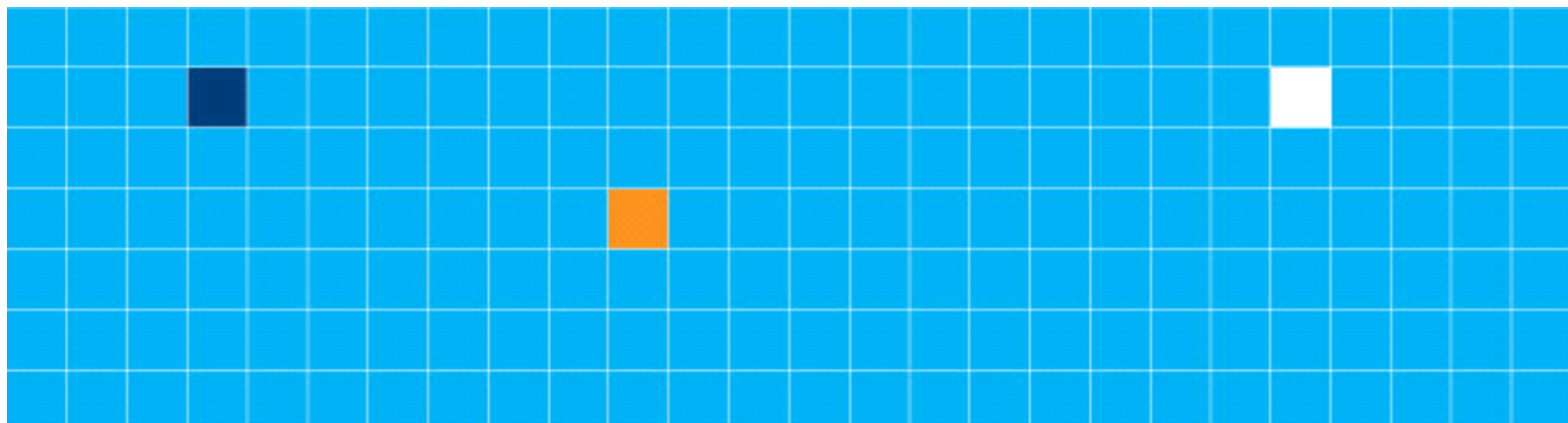




LeaderFit™



CIBC Benchmark Report

Sonya Test

Odgers Upgrade Test Group

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March 25, 2014



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ODGERS BERNDTSON
Leadership Practice



CIBC Benchmark Report

Assessment Methodology

A central feature of the Odgers Berndtson assessment method is the Hogan family of instruments - highly reliable tools that have been validated extensively and allow us to profile individuals against a robust set of executive norms. The following Hogan instruments are used in the Benchmark assessment:

Hogan Personality Inventory (HPI)

Measures personality and leadership tendencies and how an individual is likely to interact with people. This assessment provides critical insights into individual behavior.

Hogan Development Survey (HDS)

Measures the potential for leadership derailment or stress behaviors. These behaviors typically only become apparent when an individual is under stress and tends to "overuse" a particular strength.

Motives, Values and Preferences (MVPI)

Measures individual values and potential fit with organization culture. The MVPI provides valuable insights into the kind of culture an individual will foster or be most comfortable in.

Report Organization

The report contains a summary of your results organized into two sections.

Section I

Overview of Leadership Tendencies	2
Leadership Strengths and Potential Gaps	3
LeaderFit™ Analysis	4
Strategic Clarity	5
Execution Savvy	6
Resilience and Adaptability	7
Stakeholder Management	8
People and Team Development	9

Section II

Potential Derailers	10
Culture Fit Analysis	12

This report is valid and interpretable.



Overview of Leadership Tendencies

Narrative Overview

Sonya is intense and will work in bursts of energy. She tends to be self-critical and worry about achieving goals, but at the same time will be eager for feedback and will welcome improvement suggestions and coaching. Her sense of urgency and vigilance will create strong momentum, although her intensity can also create unwanted stress. A good team player, Sonya will be supportive of the team's efforts and will work hard to ensure the organization's success. She will take charge when necessary but tends not to be driven by status concerns or the need to outperform her peers. She will take on challenges that maximize her skills and strengths. She will be friendly and congenial in most situations, but not overly attention seeking. Colleagues will see her as approachable, accessible and willing to listen to their needs. She will voice her opinions in a tactful way and address performance issues when necessary. She tends to be accommodating but will take a stand on issues involving key values and principles.

Sonya seems to follow rules and avoid risks, but can also adapt to changing conditions and adjust to ambiguity. She will be detail-oriented and organized when required, and will prioritize work effectively. Imaginative yet practical, Sonya will contribute her thoughts to the strategic planning process and address the big picture. She can effectively evaluate other people's ideas and will enjoy translating vision and strategy into concrete plans. She is motivated by learning that tends to be hands-on and practical, and will be open to non-traditional learning methods such as mentoring and eLearning. She will be more concerned about improving existing skills than acquiring new ones.

"Leadership concerns building and maintaining a high performing team while getting people to forego individual goals to take on group goals."



Leadership Strengths and Potential Gaps

The leadership strengths and potential gaps highlight the positive and negative performance implications associated with the Hogan Personality Inventory. In some cases, the individual's strengths will trump potential gaps, and in other cases gaps are so pronounced that they will tend to be more present in day-to-day behavior.

Leadership Strengths

- Possesses a strong sense of urgency which will drive her performance; focused on improving performance and customer satisfaction.
- Confident and willing to take charge of a project but equally comfortable letting others take a lead role.
- Balances her need for social interaction with staying focused on results.
- Non-confrontational but willing to address necessary performance issues.
- Seems able to be flexible while working within organizationally-accepted guidelines.
- Open-minded and curious with a practical turn of mind for problem solving.
- Will perform well in hands-on learning situations that require applying new skills to solve concrete challenges.

Potential Gaps

- Tends to be overly critical and see the glass as half-empty rather than half-full; may lack resilience or composure under stress or when experiencing setbacks.
- May seem unconcerned with staff development or training.
- May lack enthusiasm for strategic planning and lose sight of the big picture.
- May tend to take negative comments too personally.



LeaderFit™ Analysis

The LeaderFit™ Analysis provides a description of the individual's leadership style mapped to the five dimensions of the model. Each LeaderFit™ dimension has been determined to be important for the success of executives, and leads to the positive outcomes shown in the outer rings of the model below.





Strategic Clarity

The ability to analyze the strategic context and create clear goals that reflect the organization's vision, values and culture.

Related Competencies

- Evaluates issues and uses sound reasoning to make decisions.
- Understands the industry and its emerging trends.
- Understands and talks about the big picture.
- Uses appropriate methods to gain acceptance of ideas or plans.

Individual Analysis

- She will contribute to the strategic planning process, but will do so by evaluating ideas rather than necessarily generating her own. Will be seen by others as a good "sounding board" with strong implementation insights.
- She will be interested in acquiring practical knowledge in order to improve her performance, but may focus more on day-to-day issues than strategic trends. People will appreciate her directness and factual communication style.



Execution Savvy

The ability to follow through on commitments, make timely decisions and monitor execution.

Related Competencies

- Provides direction and motivates others to work for a common goal.
- Strives to meet and exceed goals for self and others.
- Takes action before being told what to do.
- Identifies and implements effective solutions to problems.
- Ensures that clear accountabilities and standards are cascaded.

Individual Analysis

- She is willing to take charge and lead execution, but at the same time can collaborate well with others. She is not driven by status concerns and will rarely overstep her lines of authority. While she is confident and supportive of team efforts, he may at times be reluctant to seek out new challenges or lack the desire to achieve high impact results.
- She will be seen as responsible, mindful of details and able to work effectively with others to tackle the challenges of execution, and will often look beyond established procedures to solve problems. She will delegate work as long as people maintain quality and deliver on time.



Resilience and Adaptability

The ability to receive feedback in a mature way and adapt to change and new situations.

Related Competencies

- Stays calm and composed under stress.
- Adapts quickly to changing circumstances and is willing to try new methods.
- Is able to change directions quickly and work without explicit guidance.
- Leads by example and models company values.
- Actively identifies new areas for personal learning.

Individual Analysis

- Vigilant and introspective, she is keenly interested in self-improvement and listens to feedback; due to his concern for performance, she may pay more attention to the negative than to the positive. Her tendency to worry and become emotional when things go wrong could limit her effectiveness.
- She is open to new experiences, ideas and initiatives, and will be willing to take strategic risks when opportunities arise. She will tend to weigh the pros and cons carefully and will be equally at ease in semi-structured or ambiguous situations. She will be conscientious but adaptable.



Stakeholder Management

The ability to develop and maintain positive relationships with internal and external stakeholders.

Related Competencies

- Gets along well with others, is tactful, and behaves appropriately in social situations.
- Represents the company favorably to outsiders.
- Explores alternatives to reach outcomes acceptable to all parties.
- Presents ideas effectively.
- Develops collaborative relationships to facilitate the accomplishment of work goals.

Individual Analysis

- She is a good team player who will support others and buy into their ideas. She will build mutually rewarding relationships with others and understands the importance of achieving win-win outcomes.
- She balances getting work done with the need to spend time with people and build relationships. She will be seen by others as friendly and congenial, but not overly attention seeking. She will listen to people's ideas and needs before offering suggestions.



People and Team Development

The ability to build effective teams, coach and mentor people, and leverage diversity.

Related Competencies

- Works well in groups and is a good team player.
- Resolves interpersonal problems and disputes with tact and decisiveness.
- Provides support and career direction to peers and subordinates.
- Takes time to coach/mentor employees.
- Uses appropriate methods to build a cohesive team.

Individual Analysis

- She will listen to people's suggestions and inputs for improving performance. Her propensity to become tense, critical and anxious will help create a sense of urgency, but may also unsettle her team and create a stressful atmosphere around her.
- She is cooperative, friendly and able to build strong teams that produce consistent results. She understands the importance of consensus, but will take a stand on issues involving key values and strategic principles. She will be concerned about the well-being of her staff and alert to changes in their level of engagement.



Potential Derailers

This section highlights specific derailers from the Hogan Development Survey (HDS) that present a High Risk or Moderate Risk for this individual. These derailers might interfere with an individual's ability to build relationships with others and create cohesive, goal-oriented teams.

Leisurely

Although she may seem cooperative on the surface, she may overestimate her own authority, disregard agreed-upon timelines, and inconsistently follow through on commitments. She tends to express her feelings in indirect ways, feels strongly about her independence, and can question other people's competence. She may be reluctant to have her agenda subjected to scrutiny.

Bold

Sonya will probably seem bold and assertive. She tends to be confident, ambitious and visionary, but under stress could become impulsive, self-promoting and reluctant to hear negative feedback. While she will appear charismatic, she will also test the limits, overestimate her accomplishments, and potentially blame her mistakes on others.

Diligent

She will be perceived as polite, detail-oriented, inflexible and uncomfortable with ambiguity. While she maintains stringent standards of conduct, she may try to make everything a top priority, overestimate her competence, and find it difficult to delegate. Under pressure, others may find her critical, demanding and stubborn.

Excitable

Sonya will be perceived as energized and active, but also moody and irritable at times. She may react negatively to difficult situations, or give up when projects don't go according to plan. Others may perceive her as overly critical.

Colorful

She will be seen as lively, interesting and charming; she enjoys leadership positions and will usually make a strong first impression. Under stress, he may tend to become impulsive, easily distracted or disorganized, and change focus too quickly.

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Potential Derailers

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Dutiful	Others will see her as agreeable, pleasant, attentive and cooperative. She keeps others informed and would rather use persuasion than make demands on others. Under stress, she may be reluctant to make decisions on her own and become excessively careful.
Mischievous	She likely will be adventurous, assertive, and decisive; she is unafraid of risk and will not dwell on mistakes. She usually enjoys change and has the energy to bring it about. She may also test the limits, become easily bored and have trouble maintaining commitments.
Skeptical	Although she seems insightful about others' talents and motives, she can become skeptical, defensive, and argumentative under stress. She may tend to focus on the worst case scenario when evaluating strategy or planning her career.
Cautious	She will be seen as thoughtful, quiet and perhaps indecisive at times. While she will be a good corporate citizen, he may feel a strong need to stay within the lines and avoid innovation. She will likely need encouragements to make fast decisions or try new ideas.
Imaginative	She should seem clever, imaginative and at times impulsive. Leaders of this nature tend to be original thinkers, curious, interesting and unconventional. They tend to have a unique way of seeing events and enjoy expressing their views. She could at times make impractical decisions or generate ideas "out of left field".
Reserved	Her tendency to be somewhat reserved suggests that others may see her as aloof and detached. Under pressure, she may distance herself from others and seem unconcerned about their problems. She may act without consulting others and listen sporadically.



Culture Fit Analysis

The Primary Values section highlights values and culture fit considerations that will be critical for this individual. These primary values will dictate how comfortable an individual will feel in a particular culture, and what motivates them to perform.

Tradition	Sonya will tend to be trusting, considerate, even-handed and good-natured, but also somewhat cautious and resistant to change. She will defend established procedures and will maintain formal relations with co-workers. She values tradition, standards and socially acceptable behavior.
Security	Sonya dislikes making mistakes or being criticized; she will prefer a stable and predictable work environment that promises good job security, and dislikes performance appraisals and ambiguity. She will be seen as polite, attentive to detail and punctual, but somewhat shy and unassertive in social situations.
Hedonism	Sonya enjoys entertaining others, likes variety, and is interested in innovation and experimentation. She will promote a spontaneous environment that mixes business with pleasure, that values working hard and playing hard; she will be perceived as lively, impulsive and entertaining.
Recognition	Sonya prefers work environments that will recognize her for a job well done, where she will have opportunities to showcase her performance and be recognized for it. She will dislike environments that emphasize collaboration and shared accomplishment. She wants a chance to stand out from the crowd.
Power	Sonya is strongly motivated by opportunities to compete and advance. She will prefer to work on visible projects where she can have an impact and make a difference. People will likely see her as ambitious, energetic, willing to challenge limits and socially competent.
Altruistic	Others tend to view Sonya as honest, good-natured, and concerned for others' well being. She will be sensitive to staff and client needs, but may not be very forceful. She enjoys helping others, fosters open communication, and will support people's efforts to enhance their careers.