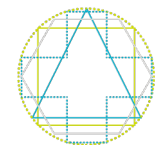


Individual report: Candidate 1  
Leadership Assessment:



Parsons  
Talent  
Consulting

# Method and Process

## Purpose

This document is intended to identify areas of strength, development needs and potential fit and readiness in each individual.

The report and recommendations in it are specific to the individual and to the business.

We have assessed against an agreed framework that reflects the competencies and behaviours that underpin the business model and strategy. This assessment framework consists of 8 core behavioural areas that reflect the skills, experience and attributes which successful businesses and leaders tend to show:

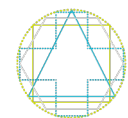
- Strategy
- Operational Impact
- Driving results
- Change and innovation
- Leadership ability
- Influencing and Communicating
- Team skills
- Talent Management

## Process

The process was thorough and included psychometric questionnaires (ability and personality), a timed ability test, a supervised online applied thinking measure and a leadership competency interview.

## The report

This report is designed to identify strengths and development needs. There are summaries on career and leadership as well as results on the timed tests. The individual will be invited to have a feedback session with the leadership consultant, where the report is discussed in detail. This feedback session can form the basis of an individual development plan.



# Summary

## Leadership Competencies



## Strengths

- Very strong on building rapport, engaging others
- Strong networking skills
- Entrepreneurial skills and mind set
- Negotiation skills
- Open to risk (a limitation also)
- Tactical thinking skills
- Highly commercial
- Generates ideas
- Interested in strategy (coupled with tactical thinking skills)
- Comfortable taking decisions
- Moderate on coordinating others
- Strong on empowering others
- Team orientation
- Keen to identify opportunities
- Competitive (can be a limitation also)

## Limitations/Development Focus

- Light on details
- Unstructured approach and mind set
- Light on detail
- Can be impulsive
- Less comfortable challenging
- Less in control than ideal
- May not seek feedback proactively

Candidate 1 is an unusual executive with very extreme ability in some key areas alongside some apparent gaps in experience, structure and measure. He has made a positive impact on the business in a short time frame driving much improved results through some fairly well established approaches to sales management alongside genuine personal impact and enthusiasm, connectivity inside and outside the business and a strong focus on commercial outcomes. He is essentially tactical in approach and needs now to develop a greater appreciation of strategy, particularly as it relates to enterprise risk. He would benefit from building more structured, detailed, analytical and long term thinking skills into his team and from close partnership with HR and Finance. He is keen on new ownership and supremely confident - a quick start on offering the support, challenge and supervision he needs would be beneficial. Ultimately his challenge will be in sustaining and scaling his approach.

# Career summary

Candidate 1 has had an unusual career to date, and it is difficult to find consistent trends and build through his roles.

Starting out in finance, Candidate 1 acquired professional qualifications in banking, studying part time whilst working as a bank officer at Volksbank.

Having qualified, he joined Knorr Capital as Board assistant, working on a range of back office areas, corporate finance, analysis, investor relations and support to the board. This was a relatively small organisation and he did not have extensive management responsibilities.

After two years, Candidate 1 was approached by a client to take a look at his child's school which was suffering from falling student numbers. Offered backing of 40 million euros by a senior contact/employer, Candidate 1 took on the challenge of developing the school under trust status. At this point he had no experience of education or running a business. He turned performance around over a seven year period. Treating the school as a business, he left it with 950 students, up from less than 20 at the outset, and very strong financial performance. Interestingly, this build was not built on a particular philosophy or ethos but on understanding the business opportunity for the school and partners plus his extensive network.

He set up HandwerkMedia AG to serve a specific business opportunity relating to MyHammerHolding AG- again building networks to support his core business proposition. He brought in talent from his network and sold after 4 years, staying on the Board for a period of time.

It was an opportunity brought to him by a parent at the school he had developed which led to him joining Wurth Group in their Unielektro business. This is his most directly relevant experience relative to SG and Stark. Here he ran the sales function for two years before taking on the overall leadership of the business as CEO. This entailed multiple reporting lines, cross functional leadership and a degree of transformation.

**Candidate 1 led the restructuring of the business, implementation of new management practices and a new central warehouse over two years in the role before being head hunted for the role at SG.**

It's not clear what drove the move. SG was not performing strongly and successful performance at Wurth may have meant further opportunities across the group. None the less, Candidate 1 joined and has been running the sales function since early 2018.

Since joining Candidate 1 has injected confidence and energy into a sales function with everything to play for, he has connected closely with team, branches and customers, using his external network to great effect. He has delivered results, upgraded Talent, brought in key account management and re built the e-commerce proposition. It's likely he is a better fit for sale than for marketing, which he also runs and where a greater facility for detail, data and method would likely be required.

His style is fast moving and decisive - the CEO reportedly works closely with him in minimising any potential exposure and it's likely that the functions need to pick up their pace in serving the function well.

Longer term, he sees himself as a potential CEO which would likely entail developing a broader leadership approach, more measure on risk and greater facility for and experience with strategy.

**Areas of strength:** developing networks - internal/ external, mobilising sales force, simplifying approach, ability to simplify goals, driving results, generating ideas, commerciality and competitiveness, engaging key talent

**Gaps and possible limitations:** general across cv, just one previous role in Sales leadership, risk mitigation, strategy, Marketing

## Key questions:

- Can Candidate 1 develop in maturing leadership style and strategic skills without losing energy and impact?
- What kind of leadership control is required to mitigate risk associated with his approach?

# Leadership competency summary

Competency	Score	Comments	Implications
<b>Strategy</b>	●	Although Candidate 1 is interested in strategy he currently applies a tactical approach and is light on broader, more strategic experience to support his thinking. He evidenced quite a bit of 'gut feel' in his approach and is very confident in his thinking, perhaps lacking full insight on risks across a longer time frame or broader organisational context. His approach happens to be broadly delivering just now - what is the next iteration?	Candidate 1 has huge energy and confidence, he is perhaps less experienced in leading a Sales function than others at this level and therefore has less operational experience and shaping strategy at this level. He would benefit from input in developing a sustainable and scalable model.
<b>Operations</b>	●	Candidate 1 has had an impact on operations - largely through driving greater confidence into the sales organisation. This is less dependent on classic operational skills and mind set - he is light on detail, less structured and organised than others in approach and whilst responding in very immediate time frames there are opportunities to build more systematically, provide frameworks and a clearer sense of standard practice across the team. There is some risk without this.	
<b>Driving results</b>	●	Candidate 1 is very enthusiastic and competitive. He sets clear targets and energises his team to go further in driving better outcomes. He has delivered the best results the business has enjoyed in more than a decade and the sales organisation is now able to attract better talent in building on this success. There is risk around sustainability without now establishing a more stable platform on which to continue to build.	Candidate 1 has had a positive impact on the business and is driving improved results. Sustaining this may entail closer involvement of the functions in building stable practices and structures behind his fast moving spontaneous approach? There is potential risk in high drive and openness to change – how best to mitigate this?
<b>Change and innovation</b>	●	Candidate 1 enjoys change and through his career has executed several lateral moves – putting himself completely outside his comfort zone. He is also a good source of new ideas, often drawn from his extensive network. He has a very commercial lens on innovation - if it doesn't deliver value why do it and is impatient for results which could cause him to underestimate risk in pushing through. None the less he's a breath of fresh air in a business needing some new ideas.	
<b>Leadership ability</b>	●	Candidate 1 is drawn to leadership and enjoys taking decisions and being in a central role. In fact he's a little less interested in the detail of coordinating others and whilst charismatic may also have some maverick tendencies! He's had very diverse work experience and in leadership positions, relies heavily on his ability to connect with others rather than directing, controlling and providing structure for others. This is delivering results currently as his team have warmed to his confidence and spontaneity.	Candidate 1 is strong in this area - bringing energy and focus to people aspects of the role and delivering impact through his skills in influencing and engaging. It's not clear that these skills are strategic - he tends to be chasing immediate tactical outcomes - an influencing group, for example, may have proved challenging.
<b>Influencing and communicating</b>	●	Candidate 1 is genuinely skilled in building rapport and engaging others. He enjoys social interaction and is lively and interesting. He has quickly moved to connect across his organisation and brought his network into service for the business, building external strong relationships. Again, a welcome addition to the business - cutting across any politics and increasing organisational pace.	
<b>Team skills</b>	●	Candidate 1 is keen on teams - his own and the executive team is looking for more collaboration from peers and colleagues. There was some sense of frustration in what he sees as silos, particularly in the functions, and he has not yet secured the support he seeks in developing the sales function. He appears more than willing to team up with new Stark colleagues.	Candidate 1 is strongly oriented around people in general and so has prioritised upgrading in key roles and creating a real sense of esprit de corps to support more aggressive outcomes. He needs more input from both finance and HR, particularly in supporting and structuring incentives and development.
<b>Talent Management</b>	●	Candidate 1 has very varied experience of managing talent across 3 sectors and several functions. In one sense this helps him in his insight on diversity, he's happy to engage and creates stretch opportunities for others. He would benefit from greater experience in managing Sales Talent, there was more enthusiasm than there was science - a structured program would help with Sales and he has recognised this need in working on a development program with HR.	

# Analytical thinking

**The Swift Executive Test:** this is a validated instrument from SHL which measures critical reasoning. It is an 18 minute timed test which is broken down into three sub-tests: verbal, numeric and abstract. This test provides scores relative to a comparison group. In this instance, the comparison group was made up of German Senior Managers and Executives.

Candidate 1 demonstrated a range of abilities in this test:

**Verbal reasoning** (6 mins) – assesses the ability to understand, interpret and evaluate written information. Candidate 1 scored at the 16th percentile in the verbal reasoning test which is a below average score. He worked more slowly than others and was less accurate. This may suggest he is likely to find working with written and verbal information less easy than others in his comparison group.

**Numerical reasoning** (6 mins) – assesses the ability to understand, interpret and evaluate numerical information. Working at a slower than average pace, Candidate 1 scored at the 24th percentile in the numerical test. This is a below average score and suggests Candidate 1 is likely to find working with numerical data harder and will be less accurate than others in his comparison group.

**Abstract reasoning** (6 mins) – assesses the ability to understand sequences of patterns and relationships. In the abstract reasoning test Candidate 1 scored at the 79th percentile. This is an above average score and may suggest he is likely to find working with abstract information easier than others in his comparison group. He worked at an average pace in this test. It would appear that he is very comfortable or skilled working where there is a need to sequence patterns, make connections and seek relationships in information.

**The Cognitive Process Profile (CPP):** this is a computerised exercise that has been designed to externalise and dynamically track a person's cognitive processes to give an indication of thinking preferences, capabilities and potential for growth. The thinking processes are interpreted using algorithms. The aim of the CPP report is to provide an understanding of a person's thinking skills and learning potential to inform decisions regarding selection, placement, team compilation, succession and development. The results are described narratively and graphically.

Candidate 1's progress through the assessment was tracked and this is shown graphically below. This gives an indication of his preferred current and potential working environment.



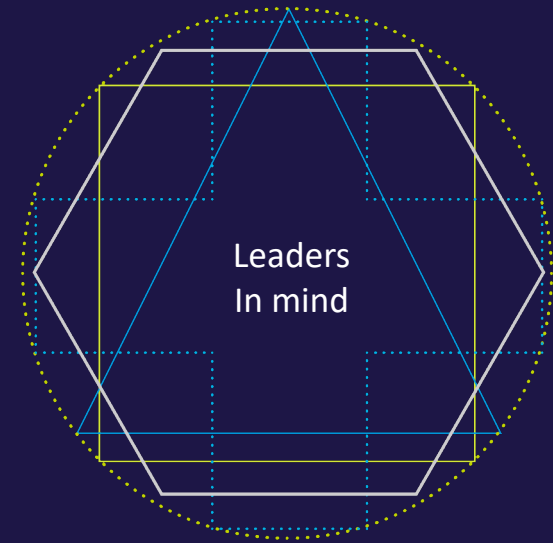
# Psychometric Instruments Deployed

Instrument	Description
<b>Saville's Swift Executive</b>	A validated instrument to measure critical reasoning ability through short verbal (6 min), numerical (6 min) and abstract (6 min) sub-tests.
<b>Saville's WAVE Professional Styles</b>	A validated instrument that provides information on an individual's preferred styles/ways of behaving in the workplace. Can help identify key areas of strength and development needs.
<b>Saville and Holdsworths Motivation Questionnaire</b>	A validated instrument that provides an indication of fundamental drivers as well as specific conditions that are likely to have a strong impact on motivation. Can be particularly useful at times of transition or when individuals are undecided on the way forward.
<b>PCL's Hogan Challenge</b>	A validated instrument that predicts the response to stress, dysfunctional management and career derailment.
<b>Cognitive Process Profile (CPP)</b>	A validated instrument that externalises and tracks thinking processes to indicate a person's cognitive preferences and capabilities

## Contact information

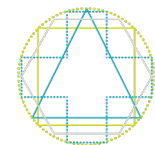
Annabel Parsons  
Parsons Talent Consulting Ltd  
74 Dundas Court  
29 Dowells Street  
London  
SE10 9EA

T 07714 866315  
annabel@parsonstalentconsulting.com



This report has been prepared for the exclusive use of client based on information provided to us by client, and through the assessment process. Its use should be treated as private and confidential and limited to designated executives concerned with the evaluation of this individual only and in line with all applicable laws. Our appraisal will be only one of a variety of factors and information necessary to properly assess and evaluate an individual and used by management in making decisions or in giving comments to its executives. This report is not designed to be the end of an individuals' evaluation process and is not a guarantee of future behavior or success.

Client hereby indemnifies and holds harmless Parsons Talent Consulting Ltd and its directors, officers, employees, agents and attorneys from and against any and all claims, actions, suits, proceedings, liabilities, losses, costs, damages, or expenses asserted against, or incurred by Parsons Talent Consulting Ltd or any such director, officer, employee or agent by reason of, or arising out of this report, the use of this report or any feedback provided by Parsons Talent Consulting Ltd or Parsons Talent Consulting Ltd performance under this agreement, except to the extent such claims, liabilities, losses, costs, damages or expenses have resulted from the willful misconduct or gross-negligence of Parsons Talent Consulting Ltd or any such director, officer, employee or agent. This report is subject to copyright owned by Parsons Talent Consulting Ltd.



Parsons  
Talent  
Consulting