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Assessing the Effectiveness of Organizations and Individuals

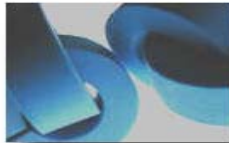
Employee Surveys

Assessment of Managerial Effectiveness

Assessment of Supervisory Effectiveness

Pre-Hire Assessment

Profile of Leadership Skills and Development Needs



Sample Corporation of America

John Doe

April, 2006

The data shown in this report is entirely fictitious. For that reason, the reader may notice data inconsistencies between various sections of this sample report.

This report is based on a multi-faceted assessment of your current leadership skills and needs for development. The instruments used for the assessment are described in the following pages.

The information is presented strictly for your own development, and for review by authorized SCA representatives and consultants. It is for distribution to no one other than appropriate Company representatives. Personal feedback on results will be provided to you by authorized persons.

For a snapshot of your results, see Page 1. The data supporting the comments made there are found in the remaining pages of the report.

It is important to recognize that the results of these kinds of processes often produce seemingly contradictory or inconsistent results. The key is to view the results from an overall, "big picture" standpoint rather than to attribute too much importance to one or another specific finding.

PROFILE OF LEADERSHIP SKILLS AND DEVELOPMENT NEEDS

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SUMMARY OF ASSESSMENT RESULTS

This Summary is based on a thorough review of all materials associated with this assessment. These include the self-report personality profiles, the skills rating form that you and your coworkers filled out and the tests you completed. The comments made here should be viewed more as springboards for discussion than as definitive conclusions.

LEADERHIP STRENGTHS AND NEEDS FOR DEVELOPMENT

The central purpose of this exercise is to assist you in maximizing your leadership skills with a view toward your own, and the organization's future growth and development. Therefore, these reports sometimes focus more on "shortcomings" (needs for development) than on the strengths a leader brings to the organization. In doing so, there is no intention to understate your talents, but simply to provide targeted guidance and direction toward future development of your skills.

Your Strengths

In this report, you will find numerous areas where your skills and talents are very sound. This section only shows those areas where your talent appears to be especially strong.

- √ Commitment and loyalty to SCA and its corporate goals.
- √ Coworker trust, admiration and respect for you and your talents.
- √ Your conscientious, energetic, dependable style.

Your Development Needs

These "Development Needs" are listed here primarily for discussion purposes. They should be viewed as preliminary, and subject to change based on review and discussion between all parties. There may be other areas where you know that improvement is needed, but the results of this assessment point specifically to those listed here.

- √ Explore why your peer-level coworkers are less favorable in their perceptions of your talents than are those who report to you. Take action to address this.
- √ Identify those ***specific*** behaviors that lead coworkers too often to perceive you as uncaring, insensitive or lacking in tact. Practice different behaviors.
- √ Learn improved skills at listening to others - verbal and nonverbal communication.
- √ Develop more effective day-to-day performance management skills - providing subordinate feedback, following up on assignments.
- √ Explore the actions that lead your coworkers to perceive personal bias and undue subjectivity in making decisions that should be performance-based.

The remaining pages of this report show the detailed results on the basis of which these summary comments are offered.

BASIS FOR THE ASSESSMENT

This report is based on your completion of the following questionnaires and tests as well as your coworkers' completion of a rating form on your leadership performance.

Leadership Qualities

The Leadership Skills and Development Needs Assessment

This is a multi-rater, "360-type" of rating form completed by you and your coworkers (supervisor, peers and direct reports). Using a 10-point scale, your effectiveness is rated on 60 items pertaining to: *Interpersonal Skills and Attitudes; Maturity and Responsibility; Productivity and Problem Solving; Continuous Learning and Commitment; Influencing and Directing.*

In addition to the ratings that you and your immediate supervisor provided, ratings were also given by:

- 4 Peers
- 5 Direct Reports

The Management Development Questionnaire

The MDQ is a self-rating form consisting of 160 short behavioral statements on which you rate yourself on a five-point agree-disagree scale. The MDQ employs a competence model with five (5) global management competencies, each of which is broken down into four constituent components. These are shown in later pages of this report.

Cognitive Problem Solving Skills *

Verbal and Nonverbal Reasoning Skill

The *Personnel Assessment Form* provides validated assessment of Overall ability, as well as Verbal and Quantitative reasoning subtests. Each subtest is timed at 7 minutes.

Analytical Reasoning Skill

This test measures your ability to think in disciplined, analytical, objective fashion. It requires the use of powers of inductive and deductive logic, recognition of flawed arguments, formulating correct interpretations of facts given, and spotting false assumptions. In this report, your score is compared to hundreds of Upper Level Managers in a wide array of businesses and industries.

The SCA Sentence Completion Form

This exercise provides you the opportunity to express your beliefs, attitudes and feelings about managing and leading people. It also gives us an opportunity to observe your style of expressing yourself in writing.

** Due to the potentially sensitive nature of these particular results, they are provided to you confidentially but not as part of this report.*

Ratings of Leadership Effectiveness

The *Leadership Skills and Development Needs Assessment* is a rating form that was completed by you and your coworkers (supervisor, peers and direct reports). Using a 10-point scale, your leadership effectiveness was judged on 60 items pertaining to the Dimensions listed below.

Table 1

	Self	Suprvr	Cowkr*	Repts**	Others***
Average 10-Point Ratings	7.6	9.1	5.9	7.9	7.4

* Cowkrks Average of 4 Peers

** Repts Average of 5 Direct Reports

*** Others Weighted Avg: 1 Suprvr, 4 Peers, 5 Repts

Table 2

Each Dimension Consists of 5 Categories with 2 Items in Each Category

Ratings by Dimension	Self	Suprvr	Cowkr*	Repts**	Others***
Interpersonal Skills and Attitudes	7.3	8.6	5.2	7.7	6.9
Maturity and Responsibility	7.5	9.1	7.5	8.1	7.7
Productivity and Problem Solving	7.3	8.8	6.0	7.2	6.9
Continuous Learning and Commitment	8.1	9.9	7.2	8.1	8.1
Influencing and Directing	6.7	na	4.9	7.5	6.6

na: Indicates "No Basis to Judge"

* Cowkrks Average of 4 Peers

** Repts Average of 5 Direct Reports

*** Others Weighted Avg: 1 Suprvr, 4 Peers, 5 Repts

In Tables 1 and 2, the circled entries indicate the lowest average ratings in a given set. For instance, the lowest overall average rating (Table 1) was that provided by your Peer-Level Coworkers. The circled entries in Figure 2 are the lowest average ratings by Dimension of items.

Ratings of Leadership Effectiveness

(continued)

Table 3

Your Supervisor's Most Favorably Rated Items

Of 48 items on which your Supervisor rated you, 42 were rated "9" or "10".

Table 4

Your Supervisor's Least Favorably Rated Items

	<i>Rating</i>
Treats other people with respect.	6

Comparison of Self and Supervisor Ratings

Table 5

Rating Discrepancy of 3 or More Points - Supervisor vs. Your Own Rating

	Self Rating	Suprvr Rating
Communicates freely/openly w/supervisor - even when there is "bad news."	5	9
Demonstrates effective logical, analytical reasoning skills.	5	9
Demonstrates effective public speaking skills.	5	9
Effectively prioritizes multiple demands.	5	9
Is a good listener.	5	9
Remains calm and composed when dealing with change or stress.	6	10
Thinks through an issue before making a decision.	5	9
After delegating, gives coworkers latitude to carry out assignments.	7	10
Deals effectively with own shortcomings - learns from mistakes.	7	10
Does <i>not</i> behave in a conceited, arrogant or egotistical manner.	5	8
Is open and receptive to a wide variety of people and ideas.	7	10

These results are not necessarily consistent with other data shown in this sample report.

Ratings of Leadership Effectiveness

(continued)

Ratings by "All Others" Combined

Table 6

Most Favorably Rated - "All Others" Combined (Supervisor, Peers, Subordinates)*	
	Rating
Demonstrates loyalty to the organization.	9.4
Shows a proper level of career motivation and ambition.	9.3
Shows interest in the success of the entire organization - not just own area.	9.1
Seems to seek and enjoy personal responsibility.	8.7
Shows personal commitment to overall organizational goals.	8.6
Stays current and up-to-date on job-related knowledge.	8.5
Demonstrates highest standards of personal morality/business ethics.	8.5
Is self-starting and independently effective when necessary.	8.4
Demonstrates a high degree of personal self-confidence.	8.3
Seems committed to the best in client/customer service.	8.1
Maintains personal commitment to quality work.	8.1
Behaves in a trustworthy way.	8.1
Remains calm and composed when dealing with change or stress.	8.0

* Weighted Avg: 1 Suprvr, 4 Peers, 5 Repts

Table 7

Least Favorably Rated - "All Others" Combined (Supervisor, Peers, Subordinates)*	
	Rating
Attends effectively to paperwork and admin. details of managing people.	5.2
Shows good interpersonal tact and diplomacy.	5.4
Seems to be perceptive of, and sensitive to the feelings of others.	5.5
Makes good "people decisions" in hiring, placing and assigning tasks.	5.6
Gives effective performance feedback (positive/negative) to staff.	5.7
Makes decisions on job performance, not personal bias/favoritism.	6.0
Clearly conveys what is expected of staff.	6.1
Treats other people with respect.	6.3
Is a good listener.	6.3
Follows up on assignments delegated to others.	6.3
Is open to staff ideas and suggestions.	6.3
Deals effectively with employees who are not performing well.	6.3
Challenges, stretches and develops staff talent.	6.4
Effectively prioritizes multiple demands.	6.6
Seems to make efficient and productive use of his/her own time.	6.8
Makes decisions within a reasonable time frame.	6.8
Follows through on requests w/appropriate sense of urgency.	6.8
Effectively plans the steps necessary to accomplish project goals.	6.9
Thinks through an issue before making a decision.	6.9
After delegating, gives coworkers latitude to carry out assignments.	6.9
Is open and receptive to a wide variety of people and ideas.	6.9

These results are not necessarily consistent with other data shown in this sample report.

Ratings of Leadership Effectiveness

Details

These results are summarized earlier in this report.

Raters completed this 60-item rating form. Your effectiveness was judged using a 10-point scale.

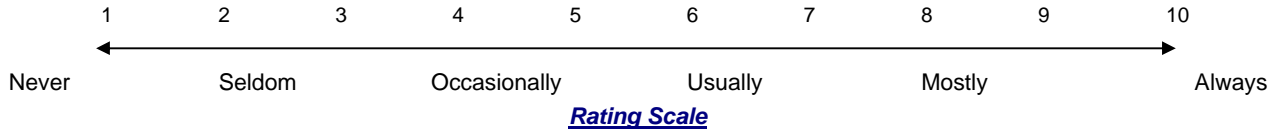


Table 10

PRODUCTIVITY AND PROBLEM SOLVING					
Organizing Time and Tasks	Self	Supvr	Peers	Repts	Cowkrks*
Seems to make efficient and productive use of his/her own time.	8	9	5.3	7.3	6.8
Effectively prioritizes multiple demands.	6	9	5.3	7.0	6.6
Effectively plans the steps necessary to accomplish project goals.	8	9	5.3	7.7	6.9
Making Decisions					
Thinks through an issue before making a decision.	6	9	6.3	6.8	6.9
Makes decisions within a reasonable time frame.	7	9	6.0	6.8	6.8
Is willing to take sensible, calculated risks when outcomes are uncertain.	7	8	7.0	8.3	7.7
Solving Problems					
Demonstrates effective logical, analytical reasoning skills.	6	9	6.0	8.0	7.4
Exercises good practical, common sense judgment.	8	8	7.3	8.3	7.9
Contributes creative, innovative ideas and suggestions.	9	10	7.3	7.5	7.8
Assigning Tasks					
Appropriately hands off tasks that should be assigned to others.	8	10	5.7	7.5	7.1
After delegating, gives coworkers latitude to carry out assignments.	6	10	5.7	7.0	6.9
Follows up on assignments delegated to others.	7	9	3.7	7.5	6.3

Table 11

CONTINUOUS LEARNING AND COMMITMENT					
Interest in Learning	Self	Supvr	Peers	Repts	Cowkrks*
Deals effectively with own shortcomings - learns from mistakes.	6	10	6.3	7.8	7.5
Invites and accepts constructive criticism in a mature way.	8	10	6.7	7.5	7.5
Stays current and up-to-date on job-related knowledge.	9	10	7.3	9.0	8.5
Open Mindedness					
Is open and receptive to a wide variety of people and ideas.	7	10	5.3	7.3	6.9
Treats customers/coworkers appropriately, regardless of gender, race etc.	8	10	5.0	7.8	7.0
Shows flexibility - can change approach in changing situations.	9	10	6.7	7.5	7.5
Organizational Commitment					
Shows interest in the success of the entire organization - not just own area.	9	10	9.0	9.0	9.1
Shows personal commitment to overall organizational goals.	9	10	8.3	8.5	8.6
Demonstrates loyalty to the organization.	9	10	9.3	9.3	9.4
Personal Motivation					
Shows a proper level of career motivation and ambition.	9	10	8.7	9.5	9.3
Maintains personal commitment to quality work.	8	9	7.7	8.3	8.1
Seems committed to the best in client/customer service.	9	9	7.3	8.5	8.1

* Weighted Avg: 1 Supvr, 4 Peers, 5 Repts

** Some of the items are paraphrased here in order to fit on the page.

WRITTEN COMMENTS

On the next page are the comments written on the Leadership Skills Rating by the various coworkers who completed the form. The comments are shown exactly as they were typed on the web-based form. They are organized by rater type - Self, Supervisor, Peers and Subordinates.

SUBORDINATE**2. Treats other people with respect.**

gihagaghkkgb a algiah gbaa;/bgoau

7. Is a good listener.

gihagaghkkgb a algiah gbaa;/bgoau

8. Seems to be perceptive of, and sensitive to the feelings of others.

gihagaghkkgb a algiah gbaa;/bgoau

gihagaghkkgb a algiah gbaa;/bgoau

11. Is willing and eager to take on assignments and initiate action.

gihagaghkkgb a algiah gbaa;/bgoau

12. Is a good team player - participates, cooperates, supports coworkers.

gihagaghkkgb a algiah gbaa;/bgoau

13. Demonstrates the highest standards of personal morality and business ethics.

gihagaghkkgb a algiah gbaa;/bgoau

16. Remains calm and composed when dealing with change or stress.

gihagaghkkgb a algiah gbaa;/bgoau

22. Communicates freely and openly with immediate supervisor - even when there is "bad news."

gihagaghkkgb a algiah gbaa;/bgoau

gihagaghkkgb a algiah gbaa;/bgoau

28. Thinks through an issue before making a decision.

gihagaghkkgb a algiah gbaa;/bgoau

37. Deals effectively with own shortcomings - learns from mistakes.

gihagaghkkgb a algiah gbaa;/bgoau

38. Invites and accepts constructive criticism in a mature way.

gihagaghkkgb a algiah gbaa;/bgoau

39. Stays current and up-to-date on job-related knowledge.

gihagaghkkgb a algiah gbaa;/bgoau

46. Shows a proper level of career motivation and ambition.

gihagaghkkgb a algiah gbaa;/bgoau

50. Gives effective on-going performance feedback (positive and negative) to staff.

gihagaghkkgb a algiah gbaa;/bgoau

51. Makes employee decisions on the basis of job performance, not personal bias or favoritism.

gihagaghkkgb a algiah gbaa;/bgoau

59. Deals effectively with employees who are not performing well.

gihagaghkkgb a algiah gbaa;/bgoau

gihagaghkkgb a algiah gbaa;/bgoau

60. Effectively handles conflict among staff members.

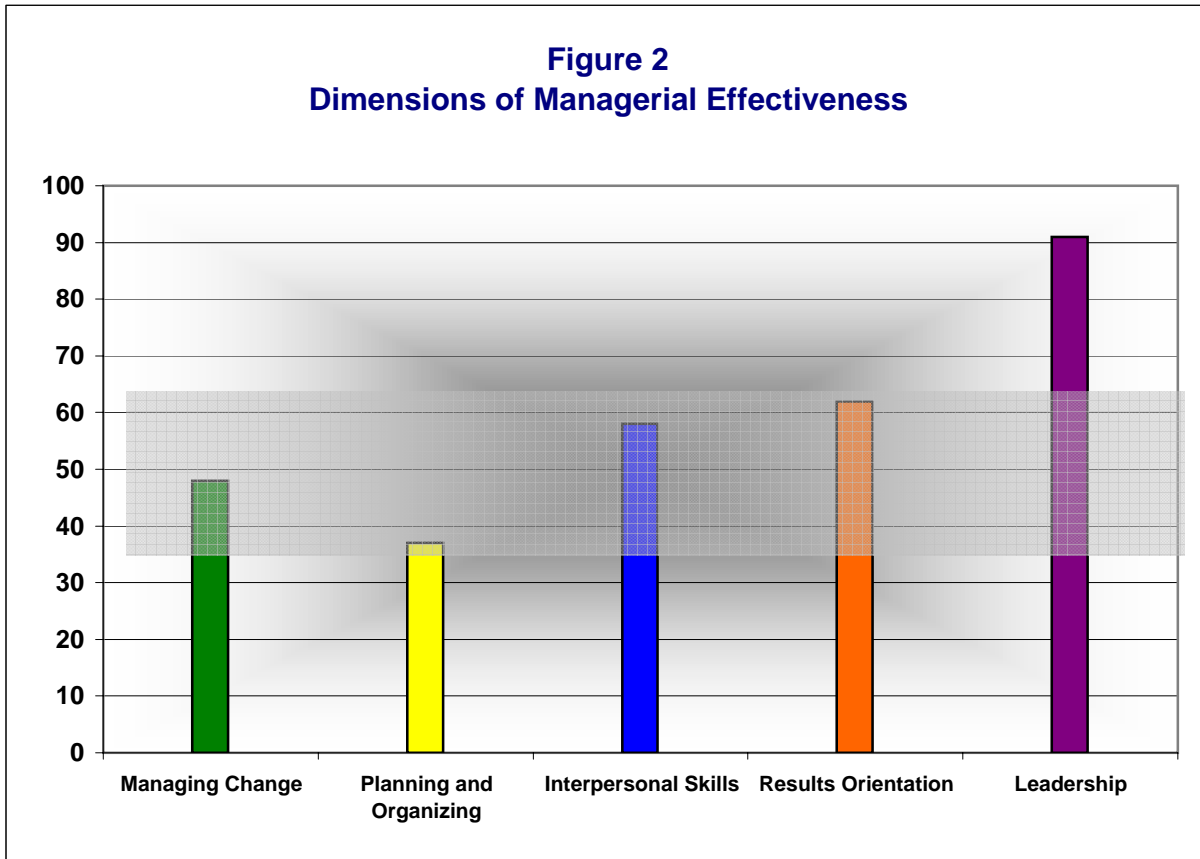
gihagaghkkgb a algiah gbaa;/bgoau

61. Optional Comment

gihagaghkkgb a algiah gbaa;/bgoau

Results of the "Management Development Questionnaire" (MDQ)

MDQ results are based on your responses to a self-report questionnaire. Scores are normed against a large sample of successful managers from a variety of industries and business types.



Shaded area represents the AVERAGE range.

The scores are percentiles based on a large reference group of successful managers. See next page for a description of the **Dimensions** and **Categories** of Management Effectiveness that are measured by this instrument.

EXPLANATION OF DIMENSIONS AND CATEGORIES

Management Development Questionnaire

Managing Change

Initiative - Taking the lead, seizing opportunities, getting things done.

Risk Taking - Questioning established methods, breaking with the past to achieve higher performance.

Innovation - Applying a creative approach to work, thinking outside "the Box," generating new ideas.

Flexibility/Adaptability - Responding flexibly to differing people and situations. Handling change adaptively.

Planning and Organizing

Analytically Minded - Weighing options, keying on critical issues, thinking systematically.

Decision Making - Accepting responsibility, displaying confidence, acting decisively.

Planning - Working in a systematic way; paying attention to schedules and prioritizing.

Focusing on Quality - Finishing projects on time, attending to detail, striving for excellence.

Interpersonal Skills

Persuasiveness - Verbal presentation skills; credible, assertive, having impact.

Sensitivity - Having positive regard for others; responding, listening and understanding others.

Agreeable - Getting along well with others; lively and outgoing; establish rapport readily.

Team Minded - Enjoy working within a group; cooperative, democratic approach; understanding teamwork.

Results Orientation

Achievement Drive - Motivation/commitment to success; ambitious; persistent, determined.

Customer Focus - Service minded relative to internal and external customers; responsive to needs.

Market Awareness - Maximizing opportunities; aware of competitors; setting challenging targets.

Learning Orientation - Commitment to improvement and learning from experience; seeking feedback.

Leadership

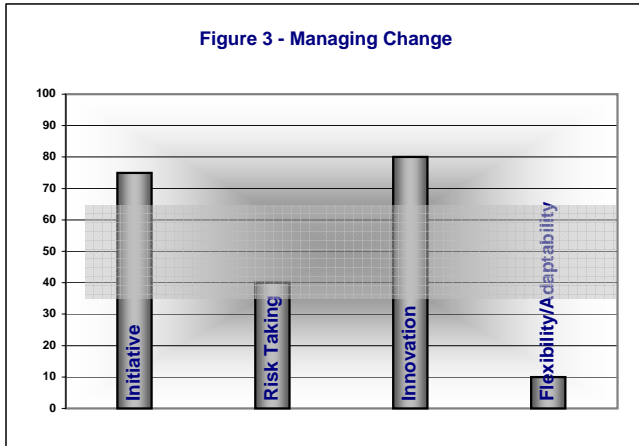
Authority/Presence - Being a self-confident inspiration to others, leading by example.

Motivating Others - Delegating and empowering; trusting others' competence and encouraging them.

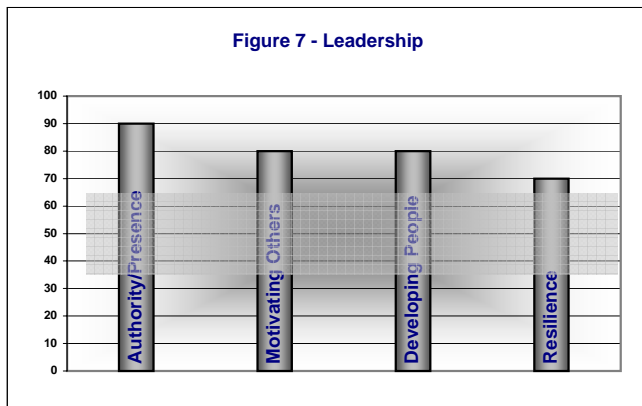
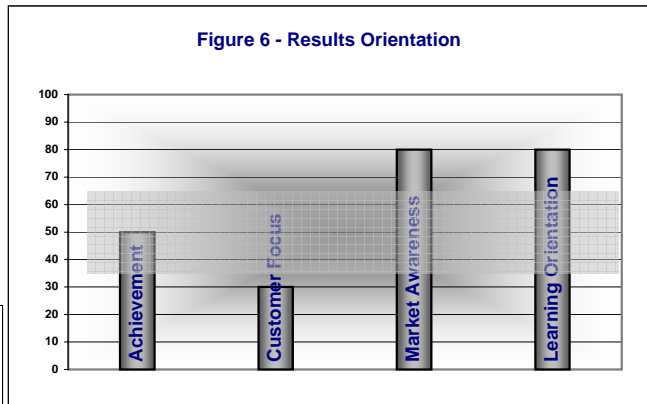
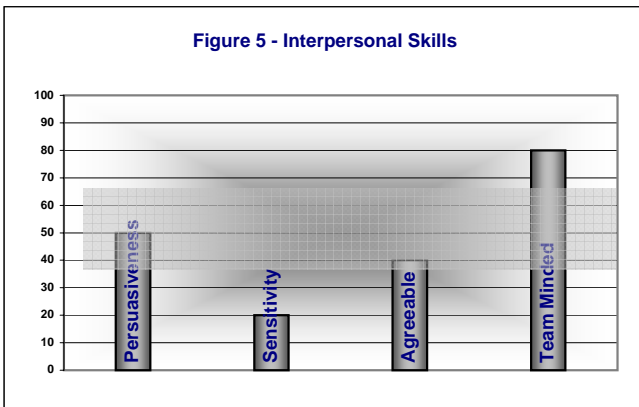
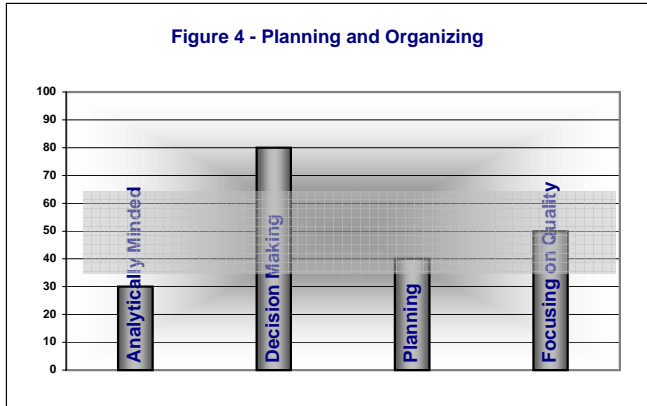
Developing People - Helping team members to improve; giving feedback; coaching and mentoring.

Resilience - Handling pressure and maintaining composure; accepting of constructive criticism.

Categories of Managerial Effectiveness



Shaded area represents the AVERAGE range.



SCA Leadership Development Program

Sentence Completion Form

Please complete each of these sentence stems in ways that will convey your attitudes and feelings about supervising and leading. Type as much or as little in the white boxes as you wish. Your comments will be included in our report back to you and the Company.

[Sentence stems are in bold. Typed responses are in italics.]

The most challenging aspects of managing people are ...

gihagaghk gb a algiah gbaa;/bgoau

My strongest leadership talents are ...

gihagaghk gb a algiah gbaa;/bgoau

The main strengths I bring to the workplace are ...

gihagaghk gb a algiah gbaa;/bgoau

I would be a more effective manager/leader if I improved my skills in ...

gihagaghk gb a algiah gbaa;/bgoau

I get frustrated with employees who ...

gihagaghk gb a algiah gbaa;/bgoau

Most of the coworkers I have worked with in the past would probably describe me as ...

gihagaghk gb a algiah gbaa;/bgoau

I believe the best way to persuade subordinates to a course of action is ...

gihagaghk gb a algiah gbaa;/bgoau

So far, the most rewarding aspect of my career has been ...

gihagaghk gb a algiah gbaa;/bgoau

The most rewarding aspects of being in a management/leadership role are ...

gihagaghk gb a algiah gbaa;/bgoau

I've been told by people I trust that I should develop improved skills in ...

gihagaghk gb a algiah gbaa;/bgoau

The most disappointing aspect of my career so far has been ...

gihagaghk gb a algiah gbaa;/bgoau

My long-term career goal is ...

gihagaghk gb a algiah gbaa;/bgoau