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# Assessment Profile

**Candidate Name:** Jana Sample

**Company:** ANY Corporation

**Purpose for Evaluation:** Assessment for Hire Recommendation

**Date:** June 19, 2007

*Confidential*



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## **ASSESSMENT SUMMARY FOR Jana Sample**

The following observations are made based on:

1. The review of Jana Sample's resume
2. A review of Jana's leadership assessment results as reported by the California Psychological Inventory
3. Information related to the Job Description for the position and the ANY Corporation Leadership Competency Model
4. The background interview with Jana, conducted on May 16, 2007 by HLS Coach, Faye Hargrove

### **Summary of Strengths**

Jana is friendly and engaging. Her background prepares her to be a strong team member and a potential asset to ANY Corporation. Specifically, Jana:

- is personable and approachable.
- is willing to make decisions and take actions that involve other people (see note below, however).
- can demonstrate compassion without getting overly entangled in the problems of others.
- is conscientious, dependable, and careful to respect and support the prevailing customs of the organization.
- will work within the rules, policies, and procedures that are part of organizational life however, balances risk and reward potential.
- solves problems in a way that is very creative, imaginative and resourceful.
- will generally plan the work and work the plan.
- is open, trusting of other people, and receptive to their ideas.
- can take action and make timely decisions in a way that balances patience and interpersonal sensitivity with a concern for meeting business goals and achieving results.
- leads by example and works cooperatively in a team setting.
- can be influential, but focuses more on the task than the people.

### **Summary of Development Opportunities**

Jana's development opportunities may not be a problem in another environment. However, given the nature and expectations of the position for which she is applying at ANY Corporation, the areas listed below represent opportunities for development.



Specifically, Jana:

- may be less confident than other executives and managers about some aspects or types of decision making; however, she can probably be reasonably self-assured, poised, and assertive if she knows she has the support of those around her.
- may be overwhelmed or intimidated by more confident, dominant, or forceful coworkers, at times, She may concede points rather than push back and accept decisions that she knows to be less than optimal.
- may appear hesitant, reluctant to express her thoughts, opinions, and views.
- may be hampered by concerns that likeability or popularity will be adversely affected by the decisions made.
- may be more inclined than other executives and managers to alter her decisions in response to external pressures, even when she believes she is correct.
- may not like being the center of attention, public speaking, or interacting with large numbers of people.
- may have difficulty coming across assertively and confidently.
- tends to place too great of an emphasis on consensus and cooperation. She may overemphasize harmony and avoid confrontation.

## **RECOMMENDATION**

Jana is certainly pleasant and approachable and would probably be a strong asset to the ANY Corporation team in a capacity other than the leadership role for which she is applying. The primary area of concern is her ability to come across with confidence and her tendency to avoid confrontation and concede her position to stronger opinions. I do not anticipate that she will be able to manage the push back or hold her own in the face of opposition to her decisions. I advise the organization to seriously consider whether leadership deficits in these areas are appropriate for this particular ANY Corporation team.

C. LaFaye Hargrove, PhD  
May 17, 2007

