PARTICIPANT DEVELOPMENT REPORT

Pat Sample

COMPANY	Hay Group
SUCCESS PROFILE	Account Manager Retail III
ASSESSED	Jun 15, 2018
CREATED	Jun 15, 2018

ABOUT THIS REPORT

The report below is based on how you responded. The environment in which you completed the assessment process, and your frame of mind at the time, may have influenced how you responded.

The report compares your responses to a success profile that shows the key capabilities that can help someone do well in a role, organization, or environment. It also shows your results for broader capabilities related to success at work. Your assessment results can help you consider how you typically approach work, reflect on your success in your current situation, and plan your longer-term development for a future role or situation.

This report has been generated automatically based only on your assessment responses. There may be other very important information about you that is not captured in this report. This information may also be taken into account when using the assessment results.

HOW TO READ THIS REPORT	The report starts with an overview of how results are displayed.
SUMMARY	This section provides a summary of your results.
BEHAVIORAL COMPETENCIES	Competencies are skills and behaviors required for success that can be observed.
TRAITS	Traits are personality characteristics that have a strong influence on behavior.
DRIVERS	Drivers are preferences, values, and motivations that influence aspirations.
DEVELOPMENT PLANNING	Development suggestions are included here. This section provides development suggestions for specific capabilities that are likely to support your current role or your aspirations.
DEFINITIONS	All the capabilities reported are listed here, with definitions for reference.

HOW TO READ THIS REPORT

This section provides an overview of the information presented and symbols shown in the report. You may find it helpful to read this section before reviewing your results. It can also be a useful reference page to return to if you have questions as you read the report.

SUCCESS PROFILE

The success profile shows the key capabilities that can help someone do well in a role, organization, or environment.

SCALES

Assessment results are reported on a 1 to 10 scale, with 10 being the more favorable, or better, end of the scale. If an ideal range is shown, a score within the range is more favorable than either end of the scale.

Development need   Strength

1   2   3   4   5   6   7   8   9   10

ASSESSMENT RESULT

Bars are used to illustrate assessment results.

1   2   3   4   5   6   7   8   9   10

IDEAL RANGE

Different situations require capabilities to be demonstrated in different ways. Some scales show an ideal score range for the success profile. The closer a score is to the ideal range, the more it suggests alignment with the success profile.

1   2   3   4   5   6   7   8   9   10

KEY DEVELOPMENT OPPORTUNITY

The lowest scoring capabilities are shown. These may benefit from some development.
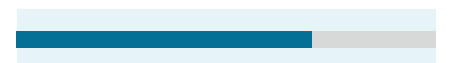
SUMMARY

SUCCESS PROFILE: ACCOUNT MANAGER RETAIL III

This summary indicates your assessment results compared with the success profile capabilities. It can help you reflect on how you typically approach work, and on your strengths and development needs.

People who meet or exceed the profile in most areas are more likely to be engaged and perform well. The subsequent sections report all your assessment results so that you can consider any other capabilities that you want to develop in the longer-term.
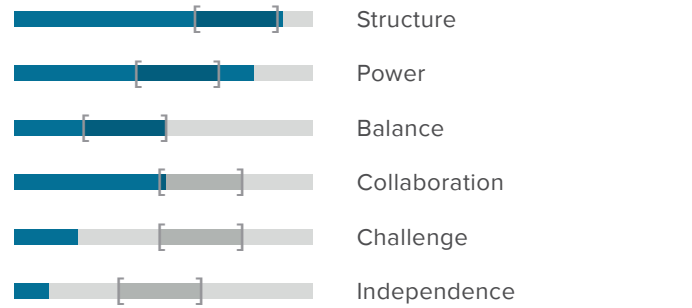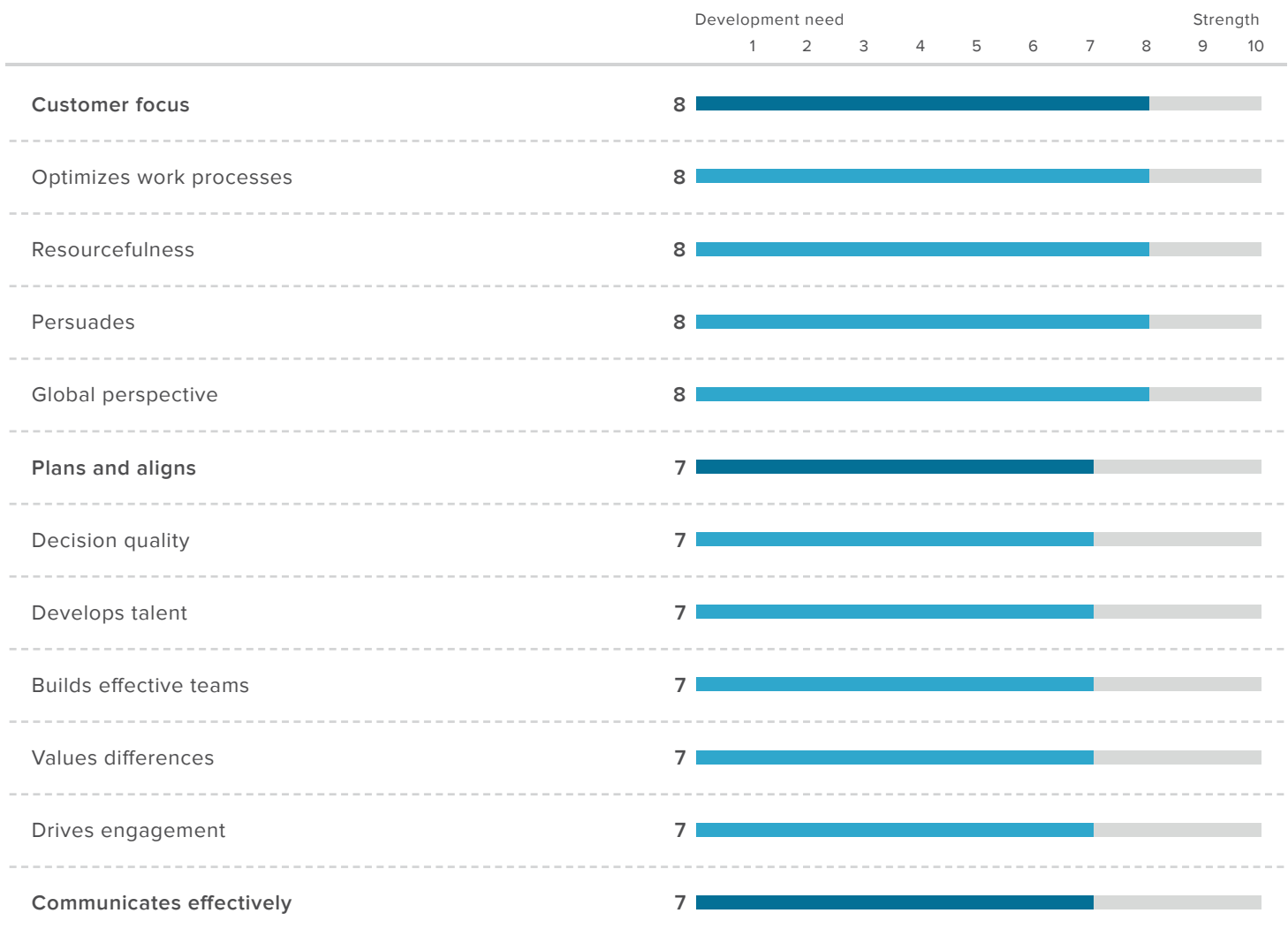
BEHAVIORAL COMPETENCIES

Customer focus		Ensures accountability
Optimizes work processes		Builds networks
Resourcefulness		Being resilient
Persuades		Collaborates
Global perspective		Directs work
Plans and aligns		Manages conflict
Decision quality		Balances stakeholders
Develops talent		Manages ambiguity
Builds effective teams		Drives results
Values differences		Nimble learning
Drives engagement		Cultivates innovation
Communicates effectively		Self-development
Interpersonal savvy		Instills trust
Situational adaptability		
Action oriented		
Courage		
Strategic mindset		

LEGEND

⊢⊣ Ideal range

TRAITS

	Trait
▇▇▇▇▇▇▇░	Influence
▇▇▇▇▇▇▇░	Assertiveness
▇▇▇▇▇▇░░	Trust
▇▇▇▇▇▇░░	Persistence
▇▇▇▇▇░░░	Affiliation
▇▇▇▇▇░░░	Humility
▇▇▇▇▇░░░	Credibility
▇▇▇▇▇░░░	Composure
▇▇▇▇░░░░	Need for achievement
▇▇▇▇░░░░	Empathy
▇▇▇▇░░░░	Tolerance of ambiguity
▇▇▇░░░░░	Situational self-awareness
▇▇▇[▇]░░	Focus
▇▇░░░░░░	Curiosity
▇▇░░░░░░	Confidence
▇▇░░░░░░	Adaptability
▇▇░░░░░░	Openness to differences
▇▇░░░░░░	Optimism
▇░░░░░░░	Risk-taking
▇░░░░░░░	Sociability

DRIVERS

	Driver
▇▇▇▇[▇]░	Structure
▇▇▇[▇]░░	Power
▇▇[▇]░░░	Balance
▇▇[░]░░░	Collaboration
▇░[░]░░░	Challenge
▇░[░]░░░	Independence

LEGEND

[⊢⊣] Ideal range

BEHAVIORAL COMPETENCIES

Competencies are skills and behaviors required for success that can be observed. They shape behavior and are critically important in determining how someone does their job and how they accomplish goals. Competencies enable individuals to make meaningful contributions to support the organization.
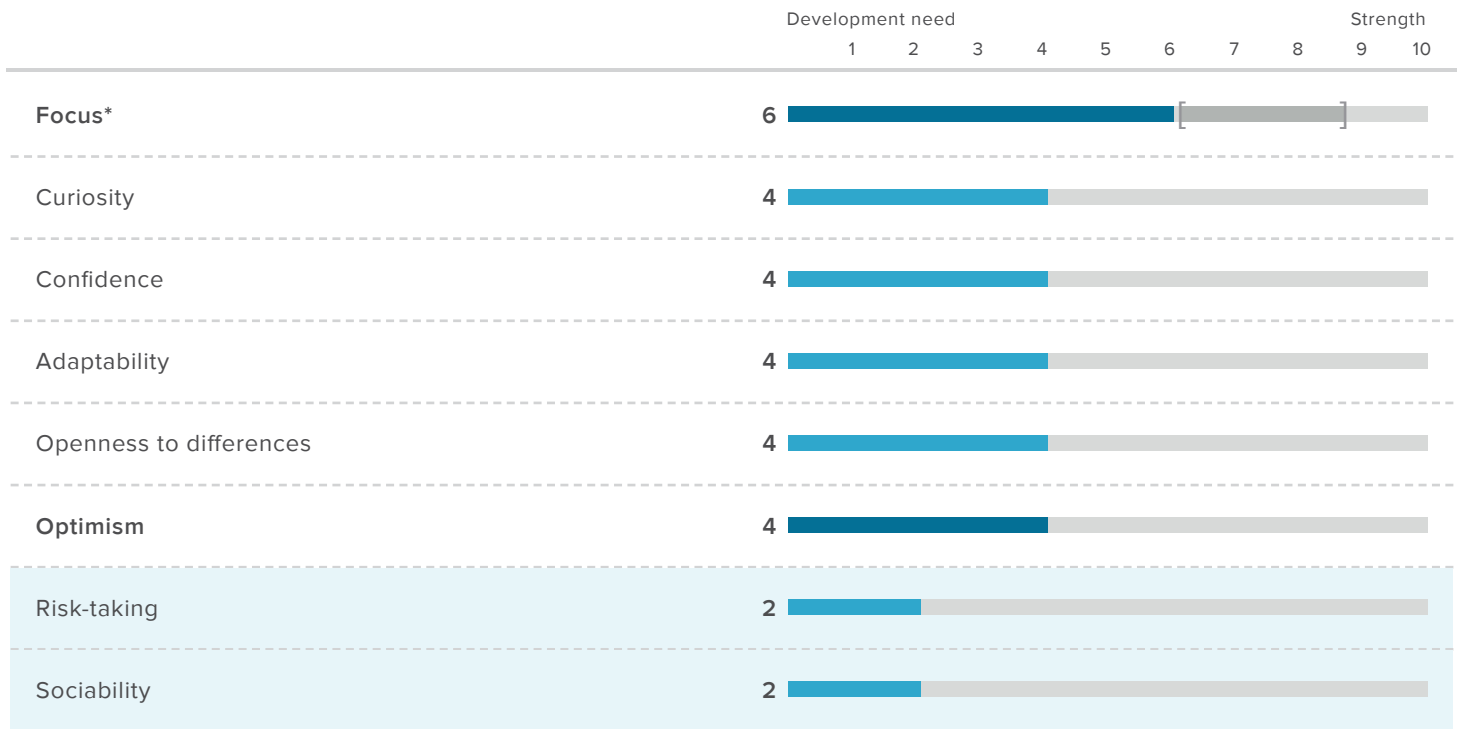
The assessment results show your scores for the success profile competencies, as well as for other competencies that may support your longer-term development.

	Development need								Strength	
	1	2	3	4	5	6	7	8	9	10
Customer focus	8									
Optimizes work processes	8									
Resourcefulness	8									
Persuades	8									
Global perspective	8									
Plans and aligns	7									
Decision quality	7									
Develops talent	7									
Builds effective teams	7									
Values differences	7									
Drives engagement	7									
Communicates effectively	7									

LEGEND

■ In success profile   ■ Supports broader development   ■ Key development opportunity

	Development need								Strength	
	1	2	3	4	5	6	7	8	9	10
Interpersonal savvy	**7**									
Situational adaptability	**7**									
Action oriented	**6**									
Courage	**6**									
Strategic mindset	**6**									
Ensures accountability	**6**									
Builds networks	**6**									
Being resilient	**6**									
Collaborates	**6**									
Directs work	**6**									
Manages conflict	**6**									
Balances stakeholders	**5**									
Manages ambiguity	**5**									
Drives results	**5**									
Nimble learning	**4**									
Cultivates innovation	**4**									
Self-development	**4**									
Instills trust	**4**									

LEGEND

■ In success profile　　■ Supports broader development　　□ Key development opportunity

TRAITS

Traits are personality characteristics that exert a strong influence on behavior. Depending on the role, and the context for that role, some traits will be more critical for success than others. Traits are core to who you are, but by becoming self-aware and seeking development opportunities, you can shape how you express your traits.

The assessment results show your scores for the success profile traits, as well as for other traits that may support your longer-term development.

	Development need	Strength
	1 2 3 4 5 6 7 8	9 10
Influence	9	
Assertiveness	9	
Trust	8	
Persistence	8	
Affiliation	7	
Humility	7	
Credibility	7	
Composure	7	
Need for achievement	6	
Empathy	6	
Tolerance of ambiguity	6	
Situational self-awareness	5	
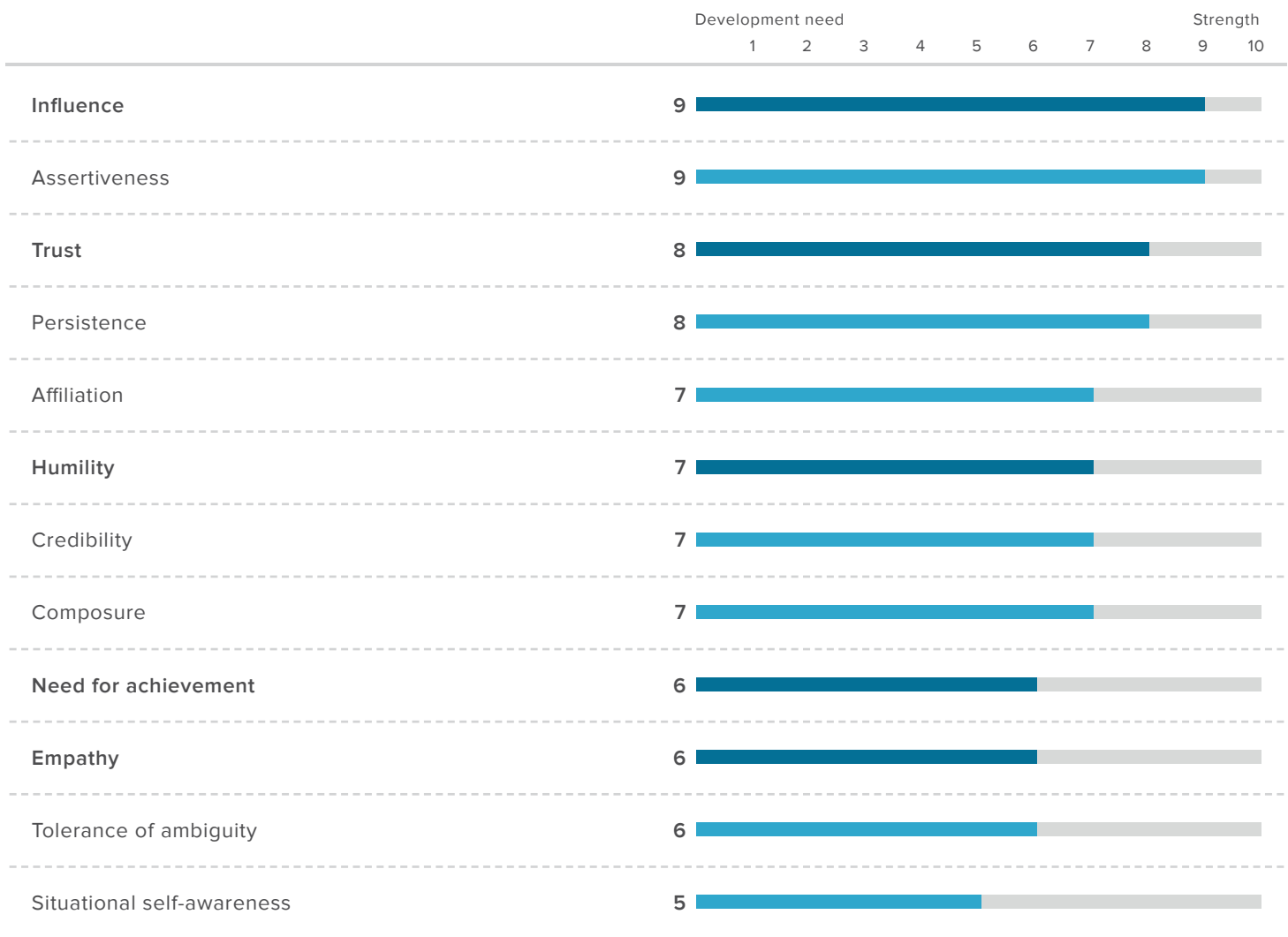
*The closer a score is to the ideal range, the less likely it is to be a development need.

LEGEND

■ In success profile   ■ Supports broader development   ■ Key development opportunity   [ ] Ideal range

| | Development need | | | | | | | | | Strength |
	1	2	3	4	5	6	7	8	9	10
Focus*						6				
Curiosity				4						
Confidence				4						
Adaptability				4						
Openness to differences				4						
Optimism				4						
Risk-taking		2								
Sociability		2								

LEGEND

■ In success profile   ■ Supports broader development   ■ Key development opportunity   [⎯] Ideal range

DRIVERS

Drivers are the preferences, values, and motivations that influence a person's career aspirations. They lie at the heart of critical questions: What is important to me? What do I find rewarding? Drivers are informed by who a person is and also by their circumstances or context at any given time. They affect the degree to which certain kinds of opportunities and environments will energize you and spark your interest.

The assessment results show your scores for each driver, and the ideal range for the success profile. The closer a score is to the ideal range, the more it suggests alignment with the success profile.

		Development need								Strength	
		1	2	3	4	5	6	7	8	9	10
Structure	9										
Power	8										
Balance	5										
Collaboration	5										
Challenge	2										
Independence	1										
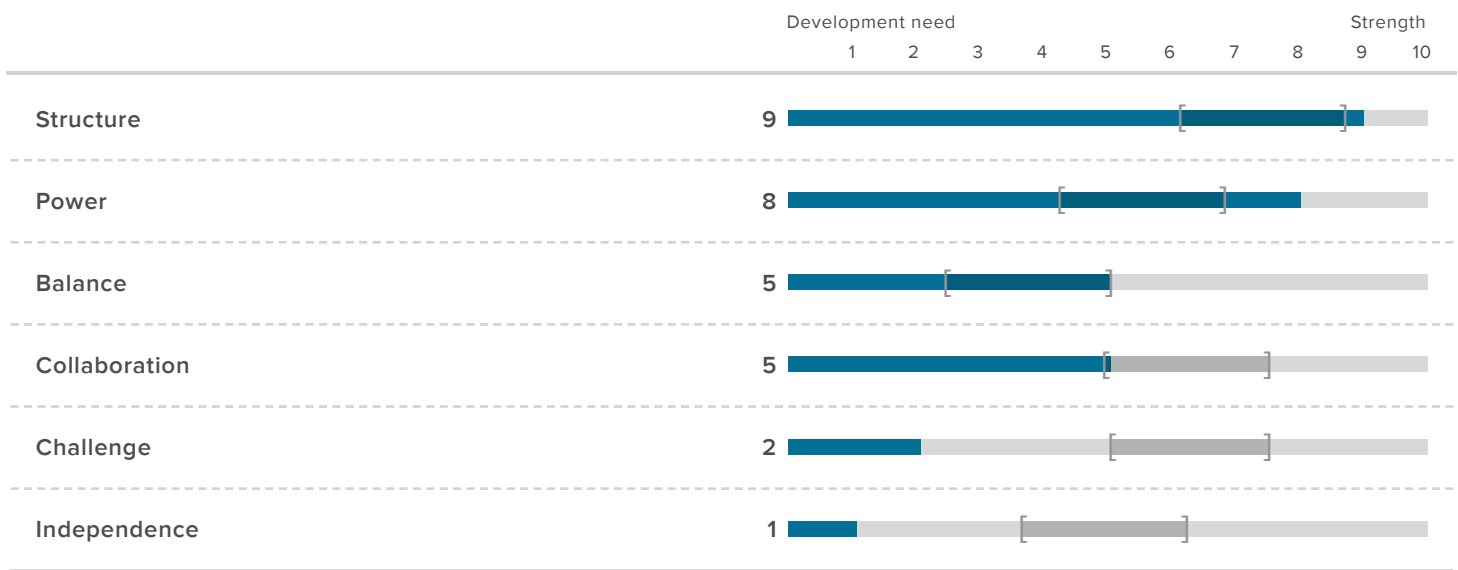
LEGEND

■ In success profile   [□] Ideal range

DEVELOPMENT PLANNING

Your assessment results can help you consider how you typically approach work, reflect on your success in your current situation, and plan your longer-term development for a future role or situation.

This section provides development suggestions for specific capabilities that are likely to support your current role or your aspirations.

KEY STRENGTHS

Insights about your highest scoring capabilities.

KEY DEVELOPMENT OPPORTUNITIES

Insights and development suggestions for your lowest scoring capabilities.

DEVELOPMENT PRIORITIES

Space to identify your development priorities and capture your initial plan.

KEY STRENGTHS

CUSTOMER FOCUS | BEHAVIORAL COMPETENCY   In success profile

Building strong customer relationships and delivering customer-centric solutions.

8 ▬▬▬▬▬▬▬▬

Your assessment indicates you anticipate and meet customer needs and follow up with customers to ensure any problems are resolved.

- **Customer focus** is one of the easiest skills to develop, and it is common at every level in organizations. For mid-level leaders, it's a skill that is associated with promotion.

OPTIMIZES WORK PROCESSES | BEHAVIORAL COMPETENCY   Supports broader development

Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement.

8 ▬▬▬▬▬▬▬▬

Your assessment indicates you focus on continuously improving processes and methods that maximize the efficiency and effectiveness of the work.

- **Optimizes work processes** is an especially important skill for first level leaders. It is related to both performance and promotion at that level. Most people are average in this area, and it is moderately difficult to develop.

KEY DEVELOPMENT OPPORTUNITIES

SOCIABILITY | **TRAIT**   Supports broader development

The natural inclination to engage with and interact with others.

2 ▪▪▪▪▪▪▪▪▪▪▪▪▪▪▪▪▪▪▪▪▪▪▪▪▪▪▪▪▪▪▪

Your scores indicate that you may prefer to focus on a few, deeper relationships rather than a broad social network. While the social aspect of work can seem like a luxury, the social connections you make can increase your influence and build people's awareness of you. But you don't have to be an extrovert to be highly effective at building relationships. Being sociable is a reflection of your priorities, which should include putting people at ease, listening closely to others' thoughts and ideas, and taking an active approach to expanding your network of friends and professional connections.

☐ Seek the company of others. Interacting with others can be draining, especially for people who work long hours and have busy lives. Building relationships can start to feel like work. Focus on what you enjoy most about other people's company and build on that. Find times during your day to engage in small ways. Walk and talk on your way to going to see someone, engage in conversation on the elevator, invite people to lunch or to pick up coffee. Small investments in people add up over time.

☐ Show warmth. It can be easy to value efficiency over social niceties. But treating people with warmth and regard is a basic form of respect. Find simple ways to make people feel important, valued, and noticed. Use the time at the beginning of a conversation to check in on personal matters. Ask the other person what their thoughts are on a particular subject. Even setting a friendly signature on your e-mail can add a personal touch to a business message.

RISK-TAKING | TRAIT

A willingness to take a stand or to take chances based
on limited information.

2 ▮▮▮▮▮▮▮▮

Your scores indicate that you may take a cautious approach to risk. You may prefer to make decisions in a patient, sure-handed manner, leveraging as much information as possible. However, in an era of rapid change, it's sometimes necessary to take risks in order to achieve what you need to and stay in the game. Sometimes high performance depends on taking risks. It's especially important in an environment where success depends on innovation.

☐ Think about the worst-case scenario. Some risks are financial, others professional, others are interpersonal. In any of these cases, consider what you are most worried about. Maybe you're worried about being humiliated, losing respect, losing face, or becoming irrelevant. Take your worries to the extreme. Build up your courage by imagining yourself surviving one or more of these worst-case scenarios. If you can survive it, then you can summon the courage to take a substantial risk with a significant potential payoff.

☐ Recognize that failing some of the time isn't the end of the world. Creativity and innovation are some of the most sought after capabilities and yet they require people and organizations to be comfortable with failure. Being comfortable with failure doesn't mean not caring about failure or minimizing the impact of failure. It also doesn't mean beating yourself up and dwelling on past mistakes. It does mean learning from it and taking those lessons forward.

INSTILLS TRUST | BEHAVIORAL COMPETENCY　　　　　　　　　　　　　　Supports broader development

Gaining the confidence and trust of others through honesty, integrity, and authenticity.

4 ▬▬▬▬▬▬▬

Your scores suggest that you may make adjustments to your commitments and promises without informing others who are counting on you. You may be seen as someone whose version of a story is adjusted ever so slightly to your advantage. And you may have trouble admitting mistakes or keeping confidences. Building trust with others is at the core of every relationship. It requires you to be honest with yourself and others around you.

☐ Practice what you preach. Probably nothing chills trust more than a person saying one thing and doing something else. People want consistency. You can say something very convincing one day, but, if the next day you do something that contradicts that, people may no longer buy it. Worse yet, they may question your credibility. Having integrity means representing yourself accurately, knowing who you are, what you believe, and practicing what you preach regardless of the setting. If you're not sure if there's a gap between what you say and what you do, ask someone you trust to give you feedback. Then you can begin to close any gaps.

☐ Don't exaggerate or overpromise. Does your enthusiasm cause you to commit to too many things? Over-promising and under-delivering is a great way to lose people's trust. Reflect a bit on when and where you tend to exaggerate. Is it under most circumstances or when the pressure's really on? Were you rewarded for it in another setting? Is it serving you well now? Reflect on your patterns and start adjusting your approach. Be authentic—truth carries greater weight than fiction. If you don't know you can get something done for sure, say, "I'll look into it and get back with you when I do."

SELF-DEVELOPMENT | BEHAVIORAL COMPETENCY　　　　　Supports broader development

Actively seeking new ways to grow and be challenged using both formal and informal development channels.

4

Your scores suggest that you are comfortable with your current level of skill and may not be motivated to invest a lot of time in developing new skills. You may have a fear of making mistakes that inevitably accompany learning new things. Or perhaps you are unaware of the resources available to you for your development. Those who learn, grow, and change continuously across their careers are the most successful.

☐　Change your mindset. Some people are natural learners. They always look to learn something new from every situation. Some people are not natural learners. They are more performance oriented—get the job done and move on. Natural learners are more willing to take the risk because they are less worried about how they may be perceived by others. To them, the learning is the outcome. It is less about confidence in their ability and more about growing. You can shift your mindset. You can train yourself to be a learner. But you must be willing to expand your horizon and be curious. Continuously look for opportunities to stretch yourself. See each situation as a learning opportunity.

☐　Become reflective. People who are good at self-development build time into their schedule to develop from experiences. They seek to achieve results but also look to learn and grow from a situation. After each experience—whether a project, task force, new challenge—reflect. What went well and what didn't? What could you have done differently to achieve a better outcome? What skills were you lacking? Where do you need additional expertise or experience? Take your learning and put it into practice the next time. Add the learning to your development plan. How can you continue to build on it? Use your experience to help drive your future growth. Watch out for the "haven't the time" trap. There's always something that seems more important than reflection.

CULTIVATES INNOVATION | BEHAVIORAL COMPETENCY   Supports broader development

Creating new and better ways for the organization to be successful.

4 �

Your scores suggest that you likely have very high standards and are less tolerant of experimentation and failure. While proven methods are more of a sure thing, they also limit new methods that allow teams to excel in developing new ideas. Taking risks brings the possibility of breakthroughs.

☐ Leave perfectionism behind. Being creative is about entering the unknown with curiosity and discovering what happens. Innovation is not about instantly getting it right—it's an ongoing process that calls for making improvements over time. Are you worried about what people may think? Let it go—innovation requires putting risky and untested ideas up for critique. Do you prefer being practical? Creative ideas may seem impractical or far-flung at first, but with experiments and feedback, you can make them unique and workable. Give yourself permission to experiment.

☐ Immerse yourself and then let go. To come up with creative ideas on your own, begin by immersing yourself in the challenge. Don't rush it—carve out dedicated time. Think out loud with someone who is good at brainstorming and view it from different angles. Search for opportunities in what appear to be obstacles. After an extended period of immersion, take a break. Do something relaxing or different—like taking a walk, a drive, or a nap. While you consciously turn off the challenge, your unconscious mind will continue to process it. The best ideas frequently surface during these times of incubation. Be ready to write or sketch it out when it appears.

DEVELOPMENT PRIORITIES

Development opportunities are capabilities that could benefit from focused attention. They reflect the areas where scores were lower relative to other capabilities.

Consider which of these are likely to support your current role or your future aspirations. It can be helpful to consider your strengths and reflect on how they support your ongoing development.

BEHAVIORAL COMPETENCIES

☐ Instills trust

☐ Self-development

☐ Cultivates innovation

TRAITS

☐ Sociability

☐ Risk-taking

Which development opportunities do you want to focus on?

What actions do you want to take?

By when?

What will the benefits be for you and others?

Who can you approach for ongoing feedback and support?

DEFINITIONS

BEHAVIORAL COMPETENCIES

CUSTOMER FOCUS

Building strong customer relationships and delivering customer-centric solutions.

OPTIMIZES WORK PROCESSES

Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement.

RESOURCEFULNESS

Securing and deploying resources effectively and efficiently.

PERSUADES

Using compelling arguments to gain the support and commitment of others.

GLOBAL PERSPECTIVE

Taking a broad view when approaching issues, using a global lens.

PLANS AND ALIGNS

Planning and prioritizing work to meet commitments aligned with organizational goals.

DECISION QUALITY

Making good and timely decisions that keep the organization moving forward.

DEVELOPS TALENT

Developing people to meet both their career goals and the organization's goals.

BUILDS EFFECTIVE TEAMS

Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.

VALUES DIFFERENCES

Recognizing the value that different perspectives and cultures bring to an organization.

DRIVES ENGAGEMENT

Creating a climate where people are motivated to do their best to help the organization achieve its objectives.

COMMUNICATES EFFECTIVELY

Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.

INTERPERSONAL SAVVY

Relating openly and comfortably with diverse groups of people.

SITUATIONAL ADAPTABILITY

Adapting approach and demeanor in real time to match the shifting demands of different situations.

ACTION ORIENTED

Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.

COURAGE

Stepping up to address difficult issues, saying what needs to be said.

STRATEGIC MINDSET

Seeing ahead to future possibilities and translating them into breakthrough strategies.

ENSURES ACCOUNTABILITY

Holding self and others accountable to meet commitments.

BUILDS NETWORKS

Effectively building formal and informal relationship networks inside and outside the organization.

BEING RESILIENT

Rebounding from setbacks and adversity when facing difficult situations.

COLLABORATES

Building partnerships and working collaboratively with others to meet shared objectives.

DIRECTS WORK

Providing direction, delegating, and removing obstacles to get work done.

MANAGES CONFLICT

Handling conflict situations effectively, with a minimum of noise.

BALANCES STAKEHOLDERS

Anticipating and balancing the needs of multiple stakeholders.

MANAGES AMBIGUITY

Operating effectively, even when things are not certain or the way forward is not clear.

DRIVES RESULTS

Consistently achieving results, even under tough circumstances.

NIMBLE LEARNING

Actively learning through experimentation when tackling new problems, using both successes and failures as learning fodder.

CULTIVATES INNOVATION

Creating new and better ways for the organization to be successful.

SELF-DEVELOPMENT

Actively seeking new ways to grow and be challenged using both formal and informal development channels.

INSTILLS TRUST

Gaining the confidence and trust of others through honesty, integrity, and authenticity.

TRAITS

INFLUENCE

The ability to motivate and persuade others.

ASSERTIVENESS

The degree to which a person enjoys taking charge and directing others.

TRUST

An expectation of honesty and forthrightness on the part of oneself and others.

PERSISTENCE

A tendency toward passionate and steadfast pursuit of personally valued long-term or lifetime goals, despite obstacles, discouragement, or distraction.

AFFILIATION

A preference for aligning with a larger team or organization toward a common goal.

HUMILITY

The degree to which a person is seen as courteous, free from self-absorption, and easy to get along with.

CREDIBILITY

The degree of consistency between a person's words and actions.

COMPOSURE

The ability to stay calm and poised in stressful, difficult, or ambiguous situations.

NEED FOR ACHIEVEMENT

A tendency to work intensely to achieve and exceed difficult standards.

EMPATHY

Being attuned to others' feelings, motivations, and concerns.

TOLERANCE OF AMBIGUITY

Comfort with uncertain, vague, or contradictory information that prevents a clear understanding or direction.

SITUATIONAL SELF-AWARENESS

Maintaining broad, receptive, and non-judgmental attention to present experience.

FOCUS

Preference for organization, procedure, and exactitude.

CURIOSITY

The extent to which a person is likely to tackle problems in a novel way, see patterns in complex information, and pursue deep understanding.

CONFIDENCE

The degree to which a person is convinced that they control the course of events in their life.

ADAPTABILITY

Comfort with unanticipated changes of direction or approach.

OPENNESS TO DIFFERENCES

A desire to consider and explore differences in perspective, thought, and experience of people from a variety of backgrounds.

OPTIMISM

The degree to which a person tends to disregard disappointment, is satisfied with who they are, and expects the future to be bright.

RISK-TAKING

A willingness to take a stand or to take chances based on limited information.

SOCIABILITY

The natural inclination to engage with and interact with others.

DRIVERS

STRUCTURE

A preference for process-oriented, structured, and stable work environments.

POWER

Motivated to seek influence, recognition, and increasing levels of responsibility.

BALANCE

Motivated to integrate work and life in a sustainable, enjoyable, and meaningful way.

COLLABORATION

A preference for work-related interdependence, group decision making, and pursuing shared goals.

CHALLENGE

Motivated by achievement in the face of tough obstacles.

INDEPENDENCE

Prefers to work freely, autonomously, and with limited involvement by others.

ABOUT KORN FERRY

Korn Ferry is a global organizational consulting firm. We help companies design their organization – the structure, the roles and responsibilities, as well as how they compensate, develop and motivate their people. As importantly, we help organizations select and hire the talent they need to execute their strategy. Our approximately 7,000 colleagues serve clients in more than 50 countries.