

# Team Leader Readiness Computerized Simulation

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**Individual Success Profile**  
*Confidential Results*



**Results for:**

**John Doe**  
**ID# 123-45-678**  
**July 29, 2008**



**Do not return this page to participant.**

*The Team Leader Readiness Computerized Simulation uses a series of simulated situations commonly experienced by team leaders to assess skill levels in six behavioral areas essential for success as a team leader. This profile can be used as one component in a process for selecting team leaders. It can also be used to identify a participant's developmental needs and provide options for skill development.*

**Selection Information** (page i)

*The overall assessment score shown below is a proven, accurate predictor of a participant's potential for success on the job. This prediction is based on comparing a participant's assessment results with a composite profile of highly successful team leaders. Because of the assessment's reliability and validity in predicting job performance, a participant's overall score should be an important consideration when making a selection decision. Please remember, however, that factors such as previous experience, motivation, and trainability should also be considered before making a final hiring or promotion decision.*

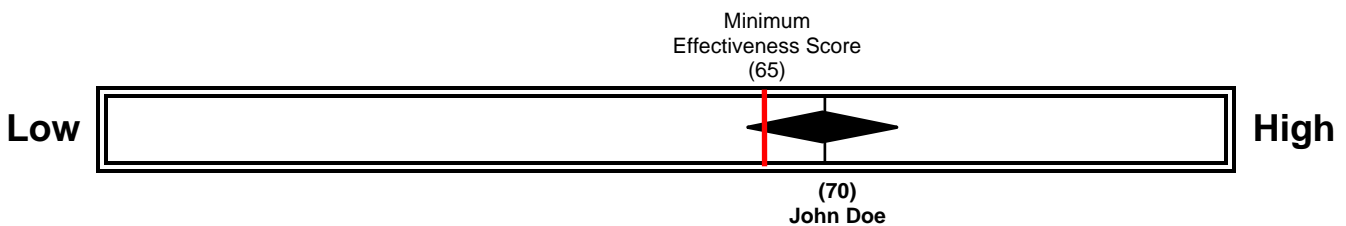
**Development and Coaching Information** (pages 1-2)

*The Personalized Skills Profile lists the participant's skill rankings for the six skills measured in the simulation. The Performance Level Descriptions section lists the skill definitions along with possible behaviors associated with the participant's level of performance. The information on pages 1 and 2 can be shared with participants when providing coaching and performance feedback and can be used to provide insight into their specific development needs.*

### **John Doe's Predicted Performance Level**

The graph below displays the participant's overall score on a scale ranging from low to high. This graph not only represents the participant's score, but also indicates the likelihood of success as a high-performing team leader. Specifically, the thin line running through the center of the diamond represents the participant's overall score. The bold vertical line on the graph indicates the minimum effectiveness score established by your organization. Any participant whose assessment results do not meet or exceed this score has failed to display the behaviors expected from a successful team leader. These participants may require further development before achieving success in the role of team leader.

John Doe's overall score of 70 (out of a possible 100) meets the minimum effectiveness score; therefore, John Doe is predicted to have success in the team leader position.



The following pages identify the development areas for John Doe. These were identified by comparing John Doe's responses with the typical responses given by successful, high-performing team leaders. John Doe's specific development results can be used to provide feedback for coaching or performance planning.

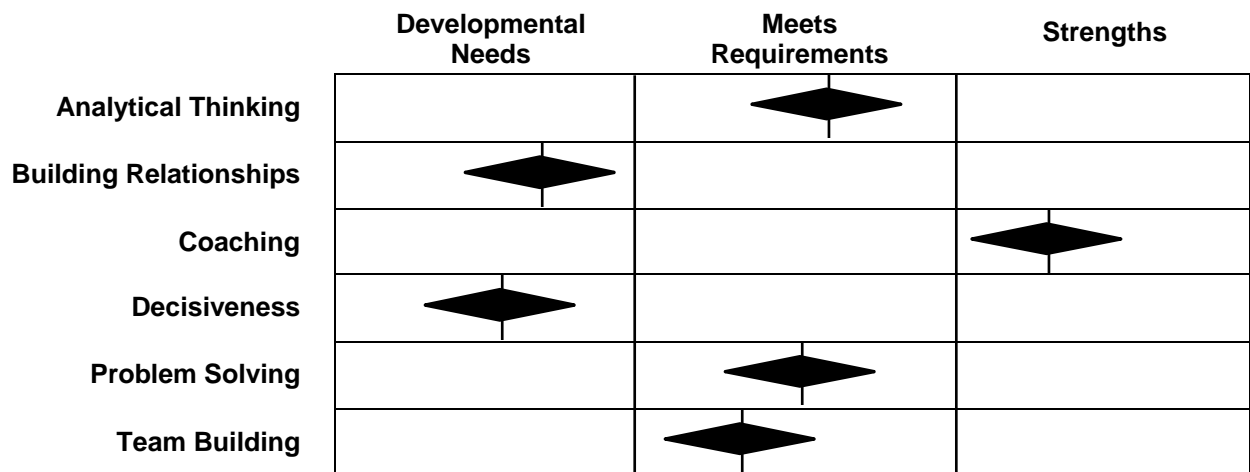
## Personalized Skills Profile

The Team Leader Readiness Computerized Simulation is a computerized assessment designed to evaluate critical skills that are required to successfully perform as a team leader. During the assessment, you experienced situations similar to those encountered by team leaders and were asked to evaluate various ways to respond in those situations. The situations and questions were designed to evaluate your current level of development in the following skills, which have been identified as necessary for team leaders:

- Analytical Thinking
- Building Relationships
- Coaching
- Decisiveness
- Problem Solving
- Team Building

The following results compare your effectiveness with the results of highly successful team leaders. Remember that you are not being compared with the average or general population. It is also important to realize that each skill measured in The Team Leader Readiness Simulation can be trained, coached, and developed.

The chart below is divided into three areas: Developmental Needs, Meets Requirements, and Strengths. Each diamond on the chart represents your score in one of the six skills measured. Specifically, the line running through the center of each diamond represents your score in a skill. It is important to understand that each skill is only one part of the entire assessment and that your overall ability is more accurately a combination of all six skills.



## Performance Level Descriptions

*Below is a description of the skills on which you were evaluated. The skills have been grouped according to your level of performance. This page presents skill definitions along with bulleted statements describing possible behaviors associated with your level of performance. This information will help you to better understand the skills and to identify the areas in which to focus your development.*

### Strengths

**Coaching** — Identifying performance problems and their solutions, communicating positive as well as negative feedback, adapting coaching style depending on the situation, providing feedback that is specific and constructive, and encouraging all team members in incremental performance improvement.

*People at this level of performance tend to:*

- Quickly and independently identify the need for performance related feedback.
- Provide positive feedback and encouragement, acknowledging individual strengths and developmental needs.
- Provide clear and specific actions or demonstrations to help others improve immediately.

### Meets Requirements

**Analytical Thinking** — Analyzing and interpreting statistical data, focusing on details, relating various pieces of information together, identifying trends, and understanding the reasons behind problems as well as successes.

*People at this level of performance tend to:*

- Gather relevant information to analyze problems.
- Identify relationships between information sources and draw reasonable conclusions.
- Revise work processes or activities to improve performance.

**Problem Solving** — Generating effective solutions to problems, considering unique aspects of situations, negotiating compromises, suggesting alternative solutions, and balancing business needs with individual needs (e.g., team member needs, customer needs).

*People at this level of performance tend to:*

- Review information that is readily available to understand problems.
- Draw correct conclusions to generate a viable solution.
- Recommend a viable solution and state the reasons for it.

**Team Building** — Setting clear and challenging goals for the team, generating enthusiasm and excitement, modeling exceptional work behavior, creatively rewarding successes, providing help and resources to team members, and sharing the larger picture with team members.

*People at this level of performance tend to:*

- Set clear, challenging, and attainable goals to create a sense of purpose.
- Participate with the team and provide guidance on how to achieve goals.
- Reward success with everyone who contributed.

## Developmental Needs

**Building Relationships** — Effectively interacting with team members with diverse backgrounds and temperaments, demonstrating a genuine interest in team members, maintaining open lines of communication with team members, and being an advocate for team members.

*People at this level of performance tend to:*

- Withhold relevant information from other team members.
- Discourage or criticize alternate points of view.
- Display limited interest in team members.

**Decisiveness** — Strongly communicating expectations, quickly responding to situations, justifying decisions when challenged, and following through on decisions.

*People at this level of performance tend to:*

- Make decisions before understanding the facts or may delay decisions while waiting to gather information of little importance.
- Communicate decisions hesitantly or apologetically.
- Become defensive when challenged, may not support decisions with facts, or quickly changes decisions to appease others.