

Name	Sally Sample
Company	zzz - Setup LHH Talent Portal Client
Date	December 16, 2020

Overall
Result

21

Overall Result

The overall result 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 your learning and development related to inclusive leadership practices. It is not intended to represent a definitive indicator of your work behavior. Given that individuals can adapt and shift 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:

- Resist the temptation to evaluate higher results as “good” and lower results as “bad”. Higher results do not necessarily indicate greater competence, nor do lower results necessarily indicate deficiency. Interpretation is context specific. So, when reviewing results, it is critical to consider the unique context and demands the person faces in their role.
- Higher results can indicate greater potential, whereas lower results can indicate less natural potential in a given area. Becoming more aware of areas of strength and development opportunities can help this person identify situations in which he/she may need to flex his/her style to achieve better results.
- All profiles will indicate some specific areas of strength as well as some potential development opportunities. It is important to examine the profile holistically and consider how individual results interact with each other and the context. You can use this report to help understand how to best leverage this person’s strengths as well as how he/she may need to adapt his/her approach to meet situational demands.

Results Profile

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

Competency	Score	Lower	Moderate	Higher
Self-awareness	15			
Curiosity	17			
Open-mindedness	31			
Deliberate attention	21			

Profile Interpretation

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

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

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

Self-awareness - Understands own styles and preferences; recognizes the styles of others and looks for opportunities to bridge working styles/preferences; establishes methods to receive feedback.		15
Behavioral Tendencies		
Lower scorers are more likely to • Be perceived as needing to be more sensitive • Be seen as focused on self over others or overly confident • Be perceived as having a "My way or the highway" style • Display a sense of self-reliance that could be perceived as non-inclusive		Higher scorers are more likely to • Be perceived as more collaborative and purposefully inclusive in discussions and decision making • Demonstrate an understanding of and effectively leverages others' strengths • Go out of one's way to get to know others and demonstrate honest interest in others • Demonstrate a sense of interdependence and inclusivity
Development Suggestions		
• Constantly strive to be consciously aware of one's self across situations. • To be a more inclusive leader, you have to understand how others perceive you, regardless of whether or not you agree. • Leverage a good team assessment to better understand yourself, your team members, and the dynamics among you all. Inclusive leaders don't just bridge the gaps between their followers, they fuse them to make one highly skilled and high performing unit by blending strengths and mitigating weaknesses. • Implement mentoring/coaching programs for the team and establish a mentor for yourself. Constantly seek constructive feedback and insights about your effectiveness and your brand from others.		

Profile Interpretation

Curiosity - Maintains a development-focused mindset; asks questions and looks for ways to approach people and situations differently.

17

Behavioral Tendencies

Lower scorers are more likely to

- Have others perceive a lack of true interest in their opinions
- Be content with their own views and may not routinely pursue alternative points of view
- Struggle to feed their own intellectual curiosity

Higher scorers are more likely to

- Have an insatiable appetite for learning new things and gaining new perspectives
- Have an intellectual curiosity that drives them to research things they know little about
- Ask just as many questions, as they make statements, about subjects with which they may be less familiar

Development Suggestions

- Set up rules of engagement for yourself and others to ensure you maintain a fluid coach/mentor fact finding relationship that allows you and them to flourish.
- Establish a framework and cadence to ensure you have regular open, direct conversations with your team.
- Assign stretch activities to others and take on some stretch activities for yourself.
- Meet new people who have different beliefs, behaviors, experiences and mindsets than you, perhaps even join networking groups outside the scope of your role.

Profile Interpretation

Open-mindedness - Listens at multiple-levels; recognizes the way conscious and unconscious biases can impact our decision making.

31

Behavioral Tendencies

Lower scorers are more likely to	Higher scorers are more likely to
• Be viewed as someone who shuts down new ideas and open discussions • Struggle to actively listen to others • Be perceived as argumentative or routinely blaming others	• Demonstrate proactive interest in others and seek to explore other points of view • Be an active listener • Exude accountability and take responsibility for own behaviors

Development Suggestions

- Force yourself to be genuinely open to new ideas. We all tend to let our minds go into lock-down mode, leading us to see the world in a self-referencing way, and closing us off from the possibility that our own ideas may not always be the best ones.
- Make a habit of proposing other scenarios when faced with a new idea or opposing point of view. Proactively think of at least two other possibilities that you had not previously considered having led to the situation. This will help you open your mind to other possibilities and reasons why people behave the way they do.
- Begin to make a list of 2-3 basic decisions you make each day and 2-3 major decisions made that potentially impact the organization. Review those decisions through the lens of potential unconscious biases that you may have as a check on your ability to keep an open mind about how you are make those decisions and what assumptions you are using.

Profile Interpretation

Deliberate attention - Actively identifies diversity gaps; approaches decision-making and delegation opportunities through the lens of fostering inclusion; has regular coaching conversations; engages with others and exposes self to counter-stereotypes.

21

Behavioral Tendencies

Lower scorers are more likely to	Higher scorers are more likely to
• Ignore the need to focus on team and individual development • Spend less effort than what is needed to help staff with quality career planning guidance • Be less observant or show appropriate deference for individual differences	• Have an organized and positive approach to managing and leading people • Show genuine interest in and plan activities to engage with staff in development efforts • Show genuine respect for individual differences, regardless of the associated discomfort or lack of understanding

Development Suggestions

- We must consciously work to be an Inclusive Leader. That means consistently seeking to find better ways to approach everyday situations, interacting with others, and recognizing the value in differences.
- List 5-10 people with whom you have regular, direct contact and list the reasons why you engage with them. This can help you identify patterns in others to which you are drawn toward as well as identify individuals and input you may be failing to consider from outside this group.
- For each new assignment, identify the three reasons you have chosen/not chosen who to complete it among your staff. Assess those reasons through the lens of potential unconscious bias.

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:** Mitigating Unconscious Bias