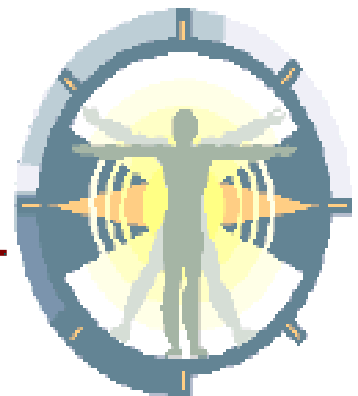

Executive Assessment Summary Report

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Assessment Overview

The Executive Assessment process allows senior managers and executives to receive an objective evaluation of their strengths as organizational leaders and any potential personal growth opportunities. Participants are assessed using both objective profiling tools and structured interviews. The results of the evaluation can be used for many purposes, including assessing the "fit" for a candidate within an organization, developing individual employees for current or new responsibilities, determining the overall talent of a team and succession planning.

Jim Sample was assessed in December 2002 based on the following *Any Corporation Leadership Essentials*.

1. *Demonstrates Business Acumen*
2. *Achieves Results*
3. *Makes Customer Satisfaction a Priority*
4. *Instills Purpose and Vision*
5. *Demonstrates Values Based Leadership*
6. *Communicates Openly and Effectively*
7. *Builds Teams*
8. *Builds and Maintains Successful Relationships*

Assessment Process

Jim's assessment was completed in January 2003 and included the following components:

1. ***The California Psychological Inventory (CPI)***-- The CPI is a self-administered questionnaire that measures multiple dimensions of an individual's style as it might relate to work, relationships, or life in general. Individuals taking the inventory answer questions in terms of beliefs, values, preferences, and past behaviors. As such, the CPI is a "self-presentation" of a person's interpersonal style, or personality. The CPI report is designed to increase the manager's awareness about the personality characteristics that can drive specific behaviors and contribute to management and leadership styles.
2. ***360 Feedback Interviews***-- The 360° assessment is a vehicle for providing managers with an honest assessment of their management behavior from those most directly affected by it: their peers, direct reports and superiors. It is a valuable tool for providing tangible insights into a person's assets and limitations and to assist in creating



developmental plans. It allows managers to discover important gaps that may exist between their own perceptions and those of their co-workers in terms of how they are behaving on a daily basis. The 360° interview questions were centered around the *Any Corporation Eight Leadership Essentials*.

3. *Behavioral Observation/Shadowing*— The shadowing process provides an opportunity to observe the manner in which Jim demonstrates the 8 Any Corporation Leadership Competencies on a daily basis. Jim was observed as he conducted staff meetings and participated with peers and other executive management. Observations of his communication style---including platform skills, his impact on others, the manner in which he provides direction, feedback and follow-up with his subordinates, relationship building, etc., are used as input in the coaching process.

Assessment Results

Personal Style

Jim's personal style is friendly and pleasant, characterized by high initiative and self-confidence. He is quite articulate and has no difficulty making himself understood in either group or individual settings. He often "shoots from the hip," and may not take care to use the appropriate level of diplomacy and tact, however. He is aggressive and passionate about achieving the desired results for his organization. Jim demonstrates an interest in and concern for others, particularly his direct reports. They perceive him as caring and fair. He is goal-oriented, conscientious and dependable. He is willing to assume significant responsibility and committed to quality results in his organization.

Interacting with Others

Jim is supportive of his direct reports and frequently makes opportunities to provide public recognition and thank them and others for their contributions. His focus is often centered on the task at hand, however, and he does not take the time to build the necessary foundation of relationships before forging ahead in a particular direction. This is particularly true with his peers. He appears to be more interested in seeing the task accomplished than in seeking out individual perspectives and concerns.

Jim wields only limited influence over others, especially in his peer group. His passion for achieving results may get in his way and he attempts to get his ideas across without stopping to ensure that others are on board. Jim tends to be concrete in his approach to others and to accept behavior at face value. He does not read others well, can often be oblivious to social nuances and therefore may not be politically astute. On the other hand, Jim works hard at, and is successful in, molding a cohesive unit of his direct reports.



Decision Making

Jim is able to map out a strategic direction for his organization and execute an effective plan to achieve the desired results. He is organized and structured in his approach to work. He is not afraid to question organizational norms and take a stand on an issue, even when faced with opposition. Jim is not restricted to traditional thinking when it comes to problem solving. He demonstrates a mental agility which enables him to develop new and untested approaches to old problems. While Jim makes effective decisions, he often acts too quickly before gathering the necessary input or support from others. Likewise, when others challenge his thinking he goes on the offensive rather than attempting to negotiate and find a common level of understanding and agreement.

Key Strengths & Development Areas

Strengths

Achieves Results

Jim clearly gets things done. He displays a passionate drive for results and is skilled at getting things done expeditiously. Jim has the ability to map a strategic course and move his organization along toward an aggressive vision for the future. He is direct and clear in his articulation of his organization's vision so that everyone is aware of the expectations.

Demonstrates Business Acumen

Jim has a clear grasp of the business and is able to recognize the challenges and opportunities associated with business success. Jim provides a thorough analysis to issues and his decisions are supported with rationale and logic. He demonstrates the ability to develop new approaches to problems based on his solid foundation of business knowledge.

Demonstrates Values Based Leadership

Jim displays a personal conviction that serves as a model for his people. He is not afraid to challenge organizational norms or think outside the box to adopt innovative approaches to business problems. His direct reports perceive him as a compassionate and fair manager who acts with the highest ethical standards.

Development Areas

Builds and Maintains Successful Relationships



While focusing on achieving results, Jim overlooks the importance of establishing a foundation of trust before forging ahead with his actions. He eventually forms positive relationships with his direct reports, once they get to know him. He does not make a deliberate effort to engage others, build mutual trust and respect and seek common ground, however.

Communicates Openly and Effectively

While Jim can effectively articulate his point of view he does not always seek or listen to the opinions of others when deciding on a course of action. He often speaks without taking the time to consider the appropriateness of what he is saying and his words get in the way of his real message. This tendency can be particularly harmful in new social settings where he has not taken the opportunity to build an foundation of interpersonal trust.

Persuasion and Influence Skills

Jim displays a personal commitment that often comes across as overly aggressive. He tends to be directive in his style and “tells” rather than “sells” his ideas. He may act too quickly before he gets buy-in from others. Jim is often so confident of his direction that he may only listen to others for confirmation of his own perspective.

SUMMARY

Jim’s profile of leadership competencies, as measured by this assessment, shows a number of areas of strength and areas clearly requiring his self-development attention. The overriding areas of strength are his ability to drive for results, his skill at getting things done expeditiously and his integrity, courage and conviction. He is able to accomplish a great deal of work within demanding time constraints, making use of the resources available to him as he goes. Jim eventually gains the affection and loyalty of his people but he does not make early deliberate attempts to forge positive relationships as a foundation to achieving his aggressive plans of action. As a result, he may attempt to act before others are on board. Jim is very articulate in expressing his ideas; however, he does not always consider the impact or appropriateness of his words before he speaks. Finally, Jim could enhance his ability to sell his ideas if he took the time to build relationships, including developing his active listening skills and making a concerted effort to negotiate collaborative plans of action.

DEVELOPMENT PLAN

[Based on the assessment outlined above, Jim and his Coach at The Emerge Group created and implemented a 12-month operating plan designed to leverage his areas of strength and to build his areas of development.]

