

Candidate Report

LHH

Name Mary Manager
Company zzz - Setup LHH Talent Portal Client
Date March 22, 2022

Overall Fit

58

Overall Fit

The overall score is based on a combination of the assessment scales, but it does not represent a simple average of those scores.

The information presented here is intended to support talent decisions, should not be used for other purposes, and should be used as one input along with data from other sources, such as interviews. Given that individuals can adapt and shift behavior over time, this report is considered valid for one year from the date of assessment. Distribute this report only in accordance with the data privacy and consent guidelines for this process.

Results Profile

The scores below represent this individual's natural tendencies and potential against the specified leadership competencies.

Competency	Score	Lower	Moderate	Higher
Act with Purpose	48			
Attract and Develop Talent	66			
Business Acumen	70			
Critical Thinking	67			
Execute Strategy	40			
Drive Innovation	80			
Integrity	28			
Network Building	59			
Leadership Potential	67			

Profile Interpretation

Below is additional detail that represents how the individual's natural tendencies and potential against the specified leadership competencies might be expected to manifest themselves in everyday work.

Act with Purpose - Uses personal effort and resilience to accomplish objectives and drive results, even when faced with opposition and adversity.

48

Lower scorers are more likely to	Higher scorers are more likely to
• Have difficulty proactively setting challenging performance goals or seem hesitant to accept additional responsibility • Get easily discouraged when they encounter challenges, obstacles, or setbacks • Modify goals or admit defeat rather quickly when frustrated or when encountering difficult problems • Demonstrate a shortage of effort and patience for working through challenges or roadblocks	• Demonstrate impressive levels of initiative, persistence, and self-assurance • Hold high performance and productivity standards for themselves and do whatever is necessary to satisfy performance targets • Persistently work steadfastly toward their goals despite encountering obstacles, and determinedly see all commitments through to completion • Be immune to distractions and discouragement when they encounter roadblocks or setbacks • Demonstrate a high level of effort and patience when working to overcome obstacles

Attract and Develop Talent - Identifies, hires, develops, and supports individuals and teams that drive results for the business.

66

Lower scorers are more likely to	Higher scorers are more likely to
• Have difficulty assessing human capital demands or source talent reactively • Underestimate the need for effective talent management and resist delegation of meaningful responsibility • Fail to understand the development needs and desires of team members and provide insufficient or low-quality feedback • Build and manage teams without fully considering its mission and the knowledge, skills, and abilities required from team members • Insufficiently convey team purpose within and outside the team	• Anticipate future human capital needs in the organization and take a proactive approach to sourcing talent • Objectively assess talent needs that ensure long-term stability and are thoughtful as they intentionally coach and develop the team • Recognize development needs of others, provide timely and accurate feedback, and coach them based on those needs • Create teams with clear goals in mind and identify people with the knowledge, skills, and abilities needed to facilitate achievement • Build intra-organizational support for the team and its mission

Profile Interpretation

Business Acumen - Effectively uses knowledge of the business and industry to identify solutions and solve problems in ways that maximize business outcomes.

70

Lower scorers are more likely to	Higher scorers are more likely to
• Have limited working knowledge about appropriate business practices, financial statements, and budgets • Take impulsive action and make business decisions that yield less than optimal outcomes • Struggle to justify decisions from a strategic standpoint • Neglect to stay up to date regarding industry-specific knowledge or apply it to current work responsibilities	• Think strategically and act insightfully when dealing with complex business and financial issues • Recognize the interplay between strategic and tactical issues and analyze business scenarios using clear logic • Demonstrate firm understanding of how the organization makes and loses money, and seek opportunities to maximize profitability • Proactively stay up to date with respect to industry-relevant topics and developments and apply it to current work responsibilities

Critical Thinking - Effectively processes information to identify issues, define options, and rapidly select solutions to address problems and business opportunities.

67

Lower scorers are more likely to	Higher scorers are more likely to
• Struggle to evaluate alternatives analytically and impartially or overlook problems until they have grown to significantly large proportions • Be disinclined to solve problems with creativity, and when pushed or required to do so, the resulting solution options may seem lacking in pragmatism or feasibility • Be more inclined to rely on formulaic strategies that have worked effectively in the past than to attempt to develop situation-specific solutions • Gather and analyze information unsystematically • Insufficiently integrate information from multiple sources or overlook patterns and trends in data	• Anticipate potential problems, including problems that are either subtle or rare, and identify ways to avert problems • Be skilled at diagnosing and analyzing problems, uncovering their root causes and contributing factors, and generating multiple plausible solution options • Provide innovative and/or best-fit solutions to complex and non-routine issues • Excel at gathering and logically organizing information • Integrate and make sense of large volumes of information and differentiate between credible and non-credible data sources

Profile Interpretation

Execute Strategy - Understands strategic priorities within the company and then directs decisions and the efforts of others to help ensure those priorities are met.

40

Lower scorers are more likely to	Higher scorers are more likely to
• Prefer to accomplish goals relying on proven/traditional methods and more comfortable imitating, rather than championing, a vision • Struggle to leverage information effectively and make decisions in a confident and well-timed manner • Think more about the short-term impact of decisions or become overly focused on details that delay timely decision making • Be inattentive to providing their staff with performance targets and not attend to employee performance and productivity	• Generate visionary or innovative ideas to meet goals and consider the future impact of those goals • Not be afraid to challenge the status quo • Excel at weighing options analytically and make timely, logical, and confident decisions • Excel at establishing challenging and reasonable performance standards, monitoring staff performance and productivity, and creating accountability

Drive Innovation - Identifies opportunities, drives and supports creativity, and takes smart risks to create solutions that add value to the business and its customers.

80

Lower scorers are more likely to	Higher scorers are more likely to
• Infrequently identify opportunities for positive change and seldom spearhead implementing new methods and systems • Tolerate, not embrace innovation, and proceed tentatively or painstakingly when employing new tactics or approaches • Fall back on familiar ways of thinking and accomplishing work or get stuck when they need to deal with problems they have not encountered in the past • Downplay or fail to recognize the merits of others' creative ideas and perspectives • Avoid taking risks in uncertain situations or struggle differentiating between appropriate levels of risk • Be uncomfortable with ambiguity	• Excel as a champion and be able to articulate the benefits of change and spearhead implementing new methods and systems • Routinely challenge assumptions, ask insightful and constructive questions, and experiment with new methods and approaches • Excel at finding new ways to move forward when they encounter challenges • Encourage others' creativity by asking provocative questions and stimulating brainstorming • Maximize the probability that risk is met with reward and proactively evaluate the consequences of taking certain risks • Be comfortable with ambiguity

Profile Interpretation

Integrity - Behavior always reflects high moral and ethical standards, serving as model to others.

28

Lower scorers are more likely to	Higher scorers are more likely to
• Struggle to always behave in ways that reflect high moral and ethical standards • Fail to consistently accept responsibility for one's own performance and actions, and possibly cover up or blame others • Not always treat others fairly and consistently • Struggle to follow through on commitments • Be challenged in earning others' trust	• Always behave in ways that reflect high moral and ethical standards • Accept responsibility for one's own performance and actions and does not cover up or blame others • Treats others fairly and consistently • Follow through on commitments • Easily earn others' trust

Network Building - Builds and maintains a system of collaborative business connections that enhance individual and organizational outcomes.

59

Lower scorers are more likely to	Higher scorers are more likely to
• View social interaction as a means to an end and seem unapproachable, distant, or inclined to keep others at arm's length • Have challenges initiating interpersonal connections, neglect arranging opportunities to build relationships, and fail to engage current contacts to further personal and organizational causes • Lack insight regarding inter- and intra-organizational alliances, professional interdependencies, colleagues' perspectives, and the stated and unstated agendas of others • Overlook the interplay between building networks, interpersonal skills, and achievement of professional and organizational objectives	• View social interaction as an end in itself and see the future benefits of having an extensive social network • Appear approachable, and be skilled at leveraging relationships and devote time and effort to building and maintaining relationships to further personal and organizational causes • Demonstrate keen insight regarding inter- and intra-organizational alliances, professional interdependencies, colleagues' perspectives, and the stated and unstated agendas of others • Recognize the overt and subtle interplay between relationships, interpersonal skills, and achieving professional and organizational objectives

Profile Interpretation

Leadership Potential - Demonstrates the willingness and ability to lead, influence, and inspire others to perform their best and align efforts with organizational priorities.

67

Lower scorers are more likely to	Higher scorers are more likely to
• Appear reluctant to accept leadership responsibility and be overly dependent on superiors' guidance or approval • Neglect to explain the link between assigned work and the bigger picture • Struggle to build support and buy-in for ideas and fail to use strategies to persuade others • Struggle to foster enthusiasm, engagement, and commitment within the workplace	• Seek leadership responsibility • Carefully and strategically build support for ideas, take charge of situations, and make a positive impact via their initiative and ideas • Excel at encouraging others to satisfy their potential, persist when challenges arise, and make people feel acknowledged, understood, and appreciated • Support and stand behind their employees and help them meet challenging performance standards

Assessment Model Summary

This individual participated in an assessment process 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.
- **Model:** Mid-Level Leader Model