

Candidate Assessment Report



Sample Participant
ABC Company
1/14/2020



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Introduction

This Candidate Assessment Report presents the results of an evaluation on Sample Participant as part of a candidate selection process for ABC Company. It is based upon the completion of an assessment instrument measuring approach to leadership. This report is organized into sections:

Assets and Potential Challenges

Based on this individual's assessment results, this section presents a narrative summary of this candidate's assets as well as some of the potential challenges the candidate may encounter in fulfilling the responsibilities of the role.

Interview Questions

This section presents several interview questions that can be used to further explore this candidate's profile in more depth.

Role Profile

This individual completed the Leadership Effectiveness Analysis (LEA) questionnaire which measures how a person approaches the leadership role in terms of 22 characteristics. This section provides this individual's LEA results against the role requirements of the position. This individual's scores on each of the 22 dimensions are shown by a "dot". The role requirements for the position are shown by a gray box.

Role Requirements Match

This section summarizes the information presented in the LEA profile by listing those dimension scores which fall within the targeted role requirements range as well as those dimensions that fall below the targeted role requirements range.

Caution:

This Candidate Assessment should be considered as only one component of the selection process. In reviewing the results of this assessment it is extremely important to consider all factors when evaluating this candidate including:

- Prior Work History
- Job Interviews
- Relevant Life Experiences
- Education
- References
- Other Job Relevant Information

Assets

Based on the profile for Sample Participant, the following characteristics are likely to contribute to potential effectiveness in the role:

1. Assertive and competitive; pushes to achieve results; can be forceful in the face of obstacles; works well in a challenging environment; does not shy away from conflict or debate
2. Very direct and straightforward; provides frank and direct feedback; lets people know where they stand; quick to clear up ambiguity; does not shy away from delivering difficult messages
3. Persuasive and convincing; likely to try to influence others' points of view; uses language to build commitment for ideas; can be an effective advocate for ideas or initiatives
4. Takes own counsel; highly independent thinker; works well with autonomy; trusts own instincts; confident in own opinion; self-directed
5. Will accommodate and help others; willing to compromise; can be cooperative and accommodating; likely to be open to putting the team's interests first
6. Works hard and sets high standards for achievement for self and others; emphasizes the importance of being serious about goals; strong work ethic; ambitious and willing to work hard to achieve success
7. Keeps others enthused and engaged; builds emotional commitment; can be dramatic and inspiring; operates with energy and intensity; can inspire emotional expression in others
8. Delegates; allows others' freedom to make mistakes; gives people a chance to try out their own ideas; enlists the talents of others to get things done; asks for help when needed

Based on the lower scores in the profile for Sample Participant, there is some potential that the following assets may also contribute to potential effectiveness in the role:

9. May be comfortable acting as more of a generalist; may be comfortable contributing ideas and opinions outside area of expertise
10. May be more likely to take some time before responding; may be less likely to move forward with the first or the most basic solution
11. May be less likely to take over a group or act with authority; may be comfortable allowing others to take the lead
12. May be careful not to overcommunicate or overexplain; may be likely to assume people will take the initiative to ask if they need more instruction or information
13. May be more focused on using his/her own expertise and knowledge to move things forward; may be concerned about slowing the pace by involving others
14. May be more open to taking risks and experimenting with outside of historical patterns and experience

15. May be less likely to pursue fads or become distracted by new ideas; less likely to be enamored with creativity without practicality
16. May be more likely to trust that people will complete tasks on time without needing to follow-up; May operate on the belief that people will keep others informed if they are not going to meet deadlines
17. May be more focused on the present rather than what may be around the corner; may be comfortable acting without extensive planning

Potential Challenges

Based on the profile for Sample Participant, the following characteristics may potentially reduce performance and potential in the role:

1. Less likely to thoroughly present or explain ideas and viewpoints or to pass along information; may be less precise or clear in setting expectations; may communicate only on a need-to-know basis; inadequate communications may cause frustration with others
2. May feel less comfortable in a managerial or leadership role; may be reluctant to give direction; may demonstrate less effort to influence decisions and actions; may take less initiative in resolving conflicts or issues within the group; may wait for others to take the lead
3. Less concerned with immediate responses and quick reactions; may be less attentive to the day-to-day activities; may have less of a sense of urgency; may tend to be less hands-on and sometimes generate somewhat impractical solutions
4. Less emphasis placed on building and using expert knowledge; may not take the time to develop specialized skills; may be less effective when working with colleagues or customers who expect greater expertise; may risk not staying up-to-date in industry or area of expertise
5. Less likely to seek opinions of others; may not get the input needed to make the best decisions; may have difficulty building commitment if others' ideas are excluded or rarely solicited; may be reluctant to learn from others
6. May fail to review and learn from past practices; may take longer to learn from mistakes; may be less cautious regarding risk; may take less time to evaluate consequences; may be less attentive to upholding organizational traditions
7. Hesitant to consider new ideas or approaches; less open to taking risks; less concerned with challenging outmoded assumptions and methods; less likely to respond as quickly in fast changing environments
8. Less attentive to monitoring progress toward goals; less emphasis on follow-through activities; may sometimes be too loose in setting deadlines; may start more activities than can finish; may pay less attention to the later phases of projects or more complex tasks
9. Less attention to long-term implications of issues and actions; less time spent on analysis and planning; may be too reactive or too short-term focused; may not think ahead; may not anticipate problems or consequences
10. May attempt to persuade and convince when listening would be the better approach; may occasionally come across as self serving or calculating; may come across as overly invested in own ideas
11. May come across as too aggressive and overbearing; may unnecessarily take an adversarial approach; may see too many things in terms of win/lose outcomes; may argue when discussion would be more constructive
12. May be overly critical and blunt; more emphasis on critical feedback may de-motivate and create defensiveness; less tactful feedback may result in important messages being misunderstood

Interview Questions

Communication

Sample Participant scored lower on **Communication** indicating somewhat less emphasis placed on setting clear expectations and keeping others well informed. This may result in being less clear and providing less information than is ideal. This may reduce effectiveness when the role requires this individual to:

- Ensure that expectations are clearly understood
- Keep others well informed on a regular basis
- Express thoughts, ideas and viewpoints clearly and thoroughly

Use one or more of the following Interview Questions to explore the orientation Sample Participant has towards **Communication**:

1. Please describe a work situation when you were too vague in communicating expectations resulting in a less than ideal outcome? In hindsight, how would you have handled the communication differently?
2. Different audiences often require different levels of detail and different amounts of information. How do you determine the appropriate amount of information and detail to provide to your varied audiences?
3. Keeping people well informed can be a challenge when there is a lot going on and a significant amount of information to share on an ongoing basis. How do you ensure that your boss, peers and direct reports are kept well informed?
4. On occasion most of us find situations where we think we have communicated our expectations clearly but it turns out that the listener did not hear the message as clearly as we believe we delivered it. How do you ensure that your listeners have heard your message as you intended it?
5. When are you more likely to communicate either less clearly or less thoroughly than is ideal?
6. Are there particular types of individuals you have a more difficult time communicating with? Why is it more challenging for you to be clear and thorough with these individuals?

Notes:

Interview Questions

Management Focus

Sample Participant scored lower on **Management Focus** indicating less emphasis placed on taking charge or leading and directing the efforts of others. This may result in sometimes waiting for other people to take the lead, functioning in an individual contributor role or hesitating to make decisions. This may reduce effectiveness when the role requires this individual to:

- Demonstrate strong leadership presence
- Be influential with key constituents
- Ensure conflicts get resolved in a timely manner
- Show significant initiative in making decisions and solving problems
- Provide guidance to the team

Use one or more of the following Interview Questions to explore the orientation Sample Participant has towards **Management Focus**:

1. When you see evidence that your group is somehow off-track or losing their focus, how do you usually respond?
2. What is your approach to handling conflicts?
3. Please describe a situation where waiting for someone in your organization to make a decision had a negative impact on a potential opportunity? In looking back, would you have done anything differently to change the outcome?
4. How would your direct reports describe your approach to leadership?
5. Please describe a situation where you advocated for your team/unit.
6. What are your greatest strengths in managing people? What are your greatest limitations in managing people?
7. There is a risk in being too controlling as a leader and there is a risk of being too relaxed and abdicating leadership responsibilities. How do you ensure your approach to leadership stays away from these two extremes?

Notes:

Interview Questions

Innovative

Sample Participant scored lower on **Innovative** indicating somewhat less emphasis placed on adapting quickly to changes or demonstrating openness to new and untested approaches. This may result in being less innovative and less willing to take risks than is ideal. This may reduce effectiveness when the role requires this individual to:

- Think creatively
- Change outmoded methods or assumptions
- Stay current with new trends
- Work effectively in a fast-changing environment

Use one or more of the following Interview Questions to explore the orientation Sample Participant has towards **Innovative**:

1. Please give an example of a time when you were unwilling to try a new approach and, as a result, ended up with a less desirable outcome. How has that experience influenced your approach to trying new ideas?
2. Please describe two or three new ideas that you would like to implement in your current role. How did you come up with these ideas? What obstacles may impact the implementation of these ideas?
3. Striking the right balance between caution and innovation can be challenging. How do you know when you are balancing these two perspectives effectively?
4. Change has become a constant in most organizational environments. How would you describe your greatest strengths in leading and managing change?
5. How would your most innovative colleagues describe you?
6. When are you more likely to come up with and try out a new idea?

Notes:

Interview Questions

Strategic

Sample Participant scored lower on **Strategic** indicating somewhat less emphasis placed on taking a long-range, broad approach to solving problems and decision-making. This may result in spending less time in objective analysis, thinking ahead and planning than is ideal. This may reduce effectiveness when the role requires this individual to:

- Be future and long-term oriented
- Anticipate challenges, risks, interdependencies and opportunities
- Be effective at strategic planning
- Utilize strong analytical thinking skills

Use one or more of the following Interview Questions to explore the orientation Sample Participant has towards **Strategic**:

1. Please describe a situation where your contingency planning was especially effective. How did you anticipate potential problems, obstacles or opportunities?
2. Please describe the processes and resources you use to stay current with trends. How do you anticipate what customers might want/need or where the market may be heading?
3. Please contrast two actual situations: One in which you planned well, including the use of interim goals, resources needed and interdependencies and one where you feel your planning was insufficient. What led to your choice to approach these situations differently? What did you learn from these experiences?
4. What approaches do you take to ensure that the tactical activities of your group are well aligned with the strategic objectives of your organization?
5. Please give an example of a situation that required you to analyze a significant amount of information in order to make an effective decision. How did you ensure you approached this analysis strategically and avoided getting lost in the details of the information?
6. Organizations are working at an increasingly fast pace - how do you balance the sometimes competing priorities of doing things quickly and taking the time needed to approach things more strategically?

Notes:

Interview Questions

Tactical

Sample Participant scored lower on **Tactical** indicating less emphasis placed on being practical, responsive and action-oriented in the role. This may result in being somewhat impractical, too removed from day-to-day activities or less attentive to opportunities than is ideal. This may reduce effectiveness when the role requires this individual to:

- Respond with simple, practical solutions
- Demonstrate flexibility or change direction quickly
- Be quick to recognize and respond to opportunities
- Work effectively in a fast-paced, action-oriented environment

Use one or more of the following Interview Questions to explore the orientation Sample Participant has towards **Tactical**:

1. Please give an example of a situation where you were very flexible in resolving an issue.
2. Please describe a situation where you may have moved too slowly and missed or almost missed an opportunity.
3. Please describe a situation where solving a problem in a simple, practical way turned out to be the best approach. Please contrast this with a situation when solving a problem in a more complex, comprehensive approach was the best approach to take.
4. How do you recognize when things are moving too quickly or you are trying to do too much at once?
5. How do you stay in touch with what is happening in the daily activities of your team?
6. Please describe your approach to balancing the long-term needs with the shorter-term needs of your area.

Notes:

Interview Questions

Technical

Sample Participant scored lower on **Technical** indicating somewhat less emphasis placed on being an expert in one's field. This may result in having less specialized knowledge than is ideal. This may reduce effectiveness when the role requires this individual to:

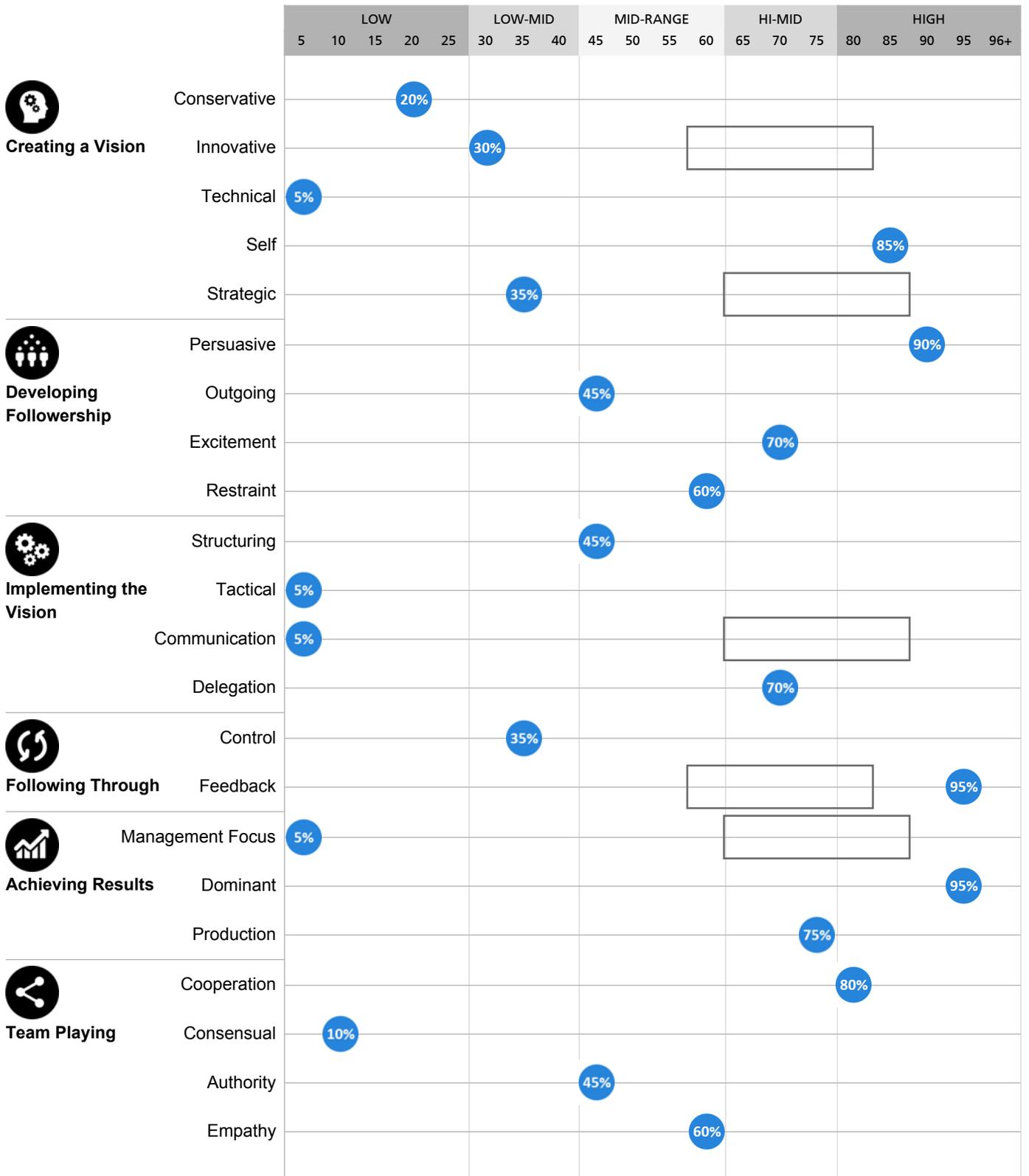
- Contribute strong knowledge and skill in a specialized area
- Train or educate colleagues and customers
- Instill confidence through expertise
- Stay up-to-date in profession

Use one or more of the following Interview Questions to explore the orientation Sample Participant has towards **Technical**:

1. How do you ensure that you keep your expertise up-to-date?
2. What specialized body of knowledge do you rely on to help you be successful?
3. When are you more likely to study an issue in depth before drawing a conclusion?
4. Please give an example of a situation where you initially took a more superficial approach and then needed to go back and re-approach the problem or opportunity from a more in-depth perspective.
5. There is so much information available to all of us now, how do you decide what knowledge and information is most important for you to have to be successful in your role?

Notes:

● Self



Range Profile: For MRG Sample Reports - RE
 United States n=98441 (Oct2017)

CREATING A VISION

Conservative: Studying problems in light of past practices to ensure predictability, reinforce the status quo and minimize risk.

Innovative: Feeling comfortable in fast-changing environments; being willing to take risks and to consider new and untested approaches.

Technical: Acquiring and maintaining in-depth knowledge in your field or area of focus; using your expertise and specialized knowledge to study issues in depth and draw conclusions.

Self: Emphasizing the importance of making decisions independently; looking to yourself as the prime vehicle for decision making.

Strategic: Taking a long-range, broad approach to problem solving and decision making through objective analysis, thinking ahead and planning.

DEVELOPING FOLLOWERSHIP

Persuasive: Building commitment by convincing others and winning them over to your point of view.

Outgoing: Acting in an extroverted, friendly and informal manner; showing a capacity to quickly establish free and easy interpersonal relationships.

Excitement: Operating with a good deal of energy, intensity and emotional expression; having a capacity for keeping others enthusiastic and involved.

Restraint: Maintaining a low-key, understated and quiet interpersonal demeanor by working to control your emotional expression.

IMPLEMENTING THE VISION

Structuring: Adopting a systematic and organized approach; preferring to work in a precise, methodical manner; developing and utilizing guidelines and procedures.

Tactical: Emphasizing the production of immediate results by focusing on short-range, hands-on, practical strategies.

Communication: Stating clearly what you want and expect from others; clearly expressing your thoughts and ideas; maintaining a precise and constant flow of information.

Delegation: Enlisting the talents of others to help meet objectives by giving them important activities and sufficient autonomy to exercise their own judgment.

FOLLOWING THROUGH

Control: Adopting an approach in which you take nothing for granted, set deadlines for certain actions and are persistent in monitoring the progress of activities to ensure that they are completed on schedule.

Feedback: Letting others know in a straightforward manner what you think of them, how well they have performed and if they have met your needs and expectations.

ACHIEVING RESULTS

Management Focus: Seeking to exert influence by being in positions of authority, taking charge, and leading and directing the efforts of others.

Dominant: Pushing vigorously to achieve results through an approach which is forceful, assertive and competitive.

Production: Adopting a strong orientation toward achievement; holding high expectations for yourself and others; pushing yourself and others to achieve at high levels.

TEAM PLAYING

Cooperation: Accommodating the needs and interests of others by being willing to defer performance on your own objectives in order to assist colleagues with theirs.

Consensual: Valuing the ideas and opinions of others and collecting their input as part of your decision-making process.

Authority: Showing loyalty to the organization; respecting the ideas and opinions of people in authority and using them as resources for information, direction, and decisions.

Empathy: Demonstrating an active concern for people and their needs by forming close and supportive relationships with others.

Role Requirements Match

Sample Participant is within or above the role requirements range for the following variables:

- Feedback

Sample Participant is below the role requirements range for the following variables:

- Innovative
- Strategic
- Communication
- Management Focus