

CP[©] Leadership Assessment

Selection | Development | Coaching

Candidate

Sample Sanders

Assessment Type

Comprehensive – Pre Hire

Position

Chief Executive Officer

Delivery Date

1-13-2016

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Understanding Psychological Assessment

This report is accurate to a reasonable degree of psychological certainty and is a valid assessment of the candidate as his/her personality, experiences, and cognition are associated with the Competencies are required for successful performance as a(n) CEO at Volunteers of America - Indiana.

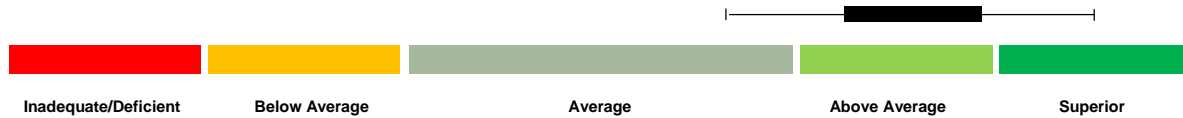
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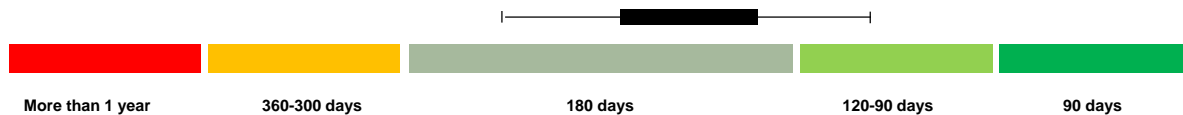
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Executive Summary

Potential for Success: 8.5/10



Readiness for Success: 6.5/10



Summary

Potential for Success*: The assessment results show that Ms. Sample Sanders has the personality work traits, skills and abilities to be effective in the position. She possesses the leadership potential to be able to grow into the position. Ms. Sanders would bring to the position a relationship focused strong work ethic. She will particularly be adept in taking ideas and vision and turning them into fruition. She should be effective at starting and building business opportunities given her entrepreneurial work traits. While she is not seeking a career change she is open to the CEO position given its faith based mission and the opportunity to grow into a challenging leadership role.

Readiness for Success*: Ms. Sample Sanders is ready for a position such as this in terms of scale and scope and number of people to oversee, revenues and programs. She will need to develop a wider range of perspectives.

***Potential for Success** is determined by the candidate's capabilities, general work style characteristics, behavioral skills, and personality traits. The central question for determining potential is: *"Is this candidate able to perform well in this position?"*

Readiness for Success is determined by the candidate's capacity to learn new behaviors, to adopt new strategies, and willingness to align their values to the values of the organization. The central question for determining readiness is: *"How long might it take the candidate to reach their potential?"*

Success is a function of both Potential and Readiness.

Candidate Strengths

- Analytic and reasoning
- Relationship abilities
- Authentic and genuine
- Drive and work ethic
- Focus and engagement
- Handling of complexity
- Faith aligned with organization
- Entrepreneurial

Candidate Development Areas

- Stretch role
- Life-balance
- Learning to ask for help/delegating and working through others
- Leveraging mistakes developing a healthy productive approach to mistakes
- Analyze risks without becoming overly cautious

Areas for Follow-Up

Below are two questions that hiring decision-makers may ask the candidate as a follow-up. These follow-up questions are specific to this candidate and determined by the overall results of this assessment.

- What criteria or factors would you consider in not moving forward with a potential business partner?
- Please articulate what you expect from the Board of Directors.

Integrated Narrative

Consultant's Comments

The assessment results show that Ms. Sample Sanders has the personality work traits, skills and abilities to be effective in the position. She possesses the leadership potential to be able to grow into the position. Ms. Sanders would bring to the position a relationship focused strong work ethic. She will particularly be adept in taking ideas and vision and turning them into fruition. She should be effective at starting and building business opportunities given her entrepreneurial work traits. While she is not seeking a career change she is open to the CEO position given its faith based mission and the opportunity to grow into a challenging leadership role.

Ms. Sanders would bring a strong awareness and focus on the value of the Board of Directors. She is likely to proactively leverage their expertise and input. She has a clear vision of what an active board looks like and their value to the success of the organization. She can be expected to form strong collaborative relationships with each board member.

Ms. Sanders will bring strong interpersonal and relationship building abilities, not only with the board but also with her staff and external constituents. She will work hard to reach internally to all levels of the organization but also externally to end user and other business partners and vendors. She will leverage these relationships to grow the business. Building relationships is a key strength of hers.

The candidate would be strong face to the organization representing the organization in a positive manner. She would bring a credible voice to the public supporting the organization's mission and objectives. She has an effective understanding of how nonprofit organizations work. While she has not led an organization of the size of this organization, she does understand the key stakeholders beginning with the staff, the board, clients, as well as vendors and in outside external constituents that are all part of a successful mission and delivery of service.

Another strong part of her leadership personality is Ms. Sanders's assertiveness and motivation. She carries a strong internal achievement drive. This means she will be engaged and attentive in her work.

She will drive issues forward. She will work hard in what she does. She will be results focused. She will convey a sense of urgency and work towards closure. Challenges, obstacles and

difficulties will be met by persistence and a positive outlook. She will not be discouraged by challenges. She is a resilient person who will find ways to reach goals and objectives. She will set high standards of performance and focus her energies on achieving them.

The candidate has the ability to motivate and inspire others. Her encouraging style along with holding others accountable should result in bringing out improved work performance in others. She should be able to establish a culture of trust and transparency. This will help others be less defensive or self-protective and more willing and able to relate to the mission and vision of the organization.

Ms. Sanders possesses strong reasoning and analytic abilities. Possessing above average thinking skills will differentiate her from others in terms of depth of thought, ability to look beyond the obvious, recognizing and challenging assumptions, analyzing alternatives and drawing accurate conclusions. This reasoning area of her abilities should be considered a core strength that can lead to success in the position. Ms. Sanders should be a “wise” decider. However, she will need to be careful about becoming overly cautious when assessing risks.

She possesses a strong character mixed with humility and confidence. Ms. Sanders is well grounded. She does not over estimate herself. Her ego is intact and well managed. This gives her the ability to freely serve others and allow others to receive credit. She carries a generosity of spirit and compassion to those who are vulnerable and in difficult situations.

The candidate will bring a genuine and transparent approach. Ms. Sanders is an honest and truthful person. The valid assessment results indicate she answered questions in an open and non-defensive manner. Her answers accurately reflect her experience. She will model conscientious and responsible work effort. She will take her work seriously thus setting the tone and expectation to do ones best at work.

Her faith is not only a strong motivator but an essential definition of who she is as a leader.

A significant part of Ms. Sanders’ character is her deep and genuine faith. She identifies herself as a servant leader. In this regard she will bring selflessness to her leadership and relationships. Ms. Sanders does not see her work as a job or even as a vocation but simply as a calling to serve. These qualities and perspectives make her a unique candidate for this role.

Ms. Sanders would bring strong empathy to her leadership: this gives her a nonjudgmental acceptance and strong intuitive understanding of others. As such she is able to step into the world of another and put her own issues aside and listen. The assessment results show a person who is tolerant and flexible. Along with her empathy this would indicate a person who can adapt her style and approach to individual differences and work constructively within a diverse work situation. Her deeply held values also compel her to genuinely care about others regardless of background, differences or circumstances. She will relate in an accepting and compassionate manner.

She possesses effective listening skills. She will actively seek information and knowledge of others. The assessment results suggest she will communicate clearly. She will promote a free flow of information and communication throughout the organization. Ms. Sanders will bring collaborative and teamwork skills. She may on occasion “outwork” others and could get too far ahead. She will need to let others catch up and reach a shared understanding of an issue or opportunity.

While she is kind and outgoing person Ms. Sanders also possesses a quiet inner strength and perspective that will allow her to maintain levels of accountability and instill objective measurements of success. Her strong independence gives her an objectivity and fairness to her leadership and management of others. At the same time she will lead in an inclusive and collaborative manner.

In regards to her development, Ms. Sanders’s development opportunities should focus on her life-work balance. She will need to find the right balance in order to stay energized and focused in a demanding position. This would mean gaining a balance between owning specific responsibilities while knowing when and how to delegate and leverage others. It includes learning to ask for help when needed not as a sign of weakness but a sign of leadership maturity and strength.

She also will need to learn to value and integrate her mistakes in a different way. Rather than having the tendency to become self-critical she should take a less self-condemning perspective to one of learning, growth and improvement from her mistakes. Changing her approach would allow her to leverage in a positive way mistakes as learning rather than being points of discouragement.

The CEO position will be a stretch for Ms. Sample Sanders in terms of scale and scope and number of people to oversee, revenues and programs. This will necessitate changes and adaptations in her leadership style and a growth to higher level of leadership. It will require a wider range of perspectives. Currently she has a relatively focused leadership. This will mean learning to work through others to a greater degree than she current does. Ms. Sanders does have the leadership potential and traits skills and abilities to make such a growth.

Competency Summaries

Leads with Integrity 4.5/5.0

Ms. Sanders is a practical and self-sufficient individual who will rely on her sound moral principles to guide her decision making. She will foster an environment that allows for the alignment of the organization, board, and employee vision. In addition, Ms. Sanders is an honest and loyal person who will carefully consider the consequences of her behavior, and she use her values and principles to make decisions that are in the best interest of the organization. She will use this information to inspire loyalty and a mission driven focus, and will remain committed to demonstrating a leadership style that matches her words and actions.

Demonstrates Authenticity 4.5/5.0

Ms. Sanders is transparent, open, and considerate. In addition, she is confident and sociable. This will cause others to gravitate towards her and connect easily with her message. The assessment suggests that she may have a preferential communication style depending on the audience she is interacting with. Although this can be highly effective when within a certain group, it can lead to questions of authenticity when interacting with multiple groups at one time. Overall, Ms. Sanders is likely to act as a role model for other employees in the areas of integrity and compliance, and will hold them to the same standards.

Illuminates Vision 4.0/5.0

Ms. Sanders should be able to convey the mission and vision that will be inspiring and capture the imagination of the employees. In addition, she should be able to maintain a long term point of view. Ms. Sanders understands the importance of aligning staff, clients, board members, and the community in a common goal. Her ability to instill confidence in others and align them will depend on her ability to communicate her vision in a clear manner, as Ms. Sanders is likely to see situations from a larger analytical perspective and may not address the details important to gain buy-in.

Leverages Business Relationships 4.0/5.0

Ms. Sanders is a very sociable individual who will use her astute interpersonal skills to build connections that will further the organization. She sees other businesses as collaborators rather than competitors, and will take every step to build strong networks. She will do this primary through taking a hands on approach and being the “face” of the organization. Ms. Sanders is a highly empathetic individual who can easily understand others points of view. Thus, she is likely to take the time to understand other’s personal to form personalized relationships that are purposeful.

Inspires the Organization 3.0/5.0

Ms. Sanders has a high leadership and managerial skillset. She has awareness and intentionality regarding her leadership and management style. This allows her to adjust her communication, and connect with others easily. In addition she is confident, assertive, and approachable. This allows others to feel understood and that she has their interests in mind. Furthermore, she believes in organization and personal growth. Thus, she will set goals that align with the organization's mission and that are seen as opportunities rather than hindrances.

Business Intelligence 4.5/5.0

The assessment suggests this is an area of strength for this candidate. Ms. Sanders is an intelligent and knowledgeable executive who will be able to make sound conclusions when faced with ambiguous situations. The candidate has strong ability to evaluate information objectively, critically assess pertinent material, and recognize inherent assumptions that may be ambiguous. When analyzing situations, she is likely to use her sound ethics and moral principles as a guide. This helps her to take into consideration the risks and rewards associated with each outcome, and provides her the opportunity to devise a plan to mitigate those risks before arriving at a decision.

Builds Collaboratively 3.5/5.0

Ms. Sanders believes that the foundation of a successful organization is the cohesiveness of its members. She will help foster a cooperative network by recognizing the unique contributions and successes of each stakeholder and strategically align them in a collaborative manner. She has high social skills that allow her to get along with others, which she will likely leverage to build a unified network focused on a common goal.

Entrepreneurial Orientation 3.5/5.0

Ms. Sanders is highly effective at identifying problems and obstacles that can hinder the growth of an organization, as well as analyzing the positive and negatives of risk. She understands the importance of remaining relevant, and agile in an ever-changing marketplace. Furthermore, she measures success based on a thorough analysis of key business metrics. Ms. Sanders feels that a stable organization is needed before growth can occur. She may focus more on the barriers of growth than rewards, which can delay and/or miss opportunities.

Values Diversity, Promotes Inclusion 4.0/5.0

Ms. Sanders will foster a cooperative team where diversity and differing ideas are encouraged. She recognizes the unique contributions and successes of all stakeholders, which will cause others to feel validated. She will focus her efforts towards developing an effective and resourceful team, selecting members based on individual strengths and mission objective. Furthermore, she will take into consideration the culture of the organization, residents, and community when making decisions.

Integrates Faith Into Leadership 4.0/5.0

Ms. Sanders has a strong and active personal faith. She identifies faith as her primary calling and believes it is what drives her actions and goals. As such, she will be committed to the spiritual health of the organization and committed to continuing and growing her personal faith. Furthermore, she will embody the Servant Leadership, empowering those around her, putting the needs of other first, and supporting all to achieve their potential.

Development Strategies

Rely on Others

Know when and how to ask others for help.

To increase the likelihood of asking for help when needed, Ms. Sanders would need to adopt a different perspective and approach to asking for help. Recognize that asking others for assistance is positive, not a failure. Asking for help is a mature leadership trait.

The first step to asking others for help, is to make sure that it is needed. Spend time exploring all possible solutions to completing the task or goal at hand. Make sure to be realistic about the time that she has available, and the time it will take to complete the task.

Be realistic about your ability to complete the task. Identifying early on that help is needed to effectively and efficiently bring to closure a goal is imperative. Torturing oneself before coming to the conclusion that help is needed is never productive.

When asking for help, prepare questions, specifics, and solutions. This will demonstrate to others that she has thoroughly thought the issue, as well as preparing others for the greatest success by passing on the knowledge she obtained through her analysis.

Further develop delegation skills:

- Increase willingness to delegate
- Identify tasks for others to do
- Determine who to delegate to
- Convey clear expectations for assignments
- Assign appropriate degree of authority
- Monitor the progress of others

Take Time to Restore Yourself

Improving work-life balance is not always easy, yet taking time to restore yourself is critical for effective leadership.

She works very hard and pours her energy into her job. This is good, but she has little or no boundaries when she reaches exhaustion or needs to re-charge. Developing a healthy work-life balance is essential for conserving energy and maintaining motivation for the long-term.

Working harder does not lead to more productivity but to less efficiency. By instituting more balance into her life, she will be able to develop a productive work Sanders that will reduce the likelihood of burnout and discontent. Think of work as a long distance run rather than a sprint.

The following are tips to help recognize when becoming inefficient, and to establish a balance:

1. Begin by refining your mind-set. If you have the right mindset, you can achieve the things you want without expelling all your energy. This will involve setting internal boundaries between work and life, and defining times that you will 'disconnect' from your work life.
2. Organize and outline your daily tasks. Make sure to set specific times of day for answering email, holding meetings, and completing work. This will reduce distraction and allow you to become more focused and efficient at completing tasks.
3. Learn to set end times on certain days and tasks
4. Learn to say "no" on some issues
5. Concentrate on one thing at a time (don't multi-task)
6. Schedule one thing each day that you look forward to
7. Start asking for help/support more than you do
8. Develop a daily priorities list. Not everything is of equal importance
9. Learn to take pauses or mini-breaks
10. Do mild exercise at work. (10 minute walks, stretching, etc.)

See Failure As Opportunity

Learn to leverage your mistakes as growth opportunities rather than allowing them to be seen as 'a negative'.

See mistakes not as failures but opportunities to learn and improve. Changing attitude towards "making mistakes" will help her learn but also take the weight of self-condemnation away. This might mean reframing issues. It might mean looking for opportunities within the mistake, as well as responding to situations rather than reacting to them.

Begin by refining your mind-set. If you have the right mindset, you can see the opportunity and growth in any situation. Remember, failing is a natural part of growing and innovation. Recognizing that there is room for improvement is vital to how a mistake effects motivation. People who understand that intelligence, skills, and performance improves with practice and effort, are less likely to be negatively affected by mistakes.

Identify and accept imperfections. Everyone has limitations. Assuring oneself that it is okay to make mistakes will reduce any anxiety that interferes with one's ability to do their best. Getting caught up in the fear to make a mistake, and the guilt of making a mistake often leads to self-deprecation. But most of the time, failure feels bigger than it really is.

Keep in mind that you don't have to act immediately just because we have an internal reaction. Instead, pause. By not reacting to a situation, this will allow you to have a clearer, more objective view on what is going on and how to effectively approach the situation.

Candidate Consent

Accuracy and Validity of Report

This report is accurate to a reasonable degree of psychological certainty and is a valid assessment of the candidate as his/her personality, experiences, and cognition are associated with the Competencies are required for successful performance in this position.

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By submitting this form, you acknowledge that you have read the above statements and understand the limits on confidentiality and the request for notification of accommodations you might need.

SAMPLE SANDERS

Electronic Signature Provided by Candidate Named Above