



hire**INSIGHT**group

Assessment and Development Profile

Career Development Program

Human Resources Career Stream

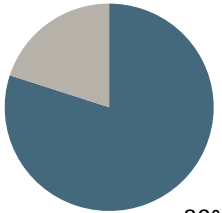
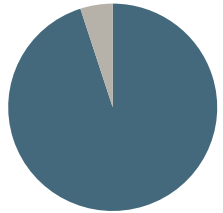
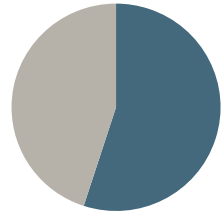
Chris Sample

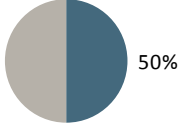
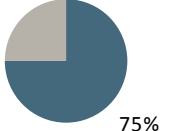
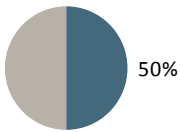

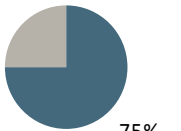
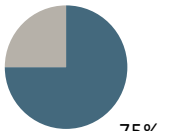
May 17, 2011

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Executive Summary	
Strengths	Potential Development Needs
<ul style="list-style-type: none"> ▪ Exceptionally well-developed verbal reasoning abilities; particularly skilled at reviewing, understanding and evaluating written and verbal information. ▪ Open in expressing her opinions and concerns. ▪ Reasonably empathetic; willing to help and support others in need. ▪ Takes time to consider people’s behaviours and motives; demonstrates good “people reading” skills. ▪ Tends to drive towards cooperation and compromise, rather than feeling a need to outdo other people. ▪ Enjoys change to her day-to-day routine. ▪ Willing to question the value of certain rules and procedures, but respects the need for standards and guidelines. 	<ul style="list-style-type: none"> ▪ May feel less confident in formal social settings; likely to prefer working with people she knows well. ▪ Slightly less inclined to take an assertive or directive leadership stance, compared to other managers.

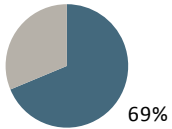
Education and Experience					
Education		Human Resources Experience		Management Experience	
 <p>80%</p>		 <p>95%</p>		 <p>55%</p>	
Attainment	Masters	Human Resources	19 (years)	Management	11 (years)
Specialization	Human Resources	CHRP Designation	No	Direct Reports	6
Year Graduated	2002	Company Size	1000	Budget Responsibility	5000000
<p><i>The charts and data above indicate the individual’s highest level of achievement and/or highest level of responsibility.</i></p>					

Expertise			
Organizational Effectiveness Competent	<p>Involvement for many years in performance development program revisions, roll-out, supervisor training. Involved in organizational design - developing and managing a job matrix of all positions, levels etc. Some exposure to succession planning, but not involved in creation and roll-out.</p>	Staffing Proficient	<p>My first 10 years in HR, I was responsible for all staffing responsibilities.</p>
			
Employee & Labour Relations Competent	<p>My first 6 years in HR, I was responsible for labour and employee relations, worked with 5 different collective agreements, sat at the negotiating table, worked on grievances, arbitrations, and one labour board dispute.</p>	Total Compensation Expert	<p>This has been my area of specialty over the last 10 years. I created our current compensation philosophy and practice documents; created annual total reward statements for all employees; led the implementation of flex benefits in 2001 and continue to manage the program; manage pension programs for 10 years (DB and DC), member of the Pension Committee; manage payroll department for the last 10 years.</p>
			
Learning, Training & Development Proficient	<p>I have been involved in all of these areas for most of my 19 years, in bits and pieces, less so in the last 5 years. I have mentorship training and was one of 4 designated HR members who acted as mentors for employees on a voluntary basis; Was a mentor for one year in a formal company mentorship program. Our performance development plans that I assisted to develop, roll out and train, consist of a career development section, much of my mentorship training was focused on career development. Was involved in refining our internal leadership development programs, and over the years have communicated and schedules various training programs. I have not been the formal trainer.</p>	Health, Safety & Wellness Proficient	<p>Manage all of our Health and Wellness Programs (EAP, executive medicals, wellness programs), all disability programs (STD, LTD and WCB), involved in three extensive WCB audits that have resulted in over one million dollars savings in premium costs.</p>
			

Competency Assessment

Problem Solving

Analyzing problems and generating well-reasoned solutions.



- Average • Agreeing with others and going along with the consensus; openness to other suggestions and points of view. Strength
- Average • Consulting with others, involving people in decision-making, and fostering consensus; democratic.
- Average • Using numbers, statistics, and data when making decisions (vs. subjective judgement and experience).
- Average • Critically analyzing information; looking for flaws, errors, and oversights; discriminating vs. agreeable.
- Average • Thinking about high-level concepts (vs. immediate or practical application); considering strategic issues. Strength
- Average • Inductive reasoning ability (working with incomplete data, seeing trends, solving novel problems).
- Average • Numerical reasoning ability (understanding and evaluating numerical, statistical, and financial data).
- Well Above Average • Verbal reasoning ability (understanding and interpreting written and oral information). Strength

Consultant Comments:

Key strengths include Chris' ability to balance confidence in her own ideas and approach, with an openness to others' ideas and suggestions; this is likely to result in a wider range of solutions being considered. She also demonstrates the ability to think at a strategic or conceptual level but also consider practical issues when solving problems. Chris received an exceptionally high score on the test of verbal reasoning skills, which suggests that she will be particularly skilled at reviewing, evaluating, and making logical conclusions based on the written and oral information presented to her.

No clear areas for development were identified in her profile, with respect to this competency.

360° Feedback Results:

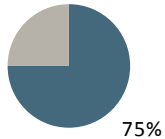
Key strengths include her strong analytical thinking skills, tendency to gather an appropriate amount of supporting information and data, and ability to generate a range of ideas and solutions.

Potential opportunities for development include a tendency to focus on immediate problems that were more practical in nature, as opposed to considering more strategic issues and opportunities.

Competency Assessment

Teamwork and Collaboration

Working with others to achieve shared goals.



- Average • Agreeing with others and going along with the consensus; openness to other suggestions and points of view. Strength
- Average • Preference for working with people; tendency to seek out the company of others.
- Average • Consulting with others, involving people in decision-making, and fostering consensus; democratic.
- Above Average • Being sympathetic, supportive, and considerate of others' feelings and problems. Strength
- Average • Trust in others' abilities and intentions; readiness to delegate (possibly abdicate) responsibility.
- Above Average • Interest in finding compromise; willingness to accommodate in order to promote harmony. Strength

Consultant comments:

Key strengths include Chris' tendency to listen and consider people's opinions, while being confident enough in her own judgement to object when a solution is not in the team's best interests. She also does not feel a particularly strong need to "win" or outdo her colleagues, and is generally most interested in coming up with a mutually-agreeable solution when working with others. Chris is sympathetic and supportive, which suggests that she will go out of her way to help others in need.

No clear areas for development were identified in her profile, with respect to this competency.

360° Feedback Results:

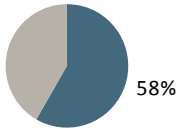
Key strengths include a tendency towards consulting and involving teammates, and focusing on "win-win" outcomes. Raters felt that she was a very collaborative member of the group.

No clear areas for development were identified in her 360° Feedback report, with respect to this competency.

Competency Assessment

Communication

Communicating effectively with others, both verbally and in writing.



- Above Average • Outspokenness; tendency to be direct, voice opinions, and argue a point of view. Strength
- Average • Agreeing with others and going along with the consensus; openness to other suggestions and points of view.
- Below Average • Being outgoing and talkative; likelihood of seeming friendly, animated, and engaging.
- Below Average • Confidence in formal social situations, as when meeting new people or giving presentations. Limitation
- Above Average • Interest in understanding people, including their motives, behaviours, and likely reactions. Strength
- Average • Inclination to adapt interpersonal style and approach to different people and situations.

Consultant comments:

Key strengths include Chris' ability to voice her criticism and concerns, while demonstrating an appropriate level of tact and consideration; people are likely to feel that she is open and honest in expressing herself. She also demonstrates an interest in understanding why people behave a certain way, which suggests good insight into how best to communicate across audiences.

Her profile suggests that she is not as confident communicating with others in formal social situations, as are typical managers and professionals. This could limit her impact or lead her to avoid situations that involve meeting new people (e.g., networking) or presenting to groups of strangers.

360° Feedback Results:

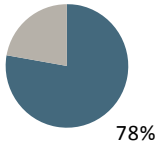
Key strengths include Chris' verbal communication and active listening skills; raters generally felt that she was very adept at providing a clear and convincing argument but also good at showing genuine interest in their opinions. They also felt that her written communication skills were particularly well-developed, noting that she was a role model in how to produce high-quality reports and proposals.

Potential opportunities for development include a tendency to speak very quickly during presentations and to show discomfort when responding to unanticipated questions; however, raters felt that her supporting materials were excellent.

Competency Assessment

Team Leadership

Leading and managing others to achieve team goals.



- Average • Persuading others; persistence in selling an idea or opinion; enjoyment of negotiation and debate.
- Below Average • Directing, controlling, and managing others' work; tendency to take charge and provide instruction. Limitation
- Above Average • Outspokenness; tendency to be direct, voice opinions, and argue a point of view. Strength
- Average • Agreeing with others and going along with the consensus; openness to other suggestions and points of view. Strength
- Average • Consulting with others, involving people in decision-making, and fostering consensus; democratic.
- Above Average • Being sympathetic, supportive, and considerate of others' feelings and problems. Strength
- Above Average • Interest in understanding people, including their motives, behaviours, and likely reactions. Strength
- Average • Resilience to criticism and conflict; tendency to remain objective and unaffected by others' opinions. Strength
- Average • Trust in others' abilities and intentions; readiness to delegate (possibly abdicate) responsibility. Strength

Consultant comments:

Chris' profile suggests a number of key strengths when it comes to leading and managing people. For example, she is both open in expressing her suggestions and concerns, and willing to listen to others' points of view. Team members are likely to feel that she is a collaborative manager who respects their opinions and cares about them as individuals. She also demonstrates a moderate level of trust in their abilities and intentions, indicating that she will be ready to delegate to them when appropriate but not give up complete responsibility as a leader. Chris is reasonably "tough" when it comes to giving and receiving critical feedback or engaging in conflict; she will not avoid such situations and will deal with them in a professional manner.

Compared to other managers, Chris seems somewhat less interested in playing an assertive leadership role, in terms of controlling and providing instruction to others. She may prefer to foster an environment where she is considered as an equal to her direct reports. Although this is an asset in fostering deeper levels of trust and collaboration, she could have some difficulty when a more direct and assertive approach is required, such as when dealing with underperforming employees.

360° Feedback Results:

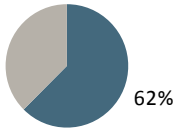
Key strengths include Chris' collaborative approach to team leadership; raters, especially direct reports, felt that she was very good at providing information and resources, and listening to their needs and concerns. They also noted that she was excellent at fostering team engagement and keeping the team motivated through difficult projects.

Potential opportunities for development include a tendency to avoid difficult conversations and put less focus on constructive criticism during performance discussions.

Competency Assessment

Planning and Organizing

Establishing and implementing effective plans.



Average • Critically analyzing information; looking for flaws, errors, and oversights; discriminating vs. agreeable.

Average • Long-term thinking and planning; setting milestones and monitoring progress towards goals.

Average • Attending to details; checking information to ensure accuracy; being methodical and systematic.

Average • Persisting with tasks until completed; working to deadlines and standards; being conscientious.

Strength

Consultant comments:

Most of Chris' scores on attributes related to Planning and Organizing fell only slightly outside of the ideal range, and within the range of the typical manager, suggesting that she will be capable in this area. A key strength is her willingness to persist in completing tasks to expected timelines and standards, balanced with the ability to prioritize issues appropriately (e.g., delaying less important tasks).

No clear areas for development were identified in her profile, with respect to this competency.

360° Feedback Results:

Key strengths include Chris' ability to effectively prioritize tasks and create a structured plan to achieve goals. Raters felt that she was quite organized and demonstrated good time management skills.

No clear areas for development were identified in her 360° Feedback report, with respect to this competency.

[SAMPLE REPORT IS TRUNCATED – UP TO 10 COMPETENCIES INCLUDED IN FULL REPORT]

Motivation and Engagement					
Key Motivators	Very Low	Low	Moderate	High	Very High
Level of Activity		X			
	Prefers to take her time when completing tasks and works best without time pressure; recommend checking in with her regularly to ensure that she is not feeling overwhelmed and to partner with her in finding ways to work more efficiently.				
Achievement				X	
	Enjoys being stretched and having her abilities challenged; recommend setting goals that she would find difficult but not frustrating; work with her to better understand her current capabilities and to set realistic stretch assignments.				
Fear of Failure		X			
	Does not see the potential of failure or criticism as an incentive; may decrease effort to a certain extent when she knows that she will not succeed to expectations or will be judged negatively by others; give balanced feedback; try to understand what failure means to her and help her set realistic goals, and recommend that she come to you early with anticipated problems; may appreciate extra support and consolation in such circumstances.				

[SAMPLE REPORT IS TRUNCATED – UP TO 18 MOTIVATIONAL FACTORS INCLUDED IN FULL REPORT]

Development Goal: Improve my abilities in strategic thinking, planning and problem-solving.	
Readings	Progress
The Art and Discipline of Strategic Leadership, by Freedman, M., McGraw-Hill, 2003.	<ul style="list-style-type: none"> ▪ My goal is to read this book by Sept 12th and note 3-5 key lessons that I would like to apply to my current work.
Training	
Fundamentals of Strategic Planning, offered by The Canadian Management Centre.	<ul style="list-style-type: none"> ▪ I completed this course on July 8th. ▪ My goal is to review the course materials with my coach and integrate them into our work together.
Coaching	
Bob Jones, The Leadership Store.	<ul style="list-style-type: none"> ▪ I met with Bob on August 10th for an initial review of my assessment profile and discussion of my goals for improving my strategic thinking skills. ▪ A key learning from our initial meeting is that I tend to focus on immediate time-sensitive tasks and don't give myself opportunity to consider longer-term strategic issues; however, he felt that I had an excellent understanding of the industry and other related factors. ▪ He has agreed to be a sounding board for me in pursuing a strategic idea I have for ensuring cost accountability within our department; this will constitute "practicing" my strategic problem-solving skills. ▪ We will be meeting on a monthly basis to continue my coaching in this area.
Activities	
Identify a strategic opportunity for the business unit, focusing on cost accountability.	<ul style="list-style-type: none"> ▪ I've created a proposal outlining key issues and strategic solutions to this problem within our department. ▪ I will be presenting this proposal to the senior leadership team in October.

For further information on this report, please contact the following consultant:

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