



Consulting Psychology Group
MANAGEMENT ASSESSMENT REPORT



Helping companies identify, develop and keep **good people.**

CONSULTING
PSYCHOLOGY GROUP



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FOR JOE SAMPLE

July 10, 2010

Applicant

ABC Company

Target Role: CEO

Candor Index Score

Low |-----| Average |-----| High

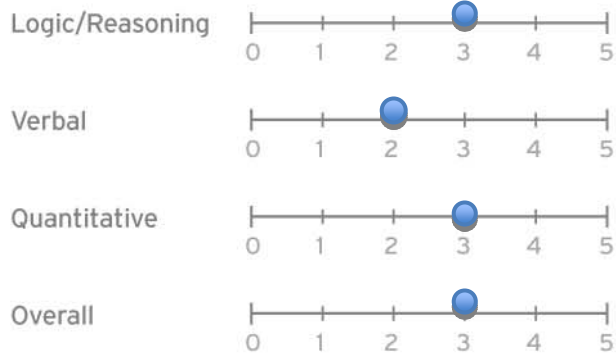
Measures the degree to which the candidate was open and candid throughout the assessment process. Low scores indicate that the candidate was not open/candid, which may produce inflated strengths and hidden weaknesses - which should make you more wary/skeptical of the overall conclusions. High candor indicates a profile that should be particularly accurate.

NOTE: This report is provided solely as a tool to assist those evaluating this candidate to develop more pertinent and in-depth questions while conducting the evaluation process. Your decision should not be based solely on the results of this, or any other similar report.

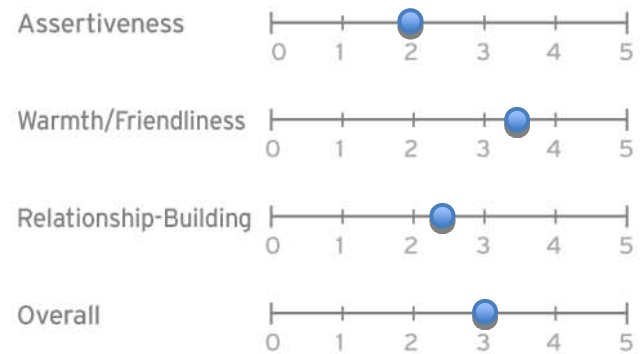




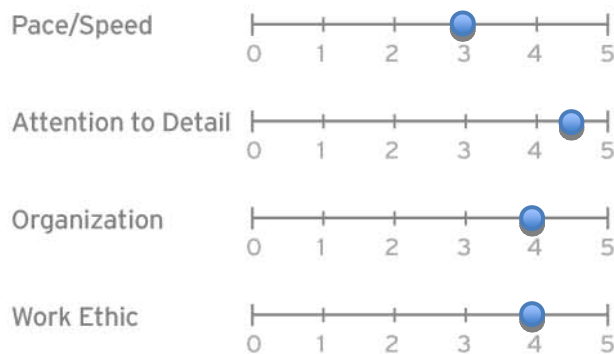
Section 1: Problem Solving Skills



Section 2: Interpersonal Skills



Section 3: Work Style





Intellectual Effectiveness

Strengths

- ❑ **Mr. Sample is a bright individual who can quickly assimilate new concepts or information. His overall intellectual scores are well above-average compared to management norms. This allows him to “learn the ropes” of a new role quickly and then become productive in a short period of time.**
- ❑ **His logic and reasoning capabilities are also above-average relative to management norms. This allows him to understand problems that are more challenging or complex. He can develop logical and well-reasoned solutions to solve problems that he faces.**
- ❑ **He has a better-than-average vocabulary compared to managers as well. His verbal comprehension scores are higher than usual relative to this norm group. As a result, he has a good vocabulary for expressing himself, which will help him both as an oral speaker and as a writer.**
- ❑ **He performs solidly when it comes to numerical and financial analysis. He was given a pretty difficult test of financial analysis, and still scored in the average range relative to senior/executive-management norms. This is a difficult test (based upon past experience), and demonstrates Mr. Sample’s ability to take separate or disparate financial information and combine that data in order to be able to draw sound business conclusions, from which more strategic decisions can be made.**
- ❑ **He has a nice blend of both creativity and practicality. Most people tend to be either squarely on the practical side or tend to be more creative in nature. Mr. Sample is in between those two traits. In many ways, this gives him the best of both worlds. He tends to lean a little more toward the practical side than the creative side. So, he is able to occasionally develop some unique or novel approaches to solve problems.**
- ❑ **He is able to think both tactically and strategically. Again, it is unusual for someone to fit into that category. But, he is able to be pretty tactical when he needs to be, but also can jump up to a higher level to think more abstractly and conceptually.**
- ❑ **He is relatively decisive. He is able to make decisions pretty quickly and then move forward on solving problems that he faces. He does not study problems “to death.”**
- ❑ **He likes to learn and grow. He enjoys challenges. He is eager to expand his knowledge base or skill sets.**





Intellectual Effectiveness Continued

- ❑ He is more adventurous than most people. He has a typical entrepreneurial profile in many respects. He has a risk-taking persona. Although he is entrepreneurial in nature, he does not necessarily want to start an organization from scratch, but would instead prefer to improve or add value to existing and recognized industry brands.
- ❑ He obviously has a lot of experience in the industry. He has grown up in the restaurant industry. He has been a CEO now for about the past 13 years. So, he is comfortable with the issues that he would face at this level and knows the resources that he would need in order to be effective here.
- ❑ He is effective as a change agent. He can come into an organization, assess the weaknesses, and then go about making improvements to the brand. He does not just “sit with the status quo.”
- ❑ He is also willing to be collaborative, at least initially. If he is unfamiliar with an area, he is very willing to bring in other resources and knowledge to bear from others in order to learn about a field and gain input or insight from them.

Weaknesses

- ❑ Mr. Sample is more easily bored than usual. He will get restless once he feels that he has mastered a position. He needs to be continuously challenged and provided with growth opportunities. When things are running well or when resources are scaled back to hinder growth, then he is likely to get bored. He thrives on challenges.
- ❑ He has not shown a lot of job longevity in the past. He has had five employers now over the past 13 years, which is an average tenure of less than three years per employer. So, one question for ABC Company is whether he will “stay the course” and stick with this organization for a long period of time. Mr. Sample indicates that he is looking for a long-term opportunity, but we have to at least look at these statistics and have some potential backup plan in case he does not stay. We may want to ensure that he is adequately grooming a replacement as a safety net should he depart the organization after two to three years.
- ❑ It is a minor issue, but he does not have an advanced degree in the business field. He has a Bachelor of Science degree in Hospitality Management, which he received in 1981. There is no advanced formal educational credentials beyond that point.





Relationships With Others

Strengths

- ❑ **Mr. Sample is a socially bold individual. In other words, he is not shy at all. He finds it easy to meet and interact with people. He will not get intimidated when it comes to dealing with a Board or people who are executives. Public speaking or standup training comes much more naturally to him than usual. He is able to consistently develop and cultivate relationships. He can get people to know him and like him in a short period of time.**
- ❑ **Even on a daily basis, he is a slight extrovert. This indicates that he enjoys being around people most of the time. He comes across as being upbeat, polished, etc. He is a very likable individual.**
- ❑ **His oral communications skills are a bit of a mixed bag overall. On the positive side, we can say that he provides very complete information when he is asked questions. Because of that completeness, he also comes across as being honest and credible. So, people will generally view him as being pretty trustworthy.**
- ❑ **He treats people with respect. He prides himself on being fair in terms of how he interacts with and negotiates with other people. In general, he will look for win-win solutions to solve problems.**
- ❑ **He is very comfortable taking charge of people and situations. He has some very natural leadership qualities.**
- ❑ **He is able to negotiate and sell his ideas effectively to other people.**
- ❑ **He is likely to network well. He is likely to have a broad range of acquaintances that he can draw upon as potential resources to solve problems.**
- ❑ **His written correspondence is solid. He presents information in a logical and sequential way. He does not make any noticeable grammatical mistakes. He is also tactful in terms of how he expresses negative information. So, he can be diplomatic.**





Relationships With Others Continued

Weaknesses

- ❑ **On the negative side, he is a verbose speaker. He is verbally inefficient, as he tends to be overly inclusive of extraneous information. Instead of directly answering questions, he starts by providing a lot of context and background in order to tell a story or to paint a picture. As a result, he provides overly detailed explanations. Dialogues can become monologues. Therefore, he ends up wasting time and makes the communication process overall much less interactive. Ideally, we would like to see him get to the point and summarize information instead of providing the “whole story.”**
- ❑ **Secondly, he has a relatively strong personality. As a result, he runs the risk of being dominant in his interactions with other people. Some of that dominance is due to his communication style. But, other parts of the dominance are due to the fact that he wants to be in charge and making the decisions.**
- ❑ **Although he is a very likable individual, he needs to make a point to mingle more frequently with non-direct reports. He needs to make sure that he spends some time walking around and taking the time to talk with individual hourly employees in order to effectively connect with them. He has gotten some feedback in the past that when he walks around, he looks very busy, so people do not see him as being approachable as a result. He needs to find some time efficient way to connect with employees who might be a level or two below him in the organization.**





Work Approach

Strengths

- ❑ **Mr. Sample is very competitive and ambitious. He is much more driven or self-motivated than usual. He has a good track record of success and has ascended to the CEO role as a result. There is no doubt that he has a high level of self-motivation.**
- ❑ **He is much more persistent than usual as well. In other words, once he sets his mind to accomplish something, he remains undeterred until that goal is achieved. He has a lot of resiliency in which to overcome problems or obstacles.**
- ❑ **He is much more disciplined than usual. He has a very strong overall work ethic. As a result, he is willing to work much harder and longer than usual in order to do his job well and to be successful.**
- ❑ **He is much more structured and organized and plans much better than most people as well. His weekly, monthly or daily schedule is likely to be full and complete. He knows what he wants to get done on a daily and weekly basis.**
- ❑ **He has very strong attention to detail. In fact, he can be a perfectionist in many respects.**

Weaknesses

- ❑ **Mr. Sample needs to be more flexible. He tends to be fairly picky, rigid and hard to please. Once he makes up his mind about something, it is difficult to get him to change it. He tends to lock into his ideas. So, he is not always open to contrary viewpoints or different perspectives.**
- ❑ **Similarly, he has some stubbornness in his personality profile. So once a decision has been made, it is difficult for him to step back and look at issues from different perspectives.**





Summary

Mr. Sample is an external candidate to the company and is being considered for a CEO role for ABC Company. The bottom line is that he is a very good candidate for this position.

Problem solving wise, he is very experienced with the industry and familiar and experienced with the CEO role---and the issues entailed at that level. He has solid intellectual aptitude and is able to think both strategically and tactically. He likes challenges and enjoys fixing or troubleshooting organizations that might be underachieving.

Socially, he has some very natural social leadership qualities. He presents himself in a polished or smooth way. He is very comfortable meeting and interacting with people. He will not be intimidated by dealing with the Board. He has an aggressive and take-charge personality, and he generally treats people very well.

Organizationally, he is pretty structured and detailed. He is very driven and ambitious, and he has a good work ethic.

On the negative side, short-term we would like to see him tighten his oral communications skills, try to be more flexible and open to contrary viewpoints that differ from his own, and try to be more flexible and less domineering. Long-term, the challenge will be to keep him stimulated by continuously challenging him and providing him with learning and growth opportunities.

Conclusion: Recommended

Dan Whitenack, Ph.D.

