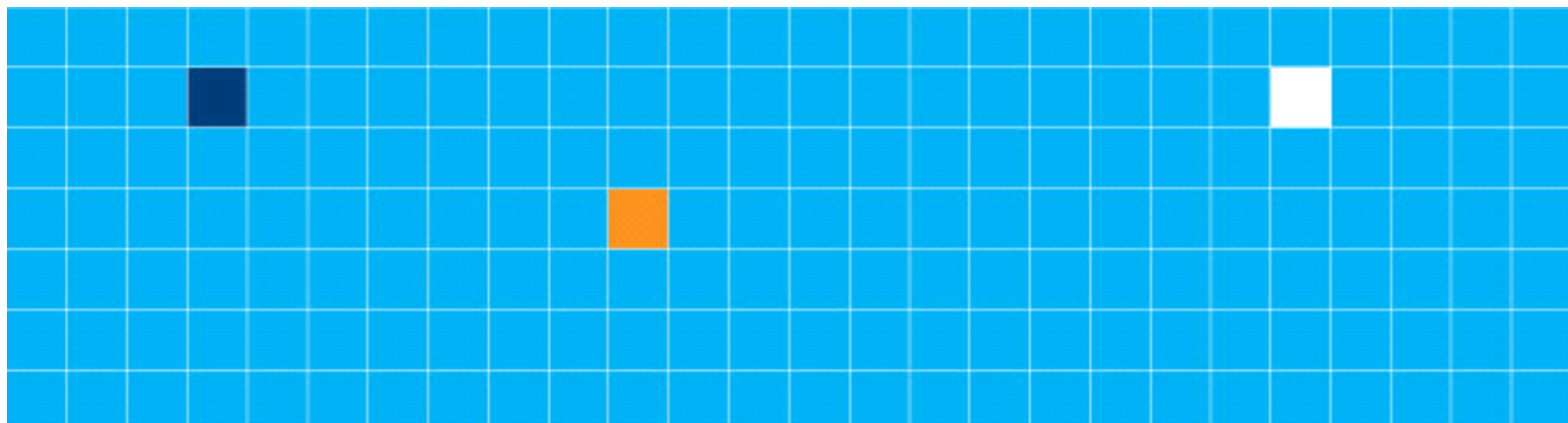




LeaderFit™



Benchmark Report

Sony Ham

Sonya Test 2/4/15

Sonya Test

June 18, 2015



© 2012 Hogan Assessments Systems, Inc.
All rights reserved. Distributed by: Performance Programs, Inc.
www.PerformancePrograms.com 860-388-9422



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.

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

Sony is intense and will work in bursts of energy. He 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. His sense of urgency and vigilance will create strong momentum, although his intensity can also create unwanted stress. Driven, energetic and competitive, Sony will seek challenging assignments and effectively rally people to meet challenging goals and overcome obstacles to success. He will come across as persistent and eager to advance. He is comfortable presenting to groups and making decisions with or without seeking other people's inputs. 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. Sony will seem diplomatic, charming, warm, and friendly. He will develop and maintain effective relationships with colleagues and clients.

Sony will seem flexible, willing to change directions and will make quick decisions based on limited information; he is comfortable working in fluid and ambiguous circumstances, and can multitask effectively. Imaginative yet practical, Sony will contribute his thoughts to the strategic planning process and address the big picture. He can effectively evaluate other people's ideas and will enjoy translating vision and strategy into concrete plans. He is likely to stay up to date with technology and industry developments, but will prefer learning that he can use to improve his performance and that of his team. He views formal education as a practical tool rather than a must.

"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 his performance; focused on improving performance and customer satisfaction.
- 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.
- Thoughtful and considerate, values cooperation and is usually a great team player.
- 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 seek learning opportunities and stay up to date, but may be caught off guard by those who really pursue new advancement.

Potential Gaps

- May have difficulty giving subordinates negative feedback or taking unpopular positions.
- May not listen well and appear attention seeking in social situations.
- May be easily bored and have trouble following established norms or procedures.
- 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.



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.
- People will appreciate his patience and clarity when dealing with complex issues. He will take advantage of learning opportunities to gain strategic insights, but may occasionally be caught off guard by others who foster innovation with high intensity.



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 is comfortable working without much structure or direction, can shift gears as situations evolve and make things happen quickly within the organization. He can sometimes be impulsive or downplay the importance of details or process, which could limit his 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

- Vigilant and introspective, he is keenly interested in self-improvement and listens to feedback; due to his concern for performance, he may pay more attention to the negative than to the positive. His tendency to worry and become emotional when things go wrong could limit his effectiveness.
- He is comfortable with change, ambiguity and the absence of clear goals. He can overlook rules and standard operating procedures, and prefers to concentrate on overall objectives rather than the details of execution. While his flexibility and spontaneity can be strong assets, others may see him 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

- 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

- He will listen to people's suggestions and inputs for improving performance. His propensity to become tense, critical and anxious will help create a sense of urgency, but may also unsettle his team and create a stressful atmosphere around him.
- He reads political cues quickly and pays attention to people issues across the organization. He will work hard in an effort to please everyone, and will encourage cooperation, teamwork and respect. Because he dislikes upsetting people, he may seem conflict-averse and find it difficult to confront staff over performance issues.



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.

Skeptical

Although he seems insightful about others' talents and motives, he can become skeptical, defensive, and argumentative under stress. He may tend to focus on the worst case scenario when evaluating strategy or planning his career.

Leisurely

He is pleasant, affable and cooperative; however, he is sensitive to signs of criticism or disrespect, and may react by procrastinating and not following through on commitments. He will support colleagues and superiors who earn his trust, but will not work well with those who do not.

Colorful

He will be seen as lively, interesting and charming; he 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.

Excitable

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

Dutiful

Others will see him as agreeable, pleasant, attentive and cooperative. He keeps others informed and would rather use persuasion than make demands on others. Under stress, he may be reluctant to make decisions on his own and become excessively careful.

continued...



Potential Derailers

... continued from previous page

Cautious

He will be seen as thoughtful, quiet and perhaps indecisive at times. While he will be a good corporate citizen, he may feel a strong need to stay within the lines and avoid innovation. He will likely need encouragements to make fast decisions or try new ideas.



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.

Recognition	Sony will be perceived as colorful, outgoing and socially confident. He cares deeply about being the center of attention and having his accomplishments acknowledged in public. He will be motivated to lead a group or organization that has an opportunity for visibility.
Tradition	Sony will tend to be trusting, considerate, even-handed and good-natured, but also somewhat cautious and resistant to change. He will defend established procedures and will maintain formal relations with co-workers. He values tradition, standards and socially acceptable behavior.
Power	Sony is perceived as leaderlike, assertive and strategic about his career. He values achievement and accomplishment and will evaluate himself in terms of what he is able to get done. He will prefer environments where there are opportunities to get ahead, make a difference and create a legacy.
Altruistic	Others tend to view Sony as honest, good-natured, and concerned for others' well being. He will be sensitive to staff and client needs, but may not be very forceful. He enjoys helping others, fosters open communication, and will support people's efforts to enhance their careers.
Affiliation	He will prefer to work in organizations where there are opportunities both to work independently and as part of a team. Although socializing with friends or colleagues is not a primary motivator, he will recognize the importance of group process and will be an open communicator.
Commerce	Sony will be seen as serious, hard-working and focused. He will maintain a balance between profitability, fun, people issues and the bottom line.