

Name	Mary Manager
Company	zzz - Setup LHH Talent Portal Client
Date	August 09, 2023

Overall Result

61

Overall Result

Your overall result is based on a combination of the assessments and scales represented in this report, but it does not represent a simple average of scores.

The information presented here is intended to support learning and development efforts. It is not intended to represent a definitive indicator of your work behavior. The assessment you completed was self-reported, and as such, your results reflect your preferences and natural tendencies related to the behaviors presented in the assessment.

Given that individuals can shift their behavior over time, this report should be considered valid for one year from the assessment date. Distribute this report only in accordance with the data privacy and consent guidelines for this process.

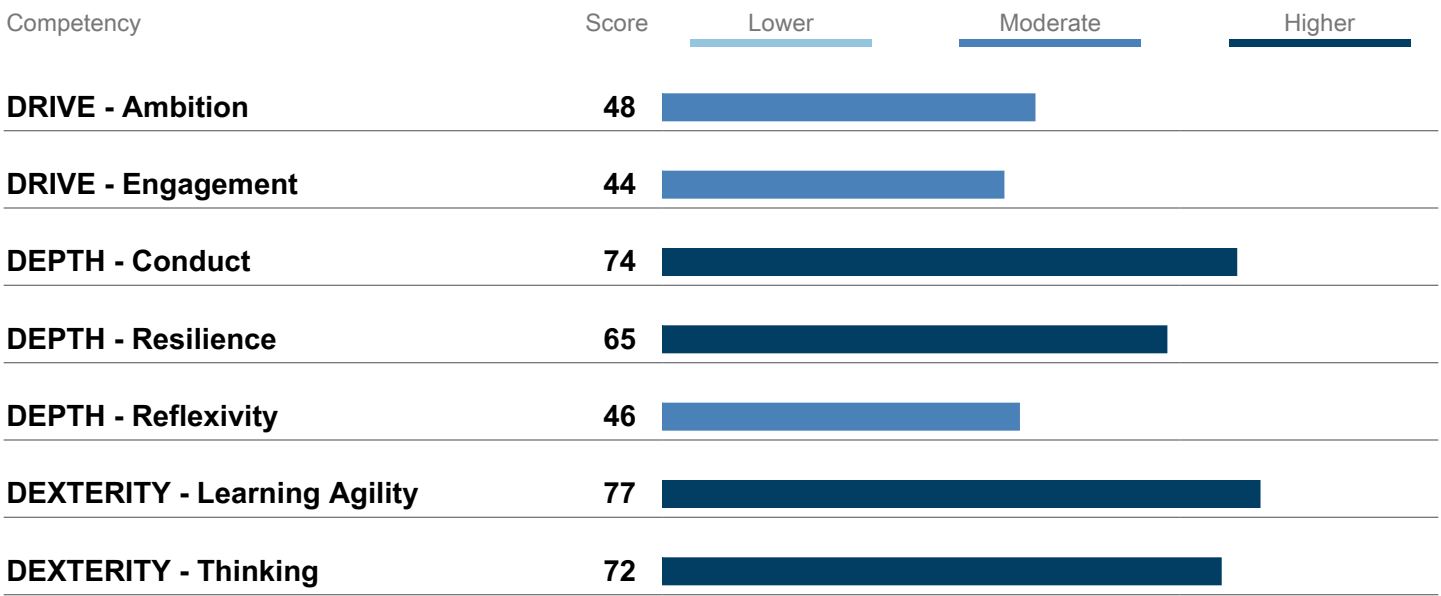
Understanding these results. There are a few important things to keep in mind when reading this report:

- Because your responses are self-reported preferences, your results represent your natural inclination or potential against the competencies measured. Your results *do not* represent your actual behavior. This is an important concept to understand. Lower results on a competency do not mean you cannot or do not exhibit it at work. Conversely, higher results on a competency do not necessarily mean you exhibit an effective level of it at work either.
- Think of higher results representing things you prefer to do, and therefore, you are more likely to have an easier time engaging in them. Lower results are things you prefer not to do. This means you likely will avoid them or need to exert more effort to do them well. In this way, it is like using your dominant hand vs. your non-dominant hand. It is easy for you to use your dominant hand for most things, and it takes very little thought and effort. However, to do the same task with your non-dominant hand requires a great deal more concentration, and despite the high level of effort you put in, you will likely produce a lesser result than by using your dominant hand.
- All result profiles will indicate some specific areas of strength as well as some potential development opportunities. It is important to examine your profile holistically and consider how your results interact with each other and the context. You can use this report to help understand how to best leverage your strengths as well as how you may need to adapt your approach to meet situational demands. Becoming more aware of areas of strength and development opportunities can help you identify situations in which you may need to flex your style to achieve better results.
- Finally, results interpretation is context specific. So, when reviewing results, it is critical to consider the unique context and role demands that you face in the role for which you completed this assessment.

Use these guide points to help you understand and prioritize development efforts based on your overall result as well as the competencies that are outlined in this report.

Results Profile

The results below represent your natural tendencies and potential against the competencies measured in this assessment.



Profile Interpretation

Below is additional detail that represents how your natural tendencies and potential against the competencies measured in this assessment might be expected to manifest themselves in your everyday work.

Behavioral Tendencies - When available, this section describes behavioral tendencies indicative of lower and higher results. Moderate results mean you are likely to show a mix of these tendencies, depending on the situation.

Developmental Suggestions - Focusing on competencies with lower results may yield you the quickest gains, but you may still choose to focus some effort on development suggestions from competencies with higher results to leverage your strengths and improve overall impact and effectiveness.

Profile Interpretation

DRIVE - Ambition - Motivation to succeed; career drive and aspiration

48

Behavioral Tendencies

Lower scorers are more likely to	Higher scorers are more likely to
• Become discouraged when they encounter roadblocks, setbacks, or challenges • Seem hesitant to accept responsibility and may avoid additional work they do not see being part of their role • Have difficulties proactively setting and achieving challenging performance goals • Modify their goals or admit defeat quickly when frustrated or when encountering difficult problems	• Hold high performance and productivity standards for themselves • Demonstrate impressive levels of initiative, persistence, and self-assurance • Work persistently toward their goals despite encountering obstacles and determinedly see all commitments through to completion • Seem immune to distractions and discouragement when they encounter roadblocks or setbacks

Development Suggestions

- People who are coachable end up getting more assistance from others to be able to achieve goals. Coworkers and leaders do not aid others who do not seek feedback or reject it. This can lead to problems slipping through the cracks and missed deadlines. However, if you actively seek feedback and are receptive to advice, colleagues will not stand by if they see you are about to make a mistake. In addition, people who ask for feedback from others and work to make improvements are highly respected. Their coachability is an example to everyone.
- Identify and understand the obstacle. You cannot fight an enemy you don't know, or worse still, can't see. So, a first step in overcoming an obstacle is to identify and understand the thing standing between you and your goals. Identifying your obstacle is not just seeing it but understanding it. Ask yourself what exactly is standing in your way, is it usually there, have I ever heard about others having encountered this obstacle, and how have other people overcome it? Once you understand your obstacle, then you can start to deal with removing it.
- One approach to overcoming obstacles is to change your environment so you are "playing the game" in a manner that uses your strengths. Focus on defining approaches that leverage qualities or situations in which you excel. Take this approach and you will soon realize that obstacles which stood ahead of you actually can help you be more effective overall.

Profile Interpretation

DRIVE - Engagement - Conscientiousness; enthusiasm; alignment with core organizational values

44

Behavioral Tendencies

Lower scorers are more likely to	Higher scorers are more likely to
• Rarely go above and beyond the basic requirements of their jobs • Present their organization's mission, vision, and values indifferently or even critically • Fail to keep stakeholders updated and may miss deadlines at work • Have low tolerance for situations at work that are less than ideal or that pose a personal inconvenience • Have an inconsistent reputation for delivering quality work in a timely manner	• Go above and beyond their role-related responsibilities to facilitate achievement of organizational outcomes • Consistently present their organization in a favorable light • Keep stakeholders updated and consistently complete work ahead of time • Behave in a manner that exemplifies their employer's mission, vision, and values • Effectively tolerate less than ideal situations at work without complaint

Development Suggestions

- You can improve your own engagement by working towards developing your strengths. Know what you are good at and find ways to further develop those skills. Finding ways to engage in activities you enjoy and at which you are skilled, can create a state of flow where you find yourself fully immersed with an energized focus.
- Strive for everyday excellence. Excellence does not equal perfection, which can be a barrier to being dependable. It is doing the very best you can at that moment and always looking for ways to improve next time. A task worth doing is worth doing well, regardless of how important or menial. If you take pride in your work, people see this effort and know that if you can be trusted with little things, you certainly can be trusted with big things.
- Here are four ways you can foster organizational citizenship at work: 1) Focus on progress because nothing motivates people more than seeing and making progress. 2) Ask what is the next step, as this creates a path for continued progress. 3) Identify a small win at the next step and what it will take to get there. 4) Celebrate success at the end. This is not bragging; rather, it is a way to honor the work that has been completed and as a way to get feedback from others.

Profile Interpretation

DEPTH - Conduct - Emotional intelligence; presence and impact; interpersonal intelligence

74

Behavioral Tendencies

Lower scorers are more likely to	Higher scorers are more likely to
• Struggle to demonstrate patience, control emotions, or maintain self-discipline for long periods of time • Not project confidence and conviction when presenting to others • Struggle to foster enthusiasm, engagement, and commitment within the workplace • Appear to have a shortage of empathy or compassion • Struggle to be able to see the world through the perspectives of others	• Seem self-aware and capable of controlling their emotions across situations • Project confidence and conviction in a way that makes their presentations engaging • Excel at encouraging others to satisfy their potential and persist when challenges arise • Be skilled at generating commitment, engaging and inspiring people, and recognizing the value of others' contributions • Demonstrate a keen ability to see the world from the perspectives of others

Development Suggestions

- Identify your emotional triggers so that you can recognize and catch yourself reacting in ways that may make you appear defensive or less open to feedback. Once you understand your triggers you can better develop and utilize coping strategies to engage challenges in a more positive manner.
- Personalize your approach to interacting with others at work. Make notes to help you remember important details about the people around you. Use that information to establish things you can talk about with others beyond a work agenda.
- Learning more about the motives and values of the people with whom you work will better position you to motivate them effectively. What is most important to them? Spend informal time with them to learn more about what inspires and motivates them, and use this knowledge to challenge them in more appropriate ways. Think about how you might best tailor your approach to the individual. Think also about your style and how you best motivate others.

Profile Interpretation

DEPTH - Resilience - Hardiness; navigates ambiguity; courage to take risks

65

Behavioral Tendencies

Lower scorers are more likely to	Higher scorers are more likely to
• Appear easily stressed by tight deadlines and heavy workloads • Become discouraged or overreact when things do not go as planned • Appear uneasy and hesitant in situations in which information is scarce • Avoid taking risks in uncertain situations • Be seen by others as easily irritated or frustrated • Struggle to create structure in their own work or that of others	• Remain calm and optimistic in stressful situations • React positively to crises or unanticipated setbacks • Be comfortable with ambiguity • Excel at moving forward despite having limited or conflicting information • Make rational and well-founded assumptions based on the information at hand • Easily distinguish between appropriate and inappropriate levels of risk

Development Suggestions

- Reappraise your negative thoughts. Chronic stress and worry can lead you to develop a mental filter in which you may automatically interpret situations through a negative lens. When this happens, you might jump to negative conclusions with little or no evidence (“my boss thinks I’m incompetent”) and doubt your ability to cope with stressors (“I’ll be devastated if I don’t get the promotion”). To reappraise negative thoughts, treat them as hypotheses instead of facts and consider other possibilities. Regularly practicing this skill can help people reduce negative emotions in response to stressors.
- Try to see the possibilities in ambiguous situations. For example, you might have an opportunity to take on more responsibility. You may be able to try new approaches because there are no time-honored precedents.
- Reflect on how you generally view risks and failure. Some people immediately view a situation in terms of what could go wrong instead of what they could learn. Identify your personal and organizational obstacles to trying new things and taking risks. For example, you may fear that you will lose hard-won ground, be singled out in case of failure, have an inadequate contingency plan, or lose credibility.

Profile Interpretation

DEPTH - Reflexivity - Self-awareness; authenticity, personal development, curiosity

46

Behavioral Tendencies

Lower scorers are more likely to	Higher scorers are more likely to
• Lack self-awareness or the ability to consistently control their emotions across some situations • Avoid seeking out challenges outside typical job responsibilities • Prefer working on familiar tasks or within their comfort zone • Struggle to demonstrate patience, control emotions, or maintain self-discipline for long periods of time	• Frequently reflect upon and closely monitor their progress, sentiments, strengths, and development opportunities • Set high impact goals that exceed normal expectations • Be seen by others as eager to prove their worth • Demonstrate a consistently optimistic demeanor, positive attitude, maturity, and self-discipline across situations

Development Suggestions

- Create a development plan and review it on a quarterly basis. This should include a running list of strengths and development areas, how you are progressing in those areas, feedback collected, and actions taken to ensure you continue to grow and stay in-tune with your needs and progress.
- To ensure you remain aligned to your development, career, and organization goals, periodically pause to evaluate your goal progress in relation to your current priorities, needs, and the time available. Determine if adjustments need to be made to the goals, how you are spending your time, how you are setting priorities, or the level of assistance needed from others. Team members will often take cues from their leaders on how to balance daily demands with long-term development.
- Be proactive and direct in asking for feedback and when you receive it, listen openly and give it due consideration. Try to view feedback as an opportunity to grow and evolve as a leader, and challenge yourself to assume positive intent, unless there is clear evidence to the contrary. Address concerns or disagreements openly and once issues have been resolved, try to move forward and let go of any hurt feelings.

Profile Interpretation

DEXTERITY - Learning Agility - Ability and desire to learn continuously

77

Behavioral Tendencies

Lower scorers are more likely to	Higher scorers are more likely to
• Use familiar tactics when a new approach is warranted • Seem easily stressed or overwhelmed by change • Be content to act only after receiving guidance, direction, or supervision • Prefers more tried-and-tested methods	• Welcome change and adapt quickly and effortlessly to it • Be open and receptive to new approaches, strategies, and perspectives • Be self-starting and action oriented • Demonstrates a strong willingness to learn and adapt

Development Suggestions

- To increase your flexibility at work, seek out new experiences. Each time you experience something out of the ordinary or learn something new, your brain creates new synaptic connections. New and interesting experiences also have been shown to trigger the release of dopamine, which not only increases motivation but also enhances memory and learning. Going out of your way to experience new things can go a long way towards helping you develop flexibility. This might mean volunteering for additional work outside your area, but it could also take the form of activities like learning a new language or musical instrument, or even exploring a part of the area around where you live with which you are not familiar.
- Developing initiative begins by knowing what you want to achieve in your career, what you are willing to do, and how fast you want to achieve your career goals. With that insight, take these steps to increase your initiative. 1) Learn how things work and figure out efficient ways of working. 2) Persevere and be willing to start small. 3) Observe colleagues who are masters at taking initiative. Learn from them and work with them. 4) Practice speaking up and making your voice heard. Let people get used to hearing your input. 5) Learn to be decisive and comfortable making decisions and not be mired in indecision.
- Change your mindset. When you view a problem as burdensome, you avoid it. However, if you change your mindset to view challenges as a way to grow, you'll be less stressed about finding a solution. What's more, your mind will break down and analyze the problem more easily, you'll be more flexible, and you'll be better suited to take care of future issues.

Profile Interpretation

DEXTERITY - Thinking - Intellectual ability; analytical rigor; innovation; strategy and solutions focus

72

Behavioral Tendencies

Lower scorers are more likely to	Higher scorers are more likely to
• Focus more on the short-term impact of decisions • Be more comfortable imitating, rather than championing, a vision • Be disinclined to solve problems creatively, and when pushed or required to do so, the resulting solution options may seem lacking in pragmatism or feasibility • Gather and analyze information in an unsystematic manner • Overlook patterns and trends in data	• Be able to see and understand the future impact of decisions • Generate visionary or innovative ideas to meet goals • Not be afraid to challenge the status quo • Provide innovative or best-fit solutions to complex and non-routine issues • Integrate and make sense of large volumes of information

Development Suggestions

- Continue to develop your strategic thinking skills by demonstrating interest in playing an active role in the development of strategies for your department. Greater exposure and opportunities to showcase your capabilities from a strategic perspective will allow you to gain experience as well as leverage your skills in this area.
- To increase your ability to find and use insights, practice searching for connections in large sources of information. Many things in our daily lives are connected. Whether it be global conditions and domestic investment performance or employee morale and implementing a new change, things are connected. By learning to discover connections, you will help hone your analytical skills. Think about things in terms of cause and effect. Think about the similarities between things. Go beyond the obvious and challenge yourself to understand how things are connected and what are the implications.
- To use information most effectively, you must understand your thought process, values, morals, ethics, and other beliefs. Think objectively about your likes and dislikes. Knowing what your personal preferences, strengths/weaknesses, and biases are can help you better understand why you approach specific situations from a certain perspective. This also will help you identify and evaluate how you receive and process information. Being a critical thinker means you recognize your own prejudices and how they influence solutions and decisions. Taking time to analyze your mental process prior to making a work decision can help you act more objectively.

Assessment Model Summary

You participated in an assessment to assist in identifying key strengths and potential development opportunities. This report provides a summary of the assessment findings based on completion of the following:

- **Hogan Personality Inventory (HPI).** The HPI measures 7 personality-based dimensions that can impact behavior and leadership performance. The assessment provides detailed information regarding characteristics that facilitate or inhibit a person's ability to get along with others and to achieve his/her educational and occupational goals.
- **Hogan Development Survey (HDS).** The HDS measures 11 personality-based dimensions that represent potential 'derailers' for an individual. The assessment identifies qualities that emerge in times of increased strain and can disrupt relationships, damage reputations, and derail peoples' chances of success. By understanding these qualities, leaders can recognize and mitigate performance risks before they become a problem.
- **TalentLens Raven's Advanced Progressive Matrices (APM-III).** Raven's APM-III is a non-verbal assessment tool designed to measure an individual's ability to think laterally, solve unfamiliar problems, make meaning out of confusion, and the speed with which they learn or "grasp" new things. It measures high-level observation skills, clear thinking ability, and intellectual capacity as a non-verbal estimate of abstract reasoning or fluid intelligence. The questions become increasingly difficult as progress is made through each set.