



**CONFIDENTIAL**

SmartAssessment® Report

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| **SmartAssessment Report** | |
| Candidate Name | Mr. Honey |
| Title | Divisional VP Finance |
| Company Name | Bee Products |
| Prepared For | Mr. Bear |
| Prepared By | Queen Bee |
| Purpose of This Assessment | To identify management strengths and risk areas  related to this key hire. |
| Date | April 29, 2014 |
| Rating (A,B,C) | B+ |
| Recommendation | Hire Mr. Honey if you are comfortable that his limitations as a strategic partner and his reluctance to truly stretch and challenge himself may mean that he is unlikely to progress much beyond the DVP Finance and if you are willing to invest in proactively coaching him as he encounters more  critical senior colleagues in the business. |

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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.

#### 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.

#### 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

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| **COMPETENCIES RATING and COMMENTS** | |
| **Leadership** | |
| Hires A players | B+ |
| Develops people | A- |
| Removes underperformers | B+ |
| Treats people with respect | B Does not always take the time to “hear people out” and allow them to have their say |
| Efficiency of execution | A- Works quickly and is comfortable working through others. |
| Network of talented people | B Network limited to a couple divisions. Does not appear to be broadly networked within that company. |
| Flexible/adaptable | B May need to be reminded to give his team some leeway to operative within guidelines rather than being prescriptive on project details. Has difficultly working with critical bosses – may become defensive and avoid them rather than leaning into the challenge and adapting to  what they need. |
| **Personal** | |
| Integrity/honesty | No reason for concern in the data |
| Organization and planning | A- Puts in place efficient and effective processes to get  the job done in a consistently accurate and timely manner. |
| Calm under pressure | B+ May default to a more autocratic approach in high- pressure change management situations when a slower,  more inclusive approach might be more effective. |
| Tenacious | B+ Likely to opt for the easier and less challenging path rather than stretching himself to achieve the outstanding. |
| Moves fast | A- |
| Follows through on commitments | A- |
| **Intellectual** | |
| Brainpower/learns quickly | B+ |
| Analytical skills | B+ |
| Strategic thinking/visioning | B- A tactical rather than strategic finance leader. Tends  to leave strategy to his GM and focus on translating the strategy in action steps on the finance side. |
| Creative/innovative | B |
| Attention to detail | A- Strong attention to detail when dramatic change is required and systems and processes need to be put in place. However, may be insufficiently attentive to the  day-to-day detail once the business is back on track. |
| **Motivational** | |
| Enthusiasm/ability to motivate others | B+ Generally a likable, helpful, and relatively charismatic leader. However, occasional high- handedness and drive to get it done quickly at the  expense of collaboration may be perceived as arrogance and make it harder for him to gain followership. |
| Persistent | B+ |

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| Proactivity/takes initiative | B Unlikely to chase the path that requires him to significantly stretch himself. |
| Work ethic | B+ Will work hard but describes himself as a Type B or B+ |
| Sets high standards | B+ Sets high standards for his team and the performance of the finance group. However, is content to be middle of the pack when it comes to his own  development and ambition. |
| **Interpersonal** | |
| Listening skills | B Does not always take the time to listen carefully to his colleagues. May jump ahead assuming that he already knows/understands their perspective. |
| Open to criticism and others' ideas | B Quite proud and does not respond well to direct criticism. Tends to get defensive and retreat. |
| Oral communication | A- |
| Teamwork | A- Intensely loyal and will do whatever he can to ensure that his team is successful. Willing to travel extensively to get into the weeds and work shoulder to shoulder with  his people. |
| Persuasion | B May at times become defensive and/or retreat in the face of aggressive challenge from senior leaders. |
| Holds people accountable | A- |
| **Technical/Functional** | |
| Sales and marketing | Strong personal interest in this area. Track record of providing strong support to the Sales team. |
| Operations | Highly attuned to the needs of Manufacturing. Less  focused on or knowledgeable about the needs of Engineering and R&D. |
| Information technology | Solid track record of success in this area. Has led a number of ERP implementations and integrations. |
| Finance | A- Strong Finance skillset. Understands how to use financial levers to drive performance. Also able to put in the systems and processes to ensure that the numbers  are accurate and that the ”trains run on time.” |
| Human resources | Has been a hands-on developer of his people but does  not appear to have invested in systematically developing them. |

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