

Executive Assessment for Succession Planning, Career Growth and Professional Development



Peak Performance Group, Inc.

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Peak Performance Group, Inc. Executive Assessment for Succession Planning, Career Growth and Professional Development

Overview

Peak Performance Group's Executive Assessment for Succession Planning, Career Growth and Professional Development options provide executives with a key tool to focus on their personal development, allowing them to optimize their global performance in their current position and preparing them for future growth and expanded responsibilities.

Growth-focused assessments provide the individual with insights on their current and future capability related to the executive's global leadership skills, motivation and personal drivers, organizational acumen, cultural and environmental effectiveness, management skills, strategic effectiveness, interpersonal and influence effectiveness, stress management, and success in adapting to changing market and global business conditions.

Why Take Advantage of an Executive Assessment as a Tool for Professional Growth and Succession Planning?

Developing future leaders is the single greatest challenge that all enterprises face today. Corporate research over the last 30 years proves that those companies that invest in the development of leaders and maintain a bench strength of talent have a significant competitive edge demonstrated in profitability, market adaptiveness and sustained and predictable results.

Executive assessments centered on the healthy focused development of an executive significantly *increases the return-on-investment* of both time and financial resources while *decreasing the risk* of poor performance due to inadequate leadership preparation. Successful developmental assessments deliver: a) an identification of utilized and underutilized potential; b) identification of areas for development key to a business leader's success; and c) developmental plans that could include training and education, on-the-job experience, and coaching.

Developmental-focused assessments are particularly valuable for high potential candidates, those executives in key succession plan positions and/or in identifying high potential candidates.



Executive Assessment for Succession Planning, Growth and Professional Development

A series of recent corporate studies suggest that *developing* leadership talent, versus buying transient leaders, is the most efficient and effective means of strategic success. Notable among the findings:

- Long-term performance success led by a succession-based leader exceeds that of externally hired leaders.
- Executives report that leadership bench strength has significantly decreased due to economic challenges in recent years and have few strategies to reverse the trend.
- Organizational performance improves with regular internal leadership changes year-over-year.
- The second most important issue facing business reported by corporate directors is succession planning, second only to strategic planning.
- “...two out of five top leaders fail in the first eighteen months....inadequate attention to succession issues...corporations must build their pipelines to the top.” (Wall Street Journal)
- More and more companies are reporting preferences for growing managers and future executives over “buying” leadership talent.



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How Can Peak Performance Group, Inc. Help?

Executive leaders as well as Human Resource leaders must ensure that the candidates their company selects for current and future executive positions have the best potential for long-term success. Peak Performance Group, Inc. provides leadership assessment services that will:

- Increase the success of selection and promoting the right candidate through expert assessment of leadership capability, personality, acumen, cultural and psychological fit.
- Enhance the success of the company in analyzing and identifying those executives with the highest potential for success.
- Improve the effectiveness and efficiency of the executive team in evaluating growth candidate's ability to be successful in their specific and unique business environment.
- Increase the predictability of where the succession or high potential candidates will be successful and areas where he or she will need support.
- Support the optimization of an executive's effectiveness through a successful transition to a new role in the company.
- Improve the effectiveness and efficiency of the executive team's ability to determine internal candidate readiness to take on broader management responsibilities.



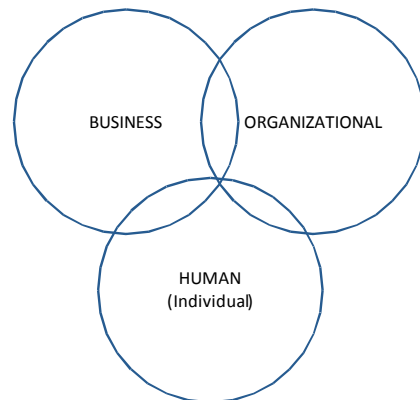
Key Elements of New Executive Assessment and Success

Three areas of assessment are necessary in providing an accurate and predictable evaluation of an executive. Often Human Resources owns the overall process to ensure the optimum fit. Human Resources, or Peak Performance Group in support of HR, work with the senior executive to evaluate the business skills and acumen. Peak Performance Group brings expertise in evaluating the additional areas:

- **Business Skill and Acumen Evaluation:** Human Resources supporting the senior executive often have the primary role to ensure full assessment of the candidate's job history, critical assignments, performance, education and technical skills compared to successful executives in their internal and external peer group.
- **Personality Trait Assessment:** Each enterprise has a unique combination of demands that senior leaders must successfully address. These demands may require innate strengths such as working well under stress, the ability to adapt to fast changing environments and the ability to influence others to act for the greater good of the company. Relevant personality traits are much more difficult but equally important and critical to assess.
- **Organizational Alignment Analysis:** Research in the causes of new hire executive failure suggest that most often they are due to organizational, cultural, and environmental misalignment in the form of skills, work styles, motivations and values.

The ultimate goals of conducting the three forms of assessment are to provide the client with:

- a) an accurate evaluation of the executive's capabilities,
- b) detailed plans for developing the executive to bring long-term success to the enterprise, and
- c) tools to guide and evaluate the executive's development by his or her managers uniquely adapted to client's business and operational environments.



What Do Executive Assessments Measure?

Executive assessments evaluate the business and employee leadership capability, including the personality and interpersonal effectiveness of the candidate, in reference to the types of environments in which he or she needs to be successful.

In the context of the client company's business, operational and environment demands, traits and abilities that are assessed include:

- Motive
- Cultural preferences
- Interpersonal influence
- Creativity and out-of-the-box thinking
- Ambition
- Interpersonal relationship development
- Emotional stability
- Stress management
- Employee motivation
- Problem solving
- Comfort working with ambiguity
- Strategic thinking
- Values
- Adaptability to change
- Operating under stress
- Trust building
- Management discipline
- Empathy
- Systemic thinking capability
- Conflict and anger management
- Impulsivity
- Openness to feedback and learning from experience
- Team building and team work

Executive Assessment Deliverables

The following deliverables, in the form of tools and techniques, provide individual executives and client companies with an accurate and predictable assessment of key executives.

The three executive assessment options employ them to varying degrees.

- **Professional Business and Personality Assessment Instruments:** Scientifically valid, American Psychological Association certified and professional proven instruments that predict executive performance and identify potential problem areas are the foundation tools for assessing candidates.
- **Leadership Capability Interviews:** As an adjunct to the instrumentation, brief and efficient one-on-one interviews are used to hone in on areas of strength and weakness, providing HR and management with examples and frameworks to evaluate and predict success.
- **Company Environment and Organizational Analysis:** A brief and efficient organizational analysis is conducted for the more volatile client environments where executive success and the accuracy of selection rests more with leadership capability related to culture, values, complexity and the level of stress inherent in the operations of the client company. This organizational assessment creates an operational model in which to evaluate individual leadership capability.



- **Detailed and Customized Individual Professional Development Plans:** A detailed professional development plan is created that could include: training and education, on-the-job experiences, executive coaching and self-driven development.
- **Recommendations to Support the Executive in Current or Future Positions:** To increase the executive's long-term success recommendations are made that include such things as staff support, operational and process design development, professional development and considerations regarding the uniqueness of the company's culture, values and operational complexity are created.



Executive Assessment Options

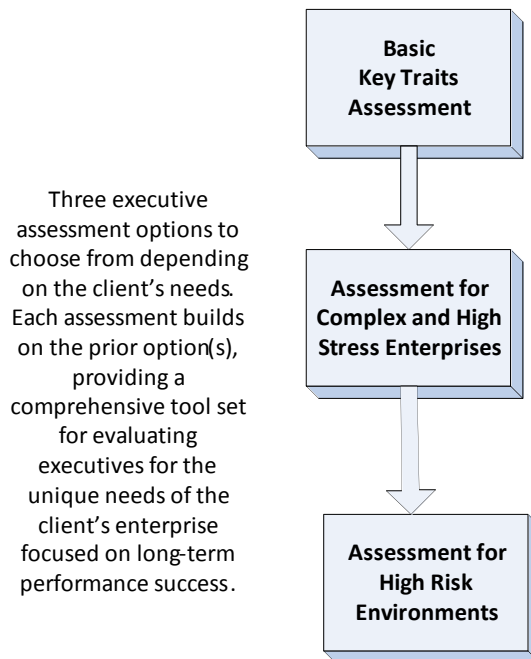
There are three options to choose from depending on the client company's particular needs and the environment in which the executive will work. Each assessment builds on the prior assessment, providing clients with a comprehensive process for ensuring the best executive candidate selection for hiring or promotion.

Option A: Key Traits Assessment

The Key Traits Assessment employs psychological instruments that measure critical personality traits necessary for executive success. Additional data is provided as to how company employees are likely to experience and respond to the candidate's leadership style.

Deliverables:

- A leadership profile based on an analysis of key personality traits that include leadership style, problem solving, creativity, stress management, interpersonal relations, management discipline, motivation, and other traits mentioned previously
- An identification of strengths and areas of development enabling a focused and precise investment of developmental resources and opportunities to optimize the value to the enterprise.
- An individually designed leadership development plan with pre-defined goals and measurements allowing management to more insightfully and with greater precision, efficiency and accuracy guide and evaluate the executive's leadership and management capabilities and progress unique to the enterprise.



Option B: Executive Assessment for Complex and/or High Stress Enterprises

Executives capable of operating in complex stressful environments require specific skills and personality traits that enable them to lead and manage effectively in such environments. This leadership assessment option utilizes the prior option's assessment in addition to instruments designed to specifically measure traits necessary for challenging business environments.

This option is useful when the candidate will be asked to lead in any of the following environments:

- Complex global business operations
- Complex product offerings and market conditions
- Complex sales engagements
- Volatile market places
- Geographically distributed operational environments
- Significant cross-functional and global team efforts

Deliverables:

- Experiential and skill leadership capability assessments related to operating under high stress, complex business conditions and how he or she responds to difficult and problem situations.
- Identification of leadership behaviors that could potentially undermine the executive's success specific to the company.
- Identification of risk factors or counterproductive tendencies that could potentially occur under stress.
- A values and capability profile of the executive.
- Assessments of the executive's core values, goals, motivational drivers and potential personal agenda.
- Evaluation of the leader's ability in building and maintaining high performance teams.
- Description of the type of culture the executive will most prefer to operate in as a leader.
- A unique leadership development plan with pre-defined goals and measurements allowing management to more insightfully and with greater precision, efficiency and accuracy guide and evaluate the executive's leadership and management capabilities and progress unique to the enterprise.



Option C: Executive Assessment for High Risk Environments

Preparing executives for leading in a high-risk environment is particularly and critically challenging. The major benefit of this option is that the candidate is assessed in the specific context of the client's company and business environments, using data collected and analyzed from the client company itself.

Though business skills are important, success is much more dependent on personality factors related to:

- A) leading and managing under stressful and complex global business conditions, and
- B) alignment of values, cultural preferences and motivations.

A high risk environment is typically characterized by one of the following business conditions:

- Company merger or acquisition
- Company turn-around
- Large-scale change
- Start-up transition to a going concern
- Strategic redirection
- Aggressively competitive and volatile market environments

Deliverables:

Using an efficient and brief organizational analysis, a model of the company's operational design, environmental character, culture, value sets and key stressors will be created. In conjunction with the data from the prior two assessments, the executive will be evaluated for his or her ability to align with and succeed in the client's environment.

The resulting professional development plan enables the development of the executive with greater precision and efficacy related to key leader capabilities that are traditionally overlooked.



Executive Assessment and Selection for Success Fee Structure

Option A Key Traits Assessment	Option B Executive Assessment for Complex and High Stress Enterprises	Option C: Executive Assessments for High Risk Environments
<p>The Key Traits Assessment employs psychological instruments that measure critical personality traits necessary for executive success. Additional data is provided as to how key stakeholders are likely to experience and respond to the executive’s leadership style.</p> <p>Key traits assessed will include:</p> <ul style="list-style-type: none"> ➤ Strategic thinking ➤ Interpersonal influence ➤ Creativity and out-of-the-box thinking ➤ Ambition ➤ Interpersonal relationship development ➤ Emotional stability ➤ Problem solving ➤ Comfort working with ambiguity ➤ Impulsivity ➤ Adaptability to change ➤ Reactions under stress ➤ Management discipline ➤ Empathy ➤ Systemic thinking capability ➤ Openness to feedback and learning from experience ➤ Team building and team work ➤ Gregariousness ➤ Conflict and anger management ➤ Trust building 	<p>Executives capable of operating in complex stressful environments require specific skills and personality traits that enable them to lead and manage effectively in such environments.</p> <p>This leadership assessment option utilizes the prior option’s assessment in addition to instruments designed to specifically measure traits necessary for challenging business environments.</p> <p>These traits include:</p> <ul style="list-style-type: none"> ➤ Operating under stressful conditions ➤ Core values ➤ Goals ➤ How the candidate responds under difficult and problem situations ➤ Motivational drivers ➤ Personal agendas the candidate might have ➤ Team leadership ➤ Preferred culture and how the candidate will be experienced by subordinates and colleagues 	<p>The development of key executives for a high-risk environment is particularly challenging. Though business skill are important, success is much more dependent on personality factors related to:</p> <ul style="list-style-type: none"> A) leading and managing under stressful and complex business conditions, and B) alignment of values, cultural preferences and motivations. <p>High-risk environments include mergers or acquisitions, company turn-arounds, large scale change and strategic redirections.</p> <p>Using an efficient and brief organizational analysis, a model of the company’s operational design, environmental character, culture, value sets and key stressors will be created. In conjunction with the data from the prior assessments, the executive will be evaluated for his or her ability to align with and succeed in the client’s environment.</p>
<p>Key Trait Assessment Fee: \$6,750</p>	<p>Executive Assessment for Complex and High Stress Enterprises Fee: \$14,000</p> <p>(Includes Option A)</p>	<p>Executive Assessment for High Risk Environments Fee: \$33,500</p> <p>(Includes Options A and B)</p>



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PEAK PERFORMANCE GROUP, INC.

From our offices on Cape Ann, which juts into the Atlantic north of Boston, the Peak Performance Group (PPG) overlooks the famous status of the Gloucester fisherman: with eyes fixed on the horizon and hands gripping the helm, he is ready to cope with all kinds of weather and conditions – from smooth, coastal waters to rough, daunting seas.

For us the stalwart captain also stands symbol to the various journeys we help launch our client-partners on:

- Journeys that enable them to explore and treasure the natural desire of people to be successful and expert at what they do.
- Journeys that help them discover and deal with particular business challenges impeding the success and progress of an individual, an organization and the synergistic integration of the two.
- Journeys that have been charted and validated by the solid undergirdings of research in human motivation and performance.
- Journeys that provide our clients with insights and skills – with rudder and ballast – that serve them well, time and time again, under ever changing conditions, no matter the circumstance.



PPG Integrated Products and Services Include:

- Organizational Analysis & Design Services
- Professional Education and Training
- Instructional Design and Development Services
- Team Development and Team Building
- Executive Coaching
- Executive and Employee Performance Assessments



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