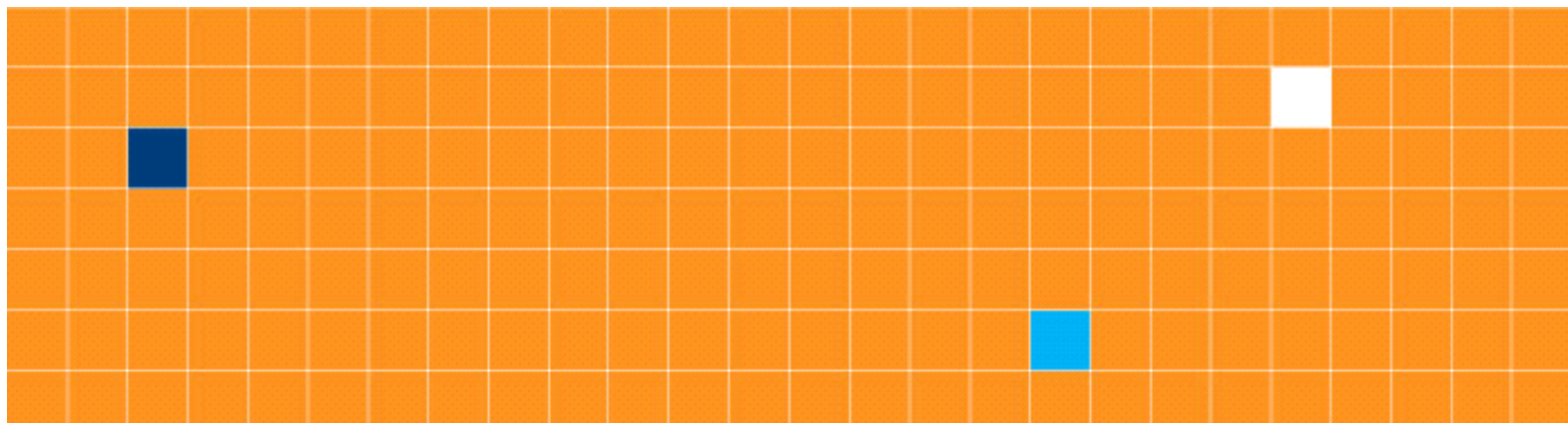




LeaderFit™



Potential Report

Sonya test5

Sonya Test

Sonya Test

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ODGERS BERNDTSON
Leadership Practice



Potential 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 Potential assessment relies on the Hogan Personality Inventory, which measures personality and leadership tendencies and how an individual is likely to interact with people. This assessment provides critical insights into individual behavior and allows us to highlight leadership strengths and potential gaps.

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 should be typically calm and composed and effectively handle most stressful work situations. She may sometimes worry about making mistakes but will listen to others' suggestions and apply feedback from colleagues. 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 should seem tactful, tolerant and cooperative, but also willing to enforce rules and confront performance issues.

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. While she is interested in big picture thinking and creative problem-solving she balances this tendency with a need to translate ideas into workable solutions. She values both practical and innovative ideas to move the organization forward. 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

- 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.



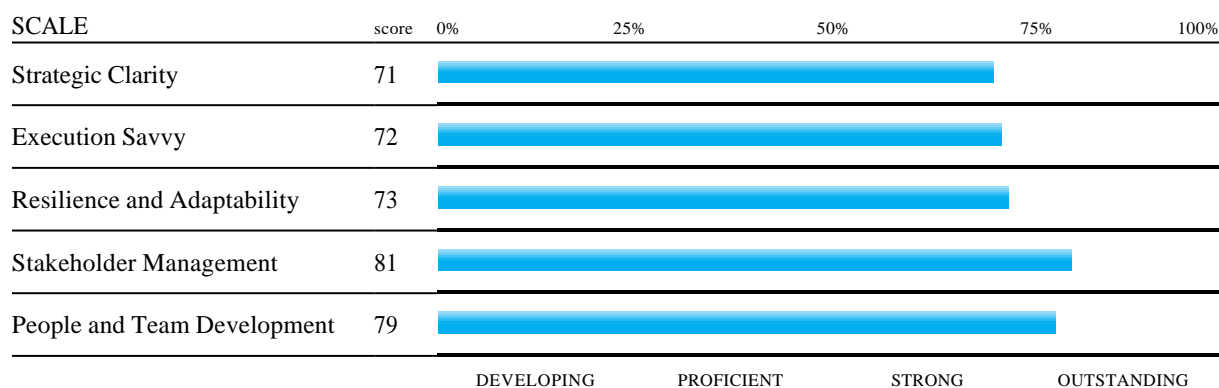


LeaderFit™ Analysis Summary

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.