



Executive Assessment

Candidate: **Mr. XXXXX**

Prepared by: Dion Leadership
39555 Orchard Hill Place, Suite 221
Novi, MI 48375

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Executive Summary and Recommendation

Mr. XXXXX completed an interview and online personality assessments. The results of the interview are consistent with the other assessments; therefore, both the interview and assessment results are considered to be reliable and valid. The results summarized here are those areas that the interview and assessments appear most in agreement.

Mr. XXXXX is a leader possessing a high emotional intelligence and a passion and dedication to his profession. He is strategic and forward thinking and has demonstrated that he can lead change and drive positive outcomes. He is an effective communicator and is likely to develop strong professional relationships. He responds well to feedback and is unlikely to show stress responses.

He is a leader who believes in involving his people, and he creates an environment where others feel comfortable expressing thoughts and ideas, offering feedback, and debating issues. He is invigorated by discovering ways to bring together others to partner in ways that may not have been previously considered. He believes he would have such opportunities in this new role.

In summary, Mr. XXXXX is considered a **very strong fit** for the role and company.

- **Very strong fit with the role and/or company**
- Strong fit with the role and/or company
- Fit with the role and/or company
- Not fit with the role and/or company

Personality Description

Mr. XXXXX is a confident, ambitious and enthusiastic leader. He is energized by challenge and looks for opportunities to drive change and enhancements. He is balanced, stable, and consistent even in high pressure situations. He is bright, up-to-date, productive, and likely to consider both long and short term goals and objectives. He seeks out feedback and uses it to improve.

Others view him as cordial and people-focused, and as having a lively imagination. He will likely make a positive first impression, be interested in getting to know his colleagues, and spend time to understand the strengths and weaknesses of his team. He will be seen as engaging and enthusiastic, as he takes initiative and persists until he achieves goals. He is quick in conversation and unlikely to suffer fools gladly.

Mr. XXXXX is inquisitive and a resourceful problem solver. He is a strategic thinker who likely is quick on his feet and can bring a variety of ideas and solutions to the table. He will be collaborative and will seek input and information from others to determine the most effective outcomes and enhance engagement. He should create a positive, optimistic environment even during challenging times and will build trusting relationships with others. Colleagues will find him warm, caring and collaborative. They should appreciate his efforts to maintain effective partnerships. This should facilitate his ability to enhance the working relationships within the department.

In addition to his many strengths, he has a few blind spots to consider.

- He will likely have big ideas and at times may be overly ambitious. He will need to be sure to gauge others' readiness and not become frustrated if things are not moving as quickly as he desires.
- He may have difficulty prioritizing.
- At times, he may need to ensure he is providing enough focus on tactics and details.
- He likely prefers to avoid confrontation.

Mr. XXXXX's profile suggests that he values making a difference, and he stated that he is passionate about helping the underserved. He will be perceived as honest, sympathetic, sensitive, and considerate of others' needs. Open communication and staff morale will be important to him, and he will be interested in helping others' enhance their careers.

He likely pays attention to and is effective at managing finances, budgets and compensation issues. He will examine the work he does from a business perspective and help the organization realize how to do the most with the resources available. He respects right and wrong, and will maintain a disciplined and professional manner at work. Finally, he prefers to make decisions based on data and rational problem solving.

His overall emotional intelligence score places him in the high range. His key strengths include Self-Actualization, Assertiveness, and Empathy. These strengths suggest he has a high need for a sense of purpose and connects actions to it, that he shares his thoughts and can be assertive especially if his beliefs are challenged, and that he shows compassion and respect for others. All Mr. XXXXX's scores fall within the upper mid to high range so there are no concerns regarding specific scales of Emotional Intelligence.

During his interview, Mr. XXXXX presented himself as confident, insightful, and bright. He is fairly expressive and an effective communicator. He is caring and dedicated to making a difference both at the individual level and at an organizational level. He described his leadership like that of an orchestra director who is successful when he can get everyone to utilize their individual

expertise together to become a highly functioning group. He prides himself in being reliable, transparent, and able to build trust with those he is leading. At times, he believes it can be lonely being a leader especially when he has to make decisions that impact lots of others. He stated that while he is friendly, he also recognizes the importance of separating that from his role as the leader. Mr. XXXXX expressed his desire to seek out feedback on a regular basis to help improve his own leadership and the functioning of the department.

Potential Derailers

Mr. XXXXX presented ***no significant personality risk factors that might surface under stress.***

Role Fit

The following areas were identified by the hiring manager as particularly important to this role. Given Mr. XXXXX's personality and interview results, consider the following observations:

1. Demonstrate a breadth and depth of knowledge. Know the department's resources and assets and create a department that is composed of skilled and motivated staff to drive the vision.
 - He has a solid background of expertise in the profession.
 - He can be expected to present himself as an enthusiastic and resilient leader who will gain the trust and respect of those who work for and with him.
 - He is strategic and tends to think systemically.
 - He is passionate and should provide inspirational leadership to the department.
 - He will need time to get to know all the staff and understand current levels of skill and competence.
2. Lead with an innovative mindset. Look for new opportunities, drive change, and inspire others' thinking to enhance and grow themselves and the department.
 - He is highly inquisitive and thinks with an innovative mindset.
 - He values data and is continually gathering information about best practices and new approaches.

3. Demonstrate strong emotional intelligence and capable leadership to effectively influence without authority, enhance collaboration within the department, and encourage partnership across the organization.
 - He has high emotional intelligence and savvy communication skills.
 - He can be expected to build positive, collaborative relationships with others.
 - He effectively influences others by understanding what is important to them and presenting the appropriate data to gain buy-in and commitment.