

# Executive Assessment for Selection and Development

April 2025  
Confidential

Assessment battery:

- › Leadership Temperament Index (LTI) - Executive Benchmark
- › Watson Glaser Critical Thinking - Executive Benchmark
- › Targeted debrief & discussion

This report is prepared for the exclusive and confidential use of the client and is a component of a process designed to assist the client in the achievement of its business objectives as described to CMP. This report is a summary of our understanding of the behavioral characteristics of individuals at the point in time based upon CMP's processes and procedures. The report is but one outcome and is one of a variety of factors used in making decisions. Recipient undertakes:

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# Assessment Report

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### Strengths to be Leveraged

<b><u>Leading Others</u></b>		
Talent Development		+ <b>Performance focus</b> – Dana is highly organized, detail-oriented and methodical in her approach to work. She uses time and resources wisely, stays focused, and gauges her success by results achieved. Dana should be a strong project manager in moving initiatives from ideation to implementation in a planful manner.
Performance Accountability		
Including Others		
<b><u>Leading The Organization</u></b>		
Achieving Results		+ <b>Strong analytical and problem-solving capability</b> – Dana has solid capacity across key dimensions of critical thinking. She is a strong deductive thinker drawing accurate conclusions from divergent data, and a strong inductive thinker with the ability to generate new insights. She can get below the surface to find solutions and navigate the complexity inherent in more complex roles.
Change Management		
Thinking Strategically		
<b><u>Leading Yourself</u></b>		
Showing Initiative		+ <b>Results-oriented leader of process and people</b> – as a manager, Dana has both a high task and a high people orientation. She should effectively build connection and followership, and bring clear structure to the reporting and accountability in her organization.
Continuous Learning		
Seeking Feedback		
Critical Thinking		+ <b>Learning agile &amp; systems-oriented</b> – Dana is not impetuous. She is risk sensitive and considers the larger impact of actions and decisions. She is naturally curious with the ability to learn quickly from experiences.
Executive Level Benchmark	66%	
<b>Overall Model Fit Rating</b>	<b>73%</b>	+ <b>Objective &amp; data-based</b> – Dana is data and fact based. She is not overly positive or negative and should not let any biases impact her actions and decisions.

### Gaps/Risks to be Managed

- **More operational than strategic** – Dana is more pragmatic than conceptual. She is uncomfortable with ambiguity and will naturally focus on tangible implementation issues and not naturally elevate above the clouds to consider the larger number of tradeoffs inherent in forming broader strategy. If immediately put into a role that requires her to focus on more strategic issues it will likely take her out of her comfort zone. Dana has strong critical thinking ability but will need support to build her strategic muscle.
- **Change averse and avoids challenging methods** – Dana is slow to adopt to changing plans, conditions, and expectations and is less comfortable pushing back on established processes. She prefers to work in an environment where she can stay in a routine and not be asked to pivot. Developing a more adaptive and innovative approach to leadership will position her to navigate through complexity more smoothly.
- **Conflict avoidance** – Dana is highly agreeable and seeks to maintain a harmonious environment, which can lead her to withhold constructive feedback and only focus on the positives. She may delay or water down the crucial conversations needed for alignment, feedback and development. She may delay tough decisions.

# Executive Assessment for Selection Scorecard: **Dana Sample**

## Vice President, Operations: **Role Competencies**



Strength	Solid	Possible Gap/Risk
	Strong perspective, judgment and strategic approach.	
	Interpersonal skills.	
	Ability to implement strategy through their team; delegates effectively.	
	Ability to develop and coach next level management.	
	Able to successfully work in a multicultural/global environment.	
	Able to resolve complex problems while achieving objectives.	
	Listening and communication skills for all business levels	
	High level of energy and passion to deliver impact; action oriented.	
	Engenders followership and can build the next generation of leaders.	
	A leader who takes on issues and challenges directly;	
	Comfortable with ambiguity – views change as set of opportunities.	
82%	<b>Overall Role Competency Fit Rating</b>	

**Overall:** Dana has strong analytical skills and demonstrates sound judgment. She is a uniquely criteria-based decision maker who should not confuse opinion for fact. Interpersonally, Dana seeks for harmony and will work hard to build strong rapport. She should actively listen and include others in decision making.

Dana has the capacity to navigate complex operations and move work efficiently from ideation to implementation. Dana is less ego-driven and should naturally put the needs of the team and organization above any personal agenda if ever in conflict.

Dana assesses as very persistent, detail-oriented, and organized, in many ways she is a prototypical project manager.

In developing against role competencies, Dana should focus on building key executive capabilities, including:

- **Providing her team with insights & stretch assignments** – Dana seeks for positive feelings at about all costs and hesitates to challenge others or have tough conversations. She is likely to “play it safe” with her team and resort to delegating tasks versus full areas of responsibility. Building her feedback and delegation skills will facilitate development and better leverage her team.
- **Gain comfort with change and ambiguity** – Dana seeks for homeostasis and will not naturally challenge the status-quo nor seek innovative or novel solutions. Dana may be slow to adopt, and adapt to, necessary change and resort to what is known and comfortable to her. Building her level of comfort with ambiguity and change will be critical in this role.

# Executive Assessment for Selection Scorecard: Dana Sample

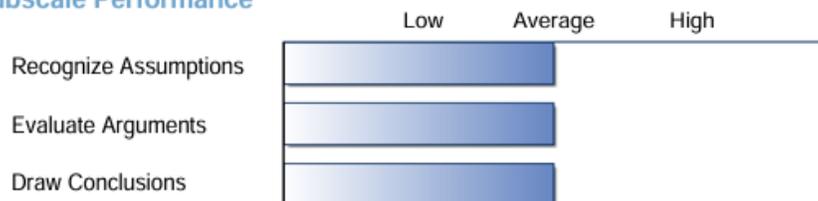
## Vice President, Operations: External Benchmark (Vice President Level)



Overall LTI Fit Rating

62%

### Subscale Performance



Overall WG Fit Rating

66%

- + **Operationally savvy and disciplined** – Dana brings a high-level of structure, organization and process-orientation to her work. Should use time and resources efficiently while moving work efficiently from idea to implementation.
- + **Poised and resilient** – Dana can detach from the emotion of a situation to ensure stress does not inform decision making. Can be a stabilizing influence in times of challenge and change.
- + **Range of influence** – Dana communicates with clarity and confidence. Is able to read and adjust effectively to people across styles, backgrounds, levels and functions.
- + **Collaborative leadership orientation** – Dana involves her team in collective problem solving and brainstorming. Will activate team synergy and harness the talents of her stakeholders.
- + **Focused on timely execution**– Dana operates with a level of urgency and decisiveness. Will ensure that goals and objectives are met and projects proceed according to plan.
- + **Emotional maturity** – Dana has the composure and stability to handle operational and managerial challenges. Is confident and optimistic, bouncing back quickly from frustration.
- + **Ability to solve problems** – Dana has a balanced analytical approach - her strength is getting below the surface to challenge assumptions, maintaining objectivity, and using all of the data and information available to arrive at warranted conclusions.
- + **Self aware and purpose driven** – Dana is naturally introspective. She engages around a sense of mission and purpose in her work and can build a level of followership..

- **Almost sole focus on tactics** – Dana is so focused on executing the business plan that she does not elevate her perspective. Contingency planning and forecasting will help her strategize.
- **Maintains the status quo** – Dana prefers a predictable work environment where you don't challenge if a better or difference method should be considered. Embrace change and innovation.
- **Conflict adverse** – Dana may need to be coached to actively share feedback and initiate crucial conversations. As well as more actively check-in with others and solicit feedback.

**Overall:** Dana is an aware, driven, organized, stable, resilient and team-oriented leader. She will expand her capacity as she becomes a more strategic gent for Change who activates the feedback cycle.

# Executive Assessment for Selection Scorecard: **Dana Sample**

## Vice President, Operations: **Overall Fit and Potential Summary**



### Overall Fit

Model Rating

73%

Role Competency Rating

82%

**Overall Fit Rating**



Dana assesses as a strong fit against the Leadership Model and the core requirements of the role.

Dana brings unique strengths to the role, including:

- Analytical ability – objective, and criteria driven.
- Stable & resilient – in the top 5% of executives.
- Collaboration – in top 8% of executives on penchant to engage broadly.
- Operational capacity – top 15% on ability to manage people and work efficiently with a results orientation.
- Influence – in top 20% of executives in ability to build relationships broadly.

Dana's areas of risk/opportunity may become key derailers if the role substantially changes or expands in the short term. Areas of risk include:

- Innovation & creativity – in the lower 25% of executives
- Strategic Thinking – in the lower 30% of executives.
- Feedback enablement – in the lower 35% of executives.
- Change management – in the lower 40% of executives.

### Overall Potential

LTI Rating

62%

Watson Glaser Rating

66%

**Overall Potential Rating**



In reviewing key indicators of potential, Dana assesses as having a moderate trajectory into larger roles over time with clear strengths and risks.

Dana is poised to be successful in larger roles that require:

- Analytical reasoning – in the top 35% of executives and balanced across inductive, deductive and critical thinking.
- Large scale program management – in the top 15% of executives.
- Systems perspective – in the top 15% on broader risk sensitivity.
- Broad and stabler leadership – top 5% of executives in stress management and top 20% of executives in stakeholder management.

Dana's may struggle in larger roles that require:

- Bold or turnaround leadership – making tough people decisions.
- Significant strategic thinking where she can not rely on past experience or more proven formulaic solutions.
- More experimental or innovative leadership.
- Leadership in a highly dynamic and fluid environment.

**Definition** – Formulates objectives and priorities and implements plans consistent with the long-term interests of the organization. Capitalizes on opportunities and manages risks.

## Thinking Strategically Resources

### Foundational domain knowledge:



"*Competitive Strategy*" by Michael Porter



"*Good Strategy/Bad Strategy*" by Richard Rumelt



"*Blue Ocean Strategy*" by W. Chan Kim and Renée Mauborgne



"4 Ways to Improve Your Strategic Thinking Skills", Harvard Business Review," - [4 Ways to Improve Your Strategic Thinking Skills \(hbr.org\)](https://hbr.org/4-ways-to-improve-your-strategic-thinking-skills)



"HBR Guide to Thinking Strategically (HBR Guide Series), Harvard Business Review"

### Staying contemporary – ongoing development:



**Subscribe commit to reading a leading Business Publication** – options: *Harvard Business Review*, *MIT Sloan Management Review*, *The Economist*, *McKinsey Quarterly*.



**Schedule time weekly to stay Informed on Industry Trends** by monitoring market research and competitor analysis.

## Strategic Actions

- **Engage with relevant thought leader(s)** – identify and engage with the critical few people who have an informed and contemporary view of the industry and technology. Conversations should focus on trends, discontinuities, opportunities, and emerging concepts.
- **Create space to think forward** – schedule time to consider strategic issues – ask and explore issues impacting Fox Rehabilitation in 3+ years individually and with thought partners.
- **Participate in professional networks** - join industry associations and executive forums; and attend networking events and conferences.
- **Conduct scenario planning and business simulations** - to anticipate future challenges.
- **Implement reflective practices** - schedule regular time for reflection on decisions and outcomes. Keeping a journal to document lessons learned can help.

## Development Focus: Change Management



**Definition** – Develops their own resiliency, capacity, and composure when change occurs. Manages the people side of change—including creating stability, communicating with clarity, sharing a compelling vision, setting expectations, and engaging others in the transformation process.

### Change Management Resources

#### Foundational domain knowledge:



*Leading Change*, John P. Kotter, 2012.



*Transformation Starts with Agile Leadership*, McKinsey & Company  
[Transformation starts with agile leadership | McKinsey.](#)

### Strategic Actions

- **Adopt inquisitive mindset** – schedule time to focus on emerging technologies and inflection points. Follow key thought leaders and find a thought partner.
- **Implement mechanisms for regular stakeholder feedback** – gather ongoing input on areas of strength, need and performance – respond to key themes and insights.

## Development Focus: Talent Development

**Definition** – Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

### Talent Development Resources

#### Foundational domain knowledge:



*The Power of Your Leadership: Making a Difference with Others*, John C. Maxwell, 2017.



[A Better Way to Develop and Retain Top Talent \(hbr.org\)](#)

### Strategic Actions

- **Ask for input and advice** – be an active participant in the feedback cycle by asking questions to gain greater insights.
- **Address performance issues** – gain a comfort level around giving others constructive feedback and don't hesitate to have the tough conversation.
- **Start, Stop and Continue** – Ask your self what you can start, stop, and continuing doing to improve others' performance.

# THANK YOU

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