



Report designed for

Sally Sample

ProfileXT[®]

Leadership Approach



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TRAINING SOLUTIONS, Inc.
703-318-0838
www.trainingsolutions.com
Chantilly, VA 20153

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Introduction

Great leaders aspire to be as effective as possible in the myriad of situations they encounter. Becoming aware of their strengths to exploit, and potential challenges to address, is the first step in developing and refining leadership skills. To this end, the ProfileXT Leadership Approach is a tool designed to illuminate the inherent potential of leaders and their approach in confronting challenges while achieving excellence in leadership. This report provides predictions of how the characteristics of Ms. Sample will manifest in her behavior.

The ProfileXT is a comprehensive assessment of an individual's Behavioral Traits, Thinking Style, and Interests. These dimensions describe elements of the total person, and affect each interaction, decision, and action a leader undertakes. This report illustrates how leaders' Interests and Thinking Styles contribute to leadership behaviors, the way they process information, and the types of activities that motivate them. All of these influence how they approach their work.

Leaders have a responsibility to engage people, implement policies, make decisions, and drive developments that advance organizational goals for which stakeholders hold them accountable. The ProfileXT Leadership Approach provides insight on the manner in which leaders approach meeting these responsibilities and how to utilize this knowledge to maximize their leadership talent. The report offers straightforward, no-nonsense insights toward knowing leaders, the types of activities that motivate them, the advantages they can leverage, and potential challenges to consider. This information can provide insight on how best to capitalize on the individual's strengths and where to focus leadership development efforts.

Understanding the Leadership Approach report

This report comprises a number of sections devoted to different interpretations of the ProfileXT scores of Ms. Sample as they relate to leadership. The report consists of:

- **Total Person** - Overview of the characteristics of Ms. Sample based on her scores for each scale of the ProfileXT followed by a page for each scale displaying a comprehensive description of how each characteristic manifests in the leadership style she provides.
- **Components of Leadership Success** - Predictions for the behavioral expressions of Ms. Sample according to six components of successful leadership. These components include:
 - Innovating Strategic Initiatives
 - Maximizing Resources
 - Utilizing Organizational Synergies
 - Producing Quality Results
 - Mentoring Others
 - Maintaining High Personal Standards
- **Conclusion** - Suggestions for using this information to improve leadership.

Total Person

	Low	Mod-Low	Mod-High	High
Learning Index	[Progress bar from Low to Mod-High]			
Verbal Skill	[Progress bar from Low to Low]			
Verbal Reasoning	[Progress bar from Low to Mod-Low]			
Numerical Ability	[Progress bar from Low to Mod-Low]			
Numeric Reasoning	[Progress bar from Low to Mod-High]			

Thinking Style

	Low	Mod-Low	Mod-High	High
Energy Level	[Progress bar from Low to Mod-High]			
Assertiveness	[Progress bar from Low to High]			
Sociability	[Progress bar from Low to Mod-Low]			
Manageability	[Progress bar from Low to Mod-High]			
Attitude	[Progress bar from Low to Low]			
Decisiveness	[Progress bar from Low to High]			
Accommodating	[Progress bar from Low to Mod-Low]			
Independence	[Progress bar from Low to High]			
Objective Judgment	[Progress bar from Low to Low]			

Behavioral Traits

Distortion for this assessment is within the acceptable range.

Interests



Enterprising



People Service



Creative

Learning Index

An index of expected learning, reasoning, and problem solving potential.

Low	Mod-Low	Mod-High	High
■	■	■	

Leadership Approach

Ms. Sample scored moderately high on the Learning Index scale of the ProfileXT. She assimilates various types of information to arrive at conclusions, affording her an adaptive style of decision making suited for many different types of situations. She is capable of learning the necessary technical information to closely monitor the progress and quality of the work delivered by her business unit. However, she may not grasp the most advanced, detailed information, relying instead on members of the management team or technical advisors to take the lead in conveying the most complex concepts to outside interests. This could pose a challenge on occasion, particularly when presenting highly detailed and complex material of serious consequence.

However, her ability to comprehend most information and to learn the requisite material to improve her business acumen or other procedural familiarity could be an important asset for her in many aspects of leadership. These could include supporting the management team in achieving operational objectives, ensuring organizational compliance with industry standards of safety and quality, or ascertaining the most advantageous course of action to pursue given current market circumstances.

Strengths

- Likely communicates using easily accessible language
- Can perform some numerical computations to ascertain data trends
- Capable of interpreting most complex numerical data to make decisions
- Capable of processing and interpreting verbal information to formulate solutions
- Capable of learning the necessary information to develop a strategic plan

Challenges

- May communicate with a somewhat inaccurate vocabulary at times
- Could require computational aids to assist with complicated calculations
- May neglect technically complex sources of information in generating solutions

Energy Level

Tendency to display endurance and capacity for a fast pace.

Low	Mod-Low	Mod-High	High
▬▬▬	▬▬▬	▬▬▬	

Leadership Approach

Ms. Sample scored moderately high on the Energy scale of the ProfileXT, indicating her general preference to work at a fairly rapid pace most of the time. She may conceive of ideas and facilitate their implementation with urgency, pushing as a leader to achieve results as quickly as time and resources allow. Her earnest leadership approach could be contagious if her more energetic colleagues tend to mirror her enthusiasm for moving on to continuing phases of strategic initiatives.

The resulting atmosphere of determined forward progress may be an asset in situations when innovation and productivity are key concerns to the organization. An intense work environment can also motivate more methodical individuals to broaden their focus from a sequential progression of task completion to a more universal perspective of overall objective achievement.

However, the energy Ms. Sample imparts as a leader could be detrimental as well if the intensity level she promotes becomes too high or persists without pause for a protracted period of time. Individuals who tend to operate more systematically could become weary if they are required to meet tight deadlines Ms. Sample establishes, impairing their performance. Therefore, Ms. Sample may need to remember that although a fast pace may result in increased productivity or other goal attainment measures, some projects may require a strategy of moderately paced throughput to maintain optimal performance levels.

Strengths

- Initiates project implementation quickly once goals are set
- Works intensely to merge complementary resources
- Promotes organizational operational plans with urgency
- Expedites integrated solutions for the organization

Challenges

- Could allow work pace to shortcut crucial planning
- Can be impatient when projects require a methodical approach
- May overlook less-obvious efficiencies by working quickly

Assertiveness

Tendency to take charge of people and situations. Leads more than follows.

Low	Mod-Low	Mod-High	High
▶▶▶▶▶	▶▶▶▶▶	▶▶▶▶▶	▶▶▶▶▶

Leadership Approach

Ms. Sample scored high on the Assertiveness scale of the ProfileXT, suggesting she tends to present her position with strong confidence. As she presents herself confidently, those on her management team could feel more comfortable in expressing their input on important issues. It is also possible that individuals who are less assertive may be intimidated by her forceful approach, discouraging their sharing useful perspectives on solving problems.

However, those who are also assertive might respond only to her assertive tone and express opposition, preventing their understanding of the actual content of her ideas. This could lead to confrontations impeding productive solutions to strategic issues.

Her forceful leadership style, while useful on occasion, can generate less than desirable results for situations where a more subtle approach is warranted. Conversely, her forward manner could be an asset at times when her direct approach is necessary to remove barriers to progress. Maintaining a balance between these approaches for working with others will allow Ms. Sample to increase her effectiveness in leading the management team.

Strengths

- Firm and direct in setting priorities for others
- Asserts her position about possible organizational challenges with confidence
- Influences organizational change by frequently sharing her opinion
- Directs others on how goals will be achieved with authority

Challenges

- Can be overbearing in presenting her decisions
- May be too candid with individuals about their weaknesses
- Assertive style could hinder team-oriented efforts

Sociability

Tendency to be outgoing, people-oriented, and participate with others.

Low	Mod-Low	Mod-High	High
■	■		

Leadership Approach

Ms. Sample scored moderately low on the Sociability scale of the ProfileXT, suggesting a slight tendency to be reserved in social or other situations requiring interaction with others. When interacting with other members of a strategic team, she may be primarily focused on the content of interpersonal exchanges. She may not always derive enjoyment from the process of interacting and socializing with others, particularly if the topic at hand is not consequential to organizational success. She may communicate with others at a practical level, largely discussing matters of immediate relevance to the organization.

Her professional manner of interaction could reflect confidence and competence, engendering respect among others in her as an effective leader. However, at times she may be considered by those who are more sociable as detached from issues of concern to the organization as a whole. She may engage in relationships chiefly to advance organizational goals or her professional development. Therefore, she will likely be deemed a reserved, yet focused, leader by most others.

Strengths

- Maintains social relationships to keep lines of communication open
- Reaches out to others for feedback on occasion
- Balances professional relationships with maintaining personal connections
- Can work effectively without relying on strong personal relationships

Challenges

- Can seem unapproachable at times
- May sometimes resist building necessary connections with others to engender trust
- Tends to prefer working in isolation some of the time

Manageability

Tendency to follow policies, accept external controls and supervision, and work within the rules.

Low	Mod-Low	Mod-High	High
▬	▬	▬	

Leadership Approach

Ms. Sample scored moderately high on the Manageability scale of the ProfileXT, indicating a general inclination to respect the boundaries of organizational policies most of the time. If she is charged with advancing directives that counter established rules and policy, she may consult documented organizational rules to determine the appropriate course of action. Colleagues who are less inclined to abide by policy may find her leadership approach restrictive at times. To obtain their full cooperation, she may need to expound on her reasons for adherence to certain policies.

However, there may be times at which she feels a strict or literal interpretation of organizational policy limits the scope of the strategic initiatives whose benefits could outweigh any potential liability. As a leader, she will likely encourage others to weigh the risks of possible repercussions of bending the rules against the potential payoffs of novel approaches. In so doing, she will probably not be considered a pioneering leader who is willing to test the limits of organizational policy. This could promote other organizational stakeholders to trust that she will operate according to the best interests of the organization as a whole.

Strengths

- Can work effectively with direction and leadership of organizational leaders
- Follows policies in general, uses available resources to achieve organizational goals
- Ensures organizational directives are communicated and enforced across the business unit
- Focuses on established organizational goals

Challenges

- Can be overly accepting of directives from the other leaders
- Could disregard established policies at times
- May not follow direction of those in authority on occasion

Attitude

Tendency to have a positive attitude regarding people and outcomes.

Low	Mod-Low	Mod-High	High
■			

Leadership Approach

Ms. Sample scored low on the Attitude scale of the ProfileXT, signifying a tendency to be highly cautious regarding favorable outcomes and to be vigilant of other individuals' underlying motives. Her leadership will often reflect a questioning nature, which can be a significant asset when prudent scrutiny of the risks to organizational performance is most appropriate. However, she may seem largely distrusting of others most of the time, which as a leader could undermine the seemingly effortless rapport with others that effective leaders often possess.

She could seem rigid and dubious to more optimistic individuals. However, if Ms. Sample takes steps to communicate why she focuses on the possible negative consequences, she could prevent alienating those looking to her for strategic direction. When undertaking or conceiving of any initiative, her emphasis on the possible adverse effects of various options could counteract idealistic notions that could involve a high degree of risk. Ms. Sample will likely consider these important dangers, providing a crucial perspective that could promote strategic planning for how to mitigate different types of threats to overall organizational success.

Strengths

- Questions benefits and outcomes of various courses of action
- Accounts for long-term outcomes, vigilant for adverse effects
- Cautious in implementing untried methods, analyzing to ensure efficiency
- Weighs consequences of disclosure carefully before sharing

Challenges

- May focus on finding fault when negative outcomes occur
- Can be hesitant in supporting viable ideas
- Could allow caution to hinder momentum of project completion

Decisiveness

Uses available information to make decisions quickly.

Low	Mod-Low	Mod-High	High
▶▶▶▶▶	▶▶▶▶▶	▶▶▶▶▶	▶▶▶▶▶

Leadership Approach

Ms. Sample scored high on the Decisiveness scale of the ProfileXT, indicating her propensity to make decisions promptly, trusting herself to make an appropriate judgment based on the information available to her at the time. Her decisive nature allows for decisions to be made in a timely manner when timelines are pressing and expediency is paramount.

However, she could seem as if she jumps to conclusions too quickly to her more contemplative colleagues. They may reserve their opinions and input if they ascertain Ms. Sample has settled the matter in her mind or feel that their input would not influence her decision in the end. Particularly if she acts as a meeting facilitator or discussion moderator, she might consider withholding her judgment until others have weighed in.

Affording others the opportunity to present their point of view before sharing hers could offer Ms. Sample more information and differing perspectives by which to evaluate her decision. Her perspective is most advantageous whenever a speculative, academic approach to strategic planning would hinder the momentum of progress toward organizational goal achievement.

Strengths

- Accepts risk in making business related decisions
- Formulates and implements solutions quickly utilizing available pertinent information
- Confident of decisions without spending an inordinate amount of time analyzing the situation
- Trusts own decision making ability to arrive at conclusions

Challenges

- May make decisions using too little information
- Can miss important details in an effort to make quick decisions
- At times, could implement solutions without carefully considering the risks

Accommodating

Tendency to be friendly, cooperative, agreeable. To be a team person.

Low	Mod-Low	Mod-High	High
■	■		

Leadership Approach

Ms. Sample scored moderately low on the Accommodating scale of the ProfileXT, suggesting she may resolve to stand by her position in most instances. This can be advantageous when the information she dispenses as a leader may be unpopular with others. It can also afford her a strong standpoint by which to position her stance as a tenacious leader when she is facing disapproval or other unfavorable circumstances.

However, her unwavering nature may be a detriment to productive negotiations, particularly in politically or emotionally charged situations where diplomacy would be most effective. Ms. Sample may need to adopt a more acquiescent temperament in these situations. On the other hand, as a leader with a fairly determined nature, Ms. Sample could steadfastly support the initiatives she chooses to advance, as well as the constituent divisions she represents.

Strengths

- Defends the values of the organization when appropriate
- Determines courses of action resolutely and steadfastly supports their implementation
- Fosters collaboration when warranted
- Listens to others when necessary, yields when appropriate

Challenges

- Could avoid conceding to others during deliberations
- Can be uncooperative when others oppose her position
- May be inattentive to others' requests at times

Independence

Tendency to be self-reliant, self-directed, to take independent action, and make own decisions.

Low	Mod-Low	Mod-High	High
▶▶▶▶▶	▶▶▶▶▶	▶▶▶▶▶	▶▶▶▶▶

Leadership Approach

Ms. Sample scored high on the Independence scale of the ProfileXT, indicating she prefers to operate of her own accord. When she feels the situation warrants, she may not hesitate to take action on her own. She will likely be a highly self-sufficient leader with the ability to conceptualize and implement directives without a large degree of guidance or direction.

Her autonomous leadership approach may not incorporate the involvement of others. This could be a challenge at times, impeding optimal organizational performance that results from the contribution of ideas and input from many different sources. Her self-directed manner could result in her maintaining up-to-date knowledge of technical and professional trends in her industry, supporting her ideas on strategic directions for the organization. However, she may resist consulting technical advisors or other subject matter experts in the field, relying instead on the information she gathers herself.

When faced with multiple or pressing initiatives to deliver upon, Ms. Sample may under delegate, preferring instead to oversee directive implementation more directly than time may allow. Nonetheless, her self-reliance could contribute to effective leadership when she is faced with leading the way in emerging markets or in uncertain situations.

Strengths

- Prefers using an autonomous approach when identifying strategic direction
- Relies on own judgments to create new capabilities
- Self-reliant when determining tactical plans
- Works self-sufficiently to support organizational growth

Challenges

- Could exclude important input from others for maximizing productivity
- Can develop client relationships that do not include others in her organization
- May not consider others' input where warranted

Objective Judgment

The ability to think clearly and be objective in decision-making.

Low	Mod-Low	Mod-High	High
■			

Leadership Approach

Ms. Sample scored low on the Objective Judgment scale of the ProfileXT, indicative of an intuitive nature that reflects her instincts about a situation when she is charged with making a judgment call. When faced with a difficult decision as a leader, she is apt to consult her intuition and feelings concerning the circumstances of the situation first. It is probable that only then would she begin to consider objective data. Others with a more objective perspective may find her leadership approach imprecise with less emphasis on measurable performance indicators than they would prefer.

In addition, she may lead project execution based on knowledge gained from past experiences, rather than factual information concerning current market and organizational constraints. However, this could be a challenge if there have been significant changes in recent industry activity, particularly that which have been documented as verifiable evidence.

Her intuitive nature can be an important asset in certain situations requiring the consideration of extenuating factors. When individuals approach her for her guidance, she may consider her feelings on the matter, taking into account critical aspects of the situation in addition to what the facts may indicate. This could be extremely effective where subjective judgment calls are warranted for which certain idiosyncrasies are critical elements of the decision.

Strengths

- Establishes organizational strategies using mostly instinct
- Relies on intuition and experience to strategize solutions to overcome organizational challenges
- Utilizes intuitive judgment and experience to develop direction
- Gives feedback based on intuitive judgment

Challenges

- Could discount the value of concrete, logical information
- May allow intuition to override hard facts concerning resource synergies
- May overlook important objective information in determining accountability

Interests

Leaders typically enjoy engaging in the activities that align with their interests. This often contributes to their level of motivation and can impact their leadership style. The table below identifies six distinct occupational themes, and indicates the three types of activities most preferred by Ms. Sample. Also described are implications of these preferences on her approach to work.

Interests Categories



Enterprising

Indicates interest in activities associated with persuading others, sales, and presenting ideas.



Financial/Administrative

Indicates interest in activities such as organizing information or business procedures.



People Service

Indicates interest in activities such as helping people and promoting the welfare of others.



Technical

Indicates interest in scientific activities, technical data, and research.



Mechanical

Indicates interest in working with tools, equipment, and machinery.



Creative

Indicates interest in activities using imagination, creativity, and original sales ideas.

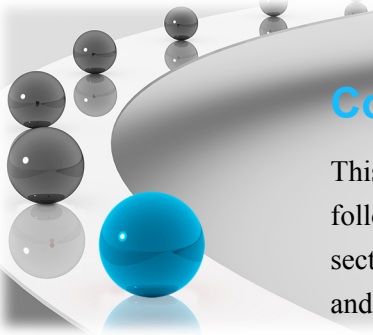
 = Top Interests for Ms. Sample

Ms. Sample scored highest in the Creative, Enterprising and People Service themes on the inventory. She is attracted to positions in which she can use her creative side in a business environment that allows for a high degree of contact with people. She appears to be drawn toward opportunities to solve problems in an innovative way. The chance to serve the needs of customers and the public in general also relates to this interest pattern.

With Enterprising as her primary area of interest, Ms. Sample is likely to seek out activities that involve entrepreneurial pursuits and leadership. Her focus, above all other areas of interest, lies in pursuing goals in the dynamic realm of business and commerce. These types of activities provide the best opportunity for encouraging Ms. Sample to be an effective leader.

Secondly, she is encouraged by the opportunity to engage in causes benefiting others, as demonstrated by her interest in People Service activities. Assisting others or undertaking initiatives to provide clients with services may highly engage her at work.

Finally, her interest in Creative activities completes her profile of interests. It entails a preference for creative expression, novel approaches, and original ideas. Although this interest area may not be as critical to her overall engagement as her more highly preferred interests, it could still play an integral role.



Components of Leadership Success

This section describes the characteristics of Ms. Sample as they relate to the following six Components of Leadership Success. The descriptions in this section are based solely on her Behavioral Traits, exclusive of her Interests and Thinking Style.

The following descriptions are leadership behaviors shared by most others who have similar Behavioral Traits scores as Ms. Sample. Leaders can be different from one another in a variety of ways and there are a number of extraneous factors accounting for variation in behaviors across different leaders. Nonetheless, the behaviors described below are typical of leaders who scored similarly to Ms. Sample and can be interpreted to ascertain how Ms. Sample may operate as a leader in your organization.

Innovating Strategic Initiatives

A leader who engages in Innovating Strategic Initiatives has a strong potential to advance innovative methodologies, develop a specific plan for achieving long-term objectives, and create a vision for the future direction of the organization.

Ms. Sample demonstrates this objective by evaluating and developing innovative methodologies with a pragmatic perspective strongly emphasizing the potential consequences of new approaches. Nevertheless, she will likely adapt to a rapidly changing business climate by arriving at expedient conclusions regarding long-range objectives using only the most readily available information. Thus, she may prefer to operate with little structure in place and is likely able to conceptualize organizational directions for the future on her own without requiring guidance or direction.

Maximizing Resources

A leader who is effective in Maximizing Resources is proficient in inspiring personnel to impart their full commitment to achieve the organization's mission and vision, compel others to own the strategic vision, and facilitate identifying, procuring, and dispatching resources as needed.

Ms. Sample may undertake Maximizing Resources by appropriating resources with a conservative approach, heavily focusing on the potentially negative outcomes of implemented directives. Therefore, she could, at times, approach collaborative, team-oriented strategic efforts with a fairly resolute perspective for pursuing organizational objectives, determined and focused in her distinct ownership of the overall strategic vision. Ms. Sample typically prefers to adhere to administrative policies in most instances, and could develop procedures for resource procurement largely supporting the organization's overall mission.

Utilizing Organizational Synergies

A leader who is focused on Utilizing Organizational Synergies may actively cross divisional boundaries to drive efficient operations, draw connections between interrelated functional groups, identify and exploit synergistic assets, and instill innovative systems and procedures that enhance organizational performance.

Ms. Sample may express this leadership component by taking an independent approach in arriving at her own conclusions regarding the resources currently available to the organization and how those resources are synergistic for maximum production. Her level of energy will likely result in proactively crossing divisional boundaries, aligning new and existing systems to increase efficiency and organizational performance in a changing market. Most of the time she prefers to consider her experience and intuition when making connections between interrelated functional groups, trusting her instincts to guide her decisions.

Producing Quality Results

A leader who is successful in Producing Quality Results may have the ability to impart a common understanding of the manner in which goals will be achieved and the scope of effort required to achieve them, prioritize tasks to support realistic objectives, and accomplish market- and client-focused solutions.

In Producing Quality Results, Ms. Sample prefers to conduct her work with intensity. As such, she may impart a collective understanding of how goals will be achieved through vigorous efforts to demonstrate the criticality of expedient, yet exceptional, results. Therefore, her somewhat forceful leadership style could be an asset at times as she works to remove barriers impeding effective prioritization of project completion for her management team. Ms. Sample tends to respect the established organizational mission and vision and may tend to lead initiatives that are focused on ensuring a client-driven culture.

Mentoring Others

A leader who engages in Mentoring Others would be able to recognize the potential in others, empower others to work and solve problems self-sufficiently, and provide objective performance feedback on a timely basis.

Ms. Sample could mentor others by determining their potential for success and professional development needs using her intuition, favoring her instincts about others' developmental needs over objective performance data. She tends to express herself confidently, which when paired with constructive feedback, could inspire and encourage others to develop their own self-assuredness. Her focus on others' potential weaknesses could encourage her to cultivate their talents in areas she feels are in greatest need of improvement, particularly those in which they are required to work self-sufficiently.

Maintaining High Personal Standards

A leader who is committed to Maintaining High Personal Standards could demonstrate a propensity for engendering trust by keeping promises and confidences, pursuing resources to improve and develop professionally, and demonstrating accountability for the end result of all actions and decisions.

In Maintaining High Personal Standards, given the highly apprehensive manner with which Ms. Sample regards situational outcomes, she may tend to place responsibility on circumstantial factors for adverse consequences. Additionally, she may only occasionally yield to others, even when pressured, perhaps guarding her confidences from disclosure and ensuring the feasibility of the promises and commitments she makes. While she is not inclined to engage others in socially-oriented activities in general, she will likely participate in social events to build the necessary relationships supporting her professional development.

Conclusion

The material in this report pertains to the way a leader will tend to react and respond in the variety of settings the leader negotiates. This information can provide the insight needed to shape their perceptions and reactions, guiding them to become a more effective leader in any situation.



The multifaceted nature of a leader's responsibilities requires him or her to call on both social skills typical of charismatic leaders, as well as the tactical skills necessary for productive leadership. As you consider the advantages and challenges presented in this report, think of instances where these considerations for effective leadership can be applied in your particular organization. Does your organization currently need a results-driven leader who can quickly maximize optimization? Or does the organization need a leader who can mobilize resources resulting in long-term gains critical to the stability of the organization's equity?

To use the information in this report to enhance an individual's leadership skills, consider these important questions directly affecting how a leader can best exercise his or her influence:

- What is the scope of your organization? Is it global or is it more geographically centralized? Does this affect the breadth of responsibilities your leaders must carry out?
- What types of market pressures do your leaders face where they must garner organizational support to overcome?
- Where in the industry life cycle is your organization currently operating? Is it a mature concept looking for market expansions and product innovations or is the offering on the cutting edge of progress?
- What market share does your organization hold? Is it an established industry leader or a new concept striving to gain foothold?
- Do different functional groups benefit from certain leadership skills more than others?

Decide how the leadership competencies presented in this report apply to your organization's current culture and determine how to maximize the individual's leadership effectiveness given the characteristics described in this report. Some may need to be tempered, others, amplified. Either way, cultivating the leadership competencies described here can enhance a person's leadership success, profiting the organization in many ways.

The complete ProfileXT product provides a wide breadth of information that can be an incalculable value for both the leader and the organization as a whole. In the end, the individual can improve his or her approach in leading others, resulting in competent, effective leadership to make a positive impact while leading the organization into a prosperous future.