***http://www.ghsmart.com/images/home/bar.jpg***

**CONFIDENTIAL** SmartAssessment® Report

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| **SmartAssessment Report** | |
| Candidate Name | Ms. Mushroom |
| Title | VP Talent Management |
| Company Name | Fungi Solutions |
| Prepared For | Mr. Shiitake |
| Prepared By | Ms. Peppercorn |
| Purpose of This Assessment | To identify management strengths and risk areas related to this key hire. |
| Date | March 6, 2014 |
| Rating (A,B,C) | B+ |
| Recommendation | We believe Ms. Mushroom is a “high beta” candidate, whose success depends on how similar this role is to her experiences at GE. While a B+ overall, there is a chance she could drop down to a B if the context is too different. |

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# 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 SmartAssessments.

This copyrighted document is considered confidential and privileged information. It is unlawful to transmit this document to parties not named on page one without the written authorization of ghSMART and the named client for which this document was prepared. At no time should the candidate be permitted to view this report.

# Overall Rating Definitions

The overall rating of the match between a candidate and a role is provided on page one 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 that require competencies relevant to the current situation.

**A**      ***90-95% chance of executing the scorecard***.

One or two minor risk areas are not likely to materially impact the achievement of the outcomes defined 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 and/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.

**B**      ***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.

# Competencies

|  |  |
| --- | --- |
| **COMPETENCIES** | **RATING and COMMENTS** |
| **Leadership** | |
| Hires A players | A-. |
| Develops people | B+. *Gives exposure, but covers for underperformers.* |
| Removes underperformers | B. *Still leaves B players in place.* |
| Treats people with respect | A-. *Can be clumsy when providing unsolicited feedback.* |
| Efficiency of execution | A-. *Cuts away superfluous process.* |
| Network of talented people | A-. |
| Flexible/adaptable | B. |
| **Personal** | |
| Integrity/honesty | A. |
| Organization and planning | A-. |
| Calm under pressure | A. |
| Tenacious | B. *When relationships go bad, she goes quiet.* |
| Moves fast | B. *Has been told she could have gone faster.* |
| Follows through on commitments | B+. |
| **Intellectual** | |
| Brainpower/learns quickly | B+. *Smart, but not top 10%.* |
| Analytical skills | B+. |
| Strategic thinking/visioning | B. |
| Creative/innovative | B. |
| Attention to detail | A-. |
| **Motivational** | |
| Enthusiasm/ability to motivate others | B. *Motivates by being supportive, but can micromanage.* |
| Persistent | B+. |
| Proactivity/takes initiative | A-. |
| Work ethic | A-. |
| Sets high standards | A-. |
| **Interpersonal** | |
| Listening skills | B+. |
| Open to criticism and others' ideas | B. *She takes criticism hard.* |
| Oral communication | A-. |
| Teamwork | A-. |
| Persuasion | B+. *A little inconsistent at times.* |
| Holds people accountable | B. *Tends to “cover” and do things herself.* |
| **Technical/Functional** | |
| Sales and marketing | B. |
| Operations | B+. |
| Information technology | A- for HRIS. |
| Finance | B. |
| Human resources | A-. |
| Industry knowledge | B. *Has not been in a manufacturing setting for 8 years.* |