SPECIFICALLY FOR

JILL JONES

22 SEPTEMBER 2022

Summary Results

		PERFORMANCE					
		FOUNDATIONAL			CURRENT	FUTURE	
	COMPETENCY	OPQ	GRT	GMA	360	SIMULATION	OVERALL
BUILDING	Establishing Strategic Clarity	○	◉	—	○	◉	○
	Innovating	●	◉	—	◉	—	●
	Driving Change	●	—	—	●	—	●
DELIVERING	Executing	◉	—	—	○	○	○
	Making Decisions	◉	○	—	◉	—	○
	Aligning Customer Focus	—	—	—	◉	○	○
SHAPING	Cultivating Inclusion	◉	—	—	●	○	◉
	Attracting & Hiring Talent	—	—	—	◉	○	○
	Developing Talent	◉	—	—	○	○	○
CONNECTING	Leading Others	◉	—	—	◉	○	○
	Influencing	◉	—	—	●	—	●
	Building Partnerships	◉	—	—	○	—	○
GROWING	Growth Mindset	—	—	○	—	—	○

— NOT ASSESSED ○ OPPORTUNITY ◉ PROFICIENCY ● STRENGTH

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About the Assessments

APT*Metrics* Inclusive Leadership Solutions are designed to assess individuals' potential for success in various executive-level roles. These solutions provide your Company with an understanding of its talent's readiness for executive roles, as well as share insights to enable individuals' professional development.

Using This Information

This report is designed to provide you with insights regarding your leadership capabilities, as well as guidance for your professional development. As with any assessment results, these findings should be used as one component of your overall professional development plan. It is highly recommended that you discuss an action plan with your manager and use it as part of your overall understanding of who you are as a professional to help you build world-class strengths and address developmental opportunities.

Data Sources and Confidentiality

This report should be treated confidentially and will be shared based on your Company's policies and procedures. Please consult your manager and/or Human Resources for more information.

You completed several assessments as part of this Inclusive Leadership Solution. The results presented in this report are based on:

Future: How your skills align with future challenges

APTMetrics Inclusive Leadership Solution Mid-Level Simulation: This online business case simulation allowed you to experience "a day in the life" of a new team leader.

Current: Your performance today as viewed by you and/or others

360-Degree Assessment: This multi-source feedback assessment solicited information on key behaviors that are relevant to your current and future performance.

Foundational: Your preferred approaches to people, data, and situations

OPQ32r Personality Inventory: This assessment measures workplace behavioral style and provides a clear framework for understanding the impact of personality on job performance.
General Reasoning Test: This logic-based aptitude test focuses on problem solving and decision-making skills.
Growth Mindset Assessment: This assessment targets personal characteristics and preferences related to motivation and learning agility that are key to leadership success.

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Building

Continuously evolves the organization by defining a future state, cultivating innovation, and championing changes that position the organization for long-term success.

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		FOUNDATIONAL			CURRENT	FUTURE	
	COMPETENCY	OPQ	GRT	GMA	360	SIMULATION	OVERALL
BUILDING	Establishing Strategic Clarity	○	◉	—	○	◉	○
	Innovating	●	◉	—	◉	—	●
	Driving Change	●	—	—	●	—	●

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ESTABLISHING STRATEGIC CLARITY

Your OPQ responses suggest that you likely focus more on internal issues than on challenges facing the broader enterprise, potentially taking a shorter-term view. In addition, you may not identify or may hesitate to address errors or limitations in data provided to you by other functional teams. Your GRT responses indicate that you can typically identify meaningful relationships in data and draw accurate conclusions from information. You are also likely to discern the underlying causes of most problems you face, although you may miss some that are particularly subtle. Your 360 feedback indicates that you could be more consistent in multiple aspects of this area. These include setting a clear direction for the future, forming strategy to build out your vision, and aligning the organization in support of your strategy. Your results from the Simulation show that you made business decisions in a way that supported the longer-term interests of the company. That said, you could have more consistently used financial and business data to better position the company against its competitors.

INNOVATING

Your OPQ results suggest that you take a long-term perspective when addressing issues and that you will seek to contribute to setting the future strategy of the organization. You are also likely to be open to innovative or unproven approaches and recognize when there are limitations or errors in the information presented to you. Your responses to the GRT suggest that you typically process information accurately and reliably, and that you can switch approaches when confronted by challenges to identify alternatives. It also appears you will seek to identify lessons learned from your experiences yet may be somewhat more confident advocating for practical over highly innovative solutions. Ratings from your 360 indicate that you generally foster creativity and address business problems with innovative solutions. Yet, feedback also indicates that there is room to further enhance your skills, such as by demonstrating these behaviors with greater consistency.

DRIVING CHANGE

Your OPQ responses imply that you do not hesitate to drive significant change in your organization, and that you remain calm and optimistic while doing so. You are also likely to be very willing to try new or different approaches to running the business. Your 360 report indicates that others see you as highly consistent in promoting and managing change. You communicate the importance of change to others and address any resistance that arises. Moreover, you follow through when putting change initiatives in place.

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Delivering

Drives informed decision making for the business and ensures execution of strategies aligned with customer expectations and needs.

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	COMPETENCY	OPQ	GRT	GMA	360	SIMULATION	OVERALL
DELIVERING	Executing	◉	—	—	○	○	○
	Making Decisions	◉	○	—	◉	—	○
	Aligning Customer Focus	—	—	—	◉	○	○

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EXECUTING

Your OPQ responses imply you will seek to set long-term, ambitious goals and prefer to be in charge when a critical decision needs to be made. You also generally adapt to circumstances and ordinarily make the decisions needed to deliver results. Your 360 feedback indicates you can be more consistent in multiple aspects of carrying out strategic plans. These include creating execution plans, chartering teams to put the plans into action, and supporting the execution process. Based on your responses to the Simulation, you inconsistently connected broader strategies to clear plans, missing several opportunities to drive execution through others. Your responses also suggest that you were content with the status quo, which would allow problems to escalate rather than be addressed quickly.

MAKING DECISIONS

Your OPQ results suggest that you leverage data as you make decisions, seeking to identify errors or limitations in information. While you consider facts, you may occasionally rely too much on your intuition and experience when selecting the best approach for resolving critical challenges. Based on your GRT responses, you may not consistently solve challenging but defined problems. As part of this, you might rely too much on casual data collection, apply your experience when it is not useful to do so, or misdiagnose the critical elements of problems. As a result, your decisions may not always focus on the most important aspects of the challenges you face. Feedback from your 360 indicates that you regularly clarify priorities as well as analyze information and apply judgment as needed. However, ratings also suggest there is room for more consistency in these areas to promote even greater effectiveness in the future.

ALIGNING CUSTOMER FOCUS

Based on your 360 feedback, you generally demonstrate and foster customer orientation in others by knowing your customers and creating processes to support their satisfaction and needs. Ratings do suggest, however, that even greater attention to driving a customer focus would be beneficial. Your Simulation responses indicate that you inconsistently recognized the implications of customer concerns and related data. As a result, you missed opportunities to foster a customer-centric culture in the organization.

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Shaping

Inspires a culture of inclusivity where high quality talent is attracted, retained, and developed in alignment with the strategic enterprise needs.

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	COMPETENCY	OPQ	GRT	GMA	360	SIMULATION	OVERALL
SHAPING	Cultivating Inclusion	◉	—	—	●	○	◉
	Attracting & Hiring Talent	—	—	—	◉	○	○
	Developing Talent	◉	—	—	○	○	○

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CULTIVATING INCLUSION

Your responses to the OPQ imply that you are inclined to be open and responsive to the ideas of others. Additionally, you appear to prefer to working with others and value their viewpoints. Yet, you may occasionally focus on the task more than the people executing the task. Your 360 feedback shows that others see you as promoting a diverse and inclusive workplace. As part of this, you consistently demonstrate inclusiveness and build it into team culture. You also regularly take steps to integrate diversity, equity, and inclusion into the business. Your Simulation responses indicate that you overlooked opportunities to ensure that all others were included and treated equitably. As such, feelings of inequity could have grown and become a distraction for the organization.

ATTRACTING & HIRING TALENT

Your 360 ratings indicate that others see you as generally effective in defining talent needs, locating high-quality candidates, and following good hiring practices. With that said, there is also scope for you to enhance these efforts to better ensure the organization can meet its future talent needs. Your Simulation responses show that you could have done more to attract employees and focus on important factors in staffing decisions. As a result, you missed chances to fully optimize the organization's talent base through external hiring.

DEVELOPING TALENT

Your OPQ results suggest that you are broadly attentive to identifying others' development needs and encouraging them to grow, but might overlook opportunities to give feedback when issues are contentious or difficult. Your 360 results show that there is room for you to be more consistent across multiple aspects related to growing the capabilities of organizational talent. These include evaluating workforce capabilities, promoting individual development, and supporting a learning environment. Based on your Simulation responses, you occasionally provided developmental guidance within that complex scenario. However, you missed a number of opportunities to develop others' skill sets and build a stronger team.

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Connecting

Develops influential and collaborative partnerships with others to achieve mutually beneficial goals while motivating others to achieve their best.

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CONNECTING	Leading Others	◉	—	—	◉	○	○
	Influencing	◉	—	—	●	—	●
	Building Partnerships	◉	—	—	○	—	○

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LEADING OTHERS

Based on your OPQ responses, you appear cautiously optimistic about the future and effective when working in group settings. You also tend to take control of complex challenges and, when confident in your approach, can be very comfortable leading and providing guidance to others. Ratings from your 360 indicate that you generally set performance standards to help drive desired outcomes. Additionally, others see you as engaging individuals and providing them guidance. However, there is room for greater consistency in these areas to support future effectiveness. Your Simulation results show that you typically missed opportunities to identify employee concerns or inspire their commitment. As a result, you could have done more to harness others' motivation and engagement to solve pressing organizational issues.

INFLUENCING

Your responses to the OPQ suggest that you can work effectively alone or as part of a team, and in most situations, you do not hesitate to influence others or persuade them towards your way of thinking. You are also generally comfortable being in a leadership role, but when feeling pressured or facing ambiguity, you might let others take the lead. Your 360 results indicate that raters see you as very effective in gaining others' agreement and support. As part of this, you consistently demonstrate an understanding of others' perspectives and apply appropriate influencing techniques to garner their buy-in.

BUILDING PARTNERSHIPS

Your OPQ responses imply that you may work as effectively alone as you do as part of a team, and that you are generally comfortable when meeting people for the first time. In many cases, you are likely to consult others when making decisions and will thereby foster trust. Yet, when facing pressure, you may make independent decisions, which could result in the need to rebuild some relationships. Your 360 feedback indicates there is room for you to be more consistent in developing working relationships and building stronger trust with others. Places to focus include identifying shared objectives, collaborating with others, and openly communicating information and perspectives.

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Growing (Growth Mindset)

Leverages a variety of growth-oriented personal characteristics including learning and motivational factors.

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	COMPETENCY	OPQ	GRT	GMA	360	SIMULATION	OVERALL
GROWING	Growth Mindset	—	—	○	—	—	○

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GROWTH MINDSET

Your responses to the GMA suggest you may hesitate to adapt or help others adapt when faced with unpredictable environments and you may not proactively acquire new knowledge and information to learn and develop professionally. Also, you may be comfortable with the status quo and others may perceive that you do not take complete ownership of work activities.

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Developmental Action Planning

One of the critical outcomes of a robust assessment program is to provide information and insight to inform a professional development plan.

When creating your Developmental Action Plan, please keep the following points in mind:

- Target both strengths and opportunities
- Clearly state the objectives you want to accomplish for each targeted area
- Outline specific action plans you need to engage in to reach your objectives
- Detail the resources you will need, including the involvement of others
- Determine target dates for implementation and completion of your action plan

When formulating your action plan, it may be useful to answer the following questions:

- Which questions or comments provided the most surprising insights (both strengths and opportunities)?
- Based on the information in this report and any other sources of information, what areas should you target as strengths to capitalize and build on?
- Based on the information in this report and any other sources of information, what areas should you target as opportunities for improvement?

Sample Action Plan

Strengths Targeted	Action Plans	Resources Required and Involvement of Others	Target Dates
Aligning Customer Focus *Objective:* Understand the underlying needs and buying patterns of key accounts	1. Identify customers that have increased or decreased volume by 15% from prior year. Visit key accounts to identify reasons. 2. Attend Industry Customer Service Executive Seminar.	Sales Information System Area Sales Vice Presidents None.	8/15 9/30
Build & Maintain Partnerships *Objective* Promote cross-functional sharing of information and ideas between sales and marketing.	1. Head up a task force to identify new product development and improvement. 2. Present findings to Operating Committee.	Sales, Marketing, Finance, Manufacturing Sales and Marketing	9/15 12/1
Opportunities Targeted	**Action Plans**	**Resources Required and Involvement of Others**	**Target Dates**
Influencing *Objective* Clearly outline positions and develop strong business case for strategic direction. Encourage open debate of issues among staff members.	1. Develop and present new market positions to supervisor. 2. Encourage all staff members to offer positions on key decisions during staff meetings. 3. Conduct an upward appraisal for feedback.	Solicit feedback from supervisor Staff Outside consultant and manager	7/15 Ongoing 10/15
Leading Others *Objective* Assess direct reports' skills and abilities to delegate work fully.	1. Identify specific projects for each direct report and meet to outline objectives. 2. Attend Levinson's "On Leadership."	Manager None	3/15 10/15

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Your Individual Action Plan

Strengths Targeted	Action Plans	Resources Required and Involvement of Others	Target Dates
Opportunities Targeted	**Action Plans**	**Resources Required and Involvement of Others**	**Target Dates**

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