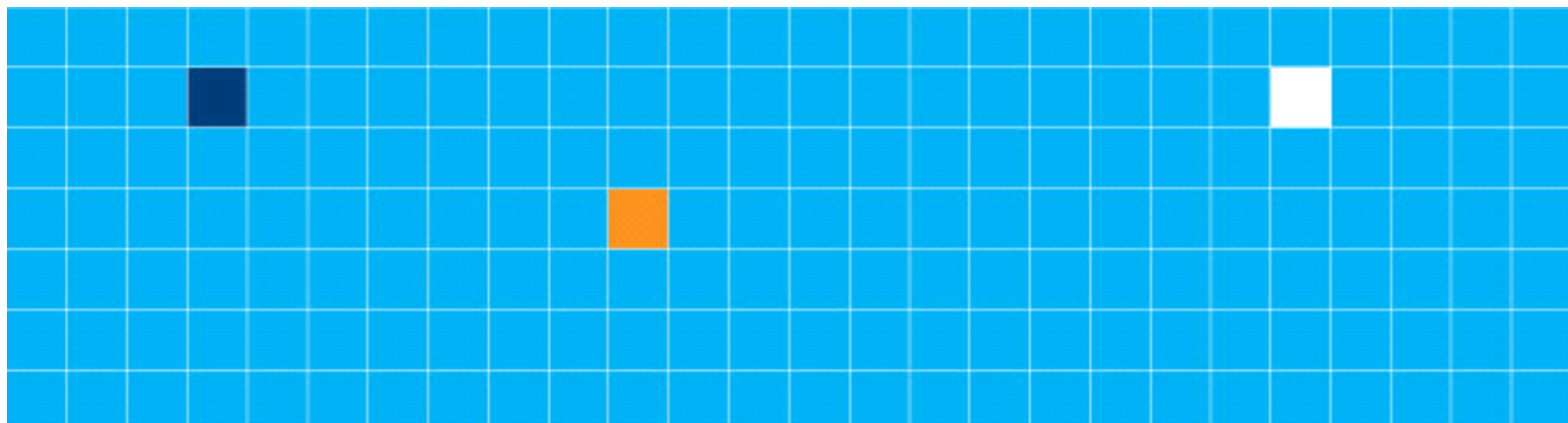




LeaderFit™



Benchmark Report

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ODGERS BERNDTSON



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	11

This report is valid and interpretable.



Overview of Leadership Tendencies

Narrative Overview

Wouter will be calm, composed, and steady in the face of adversity, will seem unaffected by time pressures and the demands of meeting challenging business objectives; his team will appreciate his composure and confidence. He should be a rewarding person to deal with. He is achievement and success oriented and will seem energetic, confident, competitive, and driven. He will set high expectations for himself and others, and will take the initiative even when it is not necessary. He will be seen as gregarious, dynamic and outgoing. He is comfortable in high profile situations and will make time to interact with employees, peers and customers. He should seem tactful, tolerant and cooperative, but also willing to enforce rules and confront performance issues.

Wouter will seem self-disciplined, planful, and well-organized and will ensure that people follow clear rules and procedures. He will be conscientious and dependable, and values doing things right and setting high standards. While he is interested in big picture thinking and creative problem-solving he balances this tendency with a need to translate ideas into workable solutions. He values both practical and innovative ideas to move the organization forward. He will come across as bright, knowledgeable and up-to-date with current issues and technology. He will seek opportunities to grow and develop people and will apply new knowledge to perform his work.

"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

- Will be calm and even-tempered despite heavy workloads and ambiguous task demands; tends to approach challenging work with confidence and optimism.
- Will be seen as an energetic, self-confident, and action-oriented leader. Enjoys making decisions and meeting difficult challenges.
- Lively, energetic and intense communicator who gets noticed during meetings.
- Non-confrontational but willing to address necessary performance issues.
- Should have high standards regarding timeliness, quality, and adherence to plans and execution.
- Open-minded and curious with a practical turn of mind for problem solving.
- Stays up to date with industry trends, technology and organization development issues.

Potential Gaps

- May tend to compete with colleagues, team members, and subordinates.
- May seem dogmatic about the value of knowledge and learning, and take action before others are on board.
- May find it difficult to change direction quickly or adjust to new situations.
- May underestimate challenges that are more critical than they initially appear; may ignore criticism and negative feedback.



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

- He will contribute to the strategic planning process, but will do so by evaluating ideas rather than necessarily generating his own. Will be seen by others as a good "sounding board" with strong implementation insights.
- He will do his homework and invest time to understand the strategic context. He will enjoy delving into strategy and will be seen as bright, hard-working and achievement-oriented. His written communications should be clear and accurate.



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

- He has a good sense of what can be accomplished, and has the energy and confidence to make things happen. He will be persistent and push projects through to completion. While he tends to push his team hard to get results, he may need to spend more time seeking others' inputs when generating ideas or solving problems.
- He prefers to spell out execution goals and priorities clearly and carefully. He will set in place clear performance standards and monitor execution carefully. He will be seen as dependable and conscientious by colleagues, although he could at times be too involved in managing the details.



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

- He tends to focus on the positive and is comfortable with frustrations, delays and the pressures of managing deadlines and heavy workloads. He stays calm and composed under stress, avoids overreacting and handles pressure with aplomb. Due to his high confidence, he may ignore advice or negative feedback.
- He is a hard-working and solid organizational citizen who values doing things right. However he may be overly detail-oriented and reluctant to delegate. Others will appreciate his high standards, but he can also appear inflexible or rigid when dealing with change.



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

- He has a strong desire for leadership positions, enjoys being in charge and will be comfortable presenting his ideas in front of large groups. Due to his competitive nature, he may intimidate people or claim center stage without intending to do so.
- He will easily develop relationships with peers and other stakeholders. He enjoys networking and will make a strong first impression. He will be perceived as dynamic, gregarious and easily approachable. He may interrupt others or compete for center stage instead of understanding his role in the bigger picture.



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

- His team will appreciate his resilience and ability to stay calm and positive during stressful situations. He will remain patient when people commit mistakes and will focus his team on positive outcomes, but could also miss valuable opportunities to ask for feedback.
- He is cooperative, friendly and able to build strong teams that produce consistent results. He understands the importance of consensus, but will take a stand on issues involving key values and strategic principles. He will be concerned about the well-being of his 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.

Mischievous

He likely will be adventurous, assertive, and decisive; he is unafraid of risk and will not dwell on mistakes. He usually enjoys change and has the energy to bring it about. He may also test the limits, become easily bored and have trouble maintaining commitments.



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.

Affiliation	He can be charming, outgoing and talkative, and prefers environments that encourage communication, relationship building, and interaction. He will enjoy working in a team environment, networking and developing strategic alliances. He will likely be seen as a good corporate citizen willing to conform to company policy.
Power	Wouter will enjoy leading others to produce results, but will not always actively seek out leadership opportunities. Although he values challenging work and leadership roles, he is also willing to work as part of the team and let others take charge of new initiatives.
Science	He will be most comfortable in an organization where decisions are made on the basis of data and research when they are available, but will also be able to make decisions quickly and intuitively when the pressure is on.
Aesthetics	Wouter will enjoy working within environments that encourage innovation and creativity. He may not take the lead on product appearance and brand, but will support efforts to improve the look and feel of the products and brand. He will be perceived as colorful, enthusiastic and expressive.
Commerce	Wouter will be seen as serious, hard-working and focused. He will maintain a balance between profitability, fun, people issues and the bottom line.
Recognition	Wouter will be most at ease in environments that minimize politics and the need for individual accomplishment and recognition. He will value praise for a job well done, but may not seek it out. He will engage in tactful self-promotion to improve his visibility.