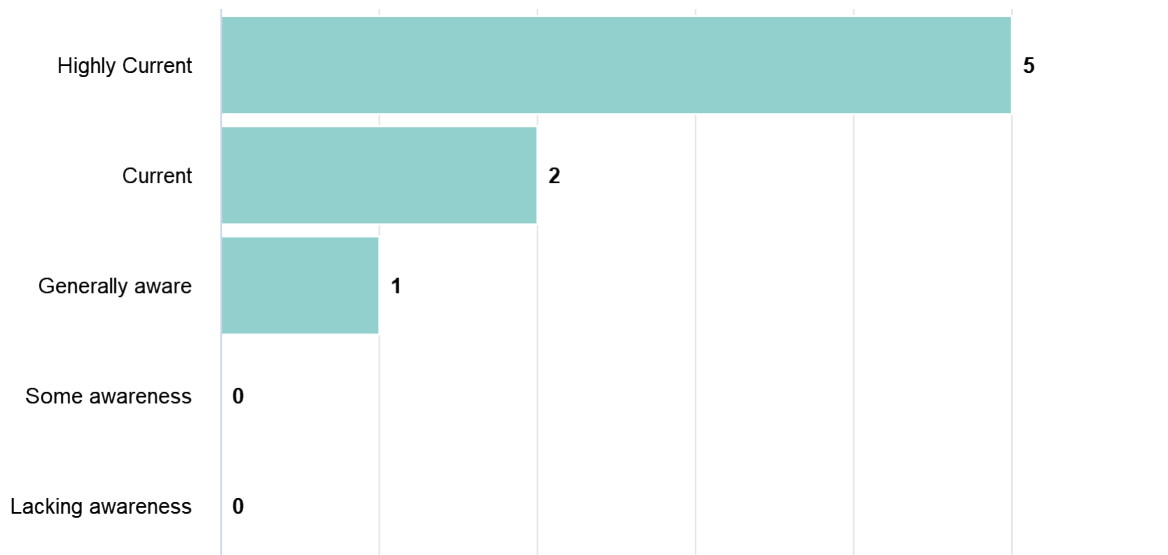


Relationship to Industry Trends

> How you described your relationship to industry trends

Generally aware.

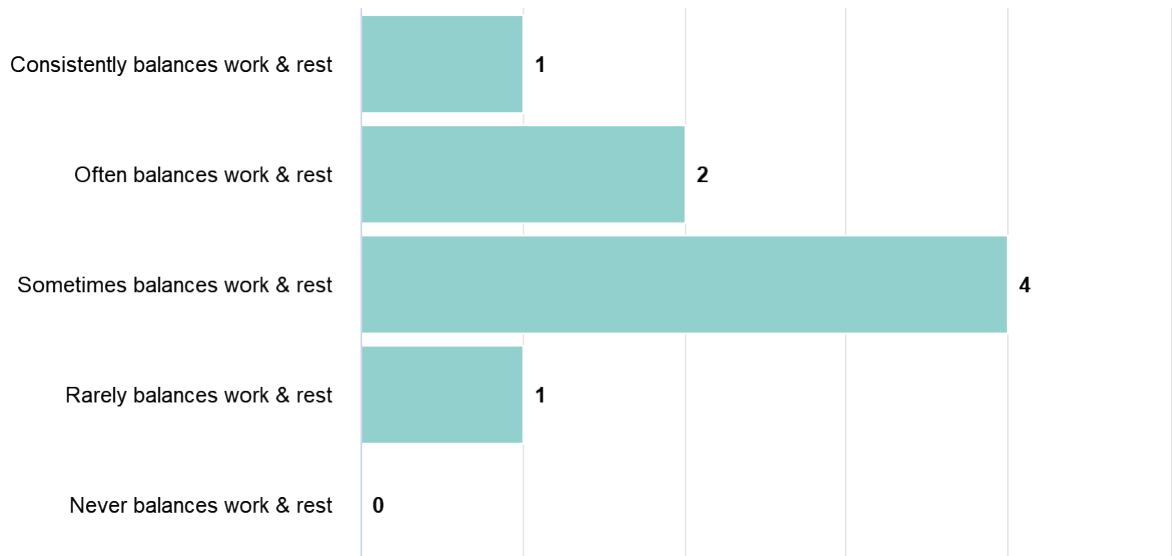
> Compared to how others described your relationship to industry trends:





Balance

> How others described your balance between work & rest:



Note: this was not a question on you answered on your assessment. However, your personal wellness score and burnout score might be reflected in how others see your balance between work and rest.



Strengths

Michael, you consider yourself to be:

Industrious, Dutiful, Expert

You consider your strengths to be:

Responsibility, Maximizer, Analytical

Others consider you to be:

Compassionate, Analytical, Forward
Professional, Takes pride in accomplishments, Family oriented
Prideful, Powerful, Joyful
Likable, High integrity, Fast
Consistent, Driven, Purposeful
Funny, Tall, Always around you need him
Thoughtful, Sensitive, Workaholic
Fun, Smart, Awesome

They see your strengths as:

There for others, Always up for adventures, Able to let things go
Strategic, Analytical, Developer
Activator, Developer, Woo
Balance, Courage, Drive
Loyal, Fiscally aware, Can see things complete before they happen
Gracious, Communicator, Smart
Woo, Helper, Dependable
So strategic, Makes decisions easy, Loves people well



So now what?

After reviewing this Leadership Intake Assessment, it is important to take time to reflect on the feedback received compared to your reflection of your burnout and wellness.

1. **Review the summary:** Take time to review the information received from the assessment. Look for patterns or themes that emerge across different feedback sources. Identify both strengths and areas for improvement. Think through why your perspective or answers might be different than others.
2. **Identify goals:** Based on the feedback, identify at least one goal that you might want to focus on in your leadership journey. Make this goal specific, measurable, achievable, relevant, and time-bound (SMART).
3. **Seek support:** Consider enlisting the support of a coach, mentor, medical professional, therapist or trusted colleague.
4. **Development Plan workshop:** Together we will develop an action plan towards leadership wellness that will help you prioritize areas of growth that match your strengths and goals.

The Leadership Intake Assessment is just one tool in your toolkit towards continued health. To help drive your growth as a leader we encourage a habit of seeking out feedback from others.

Leadership Center offers coaching packages for continued conversation around vocation, leadership and executive development. Visit leadershipcenter.co for more information.