



Executive Assessment Institute's

Talent Director[™]

for
Pat Sample
Acme, Inc.

By **Michael D. Ensley, Ph.D.**
Executive Assessment Institute
www.executiveteam.com
michael@executiveteam.com

ExecuSmart
Better Data, Decisions, People

***Executive Assessment Institute's
Talent Director™***

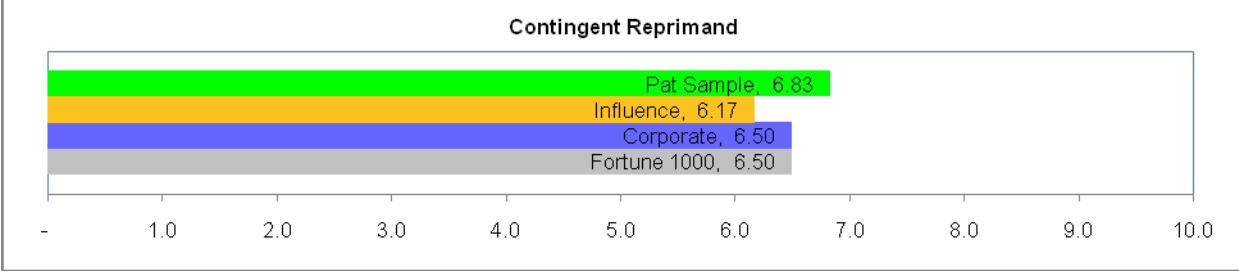
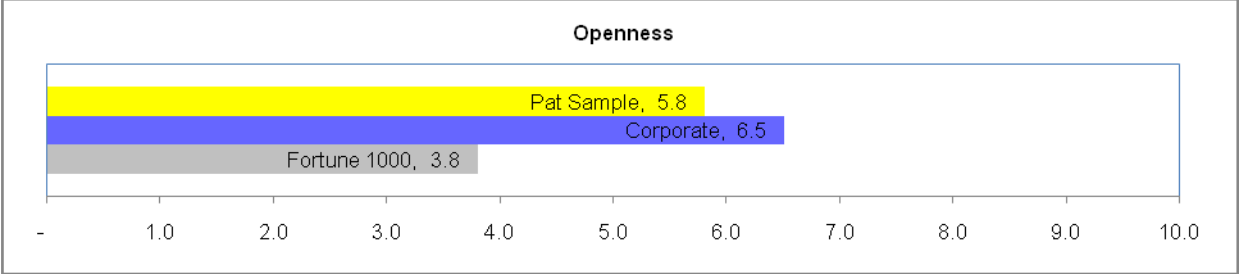
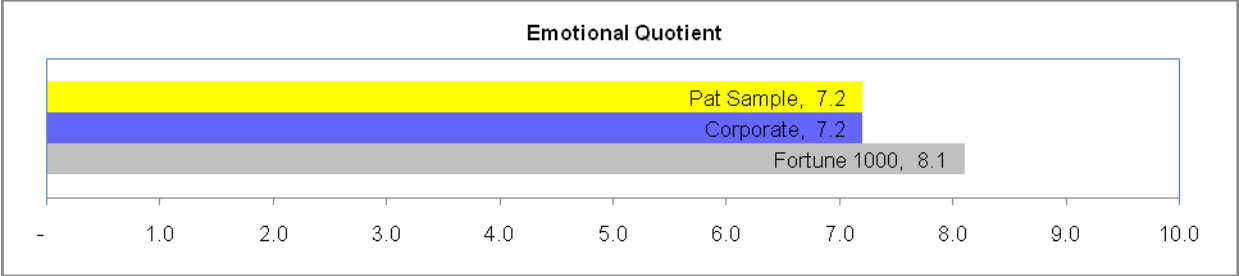
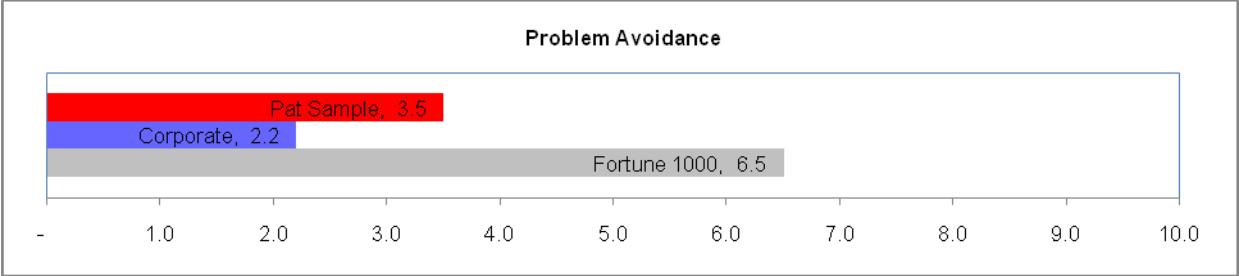
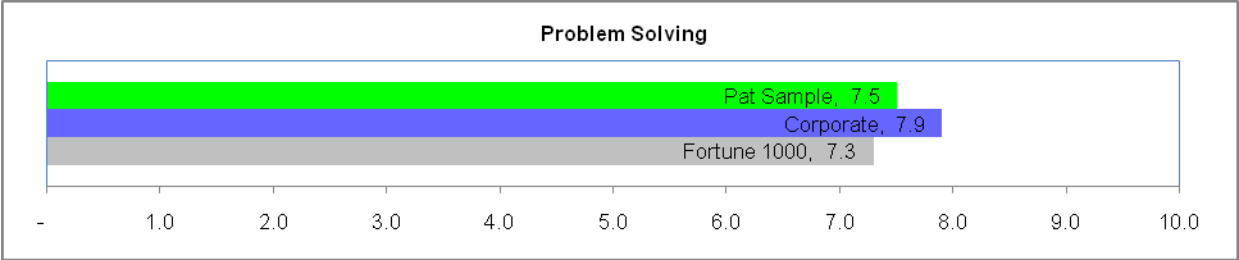
The Talent Director is designed as a quick graphical view of the key behaviors and predispositions ranked in order of importance for a particular position. By example the order of key leader behaviors and cognitive patterning predispositions is ranked by a particular leadership competency model. More specifically, the Directive Leadership construct of Contingent Reprimand might be a highly ranked leadership capability of a particular position and therefore ranked first among the various Leader Behaviors and Behavioral Predispositions. This series of graphs represents the performance of each potential succession candidate on all of these key capabilities in their order of importance. All graphs that are Red represent potential derailers and issues for the potential of a particular candidate. Red outcomes on the most highly ranked capabilities almost certainly drive a potential derailers for that position and therefore an area of targeted development. Outcomes presented in Yellow are areas of minor concern. Finally, outcomes presented in Green are areas in which the individual meets or exceeds the referent norms and therefore are areas of strength or no concern.

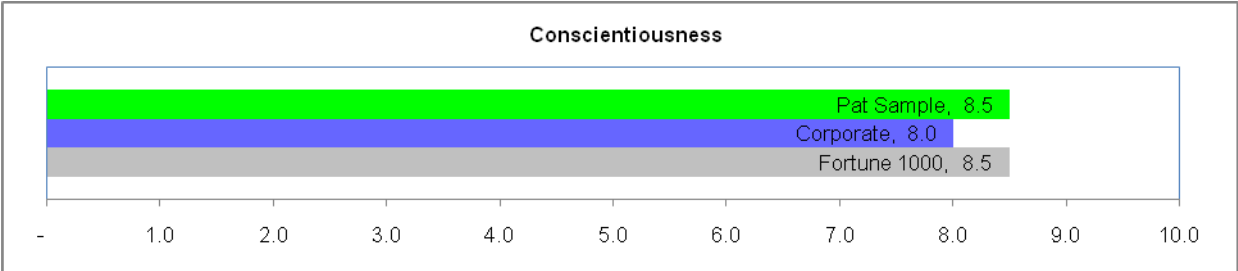
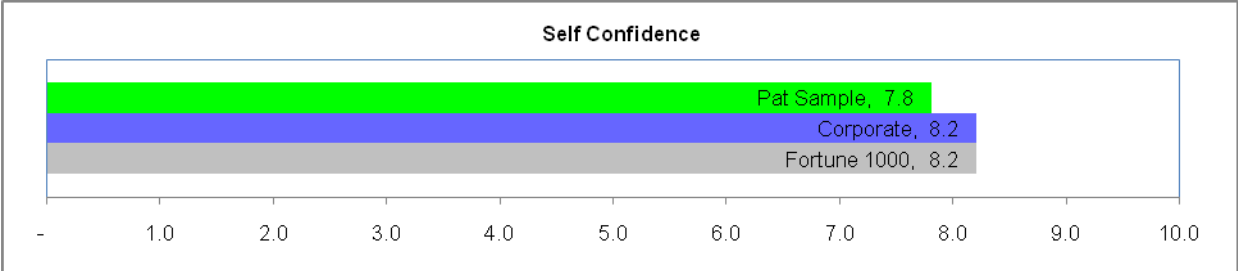
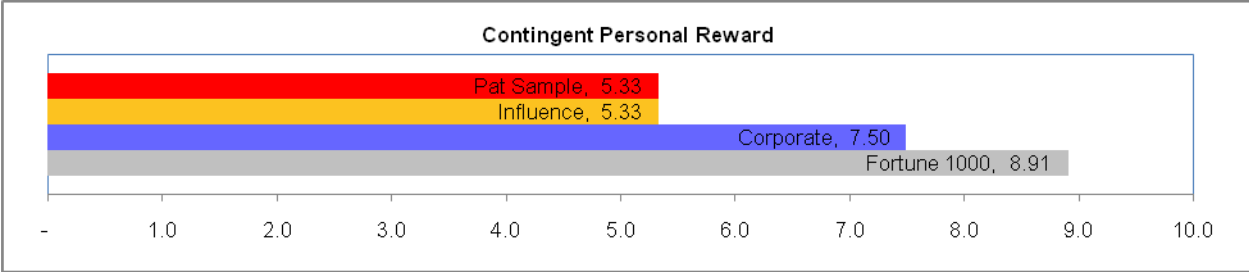
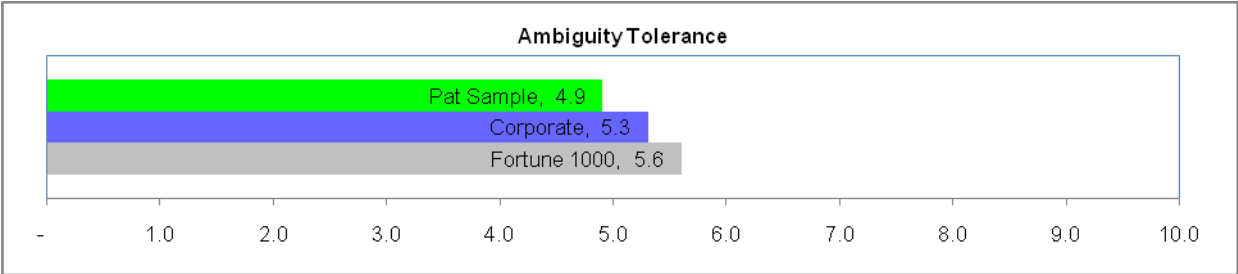
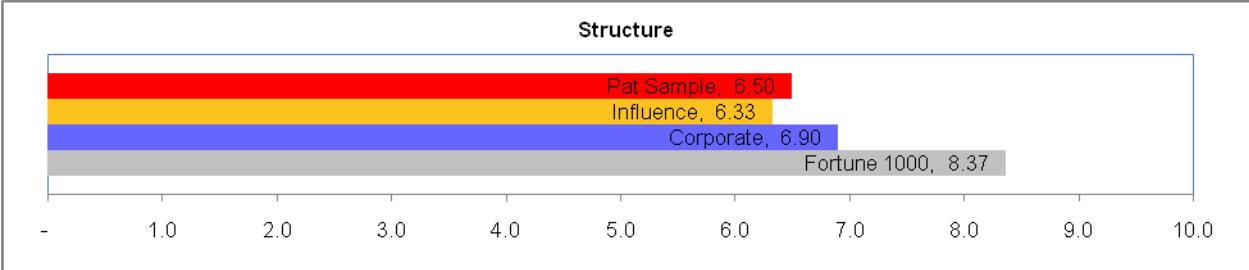
Once these key areas of development are identified three key questions are asked. First, what is the coachability of the individual on this key derailers and to what extent can the issue be altered? Second, what are the focused development efforts that target these particular issues and how can they be implemented most effectively? Third, how does this derailers potentially limit this individual in their respective leadership pipeline and do they potentially fit in a different leadership pipeline more effectively?

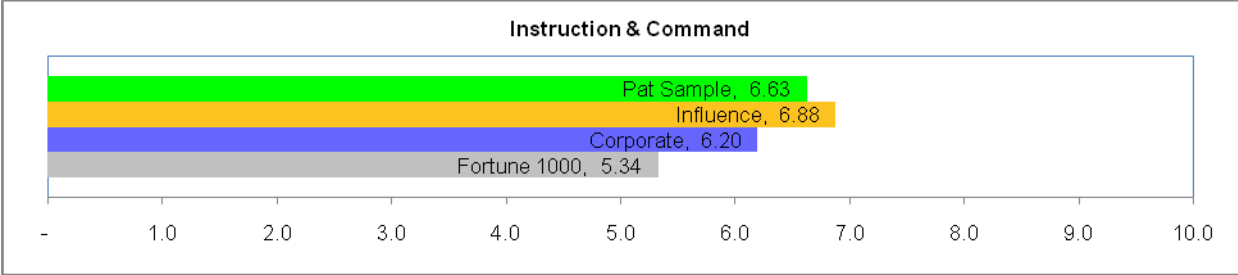
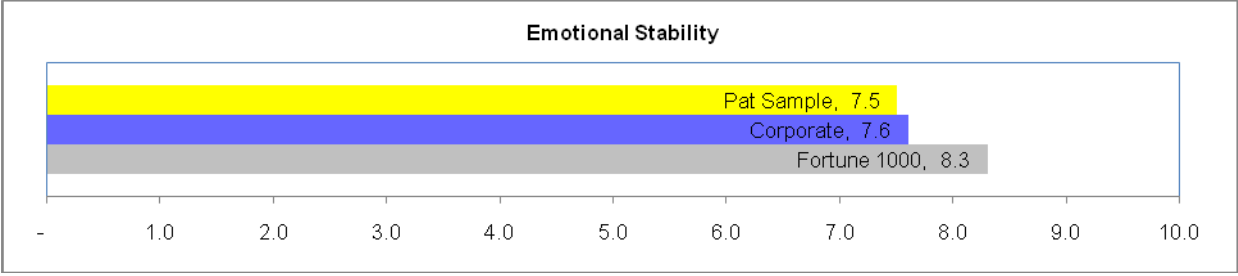
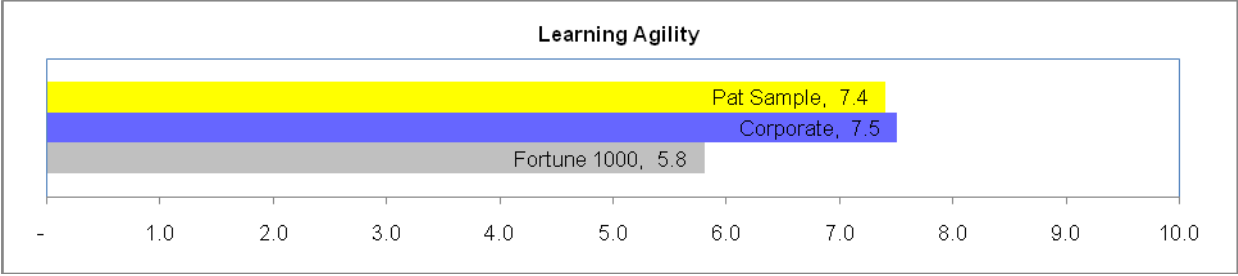
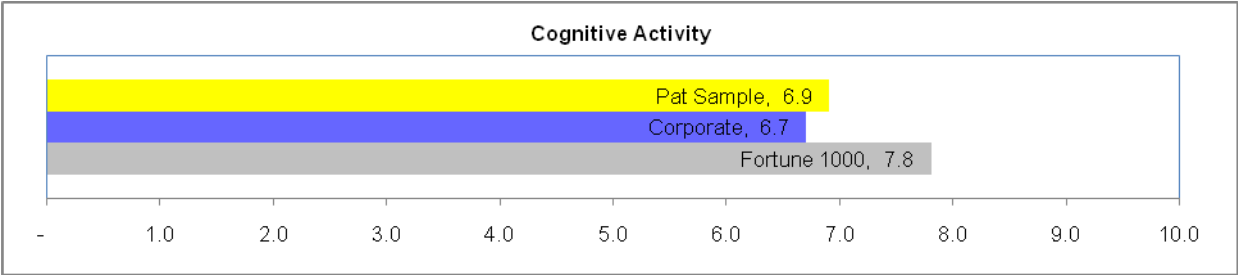
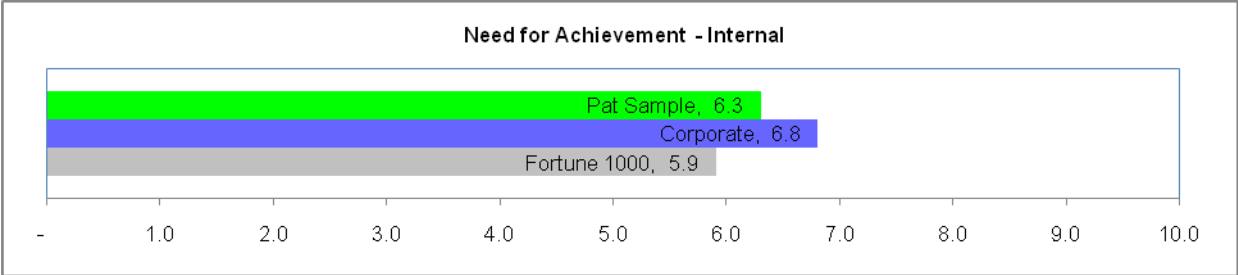
This particular Talent Director was developed for the Acme, Inc's Chief Financial Officers and the key capabilities are prioritized in an order that is dictated by the competency model for that position. Remember, key development areas occur all through the Talent Director but the key derailers for most positions are in the first ten or so graphs.

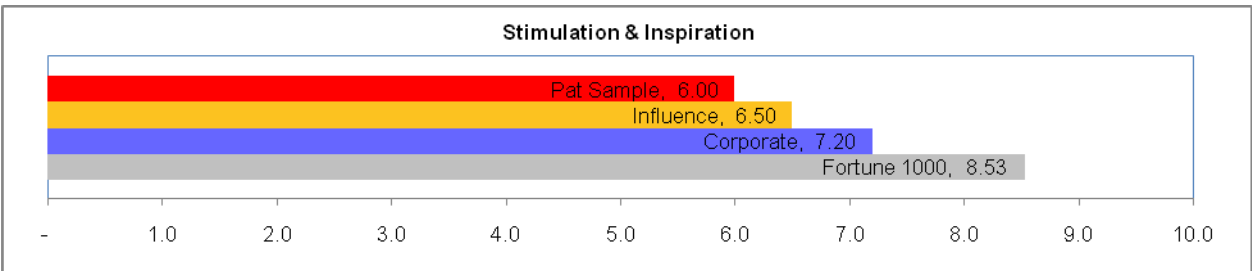
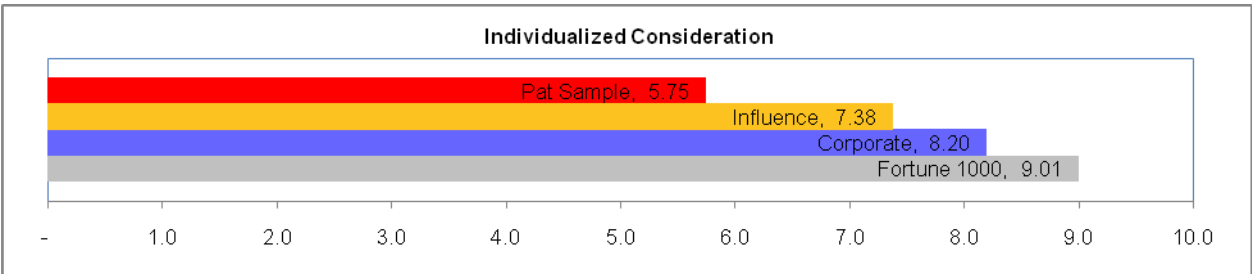
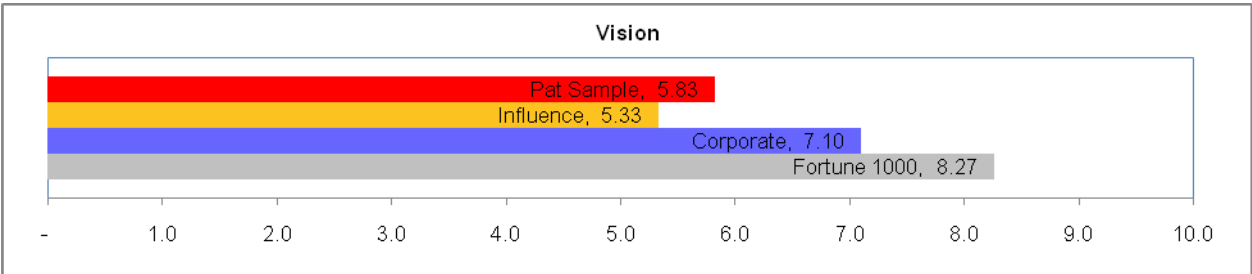
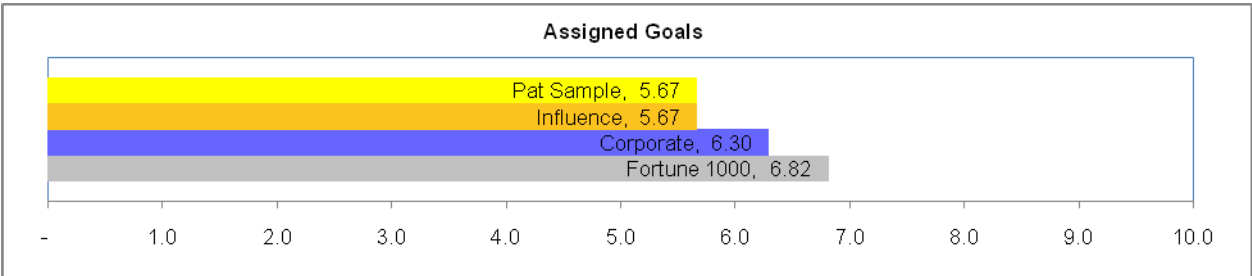
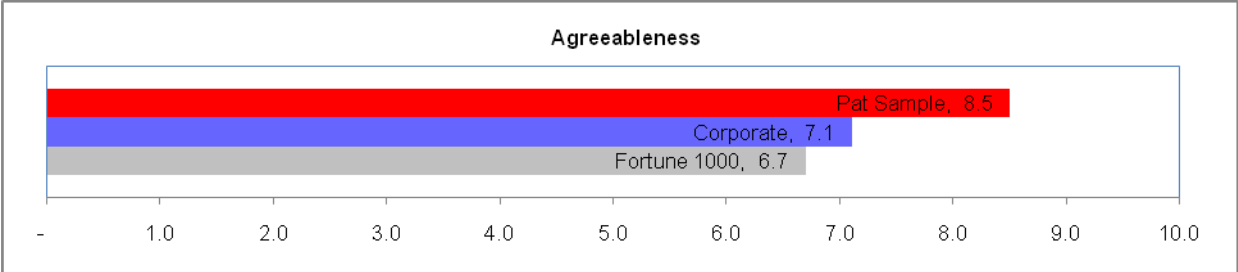
Leadership Level Challenge Score: 4.5

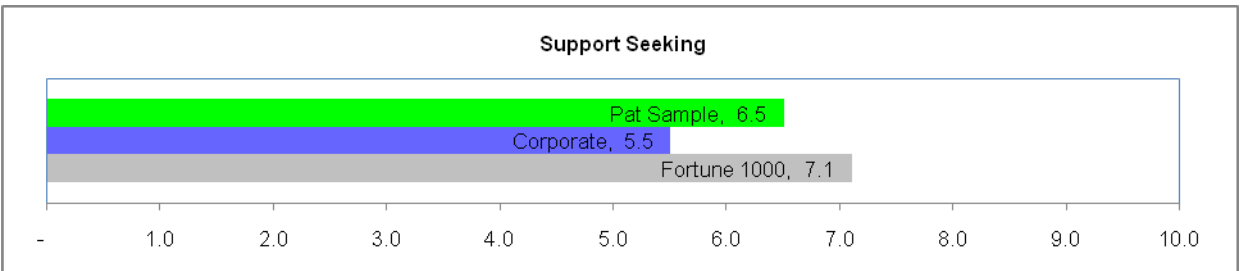
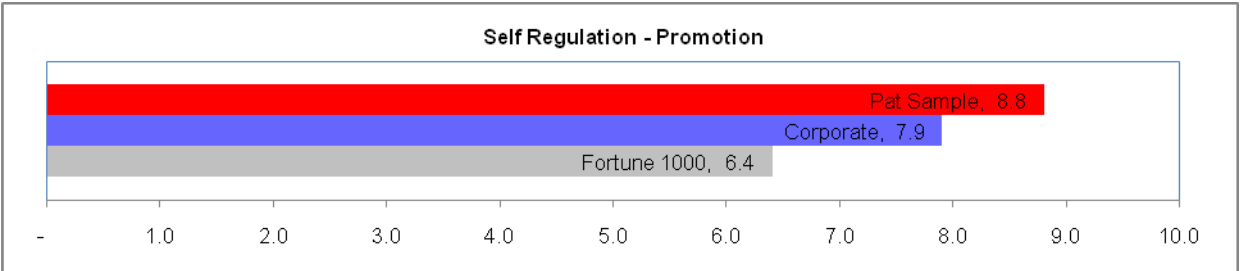
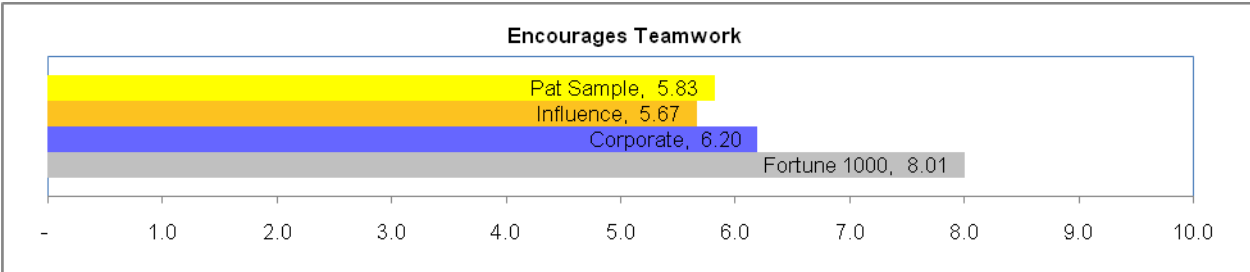
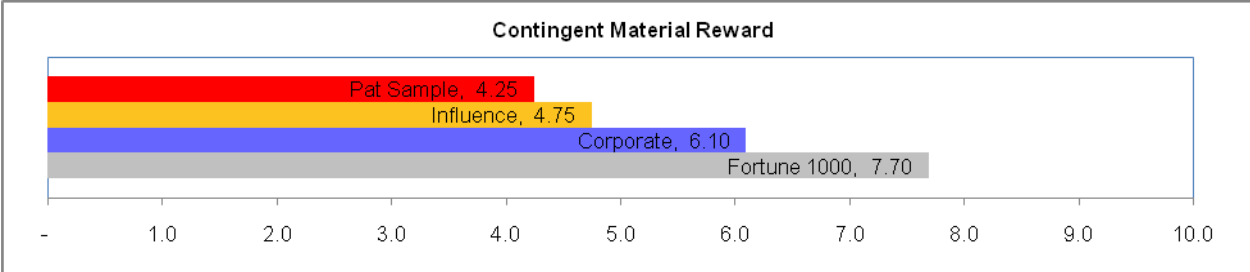
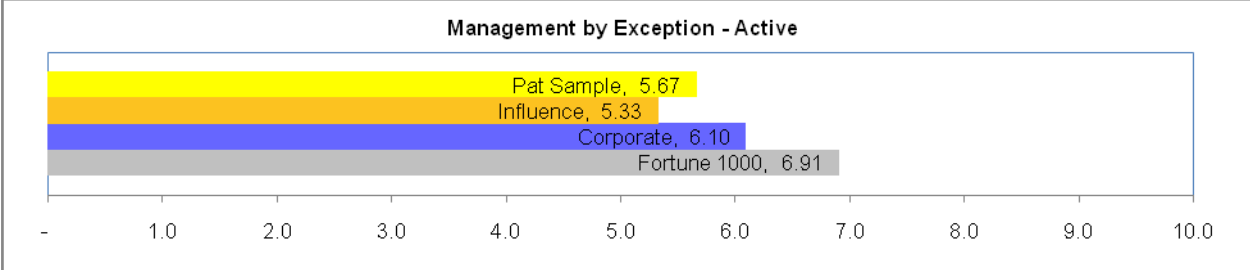
Leadership Level Performance Score: 4.5

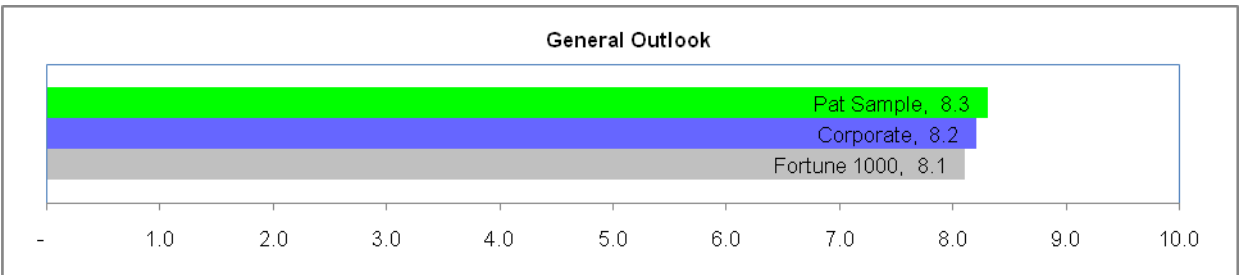
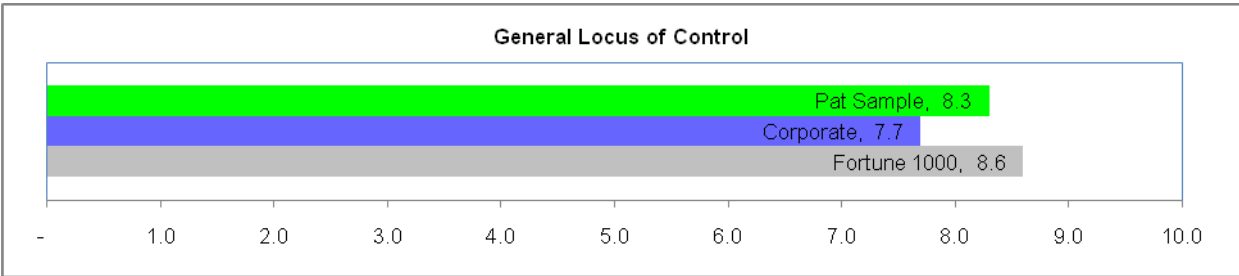
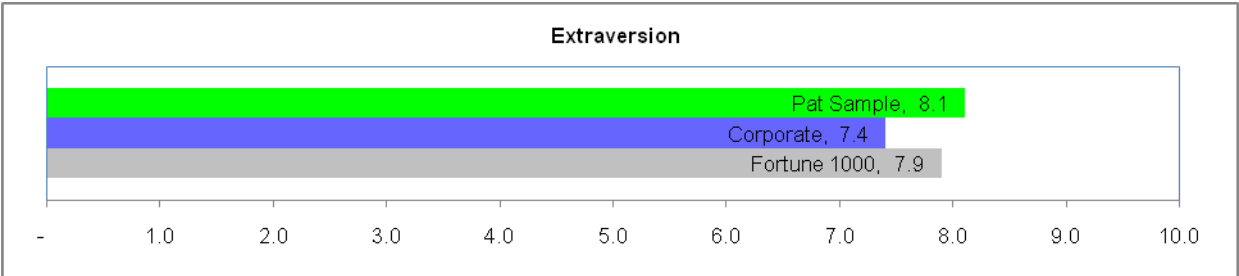
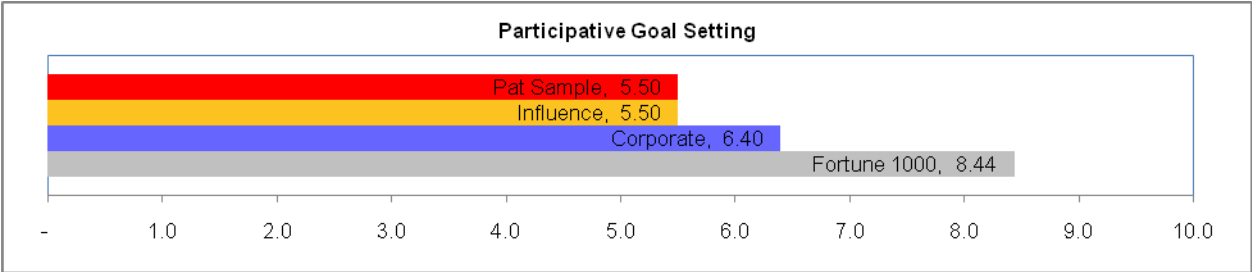
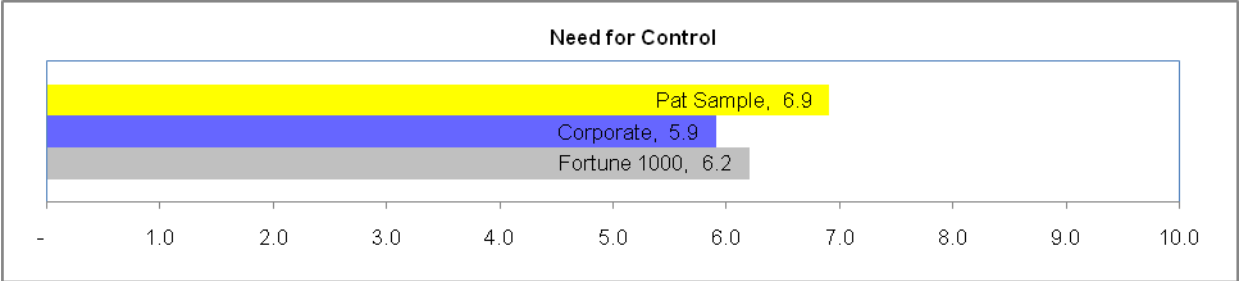


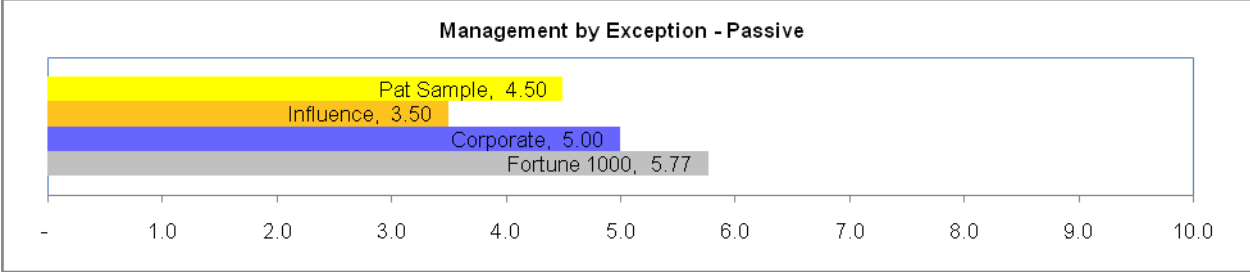
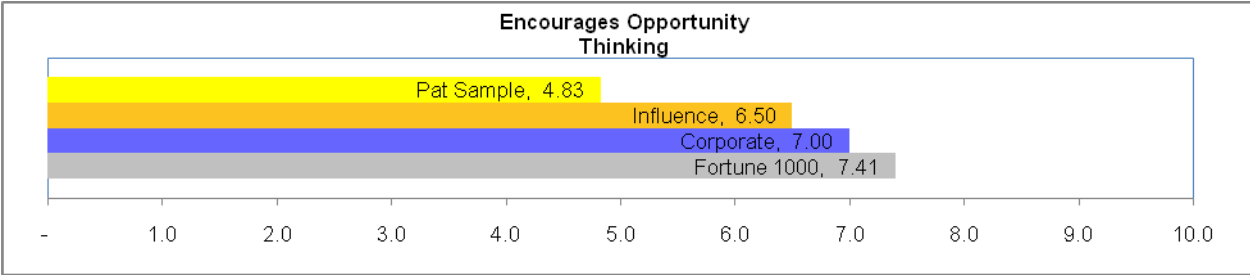
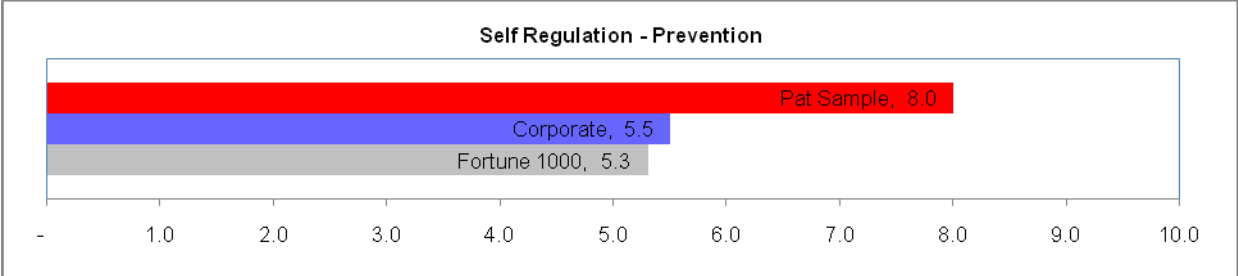
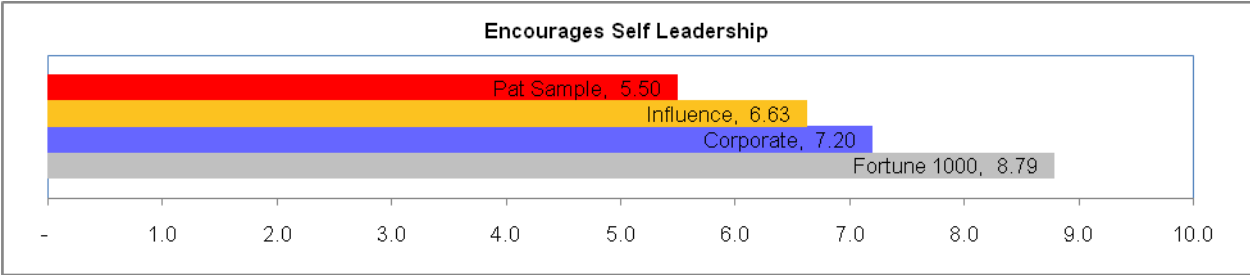
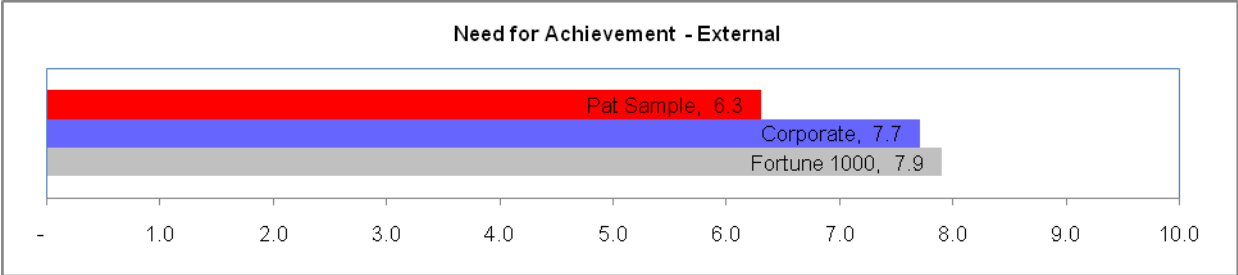


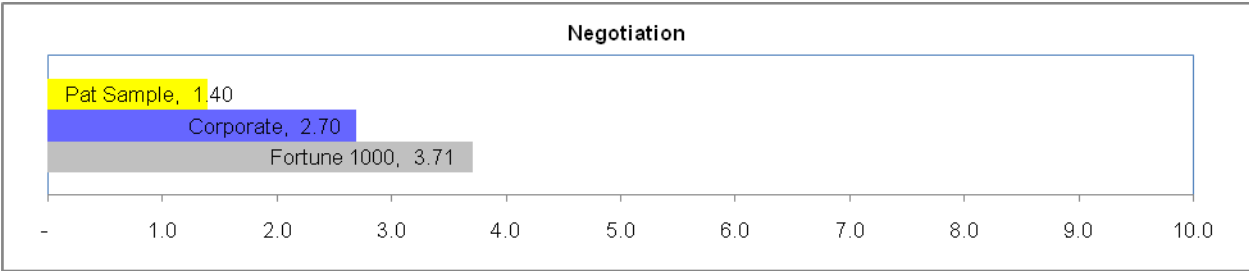
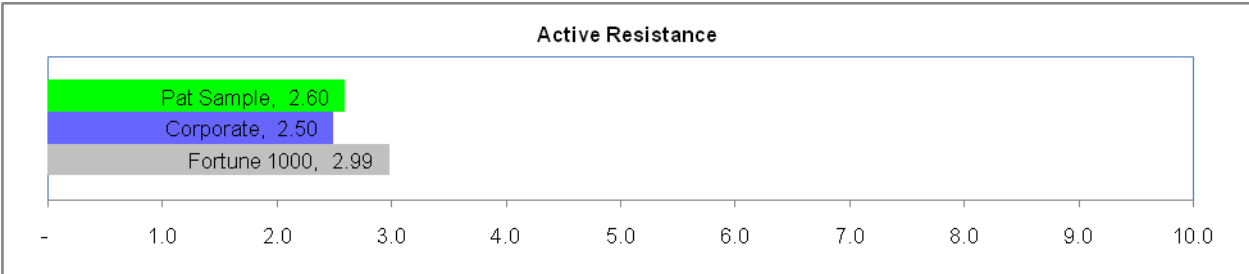
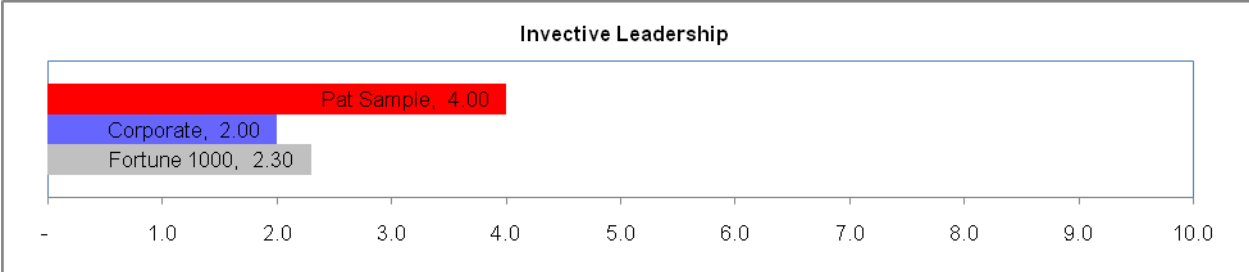












Development Summary

Key Strengths:

1. Operational thinker with strong process and methodical approach
2. Uses Directive Leadership moderately well. She provides a sufficient amount of reprimand for her subordinates.
3. Able relationship builder.

Key Development Areas

1. She is challenged with the use of both Transformational and Empowering Leadership. She does not fully utilize compliments to motivate her people.
2. Likely to attempt to avoid conflict and confrontation. This could lead to difficulties with having critical conversations with her subordinates.

Development Tasks

1. Develop real self insight into her predispositions to avoid conflict and confrontation.
2. Improve her overall use of Transformational and Empowering Leadership.