

MEASURING LEADERSHIP CULTURE

CANDIDATE REPORT

John Good

Job Title:

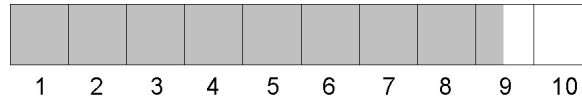
General Manager

26/03/2009

Gaffin Associates

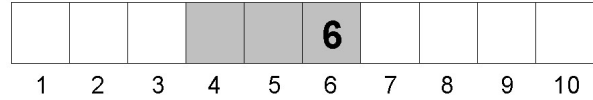
JOB MATCH - CANDIDATE PROFILE RESULTS

Overall Job Match



Developing Expertise

Keeps up to date with products, services, systems and procedures.



Thinking and Planning

Anticipates potential problems and opportunities within the planning process.



Communicating Expectations

Sets measurable performance standards, objectives and goals to be achieved.



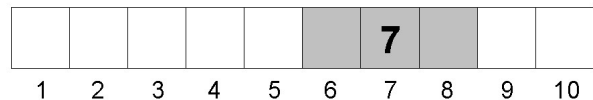
Structuring Tasks

Demonstrates a systematic approach to organisation and administration



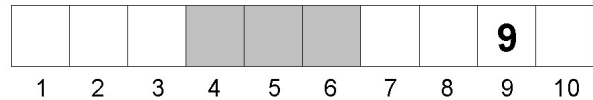
Leading the Team

Provides leadership which utilises the full potential of the team.



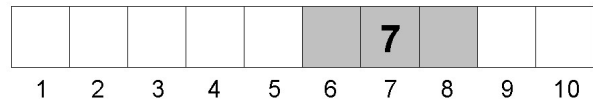
Building Relationships

Works closely with other departments to build effective relations.



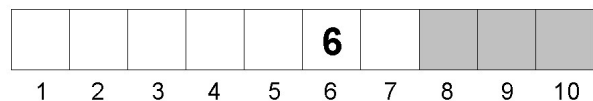
Focusing on Quality

Improves quality and service standards by paying attention to detail.



Achieving Results

Focuses on producing results through encouraging high achievement.



Users of the Screening and Selection - Candidate Report should note that it must be used only in conjunction with other recognised selection procedures such as the candidate's application form, background information, structured interview, employer references etc. The information and data provided in the report must not represent more than one-third of the candidate selection decision making process.

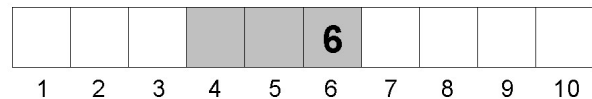
The benchmark or shaded areas illustrate the ideal range for the given role as defined by the organisation. The number along the scale of each behavioural characteristic denotes the candidate's score. The percentage overall job match or suitability rating compares the candidate's scores with the benchmarks.

Please note the 1-10 scale used throughout the report is called a Sten Scale. Sten simply means the standard tenth of a normal distribution. Approximately 16% of the population would score in Stens 1-3 and 16% in the range 8-10. The other 68% of the population will score in the middle range of Stens 4-7.

CANDIDATE PROFILE SUMMARY

Developing Expertise:

Keeps up to date with products, services, systems and procedures.



- This candidate is likely to invest time in developing their expertise across a wide range of subjects and areas.
- Their score suggests they will have a good technical understanding of their role but may not have the depth of knowledge relating to more specialist areas.
- Team members will probably recognise their ability to understand issues and provide direction relating to problem solving.
- Overall, it is likely that this candidate will develop a good working knowledge relating to products, services, systems and procedures.

Thinking and Planning:

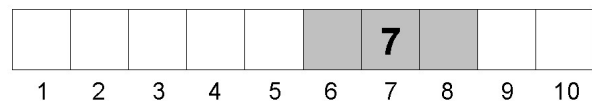
Anticipates potential problems and opportunities within the planning process.



- This candidate is likely to be aware of the various options available for dealing with potential problems or issues.
- Their score suggests they will often use 'what if' type questions in order to identify potential risks and opportunities.
- Team members will probably recognise their logical approach and ability to develop clear and realistic plans.
- Overall, it is likely that this candidate will be comfortable thinking through the implications of their actions through analysing and evaluating the associated risks.

Communicating Expectations:

Sets measurable performance standards, objectives and goals to be achieved.

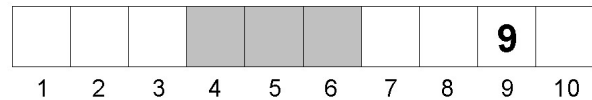


- This candidate will feel relatively comfortable defining and communicating performance standards to be achieved.
- Their score suggests that they will keep everyone informed about changes that affect them on a frequent basis.
- Team members will probably recognise their ability to check understanding of the information provided.
- Overall, it is likely that this candidate will be explicit in the way they communicate the performance standards, objectives and goals to be achieved.

CANDIDATE PROFILE SUMMARY

Structuring Tasks:

Demonstrates a systematic approach to organisation and administration



- This candidate is likely to be highly organised, systematic and structured in their approach to work.
- Their score suggests they will be extremely effective in managing their time and providing a stable and organised environment for their team.
- Others within the organisation will probably recognise their ability to monitor and control assignments or tasks through to completion.
- Overall, it is likely that this candidate will be very comfortable operating within, and adhering to, organisational systems, policies and procedures.

Leading the Team:

Provides leadership which utilises the full potential of the team.



- This candidate will feel relatively comfortable involving others as part of the decision making process.
- Their score suggests they will be receptive to new ideas which may conflict with their own.
- Team members will probably recognise their willingness to delegate certain responsibilities as part of developing people.
- Overall, it is likely that this candidate will give emphasis to the leadership dimension of their role by encouraging initiative and involvement throughout the team.

Building Relationships:

Works closely with other departments to build effective relations.

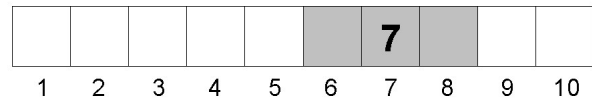


- This candidate is likely to sacrifice personal gain for the benefit of others and the larger organisation.
- Their score suggests that they will endeavour to build effective relationships and networks outside the department.
- Others within the organisation are likely to appreciate their co-operation and support for unpopular decisions.
- Overall, this candidate will probably be very comfortable with the concept of how team playing contributes to 'effective' internal and external relationships.

CANDIDATE PROFILE SUMMARY

Focusing on Quality:

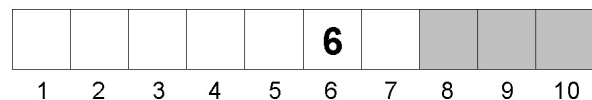
Improves quality and service standards by paying attention to detail.



- This candidate is likely to give emphasis to providing a quality service to internal and/or external customers.
- Their score suggests that they like to 'get it right the first time' by paying attention to important detail.
- Team members are likely to recognise their ability to listen and act upon comments made to improve quality or service related issues.
- Overall, this candidate will typically strive to meet organisational expectations through the level of service and quality they provide to others.

Achieving Results:

Focuses on producing results through encouraging high achievement.



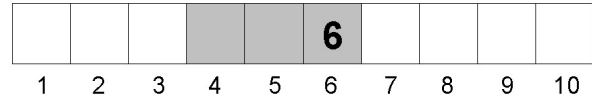
- This candidate will feel relatively comfortable directing the efforts of others to achieve high performance and results.
- Their score suggests that they will be quite comfortable with decision-making and resolving conflict.
- Team members will probably recognise their ability to provide both positive and negative feedback when the situation arises.
- Overall, it is likely that this candidate will be comfortable working in an environment where standards of performance and achievement are an integral part of the role.

INTERVIEW QUESTIONS, COACHING & DEVELOPMENT IMPLICATIONS

This candidate scored within the benchmark range for the specified role in the following area:

Developing Expertise:

Keeps up to date with products, services, systems and procedures.



Although the Candidate scored within the Benchmark range established for the role, please validate their result by using the questions provided:

When interviewing you could use some of these questions to probe further:

Suggested Interview Questions:

- A** *If you had a choice would you prefer a role that utilised your technical expertise or one with a more general bias? (Please give your reasons)*
- B** *Would you describe yourself as someone who has a thirst to learn new things or someone who invests limited time in this area? (Whichever response is given ask them to elaborate and give reasons)*
- C** *In your current/previous role, how do/did you keep up to date with the introduction of new products, services, systems and procedures? (Please elaborate)*
- D** *What do you know about our organisation? (Please provide details)*

Interviewer Rating 1 2 3 4 5 6 7 8 9 10

Suggested Coaching and Development Activities

The following suggestions could be considered as part of any coaching or development activity.

- Arrange for a familiarisation program to be undertaken in key departments with a list of specific topics to be covered.*
- Organise appropriate seminars, courses or literature on company information, products, services etc.*
- Create opportunities for working with people in the organisation who are 'experts' in their field. Develop a checklist of topics to be covered.*
- Arrange regular assessment and feedback on the level of understanding relating to the products, services, systems and procedures within the organisation.*

INTERVIEW QUESTIONS, COACHING & DEVELOPMENT IMPLICATIONS

This candidate scored within the benchmark range for the specified role in the following area:

Thinking and Planning:

Anticipates potential problems and opportunities within the planning process.



Although the Candidate scored within the Benchmark range established for the role, please validate their result by using the questions provided:

When interviewing you could use some of these questions to probe further:

Suggested Interview Questions:

- A** *If you were offered a position with our organisation, how would you organise your time in the first 90 days? (Please elaborate)*
- B** *Can you give a recent example where you were able to anticipate a major problem or issue before it happened? (Describe the circumstances and your actions)*
- C** *How did your present/previous role involve you in the planning or forecasting process? (Please explain)*
- D** *Where do you see yourself in 5 years time and how will you get there?*

Interviewer Rating 1 2 3 4 5 6 7 8 9 10

Suggested Coaching and Development Activities

The following suggestions could be considered as part of any coaching or development activity.

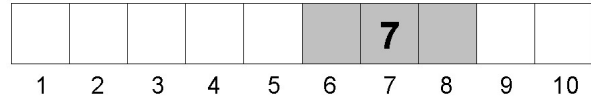
- Ensure time is allocated each day for thinking ahead or planning purposes.*
- Organise time to work with people who are experienced in the planning and forecasting areas so that 'best practice' can be followed.*
- Ensure an action plan is developed on a daily, weekly or monthly basis with activities that need to be undertaken.*
- Arrange for assessment and feedback in this area on a regular basis.*

INTERVIEW QUESTIONS, COACHING & DEVELOPMENT IMPLICATIONS

This candidate scored within the benchmark range for the specified role in the following area:

Communicating Expectations:

Sets measurable performance standards, objectives and goals to be achieved.



Although the Candidate scored within the Benchmark range established for the role, please validate their result by using the questions provided:

When interviewing you could use some of these questions to probe further:

Suggested Interview Questions:

- A** *In your current/previous role, how much time do/did you spend on defining performance expectations and what does/did it entail? (Please explain)*
- B** *To what extent should everyone within a team be involved in the objective setting process and why? (Whatever the response, please elaborate)*
- C** *What different communications techniques do/did you use to communicate information to your team and which one did you find to be the most successful? (Please explain)*
- D** *How would people you have worked with in the past describe your communication style? (Whatever the response, please give reasons and details)*

Interviewer Rating 1 2 3 4 5 6 7 8 9 10

Suggested Coaching and Development Activities

The following suggestions could be considered as part of any coaching or development activity.

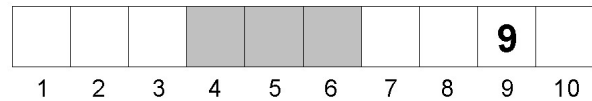
- Ensure team members within the department are involved in agreeing standards of performance.*
- Schedule and attend departmental meetings and observe how variances against plan are dealt with. Provide feedback and coaching after the meeting.*
- Create opportunities for working with people in other departments who are successful in the communicating expectations dimension of their role so that 'best practice' can be followed.*
- Schedule regular meetings to discuss what actions have been taken which relate to defining their performance expectations.*

INTERVIEW QUESTIONS, COACHING & DEVELOPMENT IMPLICATIONS

This candidate scored outside the benchmark for the specified role in the following area:

Structuring Tasks:

Demonstrates a systematic approach to organisation and administration



This candidate's interest in demonstrating a systematic approach to organisation and administration is higher than typically encountered in a person for this Job Match. The score indicates they may be best suited to a job where placing emphasis on 'structuring tasks' is above the Benchmark requirement established for this role.

When interviewing you could use some of these questions to probe further:

Suggested Interview Questions:

- A** *In your current/previous role how much time do/did you spend on organisation and administration and what does/did it entail? (Please elaborate)*
- B** *If you had a choice between a role which entails a considerable requirement to adhere to systems, policies or procedures or one that gives you more freedom in this area, which would you choose and why? (Please explain)*
- C** *What are some of the potential problems associated with 'doing everything by the book'? (Please explain)*
- D** *Assuming you were offered a position with our organisation, how would you monitor or control tasks through to completion? (Please elaborate)*

Interviewer Rating 1 2 3 4 5 6 7 8 9 10

Suggested Coaching and Development Implications

The following areas associated with this candidate's score should be continuously assessed and where appropriate, dealt with in any coaching or development activity.

- May be unreceptive to new ideas that could disrupt routine or systems.*
- May demonstrate inflexibility or bureaucracy in their dealings with others.*
- May discourage individual initiative through promoting conformity.*
- May be perceived by others as investing too much time on the administration side of the business and getting immersed in detail.*

INTERVIEW QUESTIONS, COACHING & DEVELOPMENT IMPLICATIONS

This candidate scored within the benchmark range for the specified role in the following area:

Leading the Team:

Provides leadership which utilises the full potential of the team.



Although the Candidate scored within the Benchmark range established for the role, please validate their result by using the questions provided:

When interviewing you could use some of these questions to probe further:

Suggested Interview Questions:

- A** *In your current/previous role, how do/did you involve your team in problem solving and decision making? (Please explain)*
- B** *Do you believe everyone has a natural ability to be a successful leader irrespective of whether or not they are formally trained? (Whatever the response, please elaborate)*
- C** *Describe how would you delegate a task to a team member and what benefits would be derived? (Please explain both aspects)*
- D** *How would people you worked with in the past describe your leadership style? (Whatever the response, please elaborate)*

Interviewer Rating 1 2 3 4 5 6 7 8 9 10

Suggested Coaching and Development Activities

The following suggestions could be considered as part of any coaching or development activity.

- Ensure everyone within the team is involved in the problem solving and decision making process.*
- Recommend guided reading on leadership topics relating to high performing teams.*
- Create opportunities to work with people in other departments who are successful in the leadership dimension of their role so that 'best practice' can be followed.*
- Schedule regular meetings to discuss what actions have been taken which relate to utilising the full potential of the team.*

INTERVIEW QUESTIONS, COACHING & DEVELOPMENT IMPLICATIONS

This candidate scored outside the benchmark for the specified role in the following area:

Building Relationships:

Works closely with other departments to build effective relations.



This candidate's interest in working closely with other departments to build effective relations is higher than typically encountered in a person for this Job Match. The score indicates they may be best suited to a job where placing emphasis on 'building relationships' is above the Benchmark requirement established for this role.

When interviewing you could use some of these questions to probe further:

Suggested Interview Questions:

- A** *In your current/previous role how much time do/did you spend on building effective relationships with other departments or functions and what did it entail? (Please elaborate)*
- B** *If you had a choice between a role which entails a considerable requirement to work with different departments or functions or one that had a limited involvement in this area, which would you choose and why? (Please explain)*
- C** *What are some of the potential problems associated with building 'effective' networks outside the department? (Please explain)*
- D** *Assuming you were offered a position with our organisation, how would you earn/gain support from your colleagues in other departments or functions? (Please elaborate)*

Interviewer Rating 1 2 3 4 5 6 7 8 9 10

Suggested Coaching and Development Implications

The following areas associated with this candidate's score should be continuously assessed and where appropriate, dealt with in any coaching or development activity.

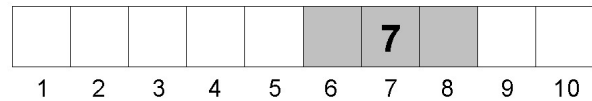
- May spend too much time focusing on what's happening elsewhere.*
- May be too accommodating to the needs of others.*
- May over sell the department's ability and contribution to others.*
- May be perceived by others as 'political' in their relationships.*

INTERVIEW QUESTIONS, COACHING & DEVELOPMENT IMPLICATIONS

This candidate scored within the benchmark range for the specified role in the following area:

Focusing on Quality:

Improves quality and service standards by paying attention to detail.



Although the Candidate scored within the Benchmark range established for the role, please validate their result by using the questions provided:

When interviewing you could use some of these questions to probe further:

Suggested Interview Questions:

- A** *In your experience, what are some of the key factors that have an adverse impact on quality or customer service performance? (Please explain)*
- B** *In your current/previous role, what actions did you take to improve quality or service standards and what was the outcome? (Please explain)*
- C** *In your opinion, which is the most important: achieving profit or providing a high level of quality or service? (Please explain your reasoning)*
- D** *Should you be appointed, what actions or steps would you take to get closer to your customer? (Give details)*

Interviewer Rating 1 2 3 4 5 6 7 8 9 10

Suggested Coaching and Development Activities

The following suggestions could be considered as part of any coaching or development activity.

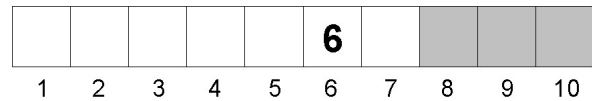
- Allocate time to understand the quality and customer service standards within the department/organisation and provide access to performance data.*
- Ensure the data generated to assess quality or customer service performance is utilised effectively e.g. customer feedback, 'mystery shoppers', focus groups etc.*
- Arrange meetings with the team and colleagues to discuss how quality and customer service can be improved.*
- Ensure regular meetings are scheduled to discuss recurring quality or customer service problems or issues that have not been resolved.*

INTERVIEW QUESTIONS, COACHING & DEVELOPMENT IMPLICATIONS

This candidate scored outside the benchmark for the specified role in the following area:

Achieving Results:

Focuses on producing results through encouraging high achievement.



This candidate's interest in focusing on producing results through encouraging high achievement is lower than typically encountered in a person for this Job Match. The score indicates they may be best suited to a job where placing emphasis on 'achieving results' is below the Benchmark requirement established for this role.

When interviewing you could use some of these questions to probe further:

Suggested Interview Questions:

- A** *Describe a situation in your current/previous role where you achieved an outstanding result in excess of your organisation's expectations? (Please describe the achievement and how you went about it)*
- B** *What is your experience of using 'Management by Objectives' or Performance Management Systems and how have you utilised these techniques in the past? (Please elaborate)*
- C** *How would you deal with poor performance within your team? (Please explain)*
- D** *Describe an event in your life where you achieved something major and how you felt at the time? (Please recollect your experiences)*

Interviewer Rating 1 2 3 4 5 6 7 8 9 10

Suggested Coaching and Development Activities

The following suggestions could be considered as part of any coaching or development activity.

- Provide a list of names and contact numbers of people who can explain the current Performance Management Systems and provide any background information on departmental team and individual performance.*
- Define limits of authority for decision-making and problem solving.*
- Organise attendance on courses or provide recommended reading on 'high performing teams' and productivity through people etc.*
- Arrange regular assessment and feedback on the performance standards achieved and agree an action plan if necessary.*