

# From “What” to “Now What?” Personality Assessment in Leadership Development

Darren Overfield  
SIOF 2012, San Diego, CA  
April 26, 2012

Stock Price for Fortune 1000 Client (2004 – 2010)



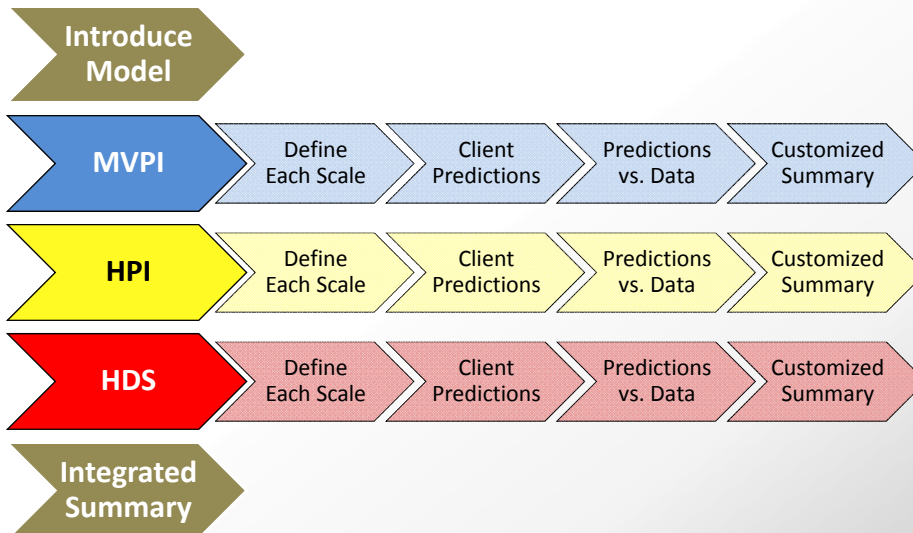
## Customized Narrative Methodology

- Easy to understand: SA theory = organizing framework
- Comprehensive yet succinct, efficient & flexible
  - Integrates data: 28 scales/42 subscales → customized summary
  - Information summarized in 13 pages
  - Provide feedback in one hour
  - Delivery: face-to-face or by phone/WebEx
- Distills key messages from MVPI, HPI & HDS in one page “balance sheet” summary

Copyright 2012, Darren Overfield

58

## Process Flow...



59

## Process Flow...

**Tying it all Together...**



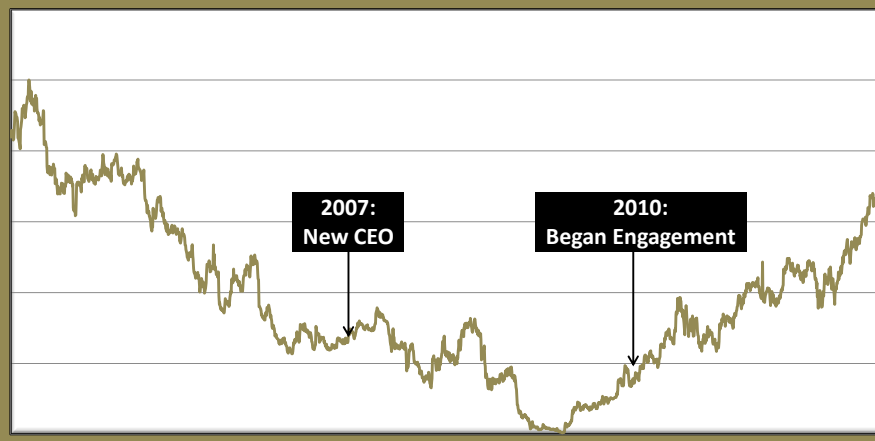
**Values & goals:** Achieving results; being acknowledged; team work, balanced with need for independence and private time; having fun; maintaining high standards; taking calculated risks

Strengths That Enhance Career	Risk Factors & "Overused Strengths"
<ul style="list-style-type: none"> <li>Cool, calm and collected</li> <li>Competitive, leader-like, takes initiative</li> <li>Friendly, approachable, optimistic</li> <li>Good team player</li> <li>Balances strategy &amp; execution</li> <li>Practical; emphasizes the application of knowledge</li> <li>Vigilant about maintaining public image...minimizes presence of "dark-side" tendencies</li> </ul>	<ul style="list-style-type: none"> <li>"Tough &amp; independent" may become "aloof &amp; detached"</li> <li>Tendency to withdraw socially under stress</li> <li>May make surprising decisions; change focus quickly</li> </ul>

**Integrated Summary**

60

## Stock Price for Fortune 1000 Client (2004 – Present)



### Progress

- Accomplished three year growth plan in two years; set more ambitious goals
- Eight quarters: 10% revenue growth; 2% operating margin improvement
- Opening new stores & refurbishing existing ones
- First shareholder dividend since 2006

61

## Three Take-Aways...

1. Facilitate process for executives to re-construct narratives
  - Prompt clients to articulate implicit perceptions & beliefs
  - Highlight gaps, disconnects & blind spots
  - Support efforts to “edit stories” based on new information
  - Set clear goals for behavior change...attitudes often follow
2. Speak “language of the practicing manager”
  - Feed back information in an easy to understand format
  - Prioritize pragmatism
3. Refuse to compromise on scientific rigor
  - “Scientist/Practitioner” should be “both/and” not “either/or”
  - Simple ≠ Simplistic

Copyright 2012, Darren Overfield

62

**“Simplicity comes from conquering  
rather than ignoring complexity...To be  
truly simple, you have to go really deep.”**

**--Steve Jobs**

63