



Leadership Personality Questionnaire (DLPQ)

John Sample

Test Date: April 19, 2018

Test Event ID: 0284

Report Information

This report has been generated using the results from the Leadership Personality Questionnaire (DLPQ), which assess a person's leadership styles toward others and toward themselves. The DLPQ was developed by examining the common personality traits observed in the three most common leadership styles (transformational, transactional, and passive leadership) and the predominant traits responsible for self-leadership. Transformational leaders work as equals with their followers to identify needed change, to create a vision guiding the change through inspiration, and to execute the change in tandem with committed members of the group. Transactional leaders prefer to use a more directive approach, using rewards and punishments in order to achieve compliance from followers. Transformational leaders look towards changing the future to inspire followers and accomplish goals, whereas transactional leaders prefer maintaining the status quo. Passive leaders tend to not provide leadership to others, showing a preference for letting the followers decide for themselves. Lastly, self-leadership focuses on the ability to be a leader to yourself through various methods, such as rewarding yourself, being critical of yourself, and setting goals for yourself.

This report presents four leadership personality scales and 20 subscales based on the candidate's own responses to a set of 102 items. Research has shown that the DLPQ is a valid measure of leadership style.

The scales have been generated by comparing the candidate's responses to a pool of several thousand of other people's, giving a comparison of personality traits in the form of deciles (i.e. 10 percentile groups).

Scores of 5 and 6 are considered average compared to the comparison group. Below is a short description of how each score relates to the comparison group.

- 1 - 2 Lower than most people
- 3 - 4 Slightly lower than most people
- 5 - 6 Similar to most people
- 7 - 8 Slightly higher than most people
- 9 - 10 Higher than most people

It is important to note that low scores do not necessarily mean poor performance. A lower score simply signifies a lower self-reported tendency to exhibit a particular personality trait. It is sometimes preferable to exhibit low tendencies towards certain personality traits in some roles.

The information contained in this report is confidential and should be stored securely. The information in this report is likely to remain valid for up to 18 months from the date of taking the questionnaire.

Summary Leadership Profile Report

Transformational Leadership

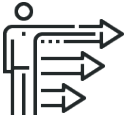
Score: **9**



The candidate may have a significant preference for the transformational leadership approach. The candidate may be significantly more likely than most people to build trusting relationships with employees, empower employees, and be a source of motivation and inspiration to employees.

Transactional Leadership

Score: **2**



The candidate shows little preference for the transactional leadership approach. The candidate is less likely than most to put distance between followers, to prefer the status quo, to emphasize hierarchy between employees, or to motivate the employees using monetary rewards.

Passive Leadership

Score: **2**



The candidate may be significantly less likely than others to show a preference for the passive leadership approach. The candidate may be significantly less likely than most people to avoid any involvement with problems occurring in the workplace and to wait as long as possible before intervening in corporate issues.

Self-leadership

Score: **8**



The candidate has moderately higher levels of self-action leadership than the majority of individuals. Compared to others, the candidate is more likely to engage in self-directed behaviors.

Transformational Leadership

1 2 3 4 5 6 7 8 9 10

<p>Building Trust Likelihood to work on building trust within and between groups, and to work hard in order to be considered trustworthy by others.</p>	
<p>Delegating Responsibilities Likelihood to voluntarily delegate tasks to other people.</p>	
<p>Honesty and Consistency Likelihood of being honest and consistent, recognizing and exposing your mistakes, and to act the way you ask others to act.</p>	
<p>Empowering Followers Likelihood of voluntarily and willingly sharing power and responsibilities with others, and to obtain other's opinions before making a decision.</p>	
<p>Concern for Followers Likelihood of interacting with subordinates in lower levels of the corporate hierarchy and to listen to their concerns.</p>	
<p>Encourage Followers Likelihood to motivate and encourage subordinates on a regular basis.</p>	
<p>Accessible to Others Likelihood to make time in your schedule to meet with employees and to prioritize meeting employees over scheduled tasks.</p>	
<p>Inspirational Motivation Likelihood to be considered a source of inspiration and motivation by others, and to be a source of help when others need assistance.</p>	

Transactional Leadership

1 2 3 4 5 6 7 8 9 10

<p>Distance with Followers Likelihood to establish emotional distance with followers and to not be concerned by the well-being of subordinates.</p>	
<p>Individualism Likelihood to favor personal responsibility over group responsibility, for both successes and failures.</p>	
<p>Resistant to Change Likelihood to prefer keeping the status-quo and to prefer routines.</p>	
<p>Emphasis on Corporate Structure Likelihood to prefer establishing and following rigid corporate structures, and to categorize employees in hierarchical classes based on their position.</p>	
<p>Extrinsically Motivated Likelihood to opt for a reward and punishment style with employees, to incite good behaviors by offering rewards, and to deter bad actions by detailing potential punishments.</p>	




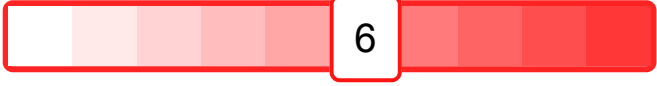
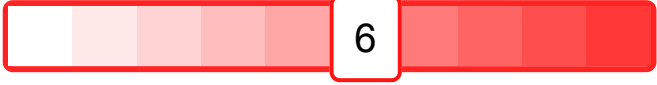
Passive Leadership

1 2 3 4 5 6 7 8 9 10

<p>Avoiding Involvement Likelihood to avoid any situations requiring effort to fix a problem.</p>	
<p>Crisis Manager Likelihood of waiting until a problem is out of hand before attempting to fix it.</p>	

Self-leadership

1 2 3 4 5 6 7 8 9 10

Self-rewarding Likelihood of regularly rewarding yourself for your accomplishments, and to not take those accomplishments for granted, but rather as a result from your efforts.	
Self-criticism Likelihood of judging and criticizing your actions and behaviors compared to your standards, and to reflect on your performance to improve.	
Self-observation Likelihood of keeping track of your performance and the progression of your work.	
Evaluation of Personal Beliefs Likelihood of re-evaluating personal beliefs and assumptions when faced with an atypical situation, and to re-think your assumptions when disagreeing with others.	
Setting Goals Likelihood of setting goals for yourself, and to spend efforts on well-defined goals.	

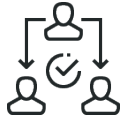
Detailed Personality Scales Report for Transformational Leadership



Building Trust

Score: 4

When in a group, the candidate may be less prone than others to seek building trust between group members. The candidate may be less likely than others to go the extra step to be considered trustworthy by colleagues.



Delegating Responsibilities

Score: 9

When in a group, the candidate will almost always try to delegate tasks to other people who are as competent as the candidate. The candidate may rarely feel that delegated tasks will not be completed as efficiently as if the candidate had done the tasks himself/herself.



Honesty and Consistency

Score: 5

The candidate is generally honest and consistent between his/her words and his/her actions. The candidate may be as likely as others to try to cover-up mistakes he/she is responsible for, and the candidate will normally act the way he/she asks others to act.



Empowering Followers

Score: 7

When in a situation of power in a group, the candidate will generally not hesitate sharing the power and responsibilities with other members of the group. As a leader, the candidate may show a preference for obtaining other's opinions before making a decision.



Concern for Followers

Score: 9

As a leader, the candidate may be significantly more likely than others to directly interact with individuals in a lower level of the corporate hierarchy and to listen to their concerns, even if someone else is available to listen to those individuals' concerns.



Encourage Followers

Score: 7

As a leader, the candidate may be moderately more likely than others to motivate followers. The candidate may generally see leaders as individuals who must assess and boost the motivation of their followers.



Accessible to Others

Score: 6

The candidate may be as likely as other people to make time in his/her schedule for others. The candidate may generally prioritize meetings with colleagues and employees over scheduled tasks.








Inspirational Motivation



Score: 8

The candidate may be moderately more likely than other people to encourage and motivate others. The candidate may be also more likely than others to be there whenever someone needs help with a problem and may regularly encourage others to reach out to him/her for help.

Detailed Personality Scales Report for Transactional Leadership

	Distance with Followers	Score: 8
	The candidate may have a moderate preference to establish emotional distance from followers. The candidate may feel that it is generally not the role of a leader to be concerned for the well being of the employees.	
	Individualism	Score: 3
	The candidate may be less likely than other people to opt for individualism over collectivism. The candidate may be less likely than others to favor personal responsibility over group responsibility, including for group projects, for both successes and failures.	
	Resistant to Change	Score: 1
	The candidate may be significantly less likely than other people to keep the status quo over innovation. The candidate may show a strong preference for either not having a fixed routine or changing his/her routine from time to time.	
	Emphasis on Corporate Structure	Score: 3
	The candidate may be moderately less likely than others to show a preference for following a rigid corporate structure. The candidate may show a moderate preference for letting employees work on tasks associated with other positions than their own.	
	Extrinsically Motivated	Score: 2
	The candidate may be significantly less likely than others to favor a reward and punishment style with employees. The candidate may be significantly less likely than others to incite good behaviors from employees by offering monetary rewards and detailing potential punishments.	

Detailed Personality Scales Report for Passive Leadership

	Avoiding Involvement	Score: 3
	Compared to others, the candidate may be moderately less likely to avoid situations requiring fixing a problem. The candidate may prefer to act and fix a situation before it gets out of control.	
	Crisis Manager	Score: 1
	The candidate may be significantly less likely than others to wait as long as possible before stepping in and fixing a situation. The candidate is significantly less likely than others to let other people fix their own problems, and may almost always proactively attempt to fix problems.	

Detailed Personality Scales Report for Self-leadership



Self-rewarding

Score: 8

The candidate regularly rewards himself/herself for his/her accomplishments. The candidate generally takes pride in his/her accomplishments and does not take them for granted.



Self-criticism

Score: 5

The candidate judges his/her actions and behaviors in relation to his/her standards as often as most people. The candidate is as critical towards himself/herself as other people are critical towards the candidate. When the candidate performs poorly, he/she may sometimes reflect on his/her performances in order to improve.



Self-observation

Score: 8

The candidate generally keeps track of his/her performance. When working on a project, the candidate will generally track the progression of the work.



Evaluation of Personal Beliefs

Score: 6

The candidate is as likely to re-evaluate his/her personal beliefs and assumptions, when faced with an atypical situation, as most people. The candidate may sometimes rethink his/her assumptions when disagreeing with someone else.



Setting Goals

Score: 6

The candidate is as likely as other people to set goals for himself/herself. The candidate is as likely as others to spend his/her efforts on well-defined goals.

Disclaimer

This report has been computer-generated through the web-portal of ABEL Project and it cannot be guaranteed that this report has not been changed or adapted from the original computer-generated output.

If the questionnaire was completed without supervision, the identity of the respondent cannot be guaranteed.

ABEL Project accepts no liability or responsibility for the consequences from the use of this report.

Good business decisions, including hiring, promotion, and termination, should always rely on detailed information from multiple sources. What you learn about a candidate using the present report should always be evaluated in conjunction with other information, including but not limited to: prior work history (if any), work credentials, personal interviews, job-related technical knowledge, prior job performance, ability or skills measures, and references.