

Report: Analysis of John Sample for Chief Executive Officer

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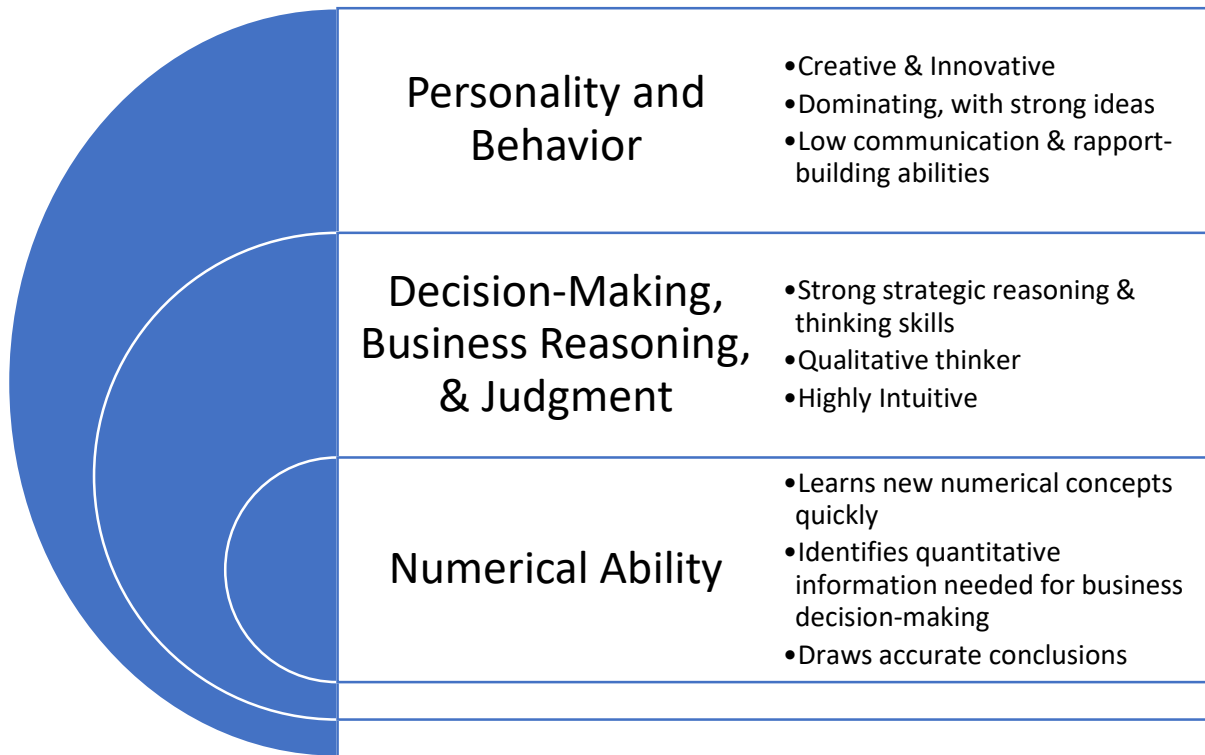
Introduction

This report is intended to compile results from several psychometric assessments taken by John Sample and analyzed against the Chief Executive Officer (CEO) position developed by [Company]. The instruments are briefly described below:

- **Advanced Numerical Reasoning Appraisal (ANRA).** Assesses ability to make decisions using numerical data.
- **Watson-Glaser II Critical Thinking Appraisal Profile.** Appraises capacity to recognize assumptions, evaluate arguments, and draw conclusions.
- **The California Psychological Inventory (CPI).** A general inventory of personality structure in the context of other people, societal values, and internal perceptions.
- **Hogan Business Reasoning Inventory (HBRI).** Evaluates strategic, tactical, and critical reasoning abilities.
- **Hogan Development Survey (HDS).** Highlights behavioral tendencies which could serve as strengths or weaknesses.
- **Hogan Judgment Report (HJR).** Examines judgment and decision-making style.
- **Leadership Opinion Questionnaire (LOQ).** Measures consideration towards subordinates and level of structure set towards goal attainment.
- **Myers-Briggs Type Indicator (MBTI).** A personality assessment centered around interpersonal relationships, information, judgment style, and external viewing style.
- **Occupational Personality Questionnaire 32 (OPQ32) Behavioral Styles Report.** Measures how workplace behavioral style may affect work performance.
- **Personality Research Form E (PRF-E).** A personality assessment based off normed descriptors, 20 being general behavioral styles and 8 being vocational preference styles.

Factors associated with numerical ability, decision-making, business reasoning, judgment styles, personality, and behavior which were relevant to the above assessments were pulled from the CEO job description. They were grouped into three categories with 13 overall patterns. None of the assessment reports indicated invalid results, where applicable. The candidate's assessment results from all 10 instruments were compared against these job description patterns.

First, a composite depiction of the candidate will be presented. After this, there is a snapshot comparing the candidate's qualities directly to the desired qualities of the CEO position. Next, there is a more comprehensive review of how the candidate's attributes align with the requirements of the CEO position. The final section will conclude with recommendations for how the candidate can improve on his or her skills and abilities to more closely meet the needs of the role.

Composite Depiction

Snapshot Comparison

Snapshot Comparison		
	Strengths	Weaknesses
Planning and Business Development		
Use data to drive decision-making	Above-average understanding	May choose to use intuition instead
Develop long-term strategy	Strong strategic planning focus	Could get bogged down in the details
Finding problems, identifying opportunities, & taking appropriate action	Able to identify assumptions, agendas, & trends easily; likes to take action	Action may be hampered by leadership challenges

Leadership		
Interact with the board	Able to cooperate; receptive to feedback	Tendency to be a maverick and adhere to his own ideas
Highly accessible, visible, communicative leader	Likes to take initiative and give advice	Low visibility, communication, & interpersonal ability
Develop & attract talent to build high performance culture	Exceptional human relations management & ability to lead	Low interaction, Avg scores on directing group towards goals

Personal Attributes		
High integrity; open, honest, direct	Holds confidence & integrity in ideas	May be too direct
Balanced IQ/EQ	Mostly balanced	Lacking in EQ social skill component
Intellectually curious	Enjoys learning & understanding	No weakness noted
Strategic thinker & innovator	Highly creative, strategic thinker	No weakness noted
Constructive catalyst & change agent	Dedicated to performance	May be limited by communication & interpersonal abilities
Higher performance culture creator	Driven to implement better ways of doing things	May be limited by communication & interpersonal abilities
Hard working with high sense of urgency	Likes to stay busy with multiple tasks	No weakness noted

Color Coding:		
Green means that this strength appeared in the data more regularly than the weakness	Yellow means that the strength and weakness appear evenly balanced in the data & may depend on the candidate's self-regulation skills	Red means that the weakness appeared in the data more regularly than the strength.

Snapshot Summary

Results indicated that the candidate had elevated scores for strategic planning and the ability to use data to determine organizational functioning and inform sound decision-making. There may be times when he uses his intuition over the evidence provided by the data.

There was also evidence that although the candidate had excellent people management skills, leadership ability, and the ability to understand others, his ability to extract buy-in from others may be impeded by the implications that he may not form necessary professional rapport with others and may maintain low visibility.

Comprehensive Review

Please note that the below review was compiled based on findings from the ten listed assessments. Results may not always be absolute, and the candidate's behavior or results may differ in situations and contexts based on his given environmental and personal factors which could change over time.

Planning and Business Development

Using data to drive decision-making. The candidate scored high on business reasoning capabilities, high in advanced numerical reasoning, and average to high in decision-making capabilities. According to the results, he has the ability to learn new numerical concepts quickly, identify quantitative data needed to appropriately assess functioning, and consistently and accurately apply sound reasoning in not only analyzing the data, but understanding how the organization will be impacted long-term across different parts of the company. However, there were indications which he may rely more on his experience and intuition to make decisions, and that he may process verbal information as efficiently or more efficiently than numerical information. In summary, he has outstanding ability to understand how to use data to inform decision-making but may not always choose to use it.

Developing long-term strategy. Results indicated an elevated aptitude for strategic planning and decision-making. Across several assessments, the candidate scored high on measures related to strategic reasoning and strategic thinking. Complementary to this, the candidate also exhibited high levels of personality attributes related to reward-seeking, flexibility, creativity, achievement, and the ability to understand and synthesize multiple ideas. The candidate is not only stimulated by pressure but prefers routines, established methods, procedures, and schedules rather than spontaneity. These attributes indicate the potential for success with growing a business in a fast-paced, changing environment. Additionally, the candidate also scored high on tactical reasoning, which indicated high levels of critical thinking overall. However, there was one indication that he may get so focused on details that he may delay immediate action.

Finding problems, identifying opportunities, and taking appropriate action. Evidence revealed that the candidate has the ability to "read between the lines" to comprehend assumptions, agendas, and trends which appear in any presentation of information. Results revealed that he's able to identify opportunities and forecast problems equally well. To take appropriate action, it was indicated that he's able to imagine competing courses of action, determine how they would impact the organizational functioning on multiple levels, and then align the strategic and tactical plans with business models. There is an indication that he would be able to anticipate obstacles at a rate which may leave others feeling overwhelmed. Without self-regulation, there would be the potential for him not to communicate in a way that helps his subordinates appropriately navigate those obstacles: The candidate's results indicated low social scores, such as in higher levels of reservation, introversion, and the potential for unhealthy skepticism towards others. Additionally, he holds strong dominance traits. He may

develop a single-minded devotion to any of his ideas and feel frustrated when others don't understand those ideas quickly. Although his scores indicated that he has concern for the welfare of others and typically does not bring emotions into the workplace, there is the possibility that he needs support and reassurance from others. Without self-regulation, this personality dynamic may impede on his ability to effectively communicate organizational needs and appropriate courses of action with others. This may also impede his ability to serve as an effective communicator who inspires trust.

Leadership

Interacting with the Board. Despite the low social scores, results indicated that the candidate would still be able to initiate conversations in social situations and engage in collaboration. He had high scores which indicated that he is strongly independent, resourceful, willing to hold differences with others, and set high goals for himself. He may have times where he wants to do things his own way, though. He also holds the ability to conform to group needs by conscientiously performing his expected duties. He may be able to partner well with the board by being able to follow established rules and norms when necessary while still being able to assert his view when it is pertinent. While he's very confident in his approach, there is a chance he may attempt to present himself favorably to others. This may include promising more than he can deliver. However, results indicated that the candidate is also highly receptive to feedback and coaching, although there is a small possibility that he can become defensive or deny negative feedback when it is presented to him. Based on personality trait results which indicated a lack of social connectivity with others, it is also unclear if he would provide leadership exposure to the Board to assist with their development or if the Board would need to be more proactive in requesting leadership exposure.

Accessible, visible, communicative leader. Although his profile indicated that he liked to take initiative and give advice, it also indicated that his high level of reservation may have low levels of impact and persuasion on others. It may be a weakness if he is unable to reinforce strategic planning decisions and the Board's mandates. It's likely that he would fall into the latter category, as he had lower than average scores for the concept of consideration, which is the degree of rapport, mutual trust, and two-way communication with subordinates. His profile suggests that others may view him as cold and distant, which could damage his ability to establish a good rapport with employees. This could impede the requirement for him to be a highly accessible and visible leader. However, there were other indications that he believed others saw him as charming and likeable, and that he could behave more overtly with effort.

Attract, build, and develop talent to build a high-performance culture. The candidate's results indicated high levels of human relations management, especially related to being able to understand others. This person would be perceptive about people and social situations (despite low desire to be social), attempts to be fair-minded and tolerant of others, is seen as trustworthy, a good judge of others, and as generous and supportive. He may also maintain an awareness of the motivations of others. The potentially low level of impact and persuasion

noted above could be a strength in allowing subordinates to develop self-efficacy through their own autonomy. However, he was also noted to possibly be inclined to push his own way of doing things onto others. He scored as being average when it came to the tendency to initiate ideas, set standards, and plan or direct a group toward organizational goals. While he was noted to value cooperation and encouraging others to contribute, he may not always hold back criticism of others' views. He may be able to understand what is needed to develop, build, and attract talent, but he may not always be able to communicate and establish professional relationships in ways that would foster motivation and growth.

Personal Attributes

High integrity; open, honest, and direct. Scores indicated that the candidate strongly met this criteria. He holds confidence in his ideas, as well as a sense of integrity, and will strongly advocate for them.

Balanced IQ/EQ. Without the use of a specific EQ assessment, it can be inferred that the candidate almost has a balanced IQ/EQ. Although the assessment results indicated that he has the ability to understand and evaluate others with self-awareness, self-regulation, motivation, and empathy, but may lack the social skill component of EQ.

Intellectually curious. There was evidence that the candidate is very intellectually curious and enjoys discussing hypothetical or theoretical issues, as well as learning about new things and wanting to understand many areas of knowledge.

Strategic thinker and innovator. Reports indicated that the candidate was a highly creative individual who enjoyed new and even radical ways of doing things. He scored highly on all strategic thinking measures.

Constructive catalyst and change agent. While the reports indicated that he would be a constructive catalyst through his dedication to performance and strong advocacy of his ideas, his role as a change agent may be limited by his communication and interpersonal abilities.

Higher performance culture creator. It was indicated that the candidate is driven to higher performance and dominant in his desire to communicate these ideas to others. This ability may be hampered if he is unable to communicate them in a way that allows others to adopt these ideas in a way that would allow them to engage in the desired cultural change.

Hard working with a high sense of urgency. Multiple reports indicated that the candidate has a strong preference for work which demands the expenditure of energy and likes to keep himself busy and have plenty to do.

Recommendations for Role Enhancement

Planning and Business Development

The candidate's scores indicated excellence in his ability to use data to drive decision-making, develop long-term strategy, find problems, identify opportunities for growth, and take appropriate action. However, they also indicated that he may choose to use his own intuition instead. He also showed the proclivity to get bogged down in the details, which could frustrate others. His interpersonal and communication styles may keep him from being able to effectively relay what he sees, especially in terms of what is needed to be done in response to what the data is showing.

It would be prudent for the candidate to invite others to establish competency with data and be able to relay their own understanding of it to him in terms of challenges, opportunities, and necessary action. In this, he could assist with developing talent by teaching others using his established skills related to numerical, data, and strategic understanding. This may not only give him the pause needed not to act on his own intuition but would allow him to practice being more supportive and encouraging of others. This would improve his professional relationships with others, which would facilitate the flow of communication. Others would be able to hear his ideas more readily and be more able to incorporate them into their own workplace practices. Results indicated that he's less of a participative leader, so it would also be helpful for him to involve top leaders in the decision-making process when possible. This would also provide opportunities for a given leader to become more visible to the Board, for their own knowledge and evaluation of that person.

Leadership

Evidence indicated that the candidate is a given leader who appreciates cooperation, is receptive to feedback, has exceptional human relations management skills, and exhibits balance in his concern for others. Although he showed a strong propensity for introversion, his results also showed that he can be social when his role calls for it. Multiple assessments reflected the point that his communication and social styles may not effectively allow him to be open to ideas from others, visibly influence others, establish rapport, or direct groups toward organizational goals.

Reports indicated that the candidate is genuinely interested in improving his performance. In addition to the recommendations made in the Planning and Business Development section, the candidate could make internal choices and engage in self-awareness to help improve the social aspects required in EQ and effective leadership. This includes not only telling others about what kind of information is needed but asking others about what they need. The candidate could monitor his internal desire in which he typically considers only his point of view, and this may help him be more receptive to important details that others may point out. He may also need to work on verbal communication skills through choosing to say something out loud and focusing on content which establishes trust and two-way communication. He could leverage his low interaction style as a strength by pushing leaders to make high performance decisions on their own, so long as it is within the parameters established by planning efforts and Board directives. With this, he could expect higher levels of leadership accountability instead of exhibiting micromanagement.