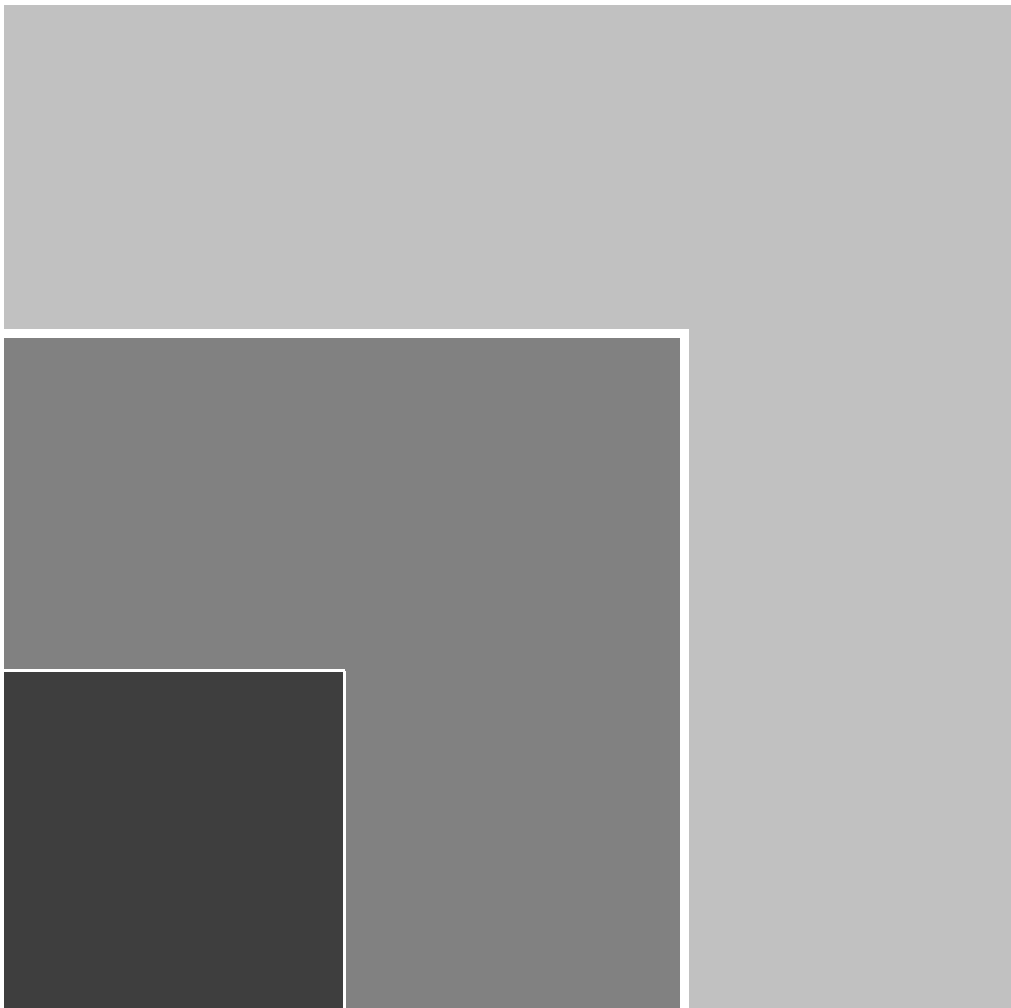


The XYZ Corporation

High Potential Indicator



Individual:
Organisation:
Position:
Date:
Consultant:

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The XYZ Corporation
CIO
1 September 2012
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About this report

This report incorporates the latest research and practice in the assessment of one's potential to succeed in complex, ambiguous and challenging roles.

Our approach to assessing potential integrates information concerning one's behavioural tendencies and cognitive abilities with that gained from extensive workplace research conducted over the last decade. The information in this report has been cross-referenced with our research database and forms the basis of the observations and recommendations contained within.

The **High Potential Indicator** integrates information collected across four dimensions:

- **Your organisation environment:** describes the perceptions your followers have of working at your organisation. It provides a measure of the other work-related factors that motivate followers in addition to your leadership behaviours.
- **Your stable characteristics:** describes the critical work-related traits or personality attributes that influence your thoughts, feelings and actions. This dimension explains what motivates you, how you typically react under pressure and how you make decisions.
- **Your leadership behaviours:** assesses a full-range of both effective and ineffective leadership behaviours based on empirical research.
- **Your effectiveness:** provides a standardised measure of the impact you make at the task, team and organisational level.

This report should not be relied on exclusively to make selection or promotion decisions. One should always consider the full range of factors that impact success in any given role, for example, an individual's qualifications, technical knowledge and industry experience.





Hence, interpreting and providing feedback of these results requires technical expertise and experience. Our assessment philosophy is to always provide personal interpretation and feedback to both the individual undertaking this assessment and their immediate manager. Experience tells us that this provides for more effective decision making as well as acceptance of the results by the individual.

Whilst the focus of the **High Potential Indicator** is on assessing potential, it also provides a sound base for individual development planning and ongoing coaching. Some capabilities are easier to develop than others. Here again, advice from the consultant who wrote this report is often invaluable in helping design an initial development plan to ensure early success in a new role.

Finally, this report should be safe guarded to protect the confidentiality of the individual whose name appears on the following pages.

Legend:

The colour scheme used for each rater category throughout the report is displayed here.

-  Self
-  Manager
-  Peer
-  Follower

The organisation norm for each rater category is displayed as such:





Section 1 | Executive Summary

Strengths

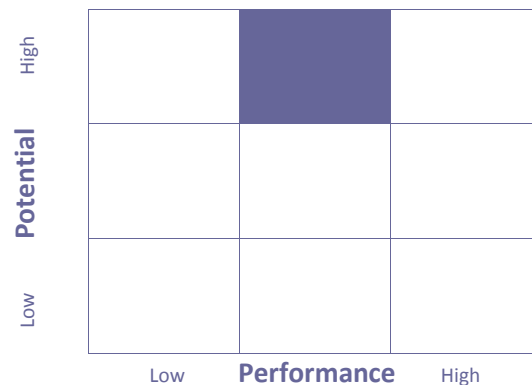
- You have a strong reputation for achieving significant results across a broad range of situations. Most raters view you as an effective leader who consistently achieves high levels of effectiveness. Followers describe a high level of loyalty and trust in your leadership and feel motivated and positive working with you.
- Your very high level of optimism and low impulsivity make you effective in leading people through large scale change and uncertainty. You have a high drive to achieve success as well as a strong sense of compassion for others. Obstacles are unlikely to prevent you achieving your goals.
- You are even-balanced and calm under pressure. This suggests that critical tasks can be delivered while also building and maintaining relationships. Your relationship building skills are a significant strength and, more so than your peers, you have well developed influencing and negotiating capabilities.
- A very high level of conceptual and numerical reasoning suggests suitability for more organisation-wide strategic-level roles.

Areas for development

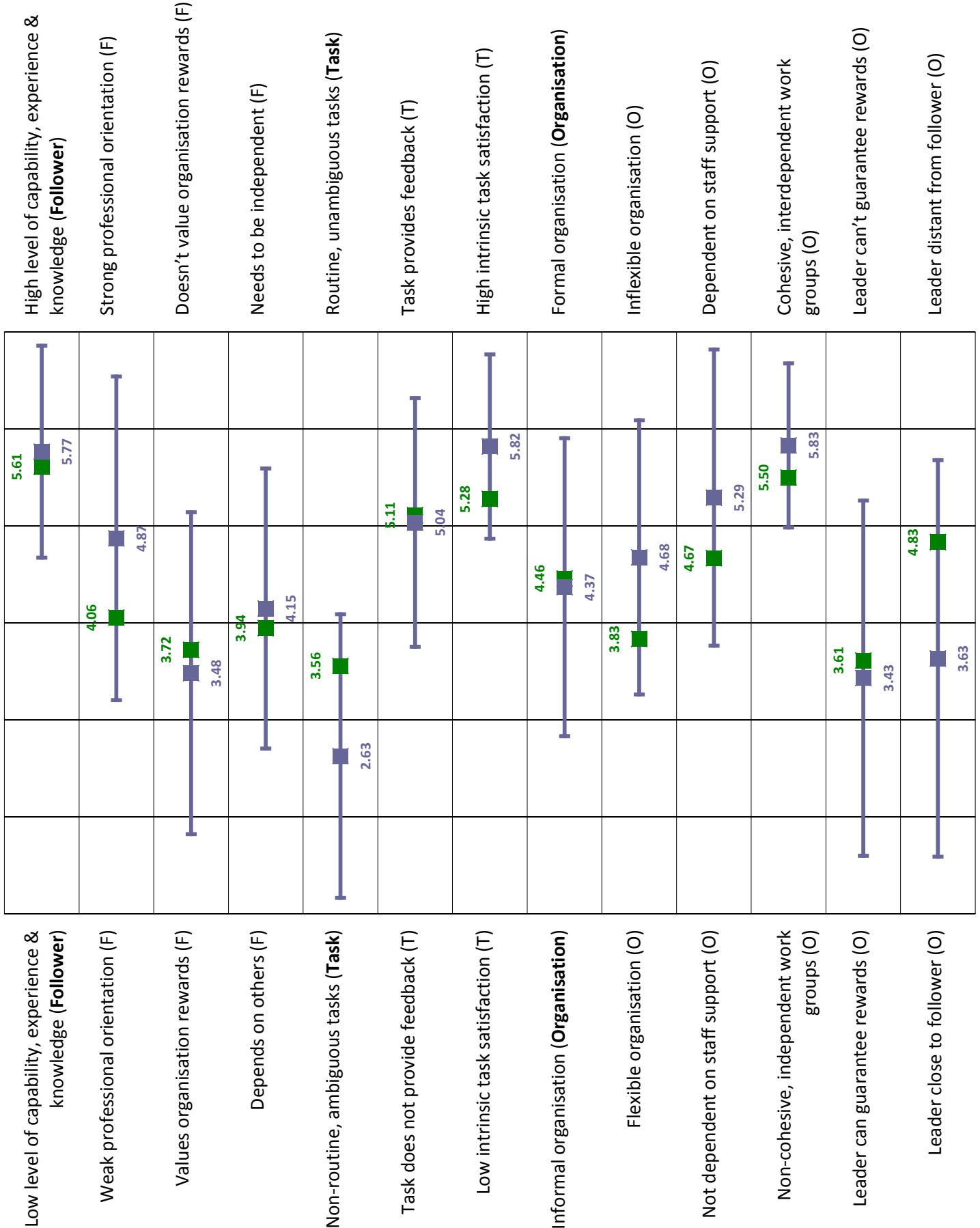
- The combination of very high optimism and correspondingly lower attention to risk may produce strategies that are overly ambitious or somewhat idealistic. Exposure to strategic-level opportunities where you can make a significant contribution to the long-term success of the organisation would be suggested.

Performance and potential

This assessment of your performance in your current role and potential for more challenging roles is based on the information provided by your raters, an interview with you and benchmarking against your cohort at The XYZ Corporation.

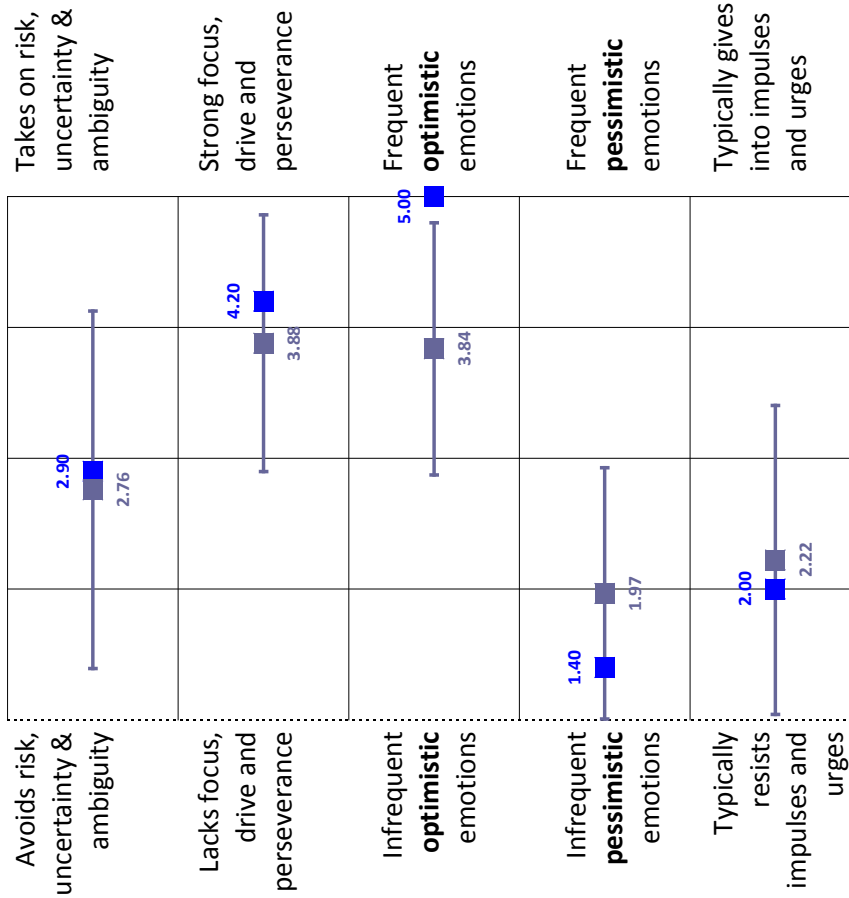


Section 2 | How your follower's perceive working at The XYZ Corporation



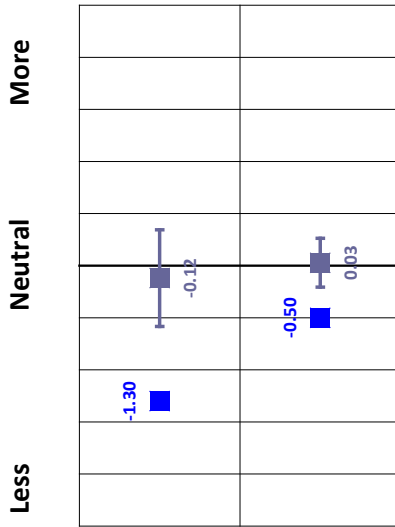
Section 3 | How you typically think, feel and act

Your stable characteristics



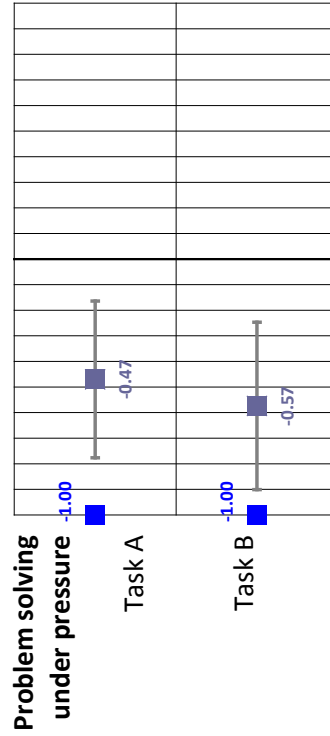
Positive
reaction to
challenges

Negative
reaction to
challenges



Cautious, deliberate & well-considered

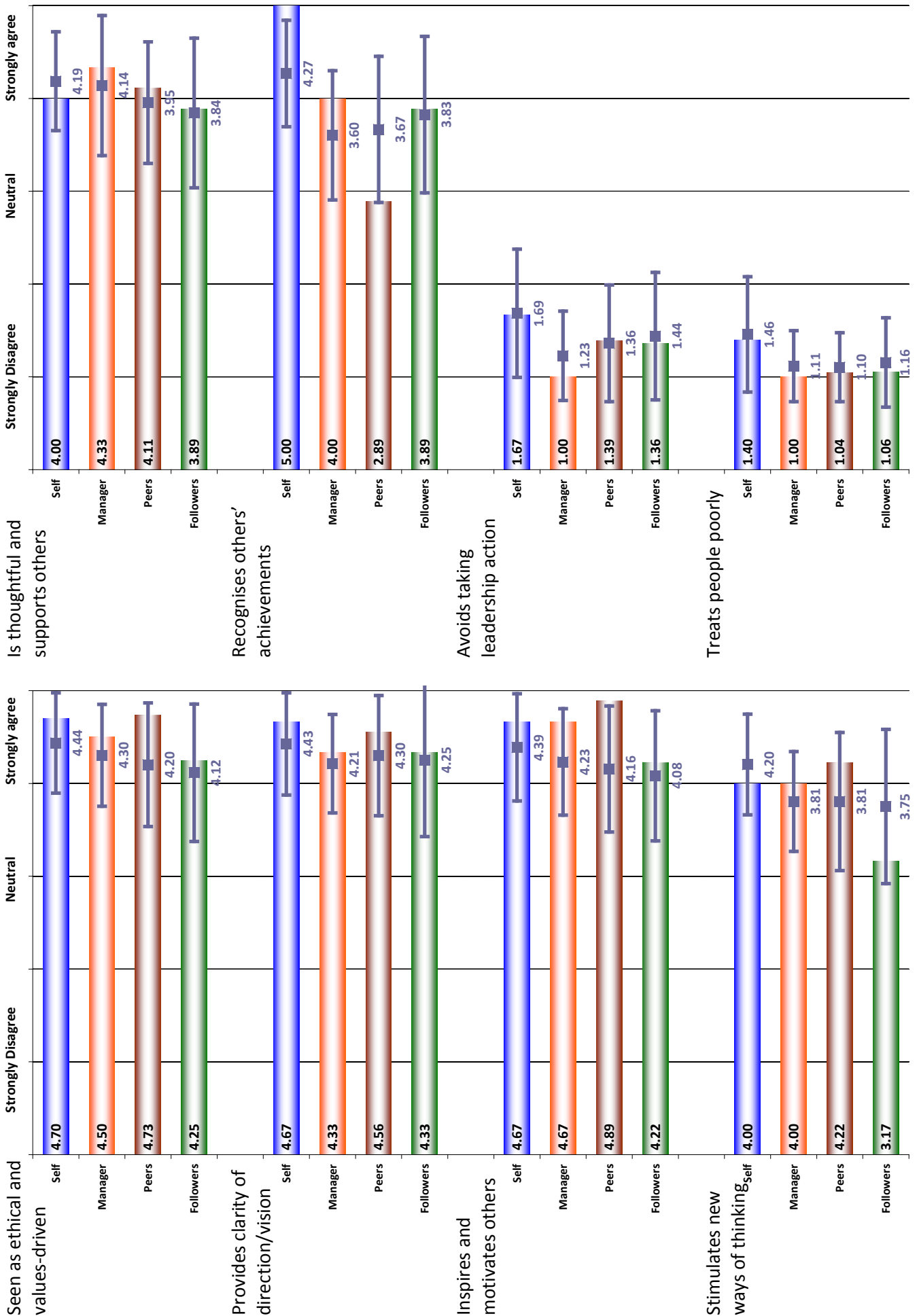
Rash, spontaneous & ill-considered



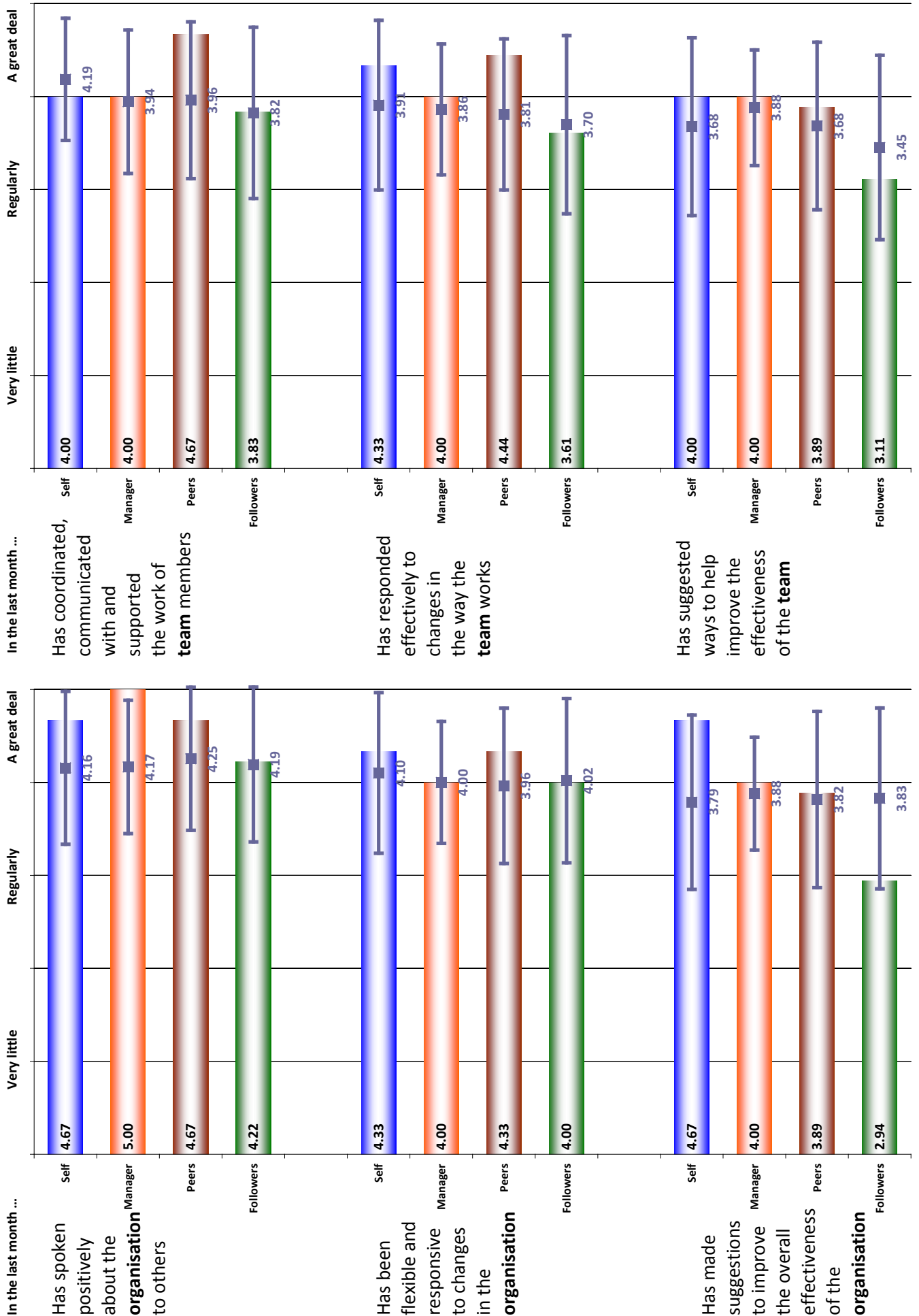
Comments

- An optimistic executive with a strong level of drive and perseverance. This significantly influences your ability to achieve high levels of follower trust and positive emotions. It also suggests that you have well developed and effective interpersonal skills.
- You have an even and calm approach to problem solving and working under pressure, which suggests that you are effective in situations of ambiguity, uncertainty or conflict and would therefore be well suited to roles involving significant organisation-wide change. You can generally be relied on to make sound, well-considered decisions.
- Your very high levels of conceptual and numerical reasoning capability suggest you are likely to do well in strategic-level roles.

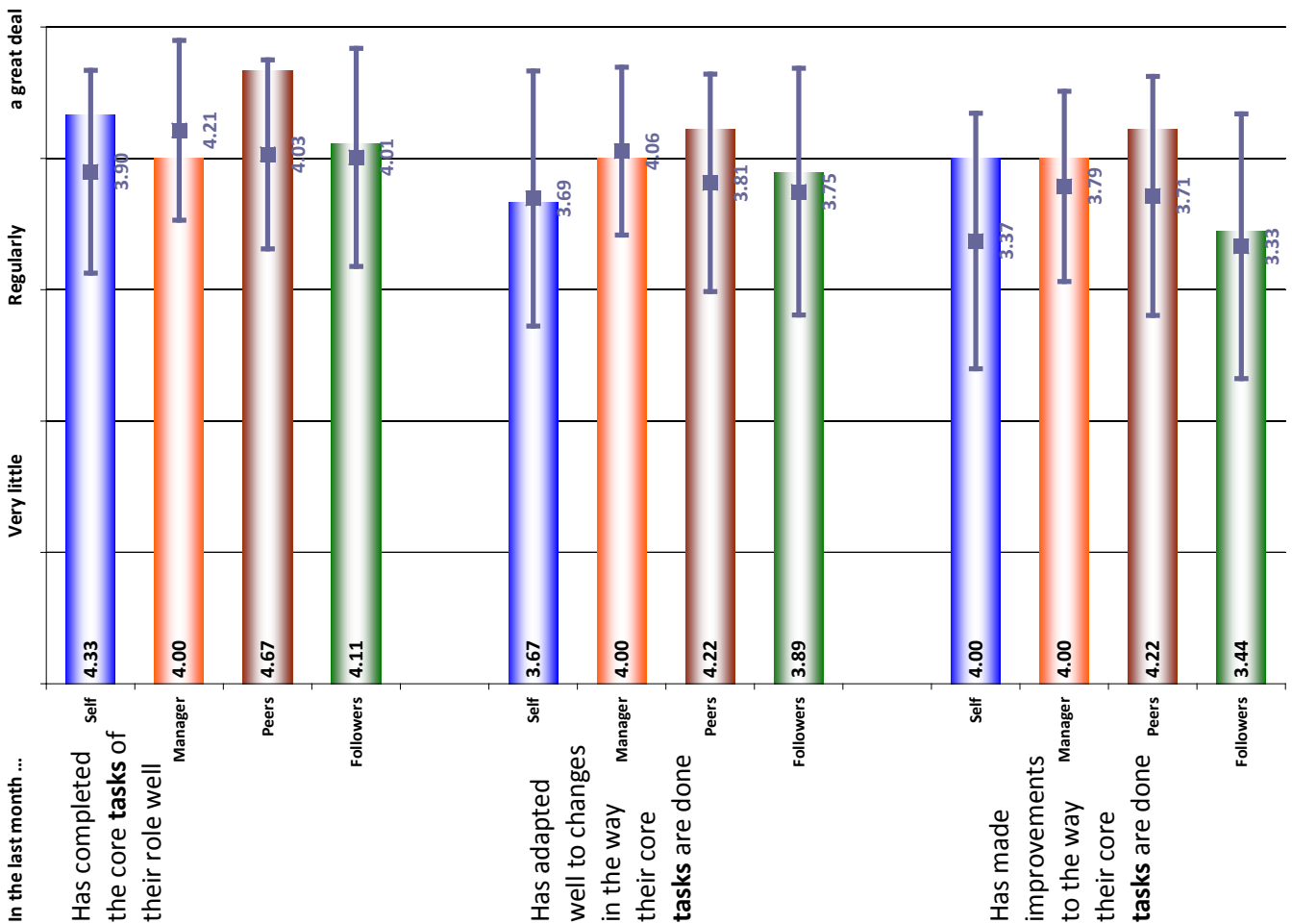
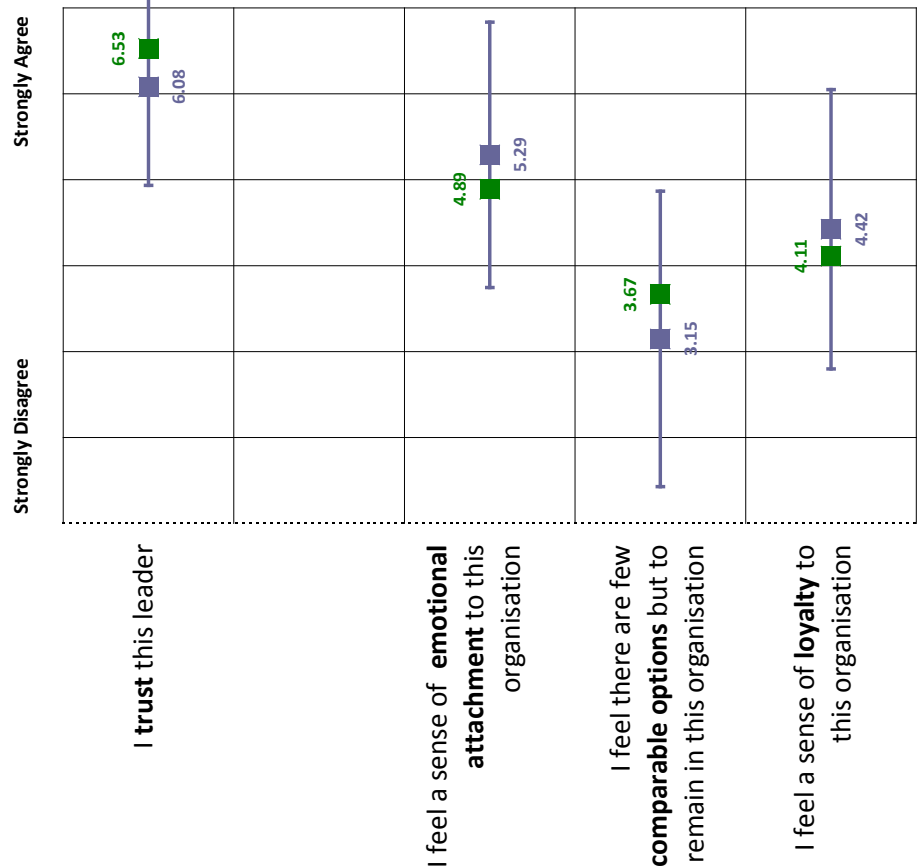
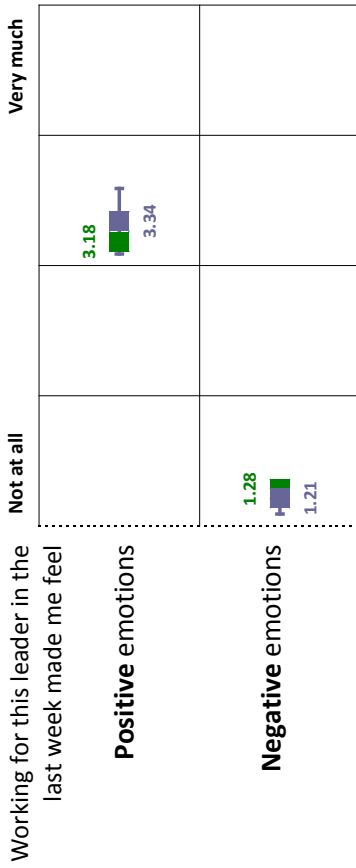
Section 4 | How others perceive your leadership behaviours



Section 5 | How others perceive your effectiveness



Section 5 | How others perceive your effectiveness



Section 6 | About your cohort

The following table highlights the most significant characteristics of the workforce and your cohort in relation to their overall effectiveness (task, team and organisational).

How followers perceive working at your organisation

Leadership effectiveness (at the team, task and organisational level) is significantly influenced by:

- Organisation rewards that are valued by followers
- Non-routine work that provides inbuilt feedback and is intrinsically satisfying
- Access to staff/advisory support and working within a cohesive team
- Follower's emotional attachment, loyalty and intentions to remain at The XYZ Corporation

How your cohort typically think, feel and act

Leadership effectiveness (at the team, task and organisational level) is:

- Significantly influenced by leaders who have a high level of focus, drive and perseverance
- Somewhat influenced by leaders who display high levels of optimistic emotions

There is a significant relationship between leaders reporting a strong negative reaction to problem-solving under pressure and rash, spontaneous and ill-considered decision making.

Leaders displaying a high level of focus, drive and perseverance are significantly less likely to adopt passive-avoidant or abusive behaviours.

Leaders demonstrating more optimistic emotions are somewhat more likely to be perceived as ethical leaders.

The leadership behaviours typical of your cohort

Leadership effectiveness (at the team, task and organisational level) is:

- Significantly influenced by ethical and transformational behaviours
- Significantly influenced by the absence of passive-avoidant and abusive behaviours

These leadership behaviours significantly influence follower trust and loyalty toward the leader as well as generating more positive emotions for followers.

Note:

- Significantly influenced: correlation is significant at the 0.01 level
- Somewhat influenced: correlation is significant at the 0.05 level