

Decision Frameworks & New Leader Success

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Abstract

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Introduction

Assembling and maintaining a high-performing leadership team is a complex, multidimensional challenge. Much of a leader's training is focused on domain knowledge and functional expertise developed through intensive training and years of experience. The typical recruiting process focuses primarily on assessing the value inherent in the new leader's domain knowledge and functional expertise – intelligence, competencies, experiences, and prior accomplishments –the *cognitive* skillset the new leader will bring to their organization.

There is another important skillset that experienced leaders bring – a set of welldeveloped *metacognitive* structures – situationally-specific operating procedures, heuristics, algorithms, rules of engagement, and “best practices” that collectively form a leader's decision framework. Unlike domain expertise, these metacognitive structures are rarely given much attention in the recruiting process, and yet these structures are critical to leader success *and* to how well a leader will operate in a new decision environment. A survey of 400 senior leaders from across the US, Europe and Asia found that decision frameworks are, at best, treated as a minor sub-point in recruiting discussions (Livermore, Reser & Ramakrishnan 2023). However, the implications for new-leader satisfaction and retention are significant:

- Only 36% say their decision-making framework aligns with their new organization's decision environment.
- Only about half (49%) say they are satisfied with their organization's decision-making process and its capacity to make decisions effectively.
- Fully 29% of senior leaders say they have considered resigning because they didn't agree with the decision-making process, even if they agreed with the decision outcomes.
- One third (34%) who have actually resigned say it was because of the decision-making process.

All told, nearly two-thirds (64%) of the senior leaders who responded indicated they do not agree with their company's decision environment, and a similar number (63%) have either considered resigning or actually resigned for this reason.

Introducing new leaders always carries risk. The decision context is novel and uncertain for both the leader and the organization. Solid decision frameworks are essential to the new leader's effectiveness, and accomplished leaders will inevitably bring a decision style with them to the new organization. Likewise, the constellation of skillsets and decision frameworks that each member of the team brings to bear is key to operating as a high-performing team and represents the decision environment in which the new leader will be operating.

While some elements of a new leader's decision style may be attributed to personality traits, successful leaders tend to be more behaviorally flexible (Kaiser et al, 2009) and cognitively adaptable (Haynie & Shepard, 2009). They should therefore be capable of adjusting their decision style to their new decision environment. However, when leaders are trying to work together with different decision frameworks, and with little-to-no awareness of these differences, friction ensues. Simply being aware of differences among members of a leadership team may result in greater appreciation of and adaptation to these differences.

This paper outlines the construction and evaluation of a 24-item measure of leaders' decision framework. By providing a basis for understanding leaders' decision frameworks and incorporating them into recruiting discussions, metacognitive awareness is improved. Individual leaders and hiring decision-makers can make more informed decisions, and leadership teams can integrate new leaders more effectively.

The next section introduces metacognition as the theoretical basis for measuring an individual's decision framework. We then describe the construction and validation of a 24-item decision framework instrument. We conclude with a discussion of the opportunities and limitations inherent in the measure and the methods employed in its development.

Metacognitive Theory and Adaptive Cognition

Cognitive skills are core mental processes such as intelligence, attention, acquiring and integrating domain knowledge, and creativity. By contrast, metacognitive skills are higher order thinking skills; the frameworks, heuristics and "best practices" one uses to exercise self-awareness, monitor progress, plan outcomes, and make decisions. Individuals' development and application of metacognitive skills cannot be predicted "with even a moderate degree of accuracy" from assessments of their domain knowledge (Glenberg & Epstein, 1987, Haynie & Shepherd, 2009), but strong metacognitive skills are essential for structuring and solving complex problems rapidly and appropriately.

Metacognitive heuristics are deeply woven into the fabric of a leaders' specific domain expertise. Existing research demonstrates their value in managing limitations in human information processing (especially cognitive load and speed) and associated decision errors (Baron, 1998). The decision framework a leader brings to their work is an important metacognitive skill. However, leaders whose perspective is limited to their own

metacognitive framework are less likely to recognize or appreciate that other leadership team members may be operating with different frameworks. They are therefore likely to be less effective when the decision context is novel and uncertain (Earley & Ang, 2003).

Fortunately, research has demonstrated that metacognitive awareness and cognitive adaptability can be enhanced by providing more information about the new environment.

Individuals who are more metacognitively aware in the way they approach a decision process are more likely to:

- Recognize there are multiple decision frameworks operating within the leadership team which may be functional, complementary, and effective.
- Engage in the conscious process of considering output from those multiple frameworks.
- Be sensitized and receptive to feedback from other leadership team members and the operating environment, and to incorporate that feedback into decisions (Merlot, 1998; Schraw & Dennison, 1994).

Metacognitive Awareness

Metacognitive awareness is a conscious process, situated within a social context (in this case, a leadership team) that is different from cognition. To think metacognitively describes such activities as “to be self-aware, to think aloud, to reflect, to be strategic, to plan, to have a plan in mind, to know what to know, to self-monitor” (Guterman, 2002, p. 285). Metacognitive awareness affects manifests itself in a leader’s decision framework based on the following logic:

- Leaders perceive and assign meaning to characteristics of the environment.
- Leadership teams draw on metacognitive knowledge and experiences to apply multiple, alternative decision frameworks focused on interpreting, planning, integrating, and implementing decisions to manage a changing environment.
- From this set of frameworks, a solution is synthesized and employed (metacognitive control) and elicits some cognitive- (comprehension, understanding) or behavioral outcome (action).
- These outcomes are assessed in relation to the individual’s goal orientation and this monitoring serves to inform subsequent generation and selection of decision frameworks, and the individual leader’s comfort level with both the decision process and the outcome (Haynie & Shepherd, 2009).

The challenge for a new leader, and for their organization, is that the prerequisite conditions for metacognitive awareness early in the new relationship is often limited to whatever was gained in the recruiting process (which is traditionally slim). Accordingly, individual perceptions may be inaccurate, meanings may be misassigned, a limited set of alternative decision frameworks may be considered, and the individual's framework may be initially ill-suited to the new decision environment.

In this research, we employed a metacognitive lens in the development of a 24-item instrument designed to describe a leader's decision- framework.

Research Method

Participants

Participants in this study included 5,009 senior leaders (1,496 women, 3,513 men). Administration of the instrument was conducted over the course of 75 separate executive search mandates. Participation was voluntary, with all subjects advised that the instrument was being used to develop a clearer understanding of their decision style and would have no bearing on their candidacy. Among these cases 4,668 were candidates and 341 were client-leaders. Initial analyses indicated that 356 test takers showed signs of malingering or other aberrant testing behaviors, and these cases were omitted from the main analyses (N=4,653).

Instrument

Construction of our instrument began with a lexical approach to developing value statements that leaders might apply in a decision context. From this exercise, 98 statements were generated and organized into 49 dimensional items, each anchored by two value statements.

Participants responded to the statement "I seek out environments in which people are expected to..." and choose between two value statements. Items were purposely non-orthogonal, so that participants were forced to make preferential choices between values that were non-oppositional and where elements of each dimensional anchor might be attractive to them (see Appendix).

Analyses

Participant data were analyzed with the objective of reducing the original number of questions (49) to a smaller set (20 – 30 questions), while still maintaining the psychometric quality of the instrument. Item reduction was approached using four different types of analyses:

- Order effects: To control for order effects in the administration of the instrument.
- Item bias: To control for systematic response differences by gender or candidate/client relationship.
- Rasch scaling: To identify the optimal number of scalar categories for each item.
- Exploratory factor analysis: To identify the optimal factor solution. The fivefactor solution yielded simple, consistent, and interpretable patterns, and was best interpretable when using oblique rotation.

These analyses left a total of 24 items distributed as follows: Openness (5 items), Social Skills (5 items), Conscientiousness (5 items), Enthusiasm (5 items), and Transparency (4 items).

Reliability

In this study, we tested internal consistency using the standard KR-20 formula, using ratings over 50 as 1, and those at-or-below 50 as 0. Factor reliabilities were acceptable, as presented in Figure 1.

Figure 1

Factor	Reliability
Openness	0.63
Social Skills	0.56
Conscientiousness	0.64
Enthusiasm	0.21
Transparency	0.92
Overall/Combined	0.79

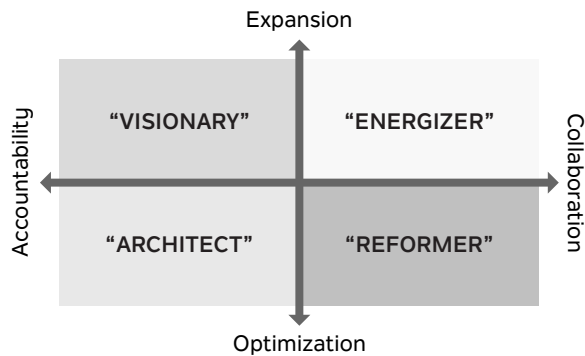
All analyses were conducted using Python, together with Facets Rasch scaling software.

Building Decision Framework Profiles

The primary objective of this instrument is to provide insight into a new leader's decision framework, to serve as a basis for discussion between the new leader and their new organization during the on-boarding and assimilation process. Assessment results were framed around a conceptual model for decision-making built around two *a priori* dimensions. The first dimension was the extent to which a leader emphasizes a large gains approach (growth/innovation) or a more incremental approach (efficiency/optimization) to decision-making. The second dimension was the extent to which a leader approaches

a decision from a perspective that emphasizes collaboration or one that emphasizes personal accountability. The five optimally scaled subfactors were arrayed against these two *a priori* factors. These two derived factors define the four quadrants in Figure 2 below, which represents an X-Y space in which respondents can be located.

Figure 2: Decision Framework Map



Next, we used a structured interview process with senior-level executive recruiters to develop brief style narratives for each of the four resulting quadrants (see Figure 3). Recruiters were asked to describe candidates who best characterized the various combinations of these two dimensions.

Figure 3: Style Narratives

<p>"VISIONARY"</p> <p>Marches toward a future that others might not believe in or understand; has the conviction to be held accountable for decisions that other organizations or leaders wouldn't make</p>	<p>"ENERGIZER"</p> <p>Pushes the envelope creatively while giving the entire organization a seat at the decision-making table; seeks growth by elevating multiple different perspectives to a position of power</p>
<p>"ARCHITECT"</p> <p>Moves quickly and gets things working correctly; strengthens performance through clear processes that allow questions to be raised, trade-offs to be considered, and decisive action to be taken</p>	<p>"REFORMER"</p> <p>Enlists advocates from across the organization in a mission around optimizing existing offerings and capabilities to the point of outperformance</p>

Each quadrant can be described by reference to a leader's responses on each of the five factors, as outlined in Figure 3 below.

Figure 3

	Visionary	Energizer	Architect	Reformer
Openness	Latitude, Explorer, Ambiguity, Freedom, Openmindedness	Accountable, Achievement, Clarity, Commitment, Resolute	Latitude, Explorer, Clarity, Commitment, Open-minded	Accountable, Achievement, Clarity, Commitment, Resolute
Social Skills	Ambition, Assertive, Outspoken, Impactful, Influence	Ambition, Assertive, Outspoken, Supportive, Influencer	Balance, Diplomacy, Discretion, Impactful, Power	Ambition, Assertive, Outspoken, Supportive, Power
Conscienti- ousness	Agility, Decisiveness, Swiftness, Competitiveness, Intricacy	Agility, Decisiveness, Swiftness, Partnership, Simplicity	Precision, Comprehensiveness, Meticulousness, Partnership, Intricacy	Precision, Decisiveness, Meticulousness, Partnership, Simplicity
Energy/ Enthusiasm	Change, Gregarious, Outspoken, Intuition, Expressive	Change, Intimate, Outspoken, Intuition, Expressive	Stability, Intimate, Humility, Logic, Calm	Change, Intimate, Outspoken, Logic, Expressive
Transparency	Disclosure, Candidness, Trusting, Empowerment	Disclosure, Candidness, Trusting, Empowerment	Opacity, Secrecy, Protective, Security	Disclosure, Secrecy, Protective, Empowerment

Based on these response profiles, new leaders and other members of the leadership team colleagues can be graphically arrayed on the Decision Framework map.

Potential Limitations

The principal limitation to this study is a longitudinal concern. Whether a leader's longterm success is linked to a.) his/her ability to recognize one's own decision framework and those of others; and b.) develop strategies for integrating and synthesizing solution. One limitation of this study is also the principal limitation of factor analysis: specifically, the efficacy of the model being tested (exploratory) and factor rotation methods (oblique/ correlated).

Discussion

Making good decisions is a crucial element of a senior leader's remit. This skill feeds into many areas of responsibility, such as good management practice, communication, and strategy development. By increasing awareness of individual decision frameworks – heuristics, processes operating standards, “best practices” and other short-cuts that leaders apply in making effective decisions, we hope to

- Increase the likelihood that the process of building a new leadership team will be more successful.
- Reduce the risk associated with bringing a new leader into an established leadership team; and
- Increase the overall effectiveness of established leadership teams.

Metacognition describes a higher-order thinking process that serves to organize what individuals know and recognize about themselves, tasks, situations, and their environment to promote effective and adaptable cognitive functioning in the face of feedback and decision demands from complex and dynamic environments (Brown, 1987, Flavell, 1979, 1987).

Therefore, early understanding of one's own decision framework, and differences in other team members' decision frameworks can enhance adaptation to a new decision environment. In other words, metacognitive processing is a skill set that requires learning and practice separate from the cognitive process of acquiring domain knowledge. Cognitive adaptability, defined as the ability to adjust decision frameworks effectively and appropriately (i.e. to learn) given feedback (inputs) from the environmental context in which cognitive processing is embedded, is an important element in new leader satisfaction and success in integrating with and operating effectively in a new decision environment. Research suggests that while cognitive adaptability is difficult, the greater an individual's metacognitive awareness, the more adaptive they are in a new or changing decision context (Haynie & Shepherd, 2009).

Metacognitive structures, like decision frameworks, are learned. They may be well entrenched in an individual's behavior, and individuals may exhibit varying degrees of adaptability (Haynie & Shepherd, 2009). However, unlike personality characteristics, they are not fixed and immutable. Metacognition describes the process through which individuals are aware and reflect upon the range of strategies (or create new strategies) appropriate to a given problem, and then consider each strategic alternative in addressing the decision task at hand (Ford, Smith, Weissbein, Gully & Salas, 1998; Staw & Boettger, 1990)

Like all heuristics and “best practices”, they are an essential element to a leader's effectiveness. They work extremely well, until they don't. It is a process that incorporates self-regulation, but still advances regulation to also describe the process through which regulation forms the development and generation of new sense-making structures (heuristics) as a function of a changing environment (Flavell, 1987; Nelson, 1996).

Conclusion

In this paper, we conceptualize leader decision frameworks in the context of metacognitive awareness and define it as the extent to which leaders can understand their own decision frameworks and those of other leaders. Drawing on existing metacognitive theory and empirical work, we developed a 24-item instrument for describing a leader's decision framework. This will provide a basis for deeper conversations about individual decision frameworks, and the organization's decision environment. Through these conversations we hope to improve the effectiveness of new leader on-boarding and assimilation in the executive recruiting process.

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Appendix: Items in the Decision Framework Instrument ⁽¹⁾

I seek out environments in which people are expected to				
Item/ Factor	Motive	Item Statement	Motive	Item Statement
1 Open	Accountability	Deliver on expectations with the agreed upon restrictions or limitations Be answerable for results or promises made	Latitude	Exercise the freedom to act without narrow restrictions Retain the latitude to shift priorities or objectives when conditions warrant
2 Open	Achievement	Set “stretch” goals to ensure a steady stream of outstanding accomplishments Thrive on recognition for achieving challenging objectives	Exploration	Take full advantage of curiosity to uncover new opportunities Make exploring for new opportunities a top priority
3	Affluence	Focus on opportunities with the highest probability of financial or material success Make whatever sacrifices necessary to achieve the lifestyle desired	Happiness	Achieve the ideal elements of a fulfilling life Focus on relationships, activities, or accomplishments that contribute most to happiness
4	Self-Discipline	Exercise the self-control necessary to stay on schedule even in the face of significant distractions Follow through and meet all obligations, regardless of the circumstances	Flexibility	Maintain readiness to smoothly shift from one area of focus to another as priorities shift Quickly change or abandon one effort to address others with greater importance
5	Comfort	Seek the effectiveness of familiar people, places, and processes Clarify what to expect before starting any activity	Adventure	Seek out new people, places, and adventures Jump into unfamiliar and stimulating opportunities
6 Consc	Agility	Demonstrate the quickness needed to keep multiple initiatives moving along simultaneously Expediently attend to the big things and allow the small things to take care of themselves	Precision	Carry out responsibilities with the focus and exactitude needed to achieve the highest levels of precision Attend to the smallest details to ensure actions are meticulously completed
7 Social	Ambition	Find and leverage opportunities to advance career success Make whatever personal sacrifices are necessary to get ahead	Balance	Maintain the desired balance between personal and work life Keep priorities in life clear, especially when demands on time are being made
8 Social	Assertiveness	Directly address issues with people without hesitation Say what needs to be said to resolve issues without “sugar-coating” anything	Diplomacy	Address issues in onthreatening and thoughtful ways Find the most diplomatic and respectful ways to express what needs to be communicated

I seek out environments in which people are expected to				
Item/ Factor	Motive	Item Statement	Motive	Item Statement
9 Enthus	Stability	Gradually introduce changes to maintain consistency and predictability Rely on disciplined implementation of changes	Change	Contribute to the benefits that variety and change produce. Promote disruptive innovation and creativity
10 Open		Clarify who is responsible for what and to whom Ensure everyone knows their role in the plan to achieve objectives		Enthusiastically tackle confusing, chaotic situations and find ways to make progress Leverage the opportunities associated with ambiguous situations
11 Open	Commitment	Keep commitments regardless of personal cost Overcome all obstacles standing in the path to meeting commitments	Freedom	Exercise the freedom to change one's mind in the face of new information Seek the autonomy needed to shift priorities and abandon commitments when circumstances dictate it
12	Mastery	Develop expertise and skills to the highest levels possible Apply advanced expertise and skills to resolve the most challenging problems	Jack-of-all-trades	Adequately develop many skills and competencies to address wideranging issues Demonstrate extraordinary diversity of skills in resolving
13	Control	Conform to the controlling influences being applied to keep things on track Embrace the application of position power to overcome obstacles and keep making progress	Empowerment	Assume the authority needed to keep things progressing without first getting permission Ensure people have the authority needed to carry out their responsibilities without first seeking approval
14 Transp	Opacity	Confine sensitive information to those who need to know to minimize problems caused by information getting into the wrong hands, even if this errs on the side of caution Ensure information about decisions and actions is confined to those who need it, even if some people don't get the information they want	Transparency	Provide everyone full access to all information about things going on despite issues that might result from doing so Make information about decisions and actions available to anyone who's interested

I seek out environments in which people are expected to				
Item/ Factor	Motive	Item Statement	Motive	Item Statement
15 Transp	Cunning	Foresee moves people might make and confidentially prepare to counter them when necessary Ensure sensitive information and plans are secure	Aboveboard	Contribute to environments where everyone is open and honest about their intentions and commitments Ensure all information and plans are available to anyone with an interest
16 Consc	Decisiveness	Quickly assess situations and expeditiously make the decisions needed to accelerate the momentum Make decisions without overanalyzing or insisting on having all the information desired	Comprehensiveness	Take whatever time necessary to ensure that correct decisions are made the first time Make decisions only after acquiring and assessing all the desired information
17 Social	Outspokenness	Speak one's mind without hesitation Say what needs to be said even if it causes people to take sides or become offended	Discretion	Exercise caution with potentially inflammatory opinions or actions Express controversial views in thoughtful ways that unite people
18	Objectivity	Maintain impartiality even in the face of emotional appeals Reach conclusions and make decisions based on the analysis of data	Empathy	Understand the impact on those affected by a proposed course of action before moving forward Heavily weigh subjective information and opinions in analyzing situations, coming to conclusions, and making decisions
19	Principle-dependent	Base decisions and actions on a core set of ethics or principles Insist that proposed actions pass the "values and beliefs test" before moving forward	Situation-dependent	Base decisions on the specific circumstances of each situation and the priorities in effect at that time Make decisions and take action only after considering the unique aspects of the situation in the moment
20	Experiential	Put a premium on what experience demonstrates is effective compared to what opinion or theories emphasize Put into practice only those ideas, tools, and methods that have been proven to work effectively	Theoretical	Explore ideas and concepts that "shake-up" current paradigms and offer something better Challenge the use of established tools and methods and push for trying something new and different

I seek out environments in which people are expected to				
Item/ Factor	Motive	Item Statement	Motive	Item Statement
21	Instinct	Rely on "flashes of insight" to figure out what to do in unfamiliar circumstances In novel situations, depend on instincts to determine the course to take	Expertise	Employ the wisdom that comes only from experience Apply well-honed expertise over instinct or intuition to address issues
23 Open	Resoluteness	Work doggedly towards successful completion of missions through all challenges faced Determinedly finish anything started regardless of the difficulty	Open-Mindedness	Keep options open and expeditiously change course when circumstances are altered Readily abandon one endeavor to take on another when conditions warrant
24	Prudence	Thoroughly assess risks before moving forward with any challenge Remain vigilant for unexpected threats and emerging risks associated with any endeavor	Fortitude	Be the first to step up to most any challenge and overcome the odds Demonstrate the courage to take on endeavors that others shy away from
25	Gregariousness	Engage people in discussions to gain diverse perspectives and insights on the issues at hand Initiate involvement in diverse groups on a wide variety of activities	Intimacy	Explore ideas in great depth with individuals Draw out individual thinking to deepen understanding of the topic of interest
26 Enthus	Humility	Subordinate any need to stand out or to get credit for contributions Openly invite and attempt to incorporate feedback regardless of the source	Stoutheartedness	Boldly step forward to face challenges and accept the responsibility for outcomes Demonstrate the grit to overcome criticism and threats to withdraw support
27	Independence	Get important things accomplished independently Develop and involve networks of associates only when necessary for successful completion of projects	Affiliation	Rely on many relationships to enhance the outcomes of endeavors Develop and leverage extensive networks of family, friends and associates for pleasure and work
28 Social	Impactfulness	Do what it takes to make a significant impact on the organization Focus efforts to maximize the impact they have on people	Supportiveness	From behind the scenes, contribute to the impact endeavors have on the organization Take pride in helping others make a real difference in people's lives

I seek out environments in which people are expected to				
Item/ Factor	Motive	Item Statement	Motive	Item Statement
29	Externality	Focus on and deal with things happening in the immediate environment first Intervene without being distracted by emotions or concerns about how others may react	Introspection	Attend closely to one's inner emotions and thoughts in response to outside events Watch, look, and listen to evaluate one's impact on others before moving ahead
30	Leadership	Articulate what's possible and how it can be accomplished in ways that enlist people's involvement Rally others to worthwhile causes and provide the leadership needed to achieve the desired objectives	Followership	Find ways to make major contributions to important endeavors in various roles Seek opportunities to add significant value to things of great importance in a variety of ways
31 Enthus	Logic	Systematically apply logic and reason to issues to reach solid solutions Come to conclusions solely based on what makes the most sense considering all the information available	Intuition	Free the mind to possibilities beyond logic and experience to reveal new ideas Entertain insights that go beyond evidence and reason by looking at things in novel ways
32 Consc	Swiftness	Rapidly move projects toward successful conclusions without becoming bogged down with nonessential details Focus on doing enough to get the job done without concern for perfection	Meticulous-ness	Take the time necessary to meticulously attend to every detail to ensure everything is done exactly right Focus on achieving the highest levels of quality—accept nothing less than the best
33 Consc	Partnership	Maximize results achieved through effectively partnering with others Team up with talented colleagues to achieve the best outcomes	Competitive-ness	Seek the stimulation of competition to drive higher levels of individual performance Test and further develop one's competencies by competing directly with the best in class
34	Utilitarianism	Quickly advance efforts to the point where things work well enough and move on to the next challenge Expediently shift to other endeavors once a point of diminishing returns is reached	Perfection	strive to get as close as possible to it Take pride in detecting and correcting the slightest imperfections in things

I seek out environments in which people are expected to				
Item/ Factor	Motive	Item Statement	Motive	Item Statement
35	Authority	Employ authority to speed decisions and action wherever needed Decisively step in to break deadlocks or "logjams" and get things progressing	Persuasive- ness	Provide compelling arguments that convince others to voluntarily follow recommendations Adroitly counter opposing arguments with compelling points that address concerns and change minds
36	Seriousness	Emphasize the level of seriousness needed to keep people fully engaged Demonstrate the gravity of situations to enhance focus and productivity	Playfulness	Interject humor and lightheartedness into situations to improve outcomes Bring a measure of playfulness into situations to relieve the pressure and enhance focus
37	Efficacy	Develop the competencies needed to be very effective across many challenges Deliver the desired results without wasting time and effort	Excellence	Develop exceptional knowledge and skill in key areas of focus Extend capabilities to the pinnacle of expertise
38 Social	Power	Decisively direct actions with clarity and precision Exercise authority to expedite progress and keep things "on track"	Facilitation	Identify resources and mitigate "roadblocks" to facilitate the success of colleagues Foster informal, spontaneous collaboration on issues and solutions
39	Pragmatism	Search for the most practical ways to accomplish objectives Choose approaches incorporating only the elements essential to success	Elegance	Create the most elegant and effective solutions to challenging problems Develop the most impressive and sophisticated approaches to getting the job done
40	Proactivity	Consistently stay ahead of potential issues and be prepared to address them Anticipate the possible "roadblocks" to what needs to be done and prepare for them	Reactivity	Skillfully adjust and adapt to unexpected events and developments Adroitly react to unexpected events and actions in the moment
41	Extrinsic Reinforcement	Strive to win the highest rewards, largest bonuses, and most valued perks Do those things that bring recognition of significant achievements in eyes of others	Intrinsic Reinforce- ment	Take on those challenges that bring the strongest sense of accomplishment and personal satisfaction Take on missions that offer a sense of having made a real difference in meaningful and satisfying ways

I seek out environments in which people are expected to				
Item/ Factor	Motive	Item Statement	Motive	Item Statement
42	Cautiousness	Exercise restraint in moving ahead with initiatives until risks are mitigated Be vigilant in assessing risks and developing contingency plans	Risk-Taking	Demonstrate the courage to tackle challenges most people would hesitate to take on Show the adventurousness to move forward regardless of potential risks
43	Skepticism	Question assumptions underlying proposed courses of action regardless of how attractive they might be Examine the objective evidence before accepting opinions as valid	Sanguinity	Optimistically focus on the upside potential of proposed courses of action Leverage the enthusiasm people experience for their perspectives and opinions
44 Consc	Simplicity	Develop ingenious solutions that are both simple and effective Find and eliminate things that add complexity without adding value	Intricacy	Develop ingenuous solutions that comprehensively address the complexities of big issues Dive into complexities, trace inter-relationships between variables, and gain insights that greatly enhance outcomes
45	Trustworthiness	Live up to promises and agreements regardless of the sacrifices required Keep promises even when doing so pushes one's limits or transgresses principles	Integrity	Ensure all behaviors align with espoused beliefs, especially in the face of strong influences Avoid any actions approaching the line between right and wrong, regardless of the level of difficulty
46	Opportunism	Quickly determine the potential benefits of emerging opportunities and move forward without delay See opportunity where most see frustration and trouble and push ahead without hesitation	Foresightedness	Look ahead and determine the pros and cons associated with opportunities before committing to any course of action Foresee where opportunities will lead and craft strategies to achieve success that minimize the downside risks involved
47 Enthus	Vivacity	Freely express emotions to communicate importance of issues Raise the level of energy and stimulate groups to get things moving	Calmness	Stay calm, cool, and collected no matter how intense the circumstances Maintain focus on what needs to be done without emotional distractions

I seek out environments in which people are expected to				
Item/ Factor	Motive	Item Statement	Motive	Item Statement
48 Enthus	Tranquility	Draw comfort from calm, steady, and predictable people, and environments Optimize efficacy through organization, tranquility, and stability	Fast-Paced	Draw energy from fast-paced people and environments Produce outstanding results by dynamically shifting efforts to address emerging issues and challenges
49 Enthus	Refinement	Find and remove all sources of inefficiency, even from wellfunctioning processes Bring artistry and purity to even the most rudimentary procedures and systems	Innovation	Find novel applications and solutions to persistent problems Apply imagination and creativity to develop innovative methods and solutions
NEW Trans	Confidentiality	Limit access to information about decisions and actions to those directly involved.	Transpar- ency	Push for transparency into decisions and initiatives.

⁽¹⁾ Bold denotes inclusion in the final assessment instrument.

