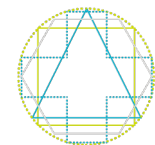


Risk benefit report: Executive X
Risk Benefit Assessment: X role, Client Y



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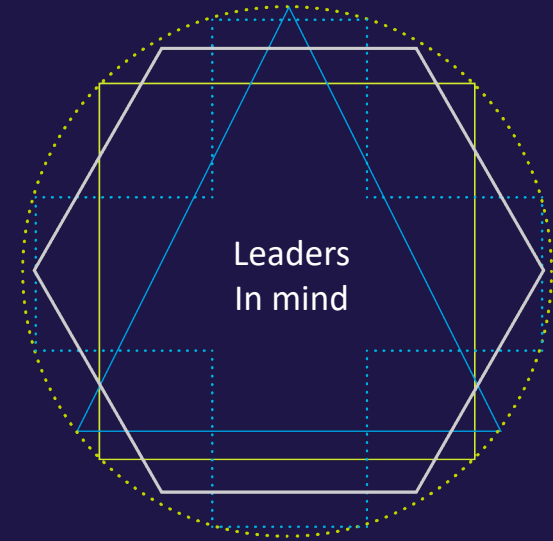
Risk/benefit analysis

| Strengths from psychometrics | Limitations from psychometrics | Benefits | Risks | Questions and conclusions |
|---|---|---|---|--|
| <ul style="list-style-type: none"> • Bright- strong performance on all timed measures • Interest in strategy and creating vision for the future • Tactical problem solving skills • Intuitive judgement (can be a limitation also) • Generates ideas • Motivated to coordinate others • Composed under pressure • Optimistic (a limitation also) • Focused on quality, follows process • Reliable- a finisher completer • Works at pace, enjoys multi tasking • Impatient to make things happen • Beings energy – prefers to be busy and immersed • Motivated to deliver results • Attracted to complex challenges and has some core intellectual approaches to address this | <ul style="list-style-type: none"> • Low to average interest in evaluating data • Moderate to low learning orientation • Less motivated by commercial outcomes than others • Moderate on control, leading and motivating • Moderate to low on social impact • Not always convincing and persuasive, moderate on inspiring • Moderate on challenging others • Moderate on taking responsibility for decisions • Moderate on empathy and listening • Less tolerant, considerate and team oriented than others • Moderate on seeking feedback | <ul style="list-style-type: none"> • Brings non FS perspectives on business and HR • Could provide useful contrasting bench marks and practices? • First hand experience of Sales and Customer focused roles and organisations • Experience of several aspects of business cycle from an HR perspective- acquisition, restructure, exit, liquidation • Has rebuilt HR function in current role and • Strong focus on had driven a strong engagement program at business A engagement and culture- mainly in addressing sales work force and issues • Some more recent Board exposure, in current role • A little breadth, experience of PE (not so helpful here except in driving a tighter performance culture) • Some ability to work with difficult people • Resilient, has been through a lot in both parts of her career • Pleasant, professional, keen to help • Initial Business A management training likely to have been sound | <ul style="list-style-type: none"> • Lacks exposure to FS and regulated business environments • Very lengthy career in retail- mainly with one organisation, albeit through a number of changes in structure and ownership- not clear retail represents a step up in HR relative to FS? • Relatively slow progression • Relatively late move into HR- not necessarily an issue but here tracks with more difficulty influencing outcomes • Much of last 10 years in businesses that were struggling- Business A late to restructure, HR strategy lagging business needs • No evidence of bench marking outside sector or creating a vision for organisation which reflected actual business challenges • Bright but lacked development outside experience base, which is narrow • Yet to inform thinking on implications of a move to FS/ NFP. Limited understanding of implications of shift in focus/ scale/ product at | <ul style="list-style-type: none"> • An experienced HRD in one sense and setting, retail – yet to develop insight and experience outside this setting. As a result, looks to apply same approaches and would have a learning curve to address in the proposed role • Has raw intellectual capability but little evidence of developing this • Has been resilient in challenging situations but perhaps found it difficult to challenge the status quo • Both roles as HRD ended unsuccessfully for businesses- both needing radical restructuring- her bailiwick • Role represents a stretch in several aspects: sector, business context, strategy and leadership impact- she would need support to address gaps in experience and knowledge |

Contact information

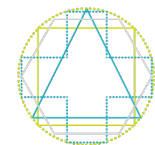
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