

CEO's and General Manager (COO)'s Personality Strengths Assessments (PSAs)©

Personality Strength	CEO's Place in the US Population	COO's Place in the US Population	Difference	Observation
1. Activity/Energy Level	97%	90%	7%	What an advantage. What does this do to set a positive momentum for management and employees in the corporate culture?
2. Dominance	95%	97%	2%	The COO will not know the CEOs PSA© scores, but he will know his own. Could the COO learn to use 6. - 10. here? And 12? Could someone outside of the company help the COO with this? An Executive Coach could teach the COO how to lead without challenging the CEOs appropriate dominance.
3. Objectivity	95%	60%	35%	Facts have more value than feelings for the CEO and COO.
4. Order	95%	80%	15%	There is a system here. The CEO may make some changes that the COO will implement.
5. Restraint/Seriousness	94%	60%	34%	The CEO can show the COO which concerns are more serious than other ones.
6. Cooperativeness	90%	18%	72%	As the CEO looks at the Survey Results does he see either management or employees making comments that 6. and 7. may be causing? Can the CEO help the COO learn to listen more? And look for points of agreement?
7. Deference	90%	30%	60%	How does the COO use this trait in everyday operations? What can the CEO can teach the COO about this? Should an Executive Coach do part of this?
8. Aesthetic Value (Harmony)	86%	75%	11%	The employees are fortunate that the executives value this. They get that management is both an art and a science.
9. Tendency to Read Feelings	82%	61%	21%	Both get what others feel is

working – that’s a good thing.

10. Friendliness/Agreeableness	81%	50%	31%	The CEO looks at this carefully. Could the COO help the CEO see what subjects in this company are important to agree about and which ones are not important to agree about?
11. Traditional Male Viewpoint	75%	62%	13%	They use this to take care of employees. Get them what they need for themselves and their families.
12. Ability to Ask for Help	75%	15%	60%	The CEO can teach the COO this. By example? As everyday issues arise? When people feel the COO isn't delegating enough? Who could help the CEO with this? Could he delegate part of this to an Executive Coach?
13. Economic Value	74%	64%	10%	Money is important. What 12 things that are more important to the CEO than money?
14. Theoretical Value	73%	92%	19%	The COO tends to look for more options than the CEO. So when something is not working who asks who to generate more options?
15. Optimism	69%	68%	1%	High but not too high to be unrealistic.
16. Thoughtfulness /Reflectiveness	68%	63%	5%	Each can catch mistakes.
17. Nurturance	65%	55%	10%	Works well with 6. – 10.
18. Achievement	60%	65%	5%	Look at all of the things that are more important than Achievement. What does that tell you about how each one leads?
19. Sexuality	60%	75%	15%	They look after female employees and their families, too.
20. Change	45%	40%	5%	Both need good reasons to change.
21. Endurance	45%	40%	5%	Proactive traits are stronger.
22. Social Boldness	44%	91%	47%	Who should meet with prospective client?

23. Feelings of Guilt	42%	35%	7%	Both weigh right and wrong in making decisions.
24. Feelings of Inferiority	42%	35%	7%	Can lead to humility and protect against arrogance.
25. Social Value	35%	33%	2%	Their job is to make a superior product at a profit, not run a nonprofit organization.
26. Religious Value	25%	55%	30%	The company is a commercial enterprise.
27. Autonomy	25%	65%	40%	The CEO: listens, checks data, evaluates, provides what is needed, and watches people lead. Then does midcourse corrections.
28. Affiliation	20%	45%	25%	When being in a group is seen as a way to bring in business, the COO might join.
29. Exhibition	30%	10%	20%	Neither wants to be the center of attention or give sales presentations.
30. Social Interest	25%	55%	30%	When a prospective client wants to meet the operations guy he enjoy doing that.
31. Aggression	15%	90%	75%	Will the CEO hire an Executive Coach to help with this?
32. Political Value	15%	40%	25%	Don't look for these guys to run for public office.

Blue = Coping Strategies	Green = Temperament Assets	Red = Values
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