CONFIDENTIAL

PRADCO QUICK VIEW™ LEADERSHIP II

JANE SAMPLE

PRADCO

DEVELOPING STRONGER ORGANIZATIONS

UNDERSTANDING RESULTS

Assessment scores reflect how people are likely to behave in a variety of areas.

- Scores shown are percentiles. For example, a score of 70 means that the person scored higher than 69 out of 100 people on that behavior.

- Everyone will have high, moderate, and low scores due to the assessment's forced-choice format. People cannot PASS or FAIL the assessment.

- High scores result from picking many statements for a given behavior. Choosing few statements in a behavior results in lower scores.

  - **HIGH SCORES (71-99)**
    Are probable strengths and represent behaviors that the person frequently demonstrates on the job.

  - **MODERATE SCORES (30-70)**
    Are typically positive and represent behaviors that the person occasionally demonstrates on the job.

  - **LOW SCORES (1-29)**
    May indicate developmental needs or represent behaviors that are less relevant to the person's current job.
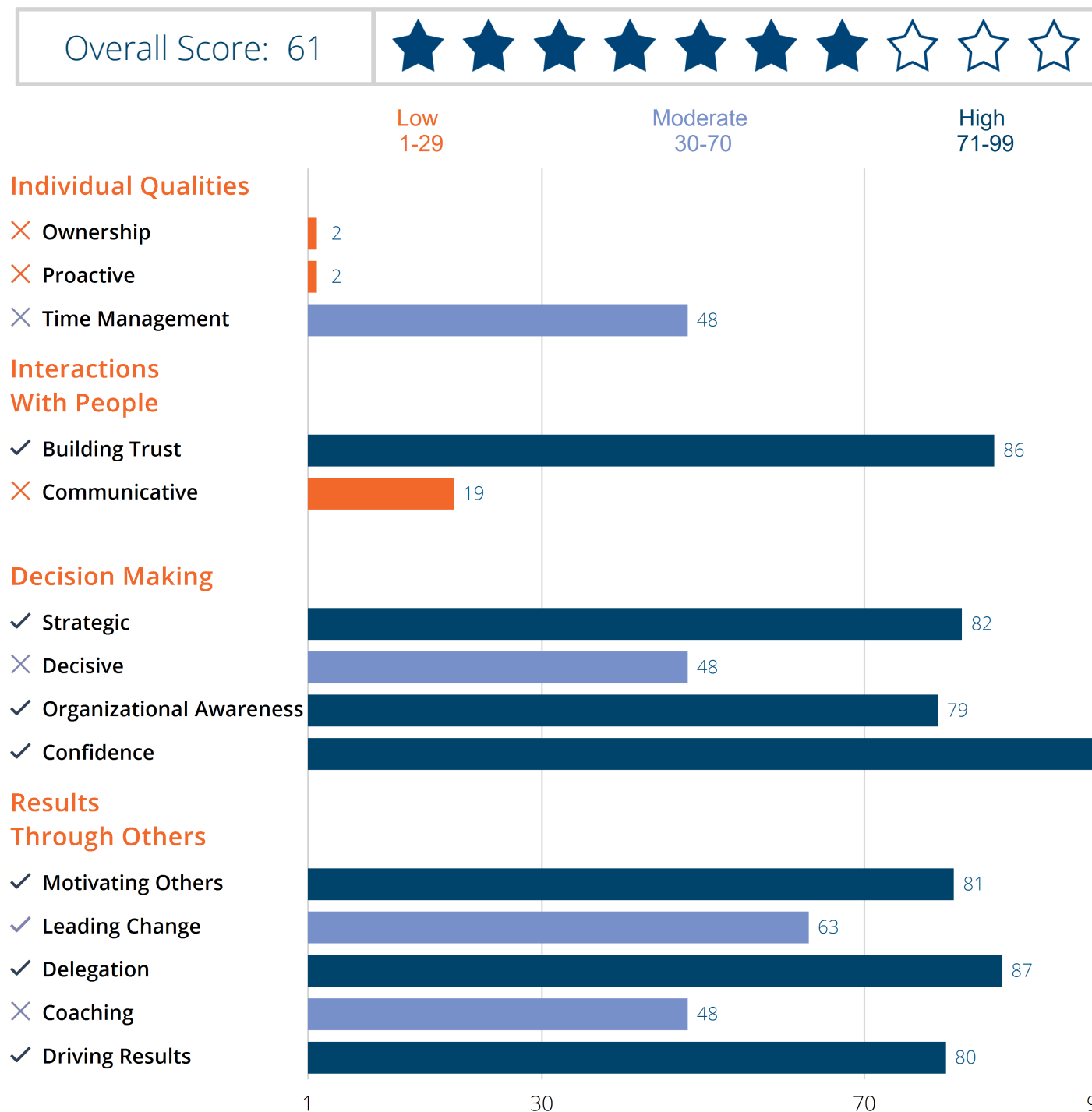
TARGET RANGES AND OVERALL SCORES:

- In many cases, it is useful to develop a benchmark of success for a job or organization. This allows you to determine how well a person "fits" a particular role or organization's culture. Target ranges can begin anywhere from 40-99 through 70-99.

- The score is calculated based on targets hits, near misses (from 30 to the low end of the target range), and extreme low scores (1 to 15).

- When a score is between 1-10, one star will be shaded. When a score is between 41-50, five stars will be shaded. When a score is 91 or above, ten stars will be shaded. The higher the score, the more stars earned, the better the person fits the benchmark.

- All scores should be evaluated relative to the job opportunity, the person's current position, and all available data.

Jane Sample

FIT WITH BENCHMARK

The behaviors below represent those deemed most important for the job and/or organization. The score is calculated based on targets hit, near misses, and extreme scores.

Overall Score: 61 ★★★★★★★☆☆☆

	Low 1-29	Moderate 30-70	High 71-99

Individual Qualities
- ✕ Ownership — 2
- ✕ Proactive — 2
- ✕ Time Management — 48

Interactions With People
- ✓ Building Trust — 86
- ✕ Communicative — 19

Decision Making
- ✓ Strategic — 82
- ✕ Decisive — 48
- ✓ Organizational Awareness — 79
- ✓ Confidence — 99

Results Through Others
- ✓ Motivating Others — 81
- ✓ Leading Change — 63
- ✓ Delegation — 87
- ✕ Coaching — 48
- ✓ Driving Results — 80

Scale: 1   30   70   99

Jane Sample

Individual Qualities: Motivation

People can be motivated by a variety of factors depending on where they are in their careers and what they want for themselves in the future. Interpreting scores on these motivating factors should be based on what a job requires and what people find most satisfying.
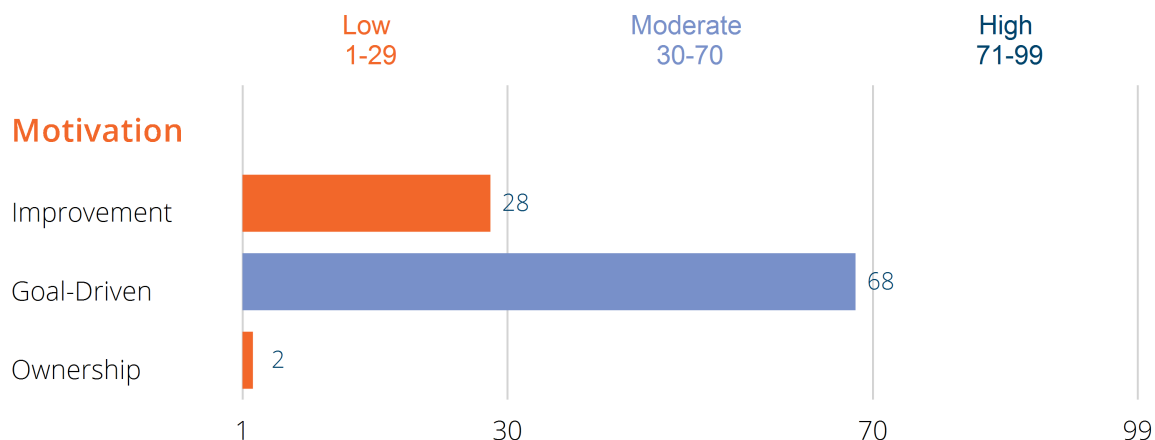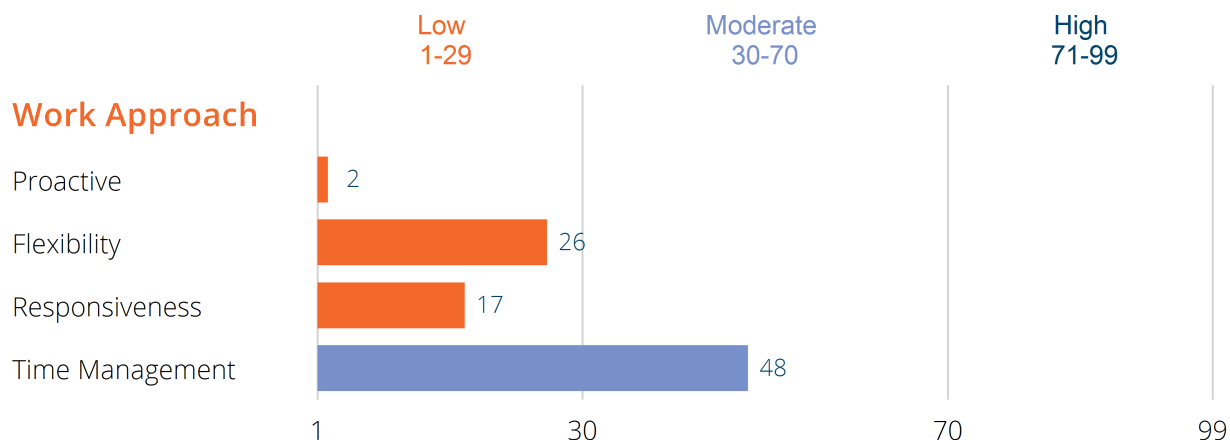

Interpretation Of Results: Motivation

Improvement   Does not make improving or developing new skills a priority.

Goal-Driven   Accepts goals and puts effort into accomplishing objectives.

Ownership   Focuses on own area and may not get involved in broader issues.

Jane Sample

Individual Qualities: Work Approach

Demonstrating a good work ethic is critical to being successful on the job, and dynamic environments require a good deal of effort and flexibility. Moderate scores or better on the work approach behaviors are desired to ensure the person will perform the basic requirements of the job.
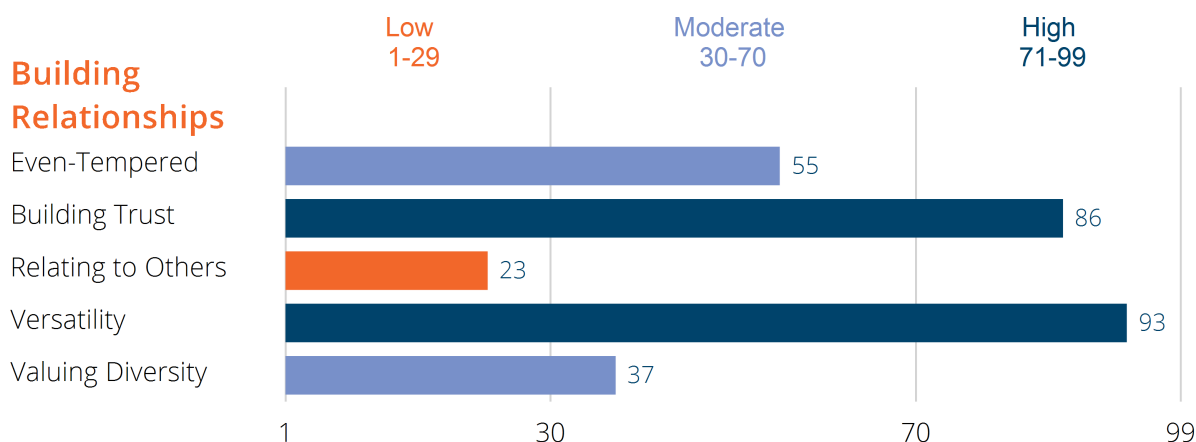
	Low 1-29	Moderate 30-70	High 71-99
Work Approach			
Proactive	2		
Flexibility	26		
Responsiveness	17		
Time Management		48	

Scale: 1 — 30 — 70 — 99

Interpretation Of Results: Work Approach

Proactive — Tends to be reactive to what comes along rather than taking initiative.

Flexibility — Shifting focus quickly can be frustrating and may be resisted.

Responsiveness — Responding to others is less important than other aspects of the job.

Time Management — Handles responsibility well and gets things done on time.

Jane Sample

Interactions With People: Building Relationships

In large part, the success of a team depends on people's abilities to build and manage relationships. When people have the capacity to relate and build trust with their coworkers, they contribute significantly to the accomplishment of desired results. Lower scores in this section point to modest abilities in managing relationships.

Building Relationships	Low 1-29	Moderate 30-70	High 71-99
Even-Tempered		55	
Building Trust			86
Relating to Others	23		
Versatility			93
Valuing Diversity		37	

Scale: 1 — 30 — 70 — 99

Interpretation Of Results: Building Relationships

Even-Tempered	Composed in most trying situations.
Building Trust	Highly credible and viewed as a trustworthy person.
Relating to Others	May not devote the time or energy needed to some relationships.
Versatility	Modifying one's style and adapting to different people is a strength.
Valuing Diversity	Open to working with people from different backgrounds.

Jane Sample

Interactions With People: Supporting Others

Being aware of people's thoughts and feelings and being supportive are very important qualities. People who score high in these areas are in tune with what people need and are willing to provide it. These traits can help build relationships, secure long term partnerships and make people feel valued.
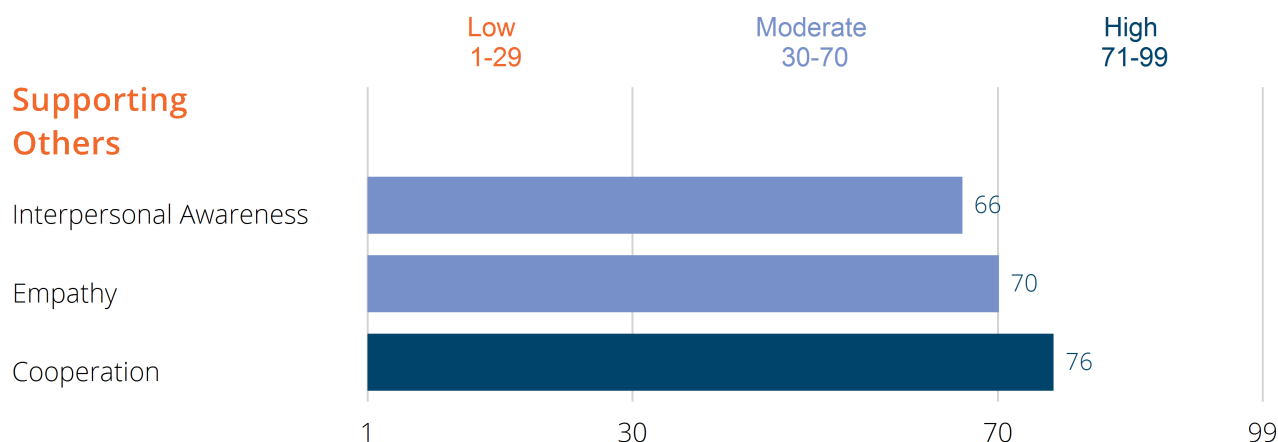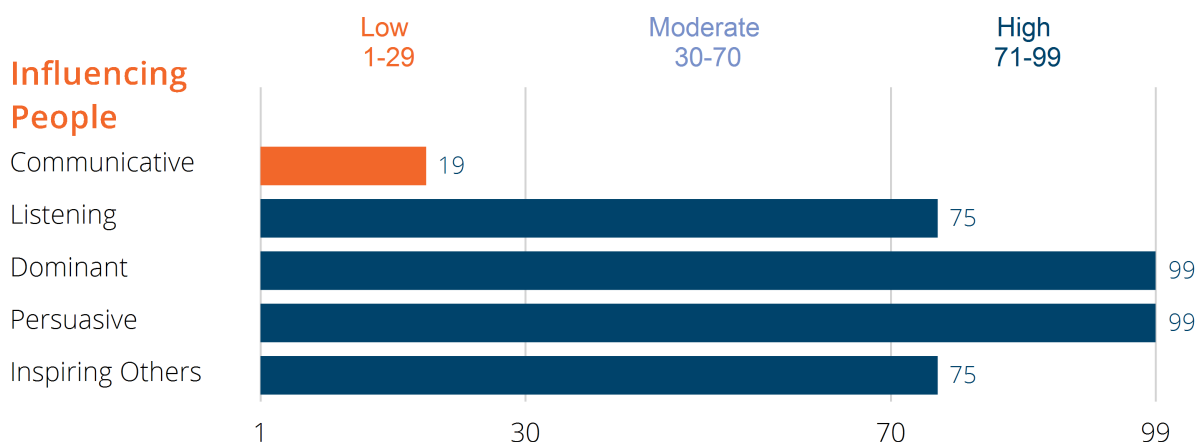

Interpretation Of Results: Supporting Others

Interpersonal Awareness	Pays attention to people to learn about their thoughts and feelings.
Empathy	Shows an interest in others when they are having problems.
Cooperation	Puts personal interests aside to go along with others.

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Interactions With People: Influencing People

In virtually any job the ability to influence others is important to being successful. Presenting one's argument appropriately is important, and there are several ways to go about doing this. People who present their views with passion and conviction are typically able to gain agreement from others, whereas other times listening and sharing information is a better strategy.
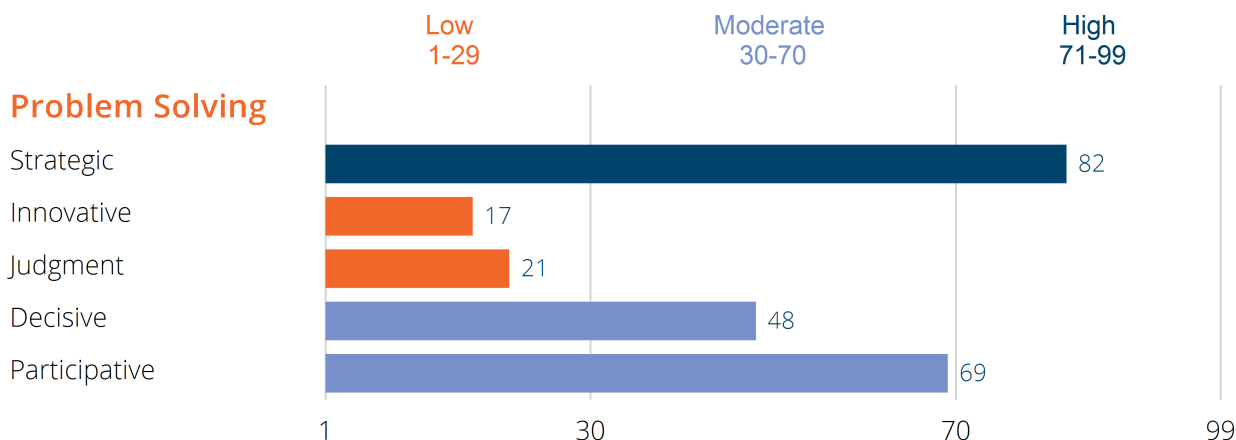

Influencing People	Low 1-29	Moderate 30-70	High 71-99
Communicative	19		
Listening		75	
Dominant			99
Persuasive			99
Inspiring Others		75	

Interpretation Of Results: Influencing People

Communicative	Tends not to share as clearly or frequently as people would like.
Listening	Actively listens to understand the perspectives of others.
Dominant	Has a strong need to have own way and rarely compromises.
Persuasive	Highly convincing, persuading others with facts and conviction.
Inspiring Others	Shows enthusiasm and positive emotions which motivates people.

Jane Sample

Decision Making: Problem Solving

Making decisions is an important part of most positions. The higher the level of responsibility, the greater the need for strategic thinking that can help determine long-term success. An innovative, adaptable person can develop new approaches to help an organization grow. Most successful managers are decisive, but the best recognize the importance of getting input from others.
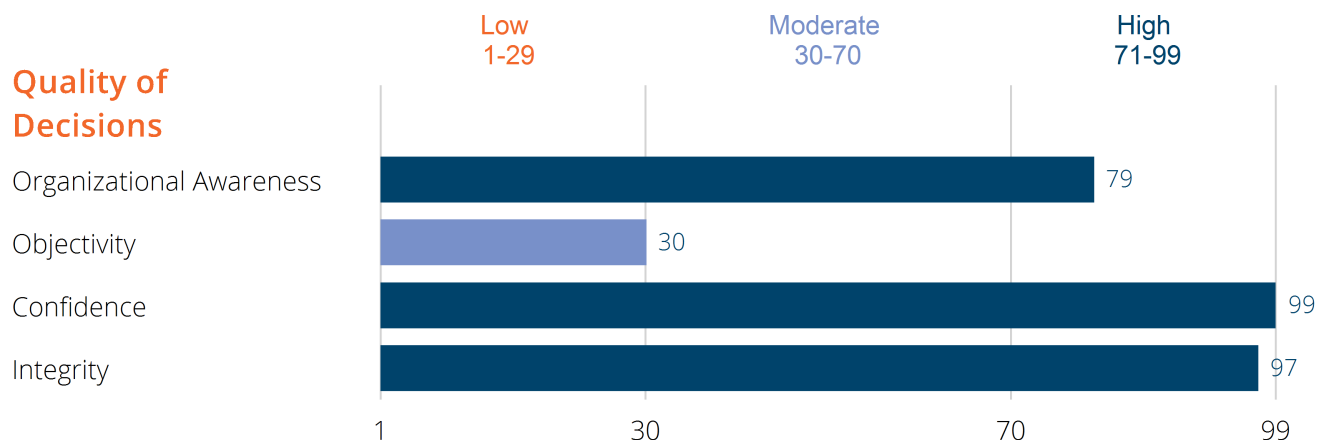
	Low 1-29	Moderate 30-70	High 71-99
Problem Solving			
Strategic			82
Innovative	17		
Judgment	21		
Decisive		48	
Participative		69	

Scale: 1 — 30 — 70 — 99

Interpretation Of Results: Problem Solving

Strategic   Plans ahead and anticipates the long-term implications of actions.

Innovative   Relies on what has worked in the past and may resist new ideas.

Judgment   May analyze some situations too quickly or may not have authority.

Decisive   May ask for input from others but is willing to make the final decision.

Participative   Welcomes input when making some decisions.

Jane Sample

Decision Making: Quality of Decisions

The best decisions are usually made after some analysis of facts, the scenario and future implications. Being objective and transparent are important qualities, as is the practice of actively learning from feedback. And making sound decisions based on facts and logical reasoning will lead to individual and organizational success. Taking these factors into account can result in high quality decisions.
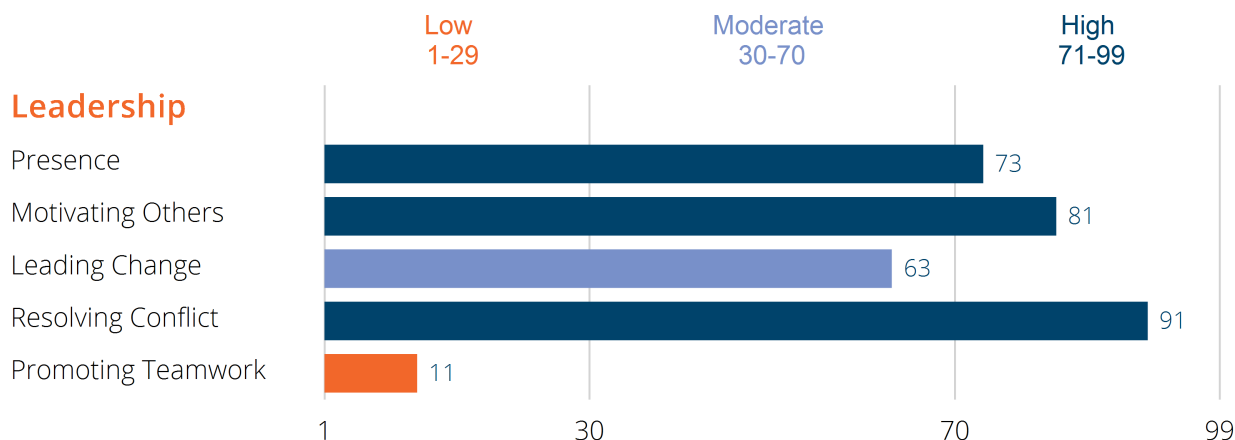
	Low 1-29	Moderate 30-70	High 71-99
Quality of Decisions			
Organizational Awareness			79
Objectivity	30		
Confidence			99
Integrity			97

Scale: 1 — 30 — 70 — 99

Interpretation Of Results: Quality of Decisions

Organizational Awareness	Understands organizational values and how they guide behavior.
Objectivity	Makes decisions based on facts rather than emotions or opinions.
Confidence	Believes in ability to handle challenges and be successful.
Integrity	Answers questions directly and is forthcoming.

Jane Sample

Results Through Others: Leadership

Leaders who score high on most of these behaviors are likely to have a major impact on people and organizations. They focus on moving projects forward and achieving goals. Because they effectively motivate and engage people, teamwork can be achieved and conflict can be kept to a minimum. These behaviors are important to earning followership as well.
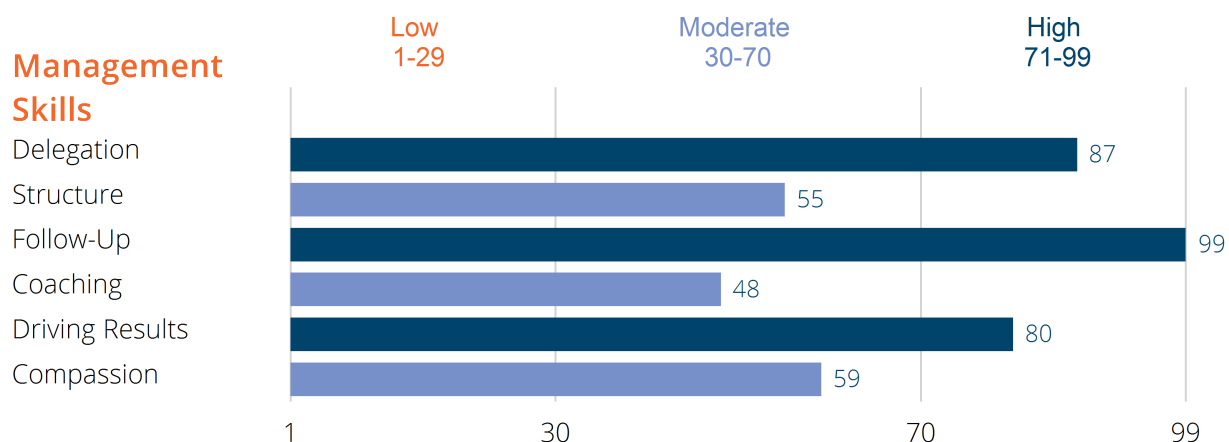
	Low 1-29	Moderate 30-70	High 71-99

Leadership

Presence	73
Motivating Others	81
Leading Change	63
Resolving Conflict	91
Promoting Teamwork	11

1   30   70   99

Interpretation Of Results: Leadership

Presence	Displays a dynamic, charismatic style, which helps gain credibility.
Motivating Others	Understands what motivates people and manages accordingly.
Leading Change	Encourages people to support new ways of doing things.
Resolving Conflict	Proactive when it comes to handling disagreements.
Promoting Teamwork	Sees the benefits of teamwork but is not likely to push for it.

Jane Sample

Results Through Others: Management Skills

The following behaviors relate specifically to management of people and projects. Working through others is critical, as doing so creates opportunities to get more done and develop the skills of other people. Making good use of available resources and providing ongoing coaching and support results in a more productive work team.

Management Skills

	Low 1-29	Moderate 30-70	High 71-99
Delegation			87
Structure		55	
Follow-Up			99
Coaching		48	
Driving Results			80
Compassion		59	

Scale: 1 — 30 — 70 — 99

Interpretation Of Results: Management Skills

Delegation	Systematically and consistently delegates to keep projects moving.
Structure	Offers guidance and directions to others according to their needs.
Follow-Up	Consistently checks up to make sure nothing is overlooked.
Coaching	Gives feedback and takes advantage of teachable moments.
Driving Results	Has high standards and requires people to be effective performers.
Compassion	Understands people's problems and shows concern for them.

Jane Sample

FOLLOW UP QUESTIONS

Twelve questions are provided for missed benchmarks and/or other lower scores.

Individual Qualities

Ownership: Approaching work with the attitude of an owner.
1. How do you demonstrate your personal interest in the organization's success?
2. How could you show more accountability for results in the organization?

Proactive: Taking independent action to move things forward.
1. When was the last time you volunteered for extra responsibility?
2. What kinds of projects do you generally carry out on your own initiative?

Time Management: Prioritizing and making good use of time.
1. What is your biggest challenge from a time management standpoint? What do you do about it?
2. How do you decide how to spend your time in a day?

Interactions With People

Communicative: Sharing information regularly and in a clear manner.
1. What types of information do you share on the job? How frequently does this happen?
2. Describe the approach you use to communicate effectively. How could you improve?

Decision Making

Decisive: Thinking quickly and making independent decisions.
1. What was the last important decision you made in your job? What was your approach?
2. How do you determine when to make decisions alone and when to involve others?

Results Through Others

Coaching: Giving feedback and helping people do their jobs better.
1. Give an example of when you gave hard-hitting feedback.
2. What do you need to do to improve your ability to be a better coach?

Jane Sample

DEVELOPMENTAL SUGGESTIONS

The following behaviors were identified because the scores were relatively low or fell outside the target ranges. These suggestions should be used as they are or as thought-starters for constructing personal action plans.

Individual Qualities:
Ownership

- One of the best ways to earn more responsibility is to demonstrate accountability for people and results. A lower score here can indicate a tendency to operate under the radar or to focus solely on your own area of responsibility. Consider these suggestions to demonstrate more ownership on the job.

- Think of the operation as your own organization and operate more independently. Generate some of your own plans and ideas to improve the ways things work.   Step out of the day to day to improve things for the greater good, and be more willing to get involved.

- Accept responsibility for the successes and failures of the group. When problems arise, come up with some of your own initiatives to address them. When results are disappointing, accept responsibility and design ways to recoup your losses or do better next time. Being accountable should result in better outcomes and a stronger team.

- Try to look at everything going on as a personal reflection of you. Take care of the little things that can, at times, go unnoticed, but that may reflect poorly on you or the team. Raising your standards in some areas can go a long way to improve your standing with others as well as how they view you as a contributor.

Individual Qualities:
Proactive

- Proactive people get things accomplished and do what is necessary to keep projects moving. When obstacles occur, they overcome them. When problems arise, they find answers. Low scores on this behavior generally reflect a more reactive approach to work, or a tendency to rely on others to drive projects forward. Consider these suggestions to become more proactive.

- Volunteer quickly when you know that there is a need for someone to manage a project or an important part of it. Take ownership of the project and refuse to allow minor glitches to slow down your progress. Find someone to help you if you run into trouble, but do not drop the ball or pass the responsibility on to others.

- Set aside some time to identify important things you would like to initiate or work on. Rather than getting bogged down in day-to-day tasks, focus on what's most important to your team or your goals. Once you have a clearer idea of what needs to happen, you can align people and resources to get things going.

- Make an effort to be part of the solution when a project runs into trouble. Do whatever research is needed to find answers. Use your resources to move initiatives forward. Spearhead a small group that will take responsibility for part of a project to keep things moving, even if it may not be in your direct scope of authority.

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DEVELOPMENTAL SUGGESTIONS

The following behaviors were identified because the scores were relatively low or fell outside the target ranges. These suggestions should be used as they are or as thought-starters for constructing personal action plans.

Individual Qualities:
Time Management

- Effective time management requires the use of strategies to keep up with a challenging workload. You may have difficulty turning out the level of productivity required, or struggle to do so without using an organized approach. The following strategies can assist as you work on managing your time more effectively.

- Devise and implement a structured process for handling assignments. Determine an effective plan for addressing demands before jumping right in and potentially doing things inefficiently. Sketch out a timeline and procedure you can use to track progress and ensure you are using your time and resources wisely.

- When situations call for you to adjust your priorities in the moment, make an effort to be flexible to attend to unexpected demands. Multitask by completing components of a task and not feeling as though you have to address whole projects from beginning to end in one sitting.

- Give some thought to things that slow you down or interfere with you being maximally efficient. By identifying bottlenecks or time wasters, you can modify the way you do things. Whether it is setting time aside for concentrated effort or knowing when to take shortcuts, time management is key to being successful.

Interactions With People:
Communicative

- A good communicator shares information clearly and frequently. Ideal communication consists of an effective two-way information flow. Your lower score may indicate you don't communicate as frequently or as effectively as you could. Consider some of the following suggestions to do better in this area.

- Think through the objective you wish to communicate and who your audience is. By having the key points outlined, you will be more focused in what you say. Design your approach to communication so that it is systematic, clear, and focused on meeting your objectives.

- Analyze your listener's communication style and adjust your approach appropriately. Results-oriented people want just the facts, while more analytical people want all of the details. Provide what the audience wants and needs to be a more effective communicator.

- You would benefit from increasing the frequency of your communication to others. Be more proactive about sharing and do so on a more regular basis. You could also give people more background information about things so they are more bought into the plan. People will likely appreciate the extra information.

Jane Sample

DEVELOPMENTAL SUGGESTIONS

The following behaviors were identified because the scores were relatively low or fell outside the target ranges. These suggestions should be used as they are or as thought-starters for constructing personal action plans.

Decision Making:
Decisive

- A cautious decision-maker, you have a tendency to rely more on the input of others than you do on your own decision-making skills. If you routinely defer to others, your own ideas may not be implemented and people may see you more as a coordinator than a strong leader. Try to better balance your style by considering the following suggestions.

- When you are faced with a decision, size up the situation to see if you have the ability and authority to make it. If you have the necessary information and resources, make a decision and communicate it to the people who need to know. Be willing to take the risk and be accountable.

- When it is necessary to involve others, get people together and lay out some of your own thoughts and ideas first, then solicit input to supplement your analysis. This will show that you are an independent thinker who will modify a decision based on additional input.

- Be aware that building consensus can be a long, drawn out process. Under tight time constraints, make an independent call without first checking with others who might like to be involved, but who are not really crucial to the generation of an acceptable solution.

Results Through Others:
Coaching

- Be more willing to share your perceptions about how people are doing on the job. Provide positive and negative feedback when appropriate, and coach for improvement. People cannot develop their skills if they do not know where they are deficient or where they need to improve. Consider the following suggestions to improve your coaching skills.

- Provide feedback that is direct and comprehensive to ensure that people understand what is and what is not acceptable. Be clear and specific. Ask questions and have people respond to your critiques to make sure that they understand your message.

- Coach as frequently and immediately as you can after the relevant behavior or activity has occurred. When feedback is timely and ongoing, both you and others will become more comfortable with developmental discussions. Giving people feedback shows that you care about them and their development.

- Focus on tasks and behaviors, not personalities. Avoid remarks that would be personally threatening or demeaning. Maintain a positive tone and be an active listener. Make an effort to make specific recommendations for what people should do to be more successful.

FINAL THOUGHTS

Thank you for the opportunity to provide you with this Quick View™ Leadership II Assessment. We believe the results will be helpful to you in evaluating the strengths and weaknesses of the person under consideration.

If you still have questions about the person, you should be aware that PRADCO has more comprehensive evaluations available that will provide much greater insight into the person's behaviors and fit for the organization.

If you would like to discuss the additional evaluation products or any other services, please contact us:

Phone: (440) 337-4700
www.pradco.com

Thank you for your business and we look forward to working with you in the future.

PRADCO
DEVELOPING STRONGER ORGANIZATIONS

Our Mission: PRADCO partners with leaders to select, develop, and retain people who fit their culture and contribute to their organizational goals. We focus on client needs to become an extension of their team, providing insight, objectivity, and accountability.