**SmartAssessment® Report**



|  |  |
| --- | --- |
| **Candidate Name** | Graham Bear |
| **Title** | CEO |
| **Company Name** | Graham T2 |
| **Prepared For** | Tasty Snacks |
| **Prepared By** | The grader |
| **Purpose of This Assessment** | To advise on go/no-go decision and identify management strengths and  risk areas related to maximizing returns on this key hire. |
| **Date** | October 10, 2012 |
| **Rating (A, B, C)** | B. |
| **Recommendation** | If absolutely nothing changes and the rollout strategy and playbook are bullet-proof, he could be a B+. However, he does not have the strong performance track record and robust skillset to handle model changes or  adverse market conditions. |



**Disclaimer and Confidentiality Policy**

This SmartAssessment document contains professional interpretations of biographical data collected about this individual. All of the data in this report was collected directly from the individual, unless otherwise indicated. Our analysis of the data is based on the specific scorecard that was created at the beginning of this assessment process, and our database of thousands of previous senior management assessments.

This copyrighted document is considered confidential information. It is unlawful to transmit this document to parties who are not named on the cover page without the written authorization of ghSMART and the named client for whom this document was prepared.

**Overall Rating Definitions (A, B, C)**

The overall rating of the match between a candidate and a role is provided on the cover page of this report. The rating communicates the probability that the candidate will successfully execute the scorecard for this role.

### A+ 95+% chance of executing the scorecard.

No material risk areas. The candidate has an extremely strong track record of success in roles which require competencies relevant to the current situation.

### 90-95% chance of executing the scorecard.

One or two minor risk areas are not likely to materially impact the execution of the accountabilities on the scorecard. Candidate has a strong track record of success in roles that require the relevant competencies.

### A- 80-90% chance of executing the scorecard.

One or two minor risk areas may impact the execution of the scorecard. The risk areas can be mitigated through coaching, attention, or key hires.

### B+ 65-80% chance of executing the scorecard.

Several risk areas reduce the likelihood that the scorecard will be executed. It is possible but not guaranteed that some of the risk areas can be mitigated.

### 50-65% chance of executing the scorecard.

Multiple risk areas make it unlikely that the candidate will execute the scorecard. These risk areas are not expected to be completely addressable.

### B- 25-50% chance of executing the scorecard.

Multiple risk areas make it extremely unlikely that the candidate will execute the scorecard. There are many examples of demonstrated weakness or absence of demonstrated strength in relevant competency areas.

**C+ or lower *0-25% chance of executing the scorecard***.

Multiple and severe risk areas make it virtually impossible to expect the candidate to execute the scorecard.

**Competency Scorecard**

|  |  |
| --- | --- |
| **COMPETENCIES** | **COMMENTS AND RATING** |
| **Leadership Competencies** |  |
| Hires A players | B-. |
| Develops people | B-. |
| Removes underperformers | B. |
| Treats people with respect | B. |
| Efficiency of execution | B. |
| Network of talented people | B. |
| Flexible/adaptable | B+. |
| **Personal Competencies** |  |
| Integrity/honesty | B+. |
| Organization and planning | B+. |
| Calm under pressure | B+. |
| Aggressive | B. |
| Moves fast | B. |
| Follows through on commitments | B+. |
| **Intellectual Competencies** |  |
| Brainpower/learns quickly | B+. |
| Analysis skills | B. |
| Strategic thinking/visioning | B-. |
| Creative/innovative | B+. |
| Attention to detail | B+. |
| **Motivational Competencies** |  |
| Enthusiasm/ability to motivate others | B. |
| Persistent | B+. |
| Proactivity/takes initiative | B+. |
| Work ethic | A-. |
| Sets high standards | B. |
| **Interpersonal Competencies** |  |
| Listening skills | B+. |
| Open to criticism and others’ ideas | B. |
| Oral communication | B+. |
| Teamwork | B+. |
| Persuasion | B-. |
| Holds people accountable | B+. |
| **Technical/Functional Competencies** |  |
| Sales and Marketing | B. |
| Operations | B. |
| Information technology | B. |
| Finance | A-. |
| Human resources | B-. |
| Knowledge of the industry | A. |