



Teresa Correia de Lacerda's Assessment Results

These are your Top 5 Leadership Characteristics:

Acting with Honor and Character

You know what you stand for. Your actions are rooted in a stable set of values. You can be counted on to act consistently and stay true to your word. Others trust you because your beliefs and actions match. People see you walking your talk. They sense your authenticity and your character.

Creating the New and Different

You are able to envision a future that no one else sees and invent things that haven't been imagined. You focus a lot of your time on gathering information and asking good questions. Because you value all points of view and look broadly for information, you are able to make connections across many fields and use analogies that help you think differently about a problem. During brainstorming, you value the outlandish and the absurd—which can spark new thinking. You don't judge. You don't hem people in. You believe that many people with different ways of looking at the world will always outperform any one individual's ideas. You are not afraid of failure. Fail early, fail often is almost a mantra for you. You expect a result that will wow clients and strive to make it a reality.

Communicating Effectively

You are clear and credible when you communicate. You are knowledgeable about the topic. You have an interest and a passion in the message. And you are in tune with your audience. You adjust your message and delivery appropriately for the audience. You are an articulate, engaging speaker and a strong writer. Your use of stories, visuals, descriptions, and tone captivate the reader or the listener. You effectively inform, persuade, coach, and inspire.

Inspiring Others

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Inspiring Others: Top 5 Characteristics (Cont'd)

You have a compelling vision, and you are able to paint a picture of the future that ignites enthusiasm. You are able to translate your vision in a way that others begin to share the vision. You help individuals see how they fit into the bigger picture, and this leads to better engagement and stronger performance. You infuse others with a sense of optimism and possibility. You build effective teams and rally team members around a common purpose and get everyone working toward a common set of goals.

Relating Skills

Most people would say that you are a likable person. You relate well to all kinds of people. You make other people feel at ease. You are genuinely interested in other people. And you naturally build relationships by inquiring about people's interests, priorities, and perspectives. After spending time with you, people feel like they matter. Your positive, affirming nature makes others feel important and valued. People are quick to offer the same respect and consideration back to you.



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Potential Blind Spots

Blind spots are characteristics that you overestimate. You are likely to see yourself as stronger in these skills than others see you. A self assessment can give you insight on potential areas for self improvement, however, asking others for their input by doing a network assessment will give you far greater insight on your blind spots. Here are your potential blind spots and some ideas for next steps:

Getting Work Done Through Others

One of the most difficult transitions people face as they move up the ladder is transforming their approach to managing others. Direct step-by-step instruction and discipline gives way to relationship building, empowerment, advocacy, and coaching.

- **Empower** – Taking a command-and-control approach to leadership has its advantages, but it also involves a lot of extra stress and expended energy. Delegating work is one of the best ways to develop and empower others. Add some coaching and support to the mix, and you have a recipe for bringing out the best in people.
- **Eliminate barriers** – Part of your job as a leader is to make sure your team has what it needs (resources, time, support, information) to get their jobs done efficiently. Listen to feedback from your team about where the system bogs down and use your influence and advocacy to clear their path.
- **Spend your time wisely** – It is tempting to continue to do the work that you love—the work that got you promoted. But once you manage other people, your job responsibilities shift. Spend less time on tasks you have mastered and more time on tasks that only you can do.

Demonstrating Personal Flexibility

Clearly, our world is in constant flux. And as the pace of change accelerates on all of us, organizations have become keenly aware of their need for people who can tuck and roll and keep their balance in a context of continuous change.

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Demonstrating Personal Flexibility: Blind Spots (Cont'd)

- **Keep learning** – Getting better and better at something you’re already good at does not grow you as fast as pushing past your comfort zone and entering unfamiliar terrain. Seek out classes, opportunities to cross-team, or even lateral moves that will allow you to exercise new muscles and break up your routine.
- **Start again, and again** – Resilience used to be a term used mostly in psychology and sports, but it’s creeping into the business lexicon. It refers to one’s ability to bounce back from setbacks, losses, or simple failure. Your grace in the face of such challenges and your ability to get back on the horse will communicate your resilience.
- **Think solutions** – Where there’s a problem, there’s always a solution (or at least a brave attempt at one). Identifying problems is an important part of any job, but looking deep into the heart of a problem and coming up with a recommended course of action is what separates the truly nimble from the rest of us.

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Potential Hidden Strengths

Hidden strengths are characteristics that you underestimate. You are likely to see yourself as weaker in these skills than others see you. A self assessment can give you insight on potential areas for self improvement, however, asking others for their input by doing a network assessment will give you far greater insight on your hidden strengths. Here are your potential hidden strengths:

Keeping on Point

You have discipline. Despite all of the tasks and challenges vying for your attention, you sort through competing priorities and stay focused. You have your favorite tricks for doing this—setting aside blocks of time, finding ways to minimize interruptions, making decisions quickly. You know that it's not enough to be busy. Your concentrated focus produces meaningful accomplishments.

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Problem Areas

Problem areas can be hard to talk about. However, we want to arm you with as much information as possible about the roots of success as well as known causes of derailment. Through studying the career trajectories of thousands of individual contributors, managers, and executives, we've identified the five most common barriers to career success. If you suspect one or more of these areas is a problem for you, the section below will provide initial steps toward improvement.

This assessment did not generate any problem areas for you.

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Korn/Ferry Insights

Here's how you compare to others:

Acting with Honor and Character

Acting with Honor and Character is ranked highest in importance compared to all other leadership skills. It is the foundation upon which all other leadership skills are built. Most people are highly skilled in Acting with Honor and Character. It is moderately difficult to develop. Being trustworthy, consistent, and ethical are viewed by most employers as price-of-admission leadership qualities.

Creating the New and Different

Creating the New and Different is correlated with strong performance at the manager and executive levels. Most people's skill level in Creating the New and Different is low, and it is harder to develop than most leadership skills. For these reasons, it is a good idea to focus on developing this skill as early as possible in your career. Your ability to generate breakthroughs will be noticed, appreciated, and sought after because it is the source of competitive advantage that companies seek.

Communicating Effectively

Communicating Effectively is particularly important at the individual contributor level. The number of people who are good communicators tends to be lower at the individual contributor level but steadily increases among managers and executives. With a little effort, this skill is not hard to develop. The ability to tailor your delivery and clearly articulate your points builds credibility for both you and your message.

Inspiring Others

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Inspiring Others: Korn/Ferry Insights (Cont'd)

Inspiring Others is very important at the manager and executive levels. It is highly correlated with strong performance at the executive level. However, very few people are skilled in this area. One of the reasons few people have this skill is that it's difficult to learn. Rallying people around a common vision and motivating them to embrace change and give their best will differentiate you and your organization. Begin honing your ability to inspire others at the manager level because it can be a critical asset for you as you move up the leadership ladder.

Relating Skills

Relating Skills are particularly important at the individual contributor level. Most people's skill in this area is high, and it is moderately difficult to develop. Leaders who are skilled in this area are also likely to be skilled in Managing Diverse Relationships and Being Open and Receptive. While the presence of these interpersonal skills may not be enough to get you promoted, the absence of these skills can stymie your progression up the leadership ladder.

Keeping on Point

Keeping on Point is very important across all leadership levels, particularly at the manager level where it is highly correlated with strong performance. However, the skill level for most people in Keeping on Point is moderate when compared to other leadership skills. Fortunately, it is easier to develop than most leadership skills. The ability to set priorities and stay focused is not common—it will differentiate you from your peers.

Getting Work Done Through Others

Getting Work Done Through Others is important, particularly at the manager and executive levels. However, it is an extremely rare skill. For most leaders, this is their lowest-ranked leadership skill, and it is one of the most common blind spots at the executive level. Getting Work Done Through Others is easier to develop, in part, because organizations provide courses, coaching, and other resources to help leaders improve. It is difficult to give up doing

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Getting Work Done Through Others: Korn/Ferry Insights (Cont'd)

the work yourself, but your ability to direct, coach, delegate, and develop can mean the difference between lackluster and stellar results.

Demonstrating Personal Flexibility

Demonstrating Personal Flexibility is a very low skill for most people. It is also harder for people to develop because it involves the willingness to respond to feedback and to change. Change can be hard for people, and personal change can be even more challenging. People often overestimate their ability in this area; it is a common blind spot across all levels of leadership. Enhancing your ability to adjust, adapt, and flex in response to feedback or changing conditions will make you a resilient and nimble leader.

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