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Alpha Assessment Interpretive Report

Background

This report is based on the research of executive coaches Kate Ludeman, PhD, and Eddie Erlandson, MD, who together have coached over 1,000 executives.

The report provides information about general behavioral patterns based on your survey responses, and should not be read as a hard and fast assessment of your strengths and risks. While you may have propensities toward certain behaviors, you may also have learned to redirect these tendencies in your day-to-day work interactions. You should therefore use this report as a *guide* to help you identify, understand and modify your particular set of skills, tendencies and risk areas.

Overview

This report is designed to help you leverage your natural strengths, while shoring up your weaknesses. Self-awareness and ownership of your challenges allows you to change how they impact your relationships at work, and to make choices that more effectively support your desired career goals.

The Alpha Assessment provides feedback about:

1. **Your Overall Alpha Strengths & Risks**

Alpha leadership characteristics have the potential to develop into potent strengths, but may also create particular risks. Thus, there are no ideal alpha scores. Rather, there are some alpha characteristics that are best built up, and some that are best minimized.

2. **Thematic Elements**

When factor analyses were applied to the Alpha Risk data, three distinct themes stood out: Hard-driving Competitiveness; Interpersonal Impatience; and Difficulty Controlling Anger. The alphas who cause themselves and others the most trouble see everyone as rivals, are impatient and demanding toward others and tend to lose their temper easily.

3. **Your Strengths & Risks for Four Alpha Types: Commander, Visionary, Strategist & Executor**

We have identified four different *types* of alphas in our research.

- Commanders are natural leaders who know how to get people to do things.
- Visionaries see the big picture and dream the impossible dream.
- Strategists excel in abstract thinking, problem solving and planning.
- Executors are dogged implementers who delve into details and drive accountability.

Each of these types is associated with a particular cluster of strengths and a particular cluster of risks. It's important to note that even if you do not receive a high score on alpha characteristics *in general*, you can still receive high scores on characteristics that relate to one or more of the specific types. Indeed, each person possesses a unique combination of the various strengths and risks inherent to each of the types.

That being said, having a general alpha streak does add intensity, or "punch," to the expression of the four

leadership types. In a healthy alpha leader who is open to change and personal development, type strengths are magnified, and type risks are minimized or transformed. However, in an alpha who tends to be defensive and less open to change, alpha tendencies are likely to have an opposite, debilitating impact. The information in this report is designed to help you recognize the areas in which you excel, fill in your leadership gaps, identify the types of people you should partner with as peers, and determine the sorts of people you should hire on your team as direct reports in order to balance your own strengths and risks.

In addition to the report below, a useful tool that provides even more depth regarding alpha strengths and risks is the latest book written by Kate and Eddie entitled *Alpha Male Syndrome* (Harvard Business School Press, 2006). This book discusses in detail the four alpha types, how to work best with alpha males and provides insight into the complex workings of the alpha personality. For more information about *Alpha Male Syndrome* or to order your copy today, visit www.alphamalesyndrome.com.

Interpreting Your Results

Your results are broken up into a number of different categories, each of which is described in more detail below.

In all of the categories, your results are shown as *percentile scores*. These scores indicate your standing in each category relative to a multicultural sample of adults who are active in the business world (e.g., people working as managers, accountants, financial advisors, real estate developers, engineering leaders, heads of human resources departments, sales and marketing executives, CEOs, etc.). These percentile scores indicate the percentage of people in this population who fall above and below you on each category (e.g., a percentile score of 30 indicates that 30% of this population scores below you while the remaining 70% scores above you). In addition to these percentile scores, you will be provided with a graphic representation of your results and an in-depth written interpretation.

You will first be presented with scores for your general alpha characteristics—split into “Alpha Strengths” (relatively healthy alpha qualities) and “Alpha Risks” (alpha liabilities). These scores are based on your mean responses to 120 questions on the assessment. In other words, these are your “overall” alpha scores, based on the entire assessment.

Next, you will be shown a more fine-grained interpretive report, in which your alpha qualities are analyzed for type-related patterns. Within the body of questions that measured your *alpha strengths*, some dealt specifically with Commander strengths, some with Visionary strengths, some with Strategist strengths, and some with Executor strengths. Similarly, within the larger group of questions that measured your *alpha risks*, there were risk questions that concerned each of the four types. You will see information about how you scored in each of these different type areas. Thus, in addition to receiving an overall, generalized assessment of your alpha strengths and challenges, you will have the opportunity to review a type-based “profile” detailing the extent to which you possess relatively specific alpha qualities.

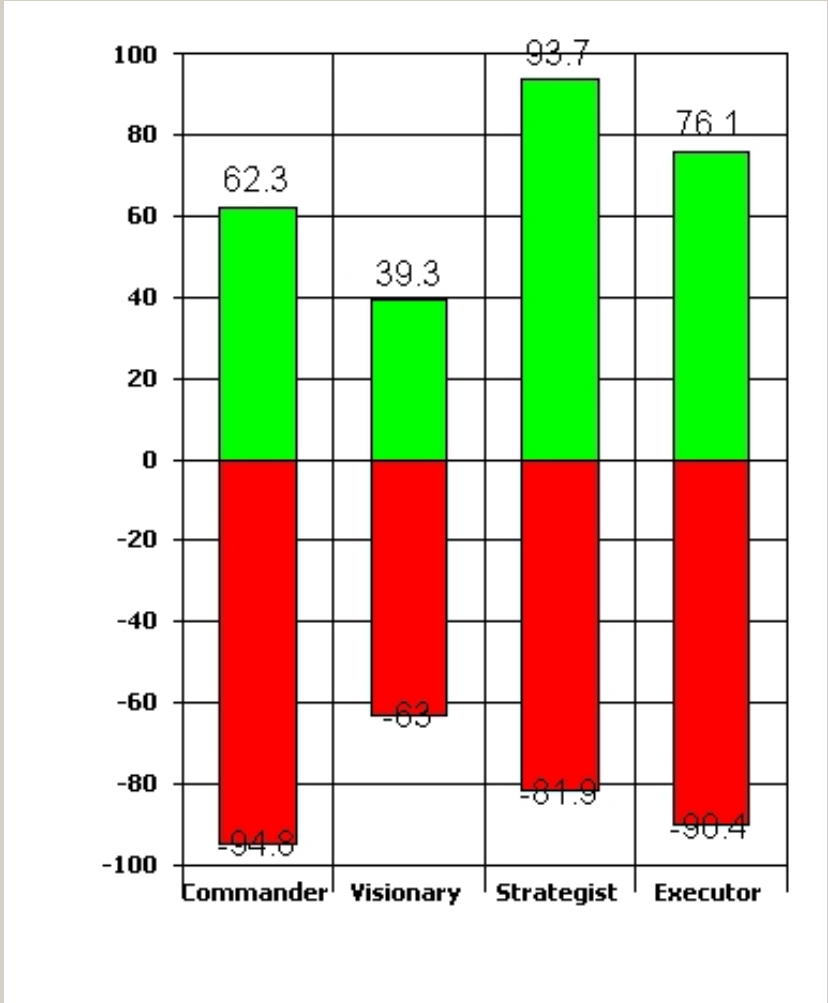
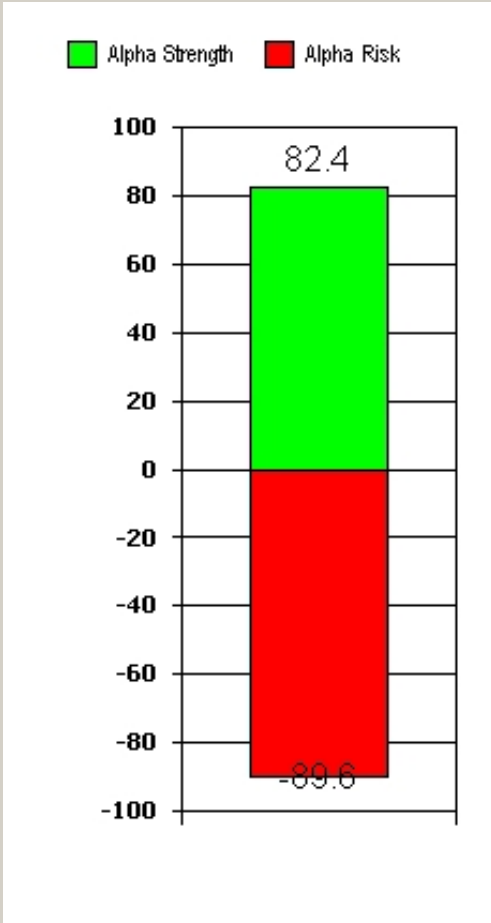
The graphic representations shown below depict your scores for each of the categories.

In the graph on the left, the green bar indexes your percentile score for general alpha strengths, and the red bar (progressing downward) indexes your percentile score for general alpha risks.

The graph on the right follows a similar pattern with respect to each of the alpha types. Again, strengths are designated by green bars, while risks are designated by downward-progressing red bars. In making sense of your scores, it is useful to compare your relative standing on each of the different categories, noting the categories in which your scores are highest and lowest.

Overall Rank

Alpha Types



Ranking Summary	Overall	Commander	Visionary	Strategist	Executor
Type Strength	82.4%	62.3%	39.3%	93.7%	76.1%
Type Risk	89.6%	94.8%	63.0%	81.9%	90.4%

Overall Alpha Strength Score: 82.4

Overall Alpha Risk Score: 89.6

Your Alpha Strengths and Risks Overall

In terms of both general alpha strengths and general alpha risks, you scored in the top quartile.

Given this result, you're likely to be a high achiever who is self-confident, dominant and persistent. You're a "take-charge" kind of person with tenacity and persistence. You love a good challenge and the opportunity to break through barriers or jump over hurdles that others might see as impossible obstacles. You tend to be courageous and willing to take an unpopular stand if you believe it's best for the business. However, though you are often bold and possibly innovative, you are not necessarily a gambler in business and finances.

Such strengths indicate that you have a strong results focus and drive for achievement. You come through for the business and typically accomplish your goals. You don't hesitate to make decisions. You keep your vision of winning in mind at all times, and others tend to line up behind you in the effort to succeed. You very possibly operate from a place of personal vision, where you sense a noble calling that extends beyond your immediate work achievements.

However, given that you scored in the top quartile for alpha risks, it is also likely that you become excessively consumed by the desire for a personal win. Your scores suggest that you see yourself as right most of the time and are willing to push hard for your point of view. You view this as persistence, though others may see you as domineering or stubborn. This means that you probably aren't strong in seeking out people's input, listening attentively, or building on other people's ideas.

As a high achiever, you tend to be critical of others and focus on what has not yet been finished or on tasks that were not accomplished to your satisfaction. You do not take the time to express your appreciation and have a secret fear that if you pay too much attention to what people are doing well, they may coast and not push as hard.

You tend to send emails that can be interpreted as sharp and biting. You typically do not consider how your communications will be received or the impact they will have. If you do, you tend to believe that a curt email will send a much-needed message and motivate someone to take the required action. Your communication style may result in inefficiency as your team focuses more on saving face rather than working for the good of the organization. Your style could also lead members of the team to "vent" their reactions amongst themselves, leading to distrust and discouragement.

Among your business goals, coaching and developing your team is likely not a top priority. Although you do provide spontaneous critical feedback during meetings, you rarely feel like you have the time to mentor and coach your direct reports about their leadership style and their more subtle career blockers.

You may be so busy moving from project to project that you do not have the time to schedule regular one-on-one meetings with your team. You most likely don't make it a priority to build strong cross-functional relationships with your peers. People may see you as working in your own silo, with little interest in partnering or teaming to ensure broader success beyond your own business.

You may have unrealistic expectations and push yourself and others too hard at times. You may also be so 4

focused on work that you neglect your family and friends, focusing more of your energy on accomplishing your work goals.

In addition to analyzing your pattern of responses in terms of both general alpha characteristics and specific alpha types, we have also analyzed your results for specific *themes*—issues or behavioral patterns that consistently show up in your responses, cutting across several categories.

Based on your results, we have included feedback below concerning three recurring themes: your ability to control, or manage, your anger; your level of competitiveness and zest for winning; and your level of interpersonal tolerance and patience at work.

Controlling Anger

Your Score: 61.7

Your results on this assessment suggest that controlling your frustrations and anger at work is a moderate challenge for you, and you would probably benefit from developing better ways to deal with the frustration and anger that occur at work.

Although you probably keep your anger in check most of the time, there are definitely instances when your emotions get the best of you. For example, you may blurt out biting remarks which sometimes may seem funny to you in the moment, but later you regret what you said. Or you may become more irritated than you'd like, when coworkers cannot see your point of view. In addition, you may feel your jaw and shoulders become quite tense in a frustrating meeting, or you may have other physical symptoms in response to setbacks or obstacles. While anger management may not be a primary issue for you, it is important to recognize that failing to handle your anger effectively is usually detrimental to your work; it takes up valuable time, inhibits rational thought, and alienates you from other people. You should recognize these consequences and seek to rein in any expressions of anger that don't support you in creating the tone you'd like at work.

Competitiveness

Your Score: 95.6

Your overall pattern of responses suggests that your high degree of competitiveness causes problems in the workplace. In this category, your score placed you in the top quartile, which suggests that you relish winning and derive great satisfaction when you exceed the performance of others.

Your results indicate that you are highly motivated by your competitive spirit and tend to “keep score” in many areas of your life. You are highly aware of the achievements of others, and you use this information as a frame of reference to assess your own accomplishments. You readily compare yourself to your peers, supervisors, and leaders in your field, and you typically view the accomplishments of others as a yardstick by which to measure your own performance. Instead of just doing your personal best, you strive to surpass the standards and accomplishments of others. At times, instead of working on issues that are of the most importance, you may focus on more visible tasks or work that gives you the opportunity to out-perform someone else.

While this competitive spirit is a strong motivator and drives you to excel, it may be beneficial to recognize the downside of your competitive nature. Excessive competition with others can be counterproductive to the overall work environment, because your competitiveness will tend to lure others into competing with you too. Instead of collaborating to achieve your goals, you and your peers may try to subtly undermine each other for the sake of being the winner, or being first to get the job done or being recognized as the best. Your colleagues may back down from your competitive overtures, thereby doing less polished work than they normally would. They may also perceive you as overly aggressive or as a threat, and thus not be willing to share information and be fully open with you.

Impatience

Your Score: 79.0

Your results indicate that you have a fairly low tolerance for incompetence, inefficiency, or sloppiness in people's work. Your score in the top quartile of this theme says that, compared to your peers, you are more likely to become impatient and annoyed by subpar performance and anything you might interpret as flaky.

You tend to be frequently disappointed in your team's results and to notice their weaknesses over their strengths. You are a critical thinker and you notice when people's work is not done quite right.

You have a particularly low frustration threshold when people cannot understand something right away or when they are inattentive and lack focus. You also find it annoying when people seem unable to follow explicit instructions.

While you do not always express your frustration overtly with others, you do expect others to meet or exceed your own high standards. Consequently, while your top performers may be satisfied that they have met your expectations, others may feel that you hold them to impossibly high standards. They may believe that you are much more concerned about the bottom line than their well-being, or that you are disrespectful or dismissive toward them. The result is that you may not build a loyal work team with high morale, and in the process you may inadvertently decrease overall productiveness.

Tips to Minimize Your Alpha Risks:

- Make an effort to spend time collaborating and discussing ideas with others. While you may not agree with them or be interested in their ideas, you will forge better relationships with your team if you make an effort to acknowledge their input and communicate your own opinion in a respectful manner. This engenders a sense of trust and loyalty from your team, which in turn improves productivity and morale.
- Recognize your team's accomplishments. Those who are high in alpha risks tend to focus disproportionately on their team's failures and weaknesses. Although this may appear to produce short-term results, it is detrimental to productivity and morale in the long term. By focusing on the positive achievements of others, you begin to foster an environment where people challenge themselves and aim to achieve.

Tips to Better Manage Your Anger:

While anger management probably isn't a primary problem for you, it is probably something that you should work to improve. Given your results, it would be to your benefit to consider this issue and make changes that will benefit your work relationships, such as the following:

- Differentiate real emergencies from other, less urgent matters. You may waste both your own and others' time and energy by responding urgently to issues without making clear distinctions about priority and importance.
- Although some people say they find it cathartic to express anger, research shows empirically that expressing anger induces stress and *additional* anger.
- Reflect upon a time when you have lost your temper at work, and then imagine how you could have dealt with the situation in a calmer and more rational manner. Consider the impact of this new behavior on the situation. How would it have influenced your coworkers and the decisions that were made? How would it have affected your team's impression of you? Once you can clearly see the benefits of more level-headed behavior, your motivation to make needed changes to your behavior will likely improve.

- Experiment with different strategies that help you let go of irritation and frustration, such as leaving the office and taking a walk, deep breathing, and clearing your mind by discontinuing what you are doing for a minute. Experiment with these different approaches, and identify which one works best for you.

Tips on Effectively Channeling Your Competitiveness:

Although your competitive nature is not always a problem, it may be to your advantage to consider the following strategies. Doing so will likely create a healthier and more productive work environment.

- Become aware of the subtle cues you get from other people that suggest they feel somewhat intimidated or put off by your competitive statements or actions.
- Similarly, monitor situations for negative emotions. While you may approach new projects as a game and enjoy the prospect of winning, competition has a way of turning sour. You need to recognize when you have crossed the line and when the people who work with you feel uncomfortable with your competitiveness.
- It is also important to find other motivators for your work. By focusing so much on outdoing other people, you inadvertently allow other people to control your interests and agenda. Instead of trying to exceed the standards of others, learn to set your own specific goals and strive to achieve them.

Tips to Increase Your Tolerance and Sensitivity:

Your high standards may keep your own work on track and motivate some people to work hard for you. But when others fail to meet your high standards, your interpersonal style is likely to leave them feeling demoralized rather than motivated to improve. In order to help your team be more productive, you may need to become more accepting of the different ways in which people work and use encouragement more frequently as a way to motivate people.

- Make an effort to demonstrate more patience when dealing with others. While you may not agree with them or be interested in their ideas, you will forge better relationships with your team if you make an effort to acknowledge their input and communicate your own opinion in a respectful manner.
- Learn how to set realistic goals for other people. Instead of expecting people to achieve the highest of standards and then becoming disappointed when their performance falls short of the mark, set realistic goals that you are reasonably sure your team can accomplish. By doing so, you will spare yourself the disappointment and your team will feel proud of their work. Although you may worry that success that comes too easily may make people lax in their work habits, research indicates that building a track record of success actually helps people improve their performance and sustain a positive track record.
- Make an active effort to recognize your team's strengths and achievements. By focusing more on the positives, you begin to create an environment where people challenge themselves and aim to achieve.

Introduction to the Alpha Types

All alpha are aggressive, competitive and driven to achieve. They think big, aim high and attack their goals with courage, confidence and tenacity. But not all alpha are alike. They express these common qualities in different ways. Based on our experience as corporate consultants, and confirmed by the research we just described, we have identified four basic alpha types. Each of them has a specific set of primary traits:

- **Commander:**
Intense, passionate, highly energetic leaders who set the tone and mobilize the troops.
- **Visionary:**
Curious, expansive, proactive and future-oriented, they see possibilities and opportunities that others miss.
- **Strategist:**
Clear, analytic thinkers, often brilliant, with excellent judgment and a sharp eye for patterns.
- **Executor:**
Action-oriented doers who push plans forward with relentless discipline and hold everyone accountable for their commitments.

Understanding these four personality types adds specificity and nuance to the portrait of alpha leaders. Reading about the four types will give you deeper insight into yourself and the alphas around you, enabling you to pinpoint the strengths you can build upon and the risks you need to address. With this more granulated view, you can home in more accurately on your central challenges and take specific action, just as a doctor can devise a better treatment plan by identifying the exact type of cancer or infection a patient has than if he knows only the generic category of illness.

It's important to note that the four categories are not mutually exclusive. Although each alpha type is statistically unique, there is approximately a twenty percent correlation between them. In other words, regardless of which type is most prevalent in your personality, you are highly likely to also have characteristics of the other types.

Also bear in mind that these four leadership personalities are found across the full spectrum of humanity, not just among alphas. Those who are alphas add to each type the basic qualities that all alphas share: a high degree of aggressiveness, competitiveness, bold self-confidence and a drive to achieve and dominate.

Think of the four types as flavors, each one lending a special taste to the basic alpha mix.

Commander Alpha Strength Score: 62.3

Commander Alpha Risk Score: 94.8

Your Commander Strengths and Risks

You scored in the third quartile for Commander strengths and in the top quartile for Commander risks.

Commanders are natural leaders who inspire respect and trust. As someone who is relatively strong in Commander strengths, you consistently get a lot out of people. You build loyalty and most people respect and trust you. You are energetic and focused on achieving results and meeting your goals. You aim high, but prefer goals that seem doable with a moderate level of stretch. You are effective in creating accountability in your team and expect them to follow through on their assignments.

However, Commanders with high risks can be perceived as autocratic and intimidating. When you push too hard for your perspective, you may appear unyielding and overbearing. While people tend to comply with your directives, your style reduces productive debate and the level of alignment that creates loyalty and support. Consequently, the best ideas may not surface during meetings, and you miss out on the input others could offer that would make your ideas phenomenal.

This combination of behaviors may lead others to see you as an intimidating bully. Even though your bravado may at times be a cover for your fear of failure, it alienates others, putting you at risk of losing their trust.

You tend to hold onto your point of view so long that you become overbearing and hardheaded. These characteristics, taken together, mean that people most likely hesitate to challenge your thinking and openly

debate ideas with you.

Most high-risk Commanders can be successful in spite of their leadership style because they produce phenomenal results. Sometimes they don't fully grasp the risks of their style as they move upward in the organization, and consequently they fail to take prompt action on their behavioral issues. Your challenge is to round out your leadership style by becoming more aware of the impact you have on others and to strive for the success of the overall business, beyond your immediate area.

Tips to Minimize Your Commander Risks:

- Become more aware of your tendency to manage your team in an autocratic manner and dictate actions to people. Get in the habit of asking more questions and finding out how other people think problems should be solved, then add your ideas to theirs. Remember that people are more likely to support and follow through on ideas that they have played a role in creating.
- Become more collaborative by reaching out to peers and finding out what they want to accomplish and how they would like you to help. Go to peers for advice and guidance, and then act on their ideas.
- Practice giving constructive critical input or feedback in ways that encourage the receiver to benefit and learn, rather than in ways that simply trigger defensiveness. Offer specific feedback that also affirms the person's value to you and the team.
- Get in the habit of saying something positive and affirming (that you genuinely believe is true) to five people each day.

Visionary Alpha Strength Score: 39.3

Visionary Alpha Risk Score: 63.0

Your Visionary Strengths and Risks

You scored in the second quartile for Visionary strengths but in the third quartile for Visionary risks.

Your scores suggest that while you love to create new ideas, you likely don't spend too much of your time generating long-term goals for your organization. You tend to apply your creativity to practical areas that allow you to leverage your own and your team's strengths. You do, however, imagine new possibilities and innovative ways of doing things, and when you think there's an opening for people to hear your ideas, you speak up. In other words, you're the realist with just a touch of the visionary.

You understand the value of setting a clear vision for your organization and provide a clear, big-picture direction for people to aim toward. However, you may fail to effectively follow through on more mundane, but essential, issues.

You may also become overly attached to particular ideas and work hard to get people on board with your thinking—at the expense of devoting valuable time and resources to the more routine areas of the business. In communicating with others, you should aim to be clearer about your ideas and spend more time on implementation details.

Tips to Expand Your Visionary Strengths and Minimize Your Risks:

- Your results indicate that you have the opportunity to further develop your Visionary capabilities.
- Look for ideas that challenge everyone's "comfort zone," including your own.
- Take time to solicit solutions from others. Stretch your thinking by collecting a wide variety of ideas from other people.

- It can be difficult to brainstorm new ideas and at the same time evaluate how well they will work. So, when brainstorming, focus on simply getting the ideas out, and then consider how to execute them as a second, separate step.
- Test your ideas on people who think differently from you, and use their input to ensure that your ideas are both expansive and yet also doable within the boundaries of your budget and staffing constraints.
- Focus on communicating your ideas broadly and developing alignment throughout your organization.

Strategist Alpha Strength Score: 93.7

Strategist Alpha Risk Score: 81.9

Your Strategist Strengths and Risks

You scored in the top quartile for both Strategist strengths and Strategist risks.

As someone who scored high in Strategist strengths, you excel in rational, analytic thinking. Strategists tend to be strong analytics with exceptionally high intellectual horsepower. They are insightful and creative in a linear and logical way. They might be described as both brilliant and methodical, and they're blessed with the ability to glide from premise to conclusion with ease. They're reflective by nature and can play out every permutation of a scenario to determine the best course of action.

You ask the right questions and can flesh out the important numbers and facts. You communicate your insights clearly to others in black-and-white terms. You're good at planning and envisioning breakthrough business models.

Given your high Strategist risks, though, you are an example of an overused strength becoming a weakness. Due to your many strengths, you may believe you have the best idea and most correct approach in almost any situation. You may tend to devalue the skills and talents of others and overvalue your own contributions. Because you often see what's wrong with an idea very quickly, you have most likely caught yourself stepping on other people's ideas. At times you mine for coal instead of diamonds, chipping away at the flaws in colleagues' analyses. Your intention is noble—to get to the truth—but your overconfidence can turn an everyday discussion into a heated debate. You may mentally intimidate other people and limit their contributions because they don't want to contradict you.

Your presentations may lack energy because you don't see the value in engagement and connection. You depend solely on letting the data make your points, something which can limit your persuasiveness and influence. As a result, you can find it a challenge to get other people on board with your ideas.

Tips to Minimize Your Strategist Risks:

- Watch out for your tendency to be overconfident and shift into a style of curiosity and sound listening.
- Make an effort to connect with people by meeting regularly and walking the floors. Gather ideas from people and listen thoughtfully to their perspective. Build on their ideas to create the best thinking.
- Remember to welcome the ideas that other people bring to you, even if at first they seem overly obvious or not especially useful. Look for that hidden gem that you can acknowledge with sincere appreciation.

Executor Alpha Strength Score: 76.1

Executor Alpha Risk Score: 90.4

Your Executor Strengths and Risks

You scored in the top quartile for both Executor strengths and Executor risks.

Executors are action-oriented and results-driven. They are extraordinarily productive because they're disciplined, self-motivated and persistent. They take goals, define the coordinates, determine how to get there and drive, drive, drive. Along the way, their eagle eyes spot problems no one else sees and they course-correct as much as necessary until they meet their goal.

As someone high in Executor strengths, time is of the essence to you. You want to mobilize every resource and seize every opportunity to get to the finish line under the wire. You make quick decisions and drive closure. Brainstorming bores you and takes too long. You move quickly because you've learned how to manage time and get 100 minutes out of every hour.

You're responsible and highly accountable; you expect a lot from yourself and others. While you're demanding, you also get the best from your people. You're a high-accountability leader who gets action and results. As an Executor, you have an eye for detail. You also think sequentially and see how all the pieces fit together. These qualities make you a great coach when you take the time and effort to focus on helping others learn. In fact, you're an impeccable mentor for others because you lead by example.

You're high in creating accountability and you're meticulous about doing what you say and delivering on your commitments.

You have such an eye for detail, though, that what's missing on a project stands out to you like a major headline. At times, you lose sight of what's working well, and can become overly critical. You may drill down and nitpick, highlighting any unmet expectations and discounting any pushback from your team regarding what they may see as impossibly high standards. Not everyone wants to work as much or as hard as you typically do—especially if hard work is taken for granted and there's a shortage of appreciation and recognition.

You can stray into over-controlling or micromanaging modes, as you have difficulty trusting people to work out adequate solutions of their own. Your intent is to control the work, but people see you as controlling them as well. They may feel as though they need to prove themselves to you, and yet can never adequately earn your trust in their competence. You may revert to blaming other people for not understanding the task and overlook your own responsibility for failing to communicate your ideas clearly enough.

Tips to Minimize Your Executor Risks:

- Take time to coach and mentor people—it's a strength you need to use more often.
- Be careful of your tendency to over-control. Focus on empowering people, delegating, and then letting go.
- Address performance issues directly with clear resolution. Hanging on too long to mediocre performers provides the perfect excuse for micromanaging and over-controlling others' work.
- Make yourself available to connect with people; show that you care with a multitude of small niceties.
- Be aware of your high standards. Make an effort to turn your criticism into requests about specific changes you'd like.
- Focus on also noticing what's working well and expressing your appreciation.

The purpose of this assessment is to increase your awareness of any gaps in your leadership style so that you can focus attention on developing your skills and use the talents of your work colleagues in ways that best complement your leadership style.

The key is to become interested in how you can develop yourself and to become aware of any tendencies you have toward being defensive or resistant to learning. These are the primary obstacles to leadership development, regardless of one's particular challenges. What's important is learning to leverage your style—taking advantage of your natural strengths and minimizing or transforming the behaviors that limit your effectiveness.