

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

Overall Result

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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.

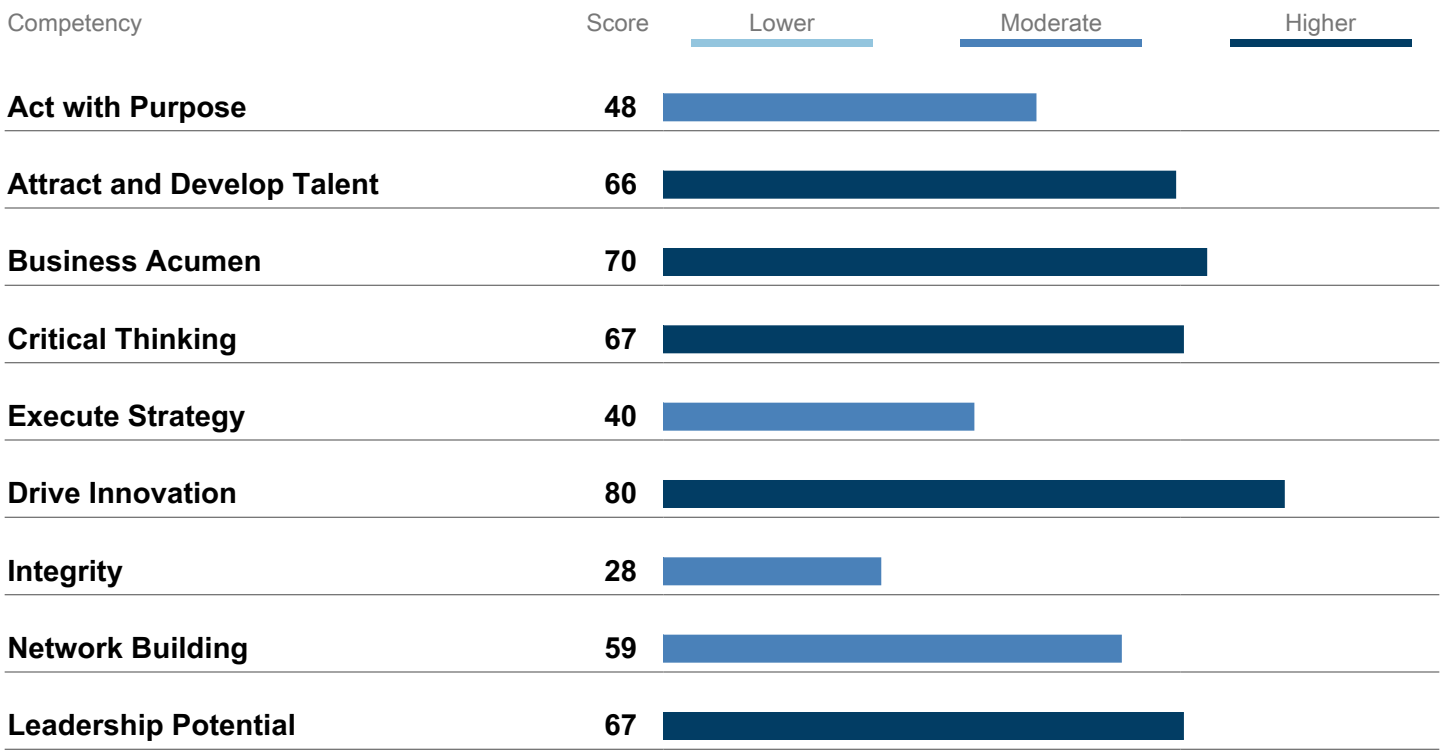
Understanding these results. There are a few important things to keep in mind when reading this report:

- 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

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

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Behavioral Tendencies

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

Development Suggestions

- Communicate a clear strategy and direction to drive performance and results. Obtaining peak results hinge on everyone having clarity about the direction and understanding the strategy to achieve it. You also need to understand when people are lost or confused. If this happens, they quickly become dissatisfied. Leaders who communicate well and provide clear direction will have an engaged team.
- 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.
- When you are faced with a difficult challenge or something goes wrong at work, remove yourself from the situation, take a time out, and gather your thoughts before reacting. If possible, do not respond until you feel less emotional. Try to focus on the facts rather than the emotion of the situation to aid your thinking in how to overcome it.

Profile Interpretation

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

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Behavioral Tendencies

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

Development Suggestions

- Most people genuinely want to know how their leader views their performance. Establish regular 1:1 meetings with each of your direct reports, where you can discuss progress on objectives and incorporate time to discuss feedback on strengths and developmental needs. Consider using a simple format such as: 1) What worked well and why? 2) What didn't work well and why? 3) What should be done the same or differently next time?
- Take the time to learn about your direct reports' goals, interests, and development priorities so that you can identify development opportunities, challenging assignments, and delegate activities that will help them grow and achieve their goals. Consistently ask about their progress, successes, and lessons learned.
- Consider conducting a team review activity or a team assessment process to better understand both group and individual strengths, development opportunities, styles, and perspectives. This can help the team focus on development, coach each other more effectively, and work in a more cohesive fashion.

Profile Interpretation

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

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Behavioral Tendencies

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

Development Suggestions

- Make a concerted effort to understand your organization and the business strategies beyond your immediate work group. This includes actively engaging others to learn about their areas, seeking out information from other departments, and gathering feedback from all levels of your organization. Build relationships with decision makers, influencers, and data keepers to help broaden your view and understanding of the big picture. This larger contextual view will help you better navigate ambiguity and improve decision making.
- Read annual financial reports of your top five competitors. Compare them to your company's results. Examine the similarities, the differences, and how different approaches to the market may impact financial results.
- Identify key leaders in the industry that work in areas you are less familiar with and meet with them to discuss what they do and how you could create opportunities for knowledge exchange among your teams. Start first by seeking out people in your organization that are knowledge and industry leaders. Research these leaders and learn as much as you can from publications and company material.

Profile Interpretation

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

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Behavioral Tendencies

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

Development Suggestions

- Identify a colleague who you can trust to play “devil’s advocate” with you by challenging your decisions and your thinking. Work together to run worst case scenarios in your heads. Identify which problems are most probable or have the most severe consequences, and create contingency plans for each.
- 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.
- When faced with a new or difficult situation, draw on your prior experience for insight and ideas. Identify similar scenarios and adapt the approach to meet the current need. This will increase your confidence and help you better evaluate the paths forward.

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.

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Behavioral Tendencies

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

Development Suggestions

- Identify colleagues who are known for being forward thinkers. Meet with them to understand how they look to the future to find opportunities and direction. This will help you to understand what it takes to be strategic and future focused within your organization.
- Conduct a SWOT analysis of the organization's internal (i.e., strengths and weaknesses) and external (i.e., opportunities and threats) environment. Identify actions for leveraging strengths, capitalizing on opportunities, overcoming weaknesses, and responding to threats to improve your long-term competitive position. Think about ways to become a more active leader in broader strategic planning and related initiatives/ decision making.
- To ensure expectations are clear and you can react to challenges or shift priorities as needed, conduct periodic meetings to share information, collect feedback, provide feedback, and discuss progress on goals and targets. This helps to foster open communication, transparency, and accountability.

Profile Interpretation

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

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Behavioral Tendencies

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

Development Suggestions

- Identify personal and organizational obstacles that may be getting in the way of trying new approaches and taking risks at work. 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. Be prepared to make mistakes and to accept them. You are not going to be right all of the time. Research says that managers who take risks and make mistakes tend to be more successful than those who do not.
- Identify colleagues known for being innovative and meet with them to understand what they do to be innovative. Ask them to assist you to look “outside the box” for solutions. Try not to discard ideas too quickly because “they can’t work;” consider how they might work first. This will help you to understand what it takes to be innovative within the organization and your business unit.
- Remember as you are introducing change that not everyone will be happy with new directions. You will need to continue to bolster your confidence and resilience as you face opposition. Continue to leverage your listening skills but also stay true to your intentions and point of view. Staging change in incremental steps with ongoing review can reduce the resistance that full-scale change can create.

Profile Interpretation

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

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Behavioral Tendencies

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

Development Suggestions

- Motivate yourself to address contentious and unethical situations when you come across them. To do so effectively, consider depersonalizing the situation and remind yourself that by resolving these situations early when you see warning signs, you can often avoid more severe conflict or problems later on. Determine the consequences if the situation continues. Ask yourself what prevents you from addressing the situation head-on, and then mitigate or remove your barriers.
- Write down all the behaviors you call out as "unacceptable" when talking with others. For each behavior, try to recall examples of times when you did exactly what you said you should not do. For behaviors with a lot of examples, consider whether you should stop calling out the behavior as unacceptable, or whether it is important for you to take additional steps to more consistently model the desired behaviors.
- To get more clarity on how others perceive your personal values, reflect on your actions that required trade-off. For example, do you have a need for transparency or one for confidentiality? Do you prefer spending resources or conserving them? Write down 10 of the actions you took and the trade-offs that could come through in each scenario. Look for patterns in your actions to identify how the actions you are taking may inform the perceptions of others about what guides your moral and ethical compass.

Profile Interpretation

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

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Behavioral Tendencies

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

Development Suggestions

- Create a stakeholder map that outlines important internal and external relationships, including existing ones and new ones to build and add to your network. Allocate time on a weekly, monthly, and annual basis to connect with people formally and informally to expand and nurture your network.
- Identify formal and informal opportunities for you to network with colleagues from different departments. Examples can include organization-wide celebrations, cross-functional committees or projects, or simply reaching out to colleagues with whom you seldom interact with to meet for coffee and/or lunch. Keep in mind that you do not always need a business rationale to meet with colleagues and to get to know them on a personal as well as professional level. Consider the benefits others can obtain from learning more about your role and how your team contributes to the goals of the organization.
- List the various initiatives on which you are working, and the stakeholders for each initiative. For each initiative, consider whether there are more opportunities to involve stakeholders or to build the bonds necessary to create a sense of team (e.g., ask for their input or help, understand their underlying needs or concerns, build win/win solutions). Where you identify a need for greater involvement, develop a plan for doing so and be sure to leverage your interpersonal skills.

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.

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Behavioral Tendencies

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

Development Suggestions

- Inspire action without relying solely on authority. You can do this by crafting messages and approaches that appeal to others' values and beliefs. Persuade them by appealing to what is important to them, and start with an assumption that others want to help you. Discuss work efforts in a way that assumes others want to be involved and help.
- Ask others for their opinions and ideas before sharing your own. Listen actively and truly consider the merits of their viewpoints. Invite input and feedback to your decisions. People will be more motivated to support a decision on which they have been consulted.
- Consider extending your influence levers to include intangible sources of information such as your own experiences, metaphors, personal examples and storytelling. Leveraging emotions and communicating with enthusiasm and conviction will capture your audience's attention while instilling a sense of urgency to take action.

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.
- **Model:** Mid-Level Leader Model