

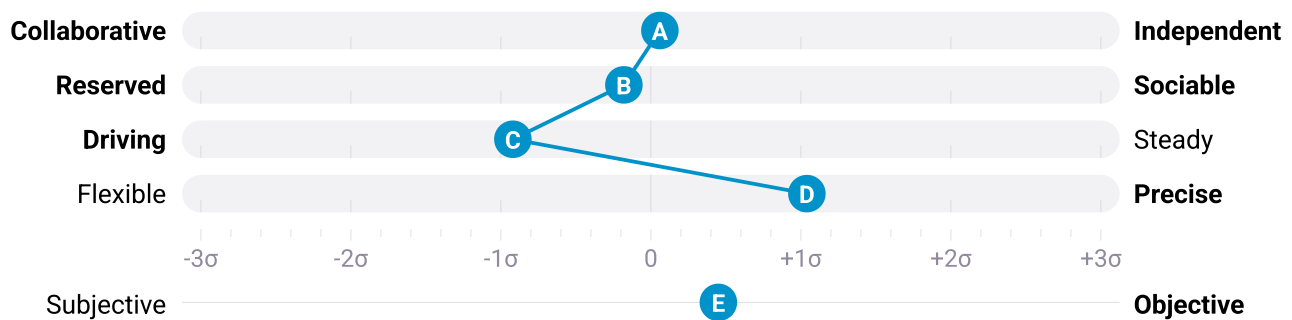
Steve Higginbotham Steve Higginbotham



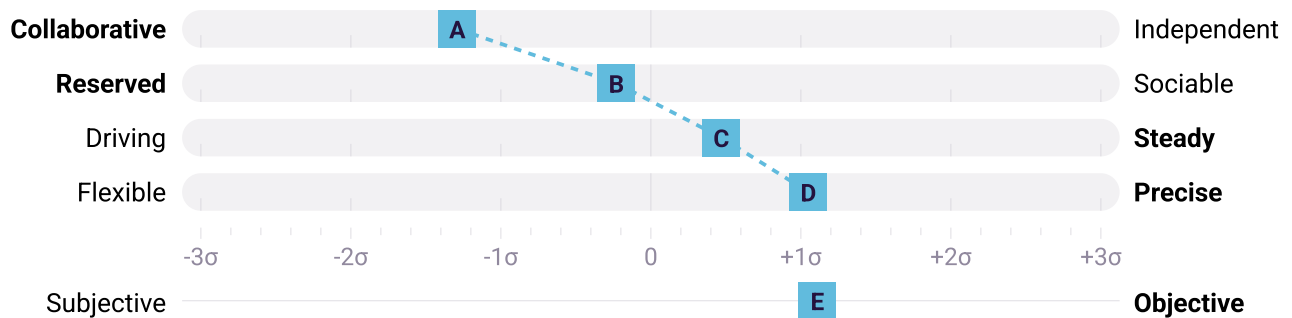
A Controller is detail-oriented and conservative, with a preference for high quality and technical expertise.

Self

Behavioral Score ID*: 562-5469-545 Assessment Date : 06/20/2025



Self-Concept



Number of items selected: Self: 57; Self-Concept: 51

*A Behavioral Score ID is a unique identifier associated with your assessment results.

Behavioral Report

Steve Higginbotham is a self-disciplined, conscientious person who will develop a high degree of expertise and skill in a specialized job. Has the drive to get things done right and in accordance with established standards of accuracy and quality.

A conservative and analytical person who respects traditional organizational values. Reserved, serious, and thoughtful about everything to be done, is a no-nonsense worker who worries about getting things exactly right. Never superficial, will make sure that they know what they're talking about before speaking. Needs a lot of certainty and structure in their work so that it meets very high, specific quality standards.

Understanding the technical aspects of own work well, is capable of exercising ingenuity in problem-solving within the limits of specialized expertise and training. Conservative and eager to avoid risk, is cautious and skeptical about new ideas. Will be comfortable with established, approved systems, technology, organizational relationships, and people.

Will be factual, sincere, detailed, and impatient to get on with the task at hand. Primary focus is the efficient completion of the task, and solving any problems in the way. Thinks things through and communicates when they have something substantive and proven to say about the work.

Steve Higginbotham strives to make sure that things get done right, and is often placed in positions of control and trust. Given the necessary guidelines, will carry out responsibilities authoritatively and firmly. Has a sense of urgency and works and functions, in general, at a faster-than-average pace, making decisions quickly as long as they are the kind of decisions that can be made in support of accepted policies.

Behavioral Factors

<p>D Formality +1.04σ</p> <p>Moderately Precise</p> <p>Needs lots of...</p> <ul style="list-style-type: none">• Understanding of rules and regulations• Specific knowledge of the job• Freedom from risk of error	<p>C Patience -0.92σ</p> <p>Moderately Driving</p> <p>Needs some...</p> <ul style="list-style-type: none">• Variety• Opportunities to work at a faster than average pace• Mobility	<p>B Extraversion -0.18σ</p> <p>Situationally Reserved</p> <p>Needs some...</p> <ul style="list-style-type: none">• Balance of: Opportunities to interact and Opportunities to reflect• Social acceptance and Room for introspection• Opportunities to influence and Freedom from office politics	<p>A Dominance +0.06σ</p> <p>Situationally Collaborative</p> <p>Needs some...</p> <ul style="list-style-type: none">• Balance of: Independence and Encouragement• Control of own activities and Reassurance• To be challenged and Harmony
<p>E Objectivity +0.45σ</p> <p>Objective</p> <p>Leans toward logic; likely to weigh facts and data over opinions</p>			

Strengths

- Builds structure and has respect for the plan
- Anticipates problems
- Proactive and results-oriented

Potential Caution Areas

- Can have difficulty delegating authority
- Resistant to change if it feels too brusque
- Likely to feel uncomfortable in ambiguous situations

Factor Combinations

<p>D > C Crossing midpoint</p> <p>Careful with rules</p> <ul style="list-style-type: none">• Conscientious• Thorough• Precise	<p>D > B Both high</p> <p>Formal</p> <ul style="list-style-type: none">• Formal• Social• Proper	<p>A > C Both low</p> <p>Proactive</p> <ul style="list-style-type: none">• Takes initiative• Proactive• Sense of urgency
<p>D > A Both high</p> <p>Cautious with risk</p> <ul style="list-style-type: none">• Rule follower• Thorough• Accurate	<p>B > C Both low</p> <p>Quick to connect</p> <ul style="list-style-type: none">• Sense of urgency• Task-oriented• Impatient with routines	<p>A = B At midpoint</p> <p>Task- or people-oriented</p> <ul style="list-style-type: none">• Situationally task- or people-oriented

Strongest Behaviors

Steve Higginbotham will most strongly express the following behaviors:

- Careful with rules; precise, "by the book", fast-paced, and literal in interpreting rules, schedules and results.
- Detail-oriented and thorough; works to ensure things don't fall through the cracks, and follows up to ensure they're done properly and on time.
- Driven to achieve operational efficiencies: thinks about what needs to be done and how it can be done as fast as possible while maintaining a high-quality outcome. Impatient with routines.
- Formal, reserved, introspective, and skeptical of new people; requires "proof" to build trust in new people.
- Detail-oriented and precise; follow-through is deep and literal to ensure tasks were completed in accordance with quality standards.
- Operationally, as opposed to socially, focused. Thinks, in specific terms, about what needs to be done and how to do it accurately and flawlessly; follows, in a literal way, that execution plan.
- Drive to protect the company against risk by doing things in general accordance with established standards.
- Careful; usually follows a plan to avoid making mistakes. Generally has proof to support decisions before taking action.
- Detail-oriented and helpful; works comfortably as part of a team and often checks work.

Management Style

As a manager of people or projects, Steve Higginbotham will be:

- Respectful of authority, established rules, and company procedures; eager to work within the system and reluctant to bend or break the rules
- Focused on the specifics of how things are accomplished taking pride in delivering work on-time, accurately, and completely
- Hesitant to delegate authority or details; Steve Higginbotham is an exacting boss who takes responsibilities seriously and will demand that direct reports get things done right and on time
- Focused on specific tasks and the technical output of the team more than personnel issues or team building activities
- Slow to trust others; places greater confidence in what is known from their experience, knowledge, and the book. Confidence is derived more from proven facts rather than faith in people
- Sincere, factual, and direct – never superficial; this individual will make sure they know what they're talking about before speaking.

Influencing Style

As an influencer, Steve Higginbotham will be:

- Assertive and definitive when representing concepts or ideas as an expert
- Eager to understand any idea or concept thoroughly before bringing it before others; strongly prefers knowledge, experience, and facts to thinking on the spot or being unprepared
- Works well with proven processes, plenty of facts, and established policies
- Driven to prepare for any presentation thoroughly, this individual wants to ensure that they can deliver exactly what is required; with experience, will become very knowledgeable, with precision, about the steps necessary for successful implementation
- Prone to making decisions independently without collaboration; works best with those who do the same
- Familiar with the situation and eager to utilize this knowledge in the process of influencing others
- Eager to discuss proven successes with own ideas and concepts as solid proof of reliability and integrity.

Management Strategies

To maximize effectiveness, productivity, and job satisfaction, consider providing Steve Higginbotham with the following:

- Thorough training in all policies, standards and systems relating to their own work
- Clear definition of responsibilities and authority, and certainty that they can depend on management to back them up
- Recognition and respect by management for competence and conscientiousness, and assurance of a secure future
- Coaching in communications and “people” skills if their future is to involve much direct contact with direct reports or customers, or both.

Preferred Work Style

- Careful with rules; precise, “by the book”, fast-paced, and literal in interpreting rules, schedules and results
- Detail-oriented and thorough; works to ensure things don’t fall through the cracks, and follows up to ensure they’re done properly and on time
- Formal, reserved, introspective, and skeptical of new people; requires “proof” to build trust in new people