

MANAGEMENT ASSESSMENT PROFILE

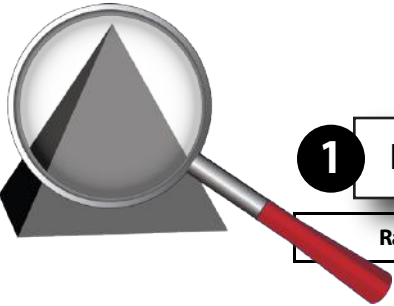
JOHN SAMPLE
ABC COMPANY

April 16, 2021

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Mastered (4.5 to 5.0)
Above Average (4.0 to 4.5)
Competent (3.0 to 3.9)
Growth Needed (2.0 to 2.9)
Major Growth Needed (1.9 and below)

2
Rating Thresholds



1
Rating Scale

Rating Scale: 0 - Not Rated 1 - Major Growth Needed 2 - Growth Needed 3 - Competent 4 - Above Average 5 - Mastered

17 Critical Leader Competencies

RATER DISTRIBUTION

		1	2	3	4	5	Ave.
1	Managing Vision/Purpose - Communicates a compelling vision; talks beyond today; talks about possibilities; is optimistic; creates mileposts and symbols to rally support behind a vision; makes the vision sharable by all. Inspires/motivates entire unit or organization.	1	2	4	3	0	2.90
2	Leading Others - Effectively influences others; is courageous, honest, and humble; leads by setting a good example; is willing to jump in and work with direct reports when needed; has a dedicated following. People want to work for him/her.	1	2	5	2	0	2.80
3	Innovating - Challenges the status quo and long-held assumptions with the goal of discovering new ways of doing things. Generates new ideas by viewing problems from multiple angles. Explores new approaches. Creative and innovative. Experiments with new ideas.	0	0	1	2	7	4.60
4	Business Acumen - Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, and information affecting business/organization; knows the competition; aware of how strategies and tactics work in the marketplace.	0	1	2	1	6	4.20
5	Motivating Others - Creates a climate in which people excel; motivates direct reports and team members; assesses each person's hot button and uses it to get best out of him/her; empowers others; makes individuals feel their work is important; people like working with him/her.	0	2	2	3	0	3.14
6	Reflecting/Self Aware - Always learning from experiences; hungry for feedback; reflects on assumptions and behavior to improve; solicits information from others about how to get better; critical of self with the view to improving. Examines past failures for lessons to be learned.	0	2	7	1	0	2.90
7	Coaching/Mentoring Others - Provides clear tasks/assignments; holds frequent development discussions; constructs development plans and executes them; pushes people to make important developmental moves; coaches/mentors others to develop their savvy and skills.	0	0	0	0	0	3.00
8	Diversity Advocate - Is equitable in hiring, promotion, and development within and outside the organization irrespective of gender, race, nationality, age, disability, or job title; treats those at all job levels with respect; advocates for fair treatment for all.	0	3	2	4	0	3.11
9	Conflict Management - Steps up to conflicts, seeing them as opportunities. Reads situations quickly. Good at listening. Capable of hammering out tough agreements. Settles disputes equitably. Finds common ground. Defuses high-tension situations comfortably.	3	6	1	0	0	1.80
10	Risking - Ventures into unknown territory; puts self "out there" to try new things. Adventurous /comfortable with risk that leads to opportunity, not thrill seeking. Volunteers for roles that are challenging. Stretches self outside comfort zone. Always learning.	0	1	2	2	5	4.10
11	Building Effective Teams - Blends people into effective teams with strong morale and spirit. Shares wins and successes with team and fosters open dialogue amongst members. Creates feeling of belonging. Ensures all team members are heard and valued.	0	2	2	4	2	3.60
12	Managing/Measuring Work - Clearly assigns responsibility for tasks. Sets clear goals and measures. Monitors process, progress, and results. Monitors work to ensure it's accomplished. Holds people accountable. Effective at conducting annual reviews.	1	2	1	3	2	3.33
13	Adapting/Handling Change - Overcomes unfamiliar challenges; remains present and engaged handling stress brought on by ambiguity. Adapts quickly to changes to achieve results; keen observation/listening skills; stays calm during adversity; picks up new skills quickly.	1	2	4	1	2	3.10
14	Delegation and Time Management - Spends time on what's important; quickly senses what will help or hinder meeting a goal; eliminates roadblocks; creates focus. Provides proper level of supervision for delegated assignments. Neither under or over manages projects.	0	2	3	3	2	3.50
15	Customer Focus - Dedicated to excellences; meets expectations of all customers. Gets customer information to improve services. Acts with customer in mind; establishes/maintains effective relationships with customers. Gains customer trust/respect.	0	2	6	0	2	3.20
16	Interpersonal Savvy - Relates well to people - up, down, sideways, and outside company. Politically agile; Builds rapport and strong relationships. Skilled communicator. Understands and adapts to behavioral differences in people.	0	4	3	1	2	3.10
17	Integrity and Trust - Widely trusted; seen as direct and truthful. Presents the truth in an appropriate, helpful manner. Keeps confidences; willing to admit to mistakes. Doesn't misrepresent self for personal gain. Ethical and fair; practices what he/she preaches.	0	6	0	4	0	2.80

3
Rater Distribution

4
Average Rating

5
Learning agility

MANAGEMENT ASSESSMENT PROFILE

JOHN SAMPLE

Potential Derailers - the number of raters who said this derail was characteristic of you.

18	Argumentative, overly skeptical and negative; constantly complaining.	0
19	Gets defensive when challenged or when someone disagrees or gives him/her negative feedback.	5
20	Is insensitive to how others feel; may run roughshod over others who disagree.	1
21	Approval dependent; seeks praise and reassurance particularly from people higher in the company.	0
22	Aloof, distant, unapproachable, or isolated; seems indifferent to others.	0
23	Makes political missteps; doesn't understand or seem willing to deal with politics.	0
24	Micromanages others; seems unwilling to turn people loose to do their jobs.	0
25	Is overly ambitious. Often makes decisions benefiting self rather than the company.	2
26	Can come across as arrogant; may belittle ideas or people; bullies people.	3
27	Can be volatile and overly emotional when in stressful situations.	0

6
This derail impacts learning agility score.

Derailers are personal attributes which can cause a person to fail even when he/she possesses the competencies needed for the role or job function.

7
Potential/Performance scores plotted.

HOW OVERALL RATINGS ARE CALCULATED

COMPETENCY RATING (Performance)

Calculated by averaging items 1-17.

LEARNING AGILITY (Potential)

Calculated by averaging items 3, 6, 10, and 13, then deducting as follows for derail item 19:

- 0 - 1 = 0 deduction
- 2 = .25 deduction
- 3 = .50 deduction
- 4 = .75 deduction
- Over 4 = 1.0 deduction

COMPETENCY RATING (Performance)

2.94

LEARNING AGILITY (Potential)

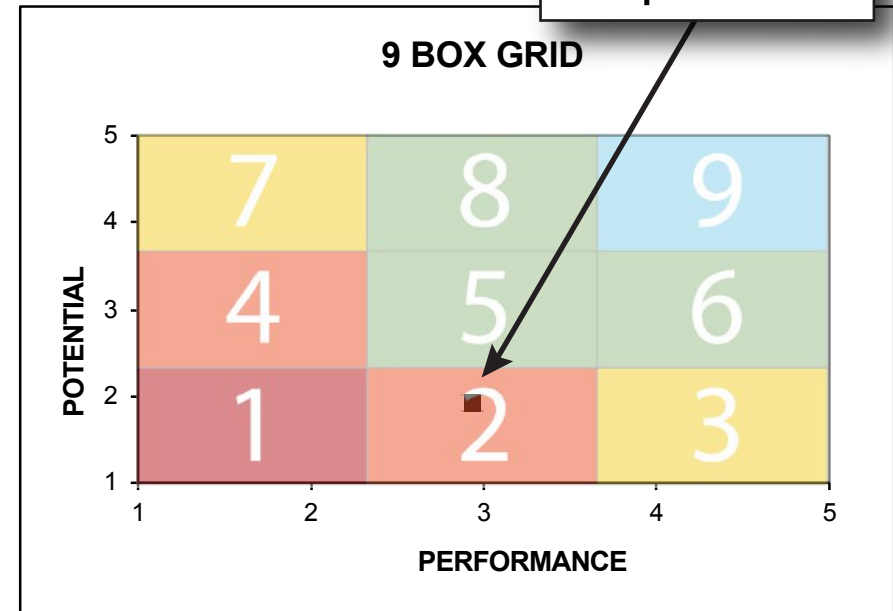
1.93

9-BOX DESCRIPTIONS

- 9 - High Potential:** Significant learning agility; ambitious for new tasks/assignments.
- 8 - Future High Potential:** Significant learning agility; meets performance expectations.
- 7 - Potential Performer:** Significant learning agility; subpar performance; may be in the wrong job.
- 6 - Adaptable Professional:** Moderate level of learning agility; high level of performance.
- 5 - Key Performer:** Moderate level of learning agility; typical but not exceptional performer
- 4 - Inconsistent Performer:** Moderate level of learning agility; noticeable performance problems.
- 3 - High Professional:** Low level of learning agility; high level of performance; may struggle with new jobs.
- 2 - Solid Professional:** Low level of learning agility; meets performance expectations.
- 1 - Low Performer:** Low level of learning agility; noticeable performance issues.

5 LEARNING AGILITY FACTORS (Potential) Based on Center for Creative Leadership 5 factors.

- **Innovating:** Questions the status quo; challenges long-held assumptions with goal to discover new ways of doing things. (#3)
- **Reflecting/Self Aware:** Hungry for feedback; spends energy getting information to better understand own assumptions and behavior. (#6)
- **Risking:** Ventures into unknown territory; puts self "out there" to try new things; continually learning; comfortable with risk that leads to opportunity, not thrill-seeking. (#10)
- **Adapting/Handling Change:** Can overcome unfamiliar challenges; adapts quickly to changes to achieve results; keen observation/listening skills; processes quickly; picks up new skills quickly. (#13)
- **Non-Defensive:** Is not defensive when challenged or given negative feedback; accepts and welcomes feedback with the view to continually improve. (#19)



Management Assessment Profile

Written Comments

JOHN SAMPLE

October 2019

STRENGTHS

John contains strengths with having the ability to compliment others frequently when doing well and offering advice within his personal experience. John empowers clinical nursing by identifying as an instructor and promotes those experiences within the staff to assist with motivation. John seems to be supportive when urgent needs or concerns may arise and is readily available to assist.

Smart and has good knowledge of this business

John may have many strengths many which are not demonstrated. John would be more successful if he would trust his team more.

He's a good talker.

He has experience and it shows that he knows how to build a good management team. John is open to new ideas as long as it works for us and our team. Easy to talk to and approach. If I need something, he is willing to hear me out and do what he can to support me and my department.

John always makes sure he takes the blame for any mistakes that are experiences surrounding his team so that no one is singled out. He is optimistic and is always looking for a way to try to improve hospital operations with an emphasis on the financial efficiency of the hospital. He is clear knowledgeable about how LTACs operate and has a broad clinical knowledge he is willing to share. He is outgoing when it comes to meeting with stakeholders outside of the facility.

Empowers employees to feel empowered, express their ideas, and take steps to better their position or title.

Encourages push-back on his ideas and opinions

John has an excellent clinical knowledge base. This make him invaluable when looking at the industry as a whole and how the company can adjust in order to meet the demands of the Albany market. I also think John has a high-level vision of patient care, specifically, high quality patient care.

DEVELOPMENTAL NEEDS

John needs to specifically develop marketing, recruitment, building political relationships, assisting with innovative revenue service lines and working in the market to ensure the company is represented positively. John needs to present sincerely and ensure facts align with spoken word to internal and external guests of all types. John needs to obtain a fast grasp on what the operational needs of the organization are while also driving results on the front end to assist teams. Recommend as the CEO to review data for benchmarking, ensuring full charge capture, aligning positions needed to execute ceasing of financial loss but also increasing financial gain. Please cease full disruption of all teams and/or employees contributing positively. Developing the assessment when to leave talented contributions to the organization alone and when to focus on CEO tasks that are needed as a priority.

Seems to jump the gun on issues without hearing out others concerns. Makes judgments that are concerning to morale and takes risks that are questionable regarding staffing.

John's approach tends to be harsh, borderline bullying. This makes business partnerships hard to maintain. John has the tendency to lie to his team and also to the others damaging morale. He creates humors and a tense work environment. He is a lying manipulator that will talk to anyone that listens. I have never seen such behavior in an CEO. He proclaims to want to help an assist you but in the end he is stating humors and making situations worst.

I feel John does not really listen when you go to him with a concern or an idea. It's as if the entire time you are speaking to him, he is impatiently waiting for you to stop talking so he can talk about himself or how he did things at the last company he worked for. I also feel he is not professional or discreet. I would never trust that I could speak to him in confidence if need be. He seems to focus most on making sure people believe he is very achieved than the task at hand.

I don't know if this is a weakness – I find that some of the nurses and CNAs give push back to change or rules actually being enforced. John does not come around making changes constantly, but when something needs to change, there is a lot of attitude from nurses and CNAs. I am not sure why they can't embrace the change and listen to the rules (no cellphones, follow proper PPE, etc.). I know he is trying to get through to them that the rules need to be followed, but the more he tries the more he gets that push back. There may be another way for him to approach them – town hall meetings or selecting a nurse to lead the meeting. Let the workers help make the decisions for change, give them more of a voice.

John has strong business acumen but really struggles with many behavioral issues, which he is not aware of. He is reactive and is not thorough when making important decisions often leading to chaos and problems that fall onto the hands of others. He has a tendency to tell a wide array of employees different versions of stories in which he manipulates details for each specific person leading to 90% of staff members seeing him as manipulative and untrustworthy. His words and his actions are rarely congruent. Despite what he will tell his team it is obvious he does not value the team member's opinions and opposition to his ideas, which is apparent by

that fact that no matter how much they express factually based opposition he does whatever it is he wants. He has a strong inclination to interrupt others and immerse himself in many areas of the business in which he is unfamiliar of the innerworkings and in turn disrupts productivity while causing employees much frustration. He gets visibly angry when challenged-red faced, loud, and rude. He is boastful, and approval seeking and takes credit for other team members hard work and creative ideas. He pretends to speak humbly and often apologizes but is not genuine and never actually changes the root of his poor behavior. His attendance record has major room for improvement and he often cannot be found when needed. He has little discretion and often speaks freely and to anyone who will listen about confidential issues and can be inappropriate in the types of this he says to stakeholders. At this point in time John is not trusted, respected, or valued by the majority of staff members or leadership team due to all of the above stated behaviors.

Acts too quickly on ideas.

Improvement in his ability to lead and inspire others, as well as involvement in the operations of the organization. He lacks the tact and compassion necessary for complex, emotional discussions with family members and staff. He does not follow through with his promises and seems unaware of and removed from the general operations overall.