Getfeedback

Management / Leadership Profiling Report
for
XXXX XXXX

Report requested by: XXXX
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Introduction

The basic premise of management profiling is to get a sense of an individual's natural style in order to be able to predict how they might handle workplace challenges. Profiling also provides an opportunity to begin to understand how to maximise strengths and minimise potential limitations.

Our natural style, including leadership or management style, is influenced by a number of different factors; as illustrated in the diagram. It's a little like a trifle – one's natural style is the decoration on the top of the various supporting layers: the 'work environment' jelly; the 'work you do' fruit and the 'personal attributes' cream.

Management profiling identifies the management behaviours and competencies that the individual uses on a day to day basis in order to achieve objectives. It incorporates information about the individual's personality and motivational preferences; and their cognitive ability/intellect.
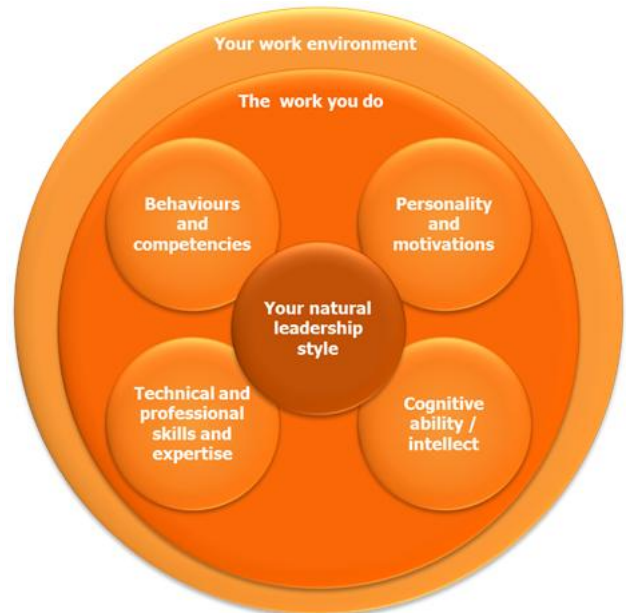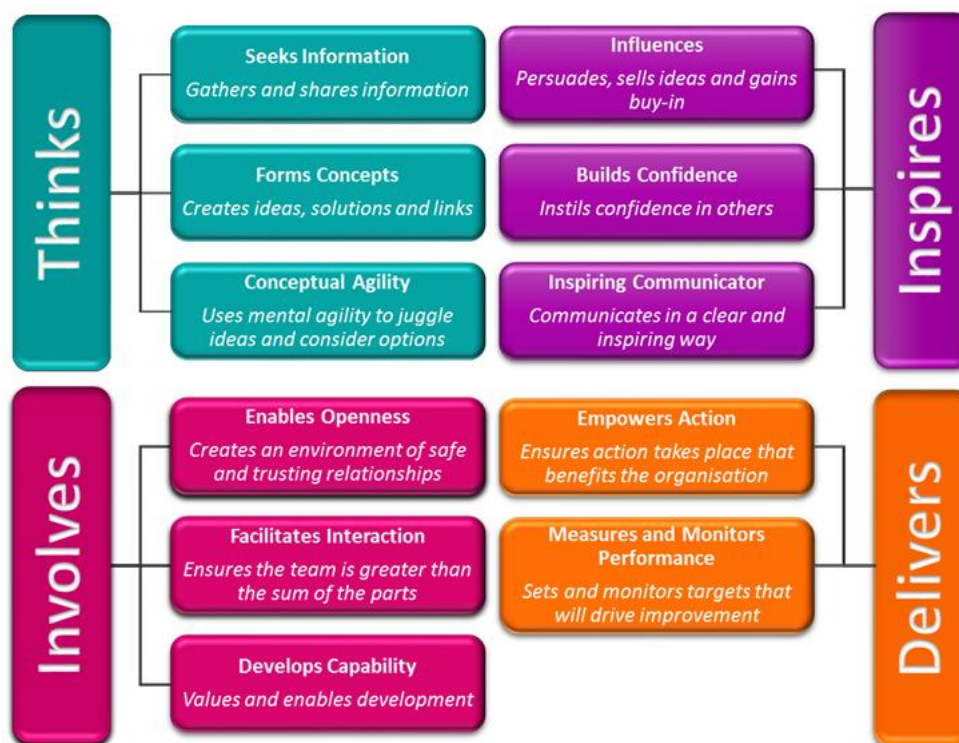
This report summarises the evidence gathered during the profiling and highlights strengths and potential areas for development. It is worth bearing in mind that no assessment can ever be 100% accurate and the reports will be read with this in mind. That being said the report does give a strong indication of how the individual is likely to operate at work and therefore the key messages it contains are important for reflection.

Profiling Components

Behaviours and competencies	Behaviour is what we exhibit and is what is experienced by others as they interact with us. Using a semi-structured interview technique known as **Behavioural Event Interviewing (BEI)** and a validated behavioural framework called the **Schroder High Performance Management Competency Framework**, we are able to elicit examples and evidence of how the individual gets things done; or in other words the behaviours they exhibit in a live work situation.
Cognitive ability / intellect	Cognitive ability has been found to be a strong predictor of an individuals' ability to perform in management roles. It is linked with the ability to solve problems; quickly understand novel situations; and evaluate possible solutions. The **Watson-Glaser Critical Thinking Appraisal** assesses analytical reasoning ability. The **Rust Advanced Numerical Reasoning Appraisal** assesses capacity to solve numerical problems.
Personality and motivations	Assessing personality and motivation tells us about the kinds of work situations an individual is likely to be comfortable in and enjoy. It gives an insight into their values and motivators as well as helping us to understand how an individual might interact with those they work with. The **Orpheus Personality Inventory** explores the individual's style in working with others and handling relationships at work. It also provides insight into thinking style, emotions and drives. The **Intrinsic Motivational Inventory** explores the key factors relating to what the individual finds motivating in the workplace.

A quick overview of the behavioural framework

The High Performance Management Competency Framework, developed by Harry Schroder and Tony Cotterill, consists of 4 clusters of behaviours or competencies; 11 behaviours in total. Each behaviour can be exhibited to a lesser or greater extent. This is measured using 5 levels (as detailed in the table below). An individual who makes use of the behaviours at a higher level will be more successful in their role, and will add more value to the organisation. As behaviours reflect an individuals' preferences and motivational needs it is likely that there will be core behaviours that an individual will display more naturally; these will often be evidenced at higher levels than other behaviours. Typically, we expect people to have a core 4-6 behaviours that they are stronger in; and the goal is that across the 11 behaviours all are exhibited at level 3.

Thinks

Seeks Information
Gathers and shares information

Forms Concepts
Creates ideas, solutions and links

Conceptual Agility
Uses mental agility to juggle ideas and consider options

Inspires

Influences
Persuades, sells ideas and gains buy-in

Builds Confidence
Instils confidence in others

Inspiring Communicator
Communicates in a clear and inspiring way

Involves

Enables Openness
Creates an environment of safe and trusting relationships

Facilitates Interaction
Ensures the team is greater than the sum of the parts

Develops Capability
Values and enables development

Delivers

Empowers Action
Ensures action takes place that benefits the organisation

Measures and Monitors Performance
Sets and monitors targets that will drive improvement

5 — Leadership Strength
• In addition, role models or implements mechanisms so that others in the organisation use the behaviour too

4 — Managerial Strength
• In addition, use of behaviour enabling response beyond scope of specific task, events and situations to involve other people or organizational unit

3 — Good Early Performance
• Basic use of behaviour in response to specific tasks, events and situations

2 — Passive
• Fails to demonstrate basic use of behaviour but does not prevent others from using behaviours

1 — Limitation
• Use of behaviour has negative impact on own and others effectiveness

Leadership Profile for XXXX

The table below shows XXXX's behavioural profile as elicited from the information shared during the Behavioural Event Interview. This profile gives a strong indication of how XXXX is likely to operate on a day to day basis. The information should be verified through evidence gathered during the recruitment process, or through feedback discussion with the individual if the profiling forms part of a development activity.

The Behavioural Event Interview process is not one that is designed to lead the interviewee into giving answers. The interviewees comments are probed to explore behaviours and levels of use. The evidence for some behaviours was easier to extract during the interview given the nature of the pieces of work that XXXX spoke about. Additional questions were asked to explore day-to-day line management of her team.

Behavioural profile - summary

Behaviour	Level	Rating
Seeks Information	4	Managerial strength
Forms Concepts	4	Managerial strength
Conceptual Agility	5	Leadership strength
Enables Openness	4	Managerial strength
Facilitates Interaction	4	Managerial strength
Develops Capability	4	Managerial strength
Influences	4	Managerial strength
Builds Confidence	3	Good Early Performance
Inspiring Communicator	3	Good Early Performance
Empowers Action	4	Managerial strength
Measures and Monitors Performance	4	Managerial strength

XXXX's behavioural profile is very strong. She demonstrated all but two of the behaviours at strength level. Of particular note is the Thinking Cluster where she demonstrated a Leadership Strength in Conceptual Agility. During her interview, she described her preference for working collaboratively and she described how important it had been to maintain relationships with the CMO's during the period of transition in the organisation. This strength in the Involving cluster aligns with XXXX's personality profile – her outgoing, socially confident nature combined with a reasonable level of empathy and emotional awareness.

Key Behavioural Strengths

Behaviour / Cluster	Level	Implications
Thinking behaviours	Managerial / Leadership Strength	XXXX clearly has a huge amount of experience and knowledge that she brings to bear on her work. She uses her networks as sources of information as well as natural curiosity and 'nosiness' (her words). She appeared to have a strong understanding of the parameters within which she is working and has brought this to bear on helping to define the new strategy for her business. She showed her capacity for strategic strength, being heavily involved in the implementation of a profitability model for data services. Strategic strength level behaviours often require the opportunity to demonstrate them – this opportunity was given to XXXX and she appeared to drive this project to fruition despite numerous set-backs.
Involving behaviours	Managerial / Leadership Strength	XXXX showed strength in all of these behaviours. She demonstrated the value she places in building and maintaining relationships. This ties in with her natural curiosity – being comfortable and appreciating different perspectives. She gave examples of good open questions and was able to articulate how the relationships she has built were maintained and then used to her advantage. She appears to place great value in development – her own and that of others. She described how she had developed her potential successor – someone who has now moved on to a more senior role in a competitor. She described herself as someone who enjoys working collaboratively and likes to seek consensus – she demonstrated Facilitating Interaction on numerous times during the interview.

Key Development Areas

Behaviour / Cluster	Level	Evidence and Implications
Building Confidence and Inspiring Communicator	Good Early Performance	It was apparent during the interview that XXXX had clearly stated her opinion on numerous occasions; had dealt with issues head on and in a timely manner. There was no evidence of how she uses this behaviour at strength level – hope she builds the confidence of others that success will follow; whether she makes statements that engender a sense of hope and optimism or whether she celebrates success. It would therefore be prudent to explore this further. On the whole XXXX was clear in her communication. She used a couple of metaphors which are indicators of potential strength level use of this behaviour. However, there were time, particularly during the second project where the interviewer struggled to follow the intricacies of what was going on. It might be the case that if this had been a face to face interview XXXX might have used a diagram to help describe the complexities of the project. It would be worth exploring how XXXX uses presentations to convey messages. There is certainly plenty of energy and social confidence there to suggest that she could be a very engaging speaker.

Cognitive Ability

Test	Percentile Score*	Implications
Critical Thinking	82nd percentile	Critical thinking ability is above average. XXXX is able to competently handle complex written information to identify key relevant messages and is likely to be very good at defining problems and identifying information to help her identify solutions. She is likely to be good at spotting when assumptions are being made; generating hypotheses, drawing conclusions and making inferences.
Numerical Reasoning	98th percentile	XXXX's ability work with numerical information is very highly developed. Only 2% of the norm group have scored higher than her. She will be very comfortable working with numerical information; solving problems in a logical manner and identifying missing information easily. XXXX will be skilled at evaluating financial information for example and will be able to quickly interpret what it tells her.

Percentile score represents the percentage of people within the general population norm group that the individual scores greater than. The average percentile score is 50 and the percentile score enables us to draw conclusions about the individuals' likely ability.

Personality Profile

XXXX's responses to the personality inventory indicate that she may have responded in a slightly contradictory manner – the score on the response profile looking at pattern of response is 1 for contradiction.

XXXX has a number of high scoring scales in the personality inventory. She has a high score on the Fellowship scale, which indicates that she is an outgoing individual; probably quite extrovert and socially confident. She will enjoy being part of group discussions and having the opportunity to work alongside others. She is unlikely to be comfortable working on her own for extended periods of time as she is the kind of person who gets their energy from interactions with others. She appears to be very comfortable making tough decisions. She is unlikely to hesitate too long when tough decisions need to be made. That being said; the interaction with the high score for Fellowship and an average score on a scale called Emotion which relates to sensitivity towards others, empathy, and emotional control, suggests that she is likely to make decisions with tact and will probably be quite skilled at taking people with her. The two high scores on Fellowship and Authority can indicate that there is a risk that she might be forceful at times especially when she is under pressure. Her score on the Conformity scale indicates that she enjoys being innovative; she doesn't want to be stifled by process and procedure. She'll be happy to follow organisational procedures if they make sense to her, but if they don't she will be keen to review them and find better ways to do things. She is likely to appreciate having freedom to be creative; and her high score on Fellowship suggests that she'll be comfortable sharing those ideas, engaging others with an energetic communication style. Finally, the profile indicates that she prefers the high-level to the detail. She's comfortable defining and working at a strategic level and will find mundane tasks tedious.

Motivational Profile

XXXX's motivational profile does not indicate any strong preferences. She appears to prefer roles that give her a range of different experiences. The one clear message from the profile is that she doesn't appear to be keen to work in role where there is a high degree of risk as she likes to be well-informed. She appears to be motivated by roles where she can act as an advisor or specialist; although this is not

such a strong priority as to suggest that she wants to be a specialist within a very narrow field of expertise. She is equally motivated by the responsibilities of a line manager. She enjoys developing others and achieving results through them.

XXXX's Intrinsic profile suggests that she is systematic and organised in her approach to work – this is slightly contradictory to the low score on the Conformity scale on the personality profile. It does however reflect that she doesn't want the work environment to be too structured or stifling and that she is relatively comfortable with change.

XXXX's profile confirms the personality profile in relation to working with others; she enjoys the opportunity to work collaboratively, sharing ideas and seeking the opinions of others. She is reasonably comfortable with a high-profile role – that's not to say that she will focus attention around her; but she is likely to be comfortable in an ambassadorial role for her organisation.

XXXX likes to be reasonably sure of what is required before getting started on a new piece of work or project. She will gather information and talk with others so that she feels confident she understands the parameters within which she is working. She'll then work towards her goal in a motivated way; not so goal focussed that she ploughs ahead ignoring new information. Her approach would probably be defined as 'considered'. XXXX strikes a balance between ensuring operational success and looking ahead for future opportunities. It'll be quite important for her to know that there are new challenges on the horizon; but she will be keen to ensure that she doesn't move on until what she's been working on is stable.

Appendices

Appendix 1 - Behavioural evidence from the BEI

Behaviour	Level	Evidence
Seeks Information	4	XXXX described developing a strategy for the business that she is currently working for. When asked how she came up with the strategy she described it as being the culmination of experience that she had gained over a number of years working within different Op Co's. When probed she went on to describe drawing on the expertise of a range of colleagues; using these people to find out information and review her draft strategy – her '9 box starter for 10'. These colleagues came from a broad range of disciplines including technical and financial.
Forms Concepts	4	XXXX described formulating a draft strategy; and gave numerous examples of how she had pieced information together to understand the parameters in which she was working. For example, she understood the implications of the agenda within the country of supporting locals.
Conceptual Agility	5	XXXX described her reasoning behind the position that she took that the brand should be about digital experience (she had created a diagnostic concept which she used to evaluate the strategy proposed by her boss) The brand needed to take into consideration that there were emerging markets as well as more developed ones where the needs of the customer differs. She said "Customers need to have the best experience on – interfaces on apps; digital self-care; access to content when they don't have bank accounts. (Evidence of Forming Concepts and Conceptual Agility). XXXX described evaluating what needed to fit in to which box when looking at how the strategy would be operationalised. She described how there were some clear fits and some that were less so. XXXX described her second piece of work as creating a model which would evaluate the profitability of data services in each Op Co. She worked alongside a finance colleague to develop two models. These models are now in place and being used by the Op Co's as diagnostic tools. This suggests that XXXX has the potential to be operating at Strategic Strength level of Conceptual Agility.
Enables Openness	4	XXXX described monthly meeting (call) with each Op Co. She maintained these meetings during the transition to the new company as she felt it important to maintain relationships in readiness for when there would be a new strategy to disseminate. She reported using these meeting to canvas the CMO's to find out what was happening in their Op Co's (Also evidence of Seeking Information 4; Empowering Action 4– proactively removing barriers to action; and Facilitating Interaction 3). During these meetings' she got strong indications from several of the Op Co's that the proposed strategy would not work. She asked the Op Co's "What do you recommend?" XXXX disclosed feeling vulnerable during the transition as things were very up in the air. XXXX described supporting her team during the transition talking with them about their situation; checking in with them to ensure they were taking action to secure alternative positions etc.
Facilitates Interaction	4	XXXX described getting the consultants working on the strategy to come into the monthly calls with CMO's. She got them to facilitate discussions as she saw them as having the expertise to do so. XXXX described how once she had buy-in from the Commercial Leaders that there was a problem that the project should move to the next phase – 'What do we do about it?'. XXXX set up working group with nominated individuals from each Op Co. XXXX shared the work and answered questions so that everyone had a shared understanding of the issues. She has run 3 workshops to

		collectively share best practice resulting in the Op Co's adding actions to their Annual Plans.
Develops Capability	4	XXXX reflected on what she could have done differently with regards to the 2nd piece of work which had been fraught with political difficulties. She demonstrated a good understanding of where she has the potential to struggle and described how she tackles this. She explained mentoring relationships that she has in place to support her own development. When asked specifically about her day job during the period that these projects covered she talked at length about her team and how the transition affected them. She described in particular an individual that she had developed through mentoring
Influences	4	XXXX explained her reasoning behind believing that the strategy should be about digital experience and reported that her boss agreed that it should be "fastest plus". XXXX described undertaking background lobbying, talking with colleagues to get them to raise things with her boss. She used her knowledge of the politics of the organisation to try to influence things – this was while the boss seemed to take a step back. She also described recognising that compromises had to be made when identifying the different boxes that the strategy would be broken down in to.
Builds Confidence	3	XXXX explained how she and the consultants took the feedback from the Op Co's back to her boss to share the belief that the strategy would not work. She described stating her opinion that it should be about digital experience not fastest network. XXXX described going to the management team and informing them that based on the modelling that the planning team had done it looked as though almost all of the OP Co's would be unprofitable. The CTO pushed back quite strongly. XXXX arranged a follow up meeting with him to take him through the data and the model. Once he understood the model he bought into the results.
Inspiring Communicator	3	XXXX communicated clearly during the interview. She used several analogies to which helped the interviewer to understand what was being described e.g. The Op Co's are on the same journey; they're just starting in different places. The emerging markets are going through the same things that those who are further along their journey.
Empowers Action	4	XXXX set up Comm's reviews with each Op Co. She designed the review with two sessions; one for the Consultants and another for Op Co's to review their plans for the year. A member of staff co-ordinated the logistics for these meetings. She described identifying certain expectations that each Op Co would be required to meet – these aligned with the boxes of the strategy that she had responsibility for. She shared these expectations with the Op Co's. She sent a detail document before the meeting and asked them to prepare for the meeting based on the content of the document. XXXX described getting the Planning team to use the plans that were coming in from the Op Co's to run the profitability modelling so that they started to get some data they could use to validate the model.
Measures and Monitors Performance	4	The expectations set down formed metrics against which the Op Co's could be measured. XXXX pushed for metrics and a reporting requirement for the Op Co's. This is managed by a colleague in Planning. XXXX's approach to the strategy was very much about creating a telco that met the needs of their customers; providing stretch for those Op Co's in emerging markets.

Appendix 2 – Overview of behaviours

Behaviour	Summary
Seeks Information	**Information gathering and sharing -** Keeping up to date; researching; asking questions to find out about a broad range of factors. Sharing knowledge and information with others.
Forms Concepts	**Understanding what's happening and being creative -** Linking information; identifying patterns and trends to look beyond symptoms to understand root cause. Having ideas; creating concepts and models.
Conceptual Agility	**Evaluating options or possibilities -** Being open to different perspectives; using concepts or models to weigh-up situations; evaluating different options at the same time; synthesizing alternatives to formulate powerful solutions.
Enables Openness	**Interacting with openness and respect** - listening to others; asking questions to uncover thoughts and feelings; demonstrating understanding and empathy.
Facilitates Interaction	**Active participation in and facilitation of group discussions -** sharing ideas; vocalising links between own and others ideas; encouraging others to speak up and encouraging focus on objectives of discussions; fostering collaborative working.
Develops Capability	**Developing self and others -** active management of own development and supporting the development of others through ongoing discussion and performance appraisal, provision of training, mentoring, coaching, secondments etc.
Influences	**Persuading and influencing others** - gaining buy-in; developing mutually beneficial solutions and relationships; building and maintaining personal networks
Builds Confidence	**Displaying self-confidence and building positivity -** being decisive and firm in tackling issues; communicating sense of confidence and optimism; recognising achievements and celebrating success
Inspiring Communicator	**Effective and engaging communication -** clear, concise and structured in communication; using visual aids, metaphors, humour, analogies to deliver messages with impact
Empowers Action	**Planning and delegating -** Organised and methodical; defining roles and responsibilities; proactive; empowering others; removing barriers to action
Measures and Monitors Performance	**Setting goals and monitoring performance -** defining how success can be measured; setting KPIS; identifying stretch; providing feedback on performance; improving performance for the benefit of the customer