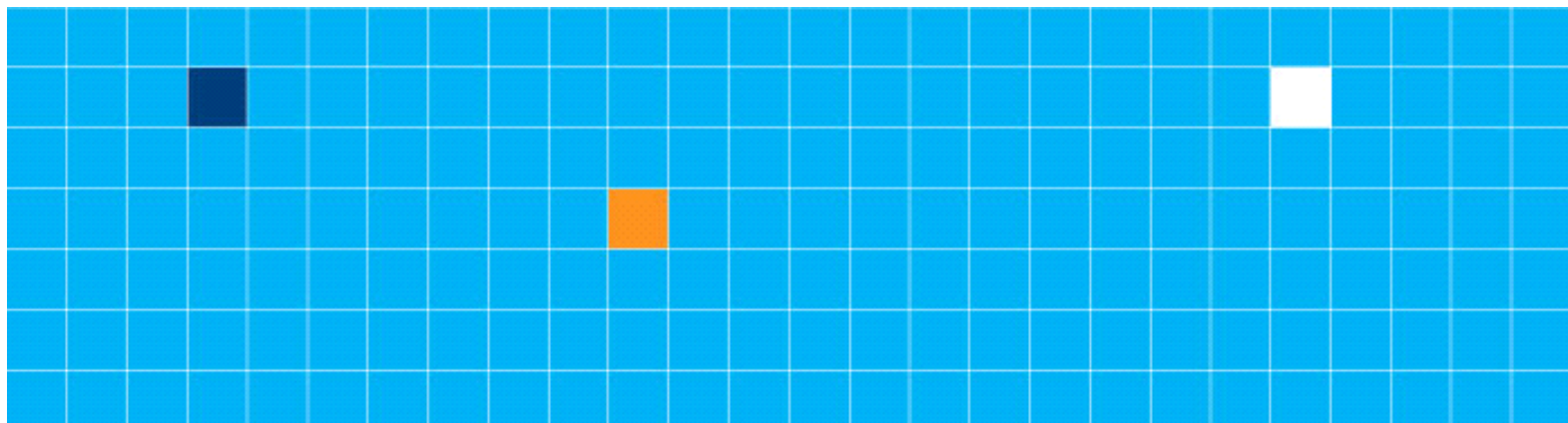




# LeaderFit™



## Benchmark Report

Sonya test5

Sonya Test

Sonya Test

October 21, 2013



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**ODGERS BERNDTSON**  
Leadership Practice



# 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.

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*Warning: This report is not valid and not interpretable.*



# Overview of Leadership Tendencies

## Narrative Overview

Sonya will come across as stable and balanced, and will tend to remain calm under stress. She will listen to feedback and be consistent and steady. She is usually confident and positive, but is also concerned about improving performance and has a strong sense of urgency. She will be comfortable leading a team and making decisions, but will also know when to step back and let others play a lead role. She is action oriented and sets realistic goals for accomplishment, while at the same time balancing finesse with confrontation in relationships. She will come across as approachable and willing to listen to others before offering suggestions. She does not feel the need to be the center of attention, but will use appropriate interpersonal skills when dealing with others and will develop good relations with customers and coworkers. 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.

Quick to act and make things happen, Sonya will appear comfortable with change and will be at ease operating in an ambiguous environment. She is comfortable working without much structure or direction, and can take action without needing to review all supporting data. 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 prefers to learn practical, hands-on skills that will improve her performance on the job. While she is open to non-traditional modes of learning, she is more interested in applying new knowledge than learning new methodologies.

"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 listen to others' suggestions and use their feedback to improve performance.
- 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.
- Is willing to try new methods to solve problems and will change direction quickly when required.
- 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

- May be easily bored and have trouble following established norms or procedures.
- May seem unconcerned with staff development or training.
- Will strike a balance between staying calm and showing a sense of urgency.
- May not voice her ideas and opinions to avoid drawing attention to herself.



# 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.



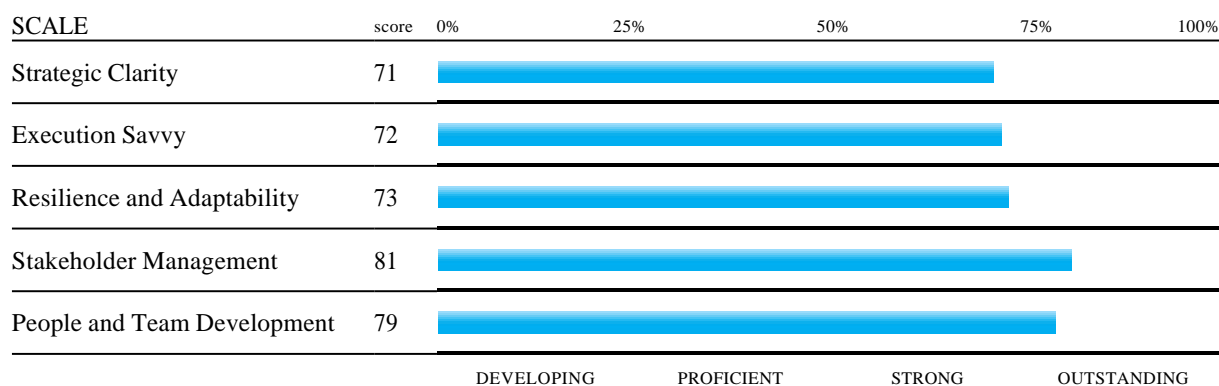


# LeaderFit™ Analysis Summary

Our analysis over the next few pages links the Hogan results to the 5 dimensions of the LeaderFit model. Each LeaderFit dimension maps to Hogan sub-competencies and is calculated based on the individual's HPI and HDS results.

LeaderFit™ Dimension	Definition	Related HOGAN Scales
Strategic Clarity	Sets a clear direction, vision and thinks strategically.	Inquisitive, Learning Approach (HPI) Imaginative (HDS) Science (MVPI)
Execution Savvy	Focus on results, solving problems, decision-making, initiative and dependability.	Prudence, Ambition (HPI) Diligent (HDS) Power, Commerce (MVPI)
Resilience and Adaptability	Steady under stress, flexibility and openness to learning and change.	Adjustment, Learning Approach (HPI) Bold, Excitable (HDS)
Stakeholder Management	Nurtures relationships, influences people and communicates effectively.	Ambition, Sociability (HPI) Affiliation, Power (MVPI)
People and Team Development	Builds effective teams, mentors and develops talent.	Interpersonal Sensitivity, Learning Approach (HPI) Altruism, Power (MVPI)

## LEADERFIT™ RATING SUMMARY CHART







# 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 is comfortable working without much structure or direction, can shift gears as situations evolve and make things happen quickly within the organization. She can sometimes be impulsive or downplay the importance of details or process, which could limit her ability to deliver complex projects.





# 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

- She will usually express her emotions in a mature and positive manner. Her steadiness and predictability will enhance her ability to build and maintain relationships. She will listen to people's suggestions for improving performance and will strive to learn from mistakes and past experiences.
- She is comfortable with change, ambiguity and the absence of clear goals. She can overlook rules and standard operating procedures, and prefers to concentrate on overall objectives rather than the details of execution. While her flexibility and spontaneity can be strong assets, others may see her as somewhat unpredictable.



# 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 frequently ask for feedback on her performance from her team and colleagues. Her ability to listen to others' suggestions and apply feedback will allow her to create a high trust culture with her team.
- 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.

## Excitable

Sonya will be intense and energetic, but also critical and easily irritated. While she will develop strong enthusiasm for people and new initiatives, she may become quickly disappointed and not follow through on commitments. Others may see her as hard to please and unable to handle pressure.

## Skeptical

Although she seems bright and perceptive, she can be mistrustful of others' intentions. Alert for signs of betrayal, she may appear tense, easily upset and argumentative under stress. She may become too concerned about organization politics and take feedback personally.

## Cautious

Under stress, she may seem indecisive, self-doubting and unwilling to act for fear of making a mistake. She will seek to avoid negative outcomes and as a result may be reluctant to try new ideas. This risk-averse tendency could lead her to avoid considering bold ideas that can lead to breakthrough solutions.

## Reserved

Sonya will seem strong and able to handle criticism and pressure well. However, under pressure she could be perceived as preoccupied, tough and somewhat insensitive. She may seem uncommunicative and appear unconcerned about the impression she makes on other people. This could limit her ability to motivate and influence others.

## 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.

continued...



# Potential Derailers

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<b>Bold</b>	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.
<b>Mischievous</b>	She likely will be interesting, adventurous, and fun. She enjoys testing the limits, variety and excitement, and is quick to act. As a result, she can become impulsive, downplay mistakes and commitments, and not fully evaluate the consequences of her actions.
<b>Colorful</b>	She likely will be seen as quick, fun and socially skilled. She enjoys multitasking, likes to innovate and challenge the system, and is skilled at influencing others. On the other hand, she may have problems staying organized, making decisions or following through. She values having a high profile and being recognized for her accomplishments, but can also overcommit herself or become quickly bored.
<b>Imaginative</b>	She likely will be seen as clever, innovative, unconventional and curious; she takes pride in being different and experimental. However, her ideas may come across as unusual and eccentric at times. She will generate strong insights and ideas but may under-invest in securing others' buy-in or managing execution.
<b>Diligent</b>	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.
<b>Dutiful</b>	Others should see her as committed to the organization, obliging and agreeable. She is comfortable following people in authority and will maintain cordial relationships. However she can be reluctant to act independently and tends to rely on others to make decisions when the stakes are high.



# 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.

- |                    |  |
|--------------------|--|
| <b>Recognition</b> | 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.                         |
| <b>Power</b>       | 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.   |
| <b>Hedonism</b>    | Sonya strongly prefers environments that value working hard and playing hard. She likes to entertain colleagues and customers and will create a work environment that encourages expression, spontaneity, and having a good time.  |
| <b>Altruistic</b>  | Sonya will be seen as honest, sympathetic and concerned about others. She tends to be sensitive, considerate, unassertive and kind. Sonya will likely encourage subordinates to work together to reach goals and will place a strong emphasis on personal growth and development.  |
| <b>Affiliation</b> | She can be charming, outgoing and talkative, and prefers environments that encourage communication, relationship building, and interaction. She will enjoy working in a team environment, networking and developing strategic alliances. She will likely be seen as a good corporate citizen willing to conform to company policy. |
| <b>Tradition</b>   | Sonya values rules, standards, and prefers stable and predictable work environments. She will be perceived as mature, commonsensical and responsive to advice. She will create a culture that reinforces respect for authority, uniform procedures, formality and rules.   |