

Sample Developmental Report

for

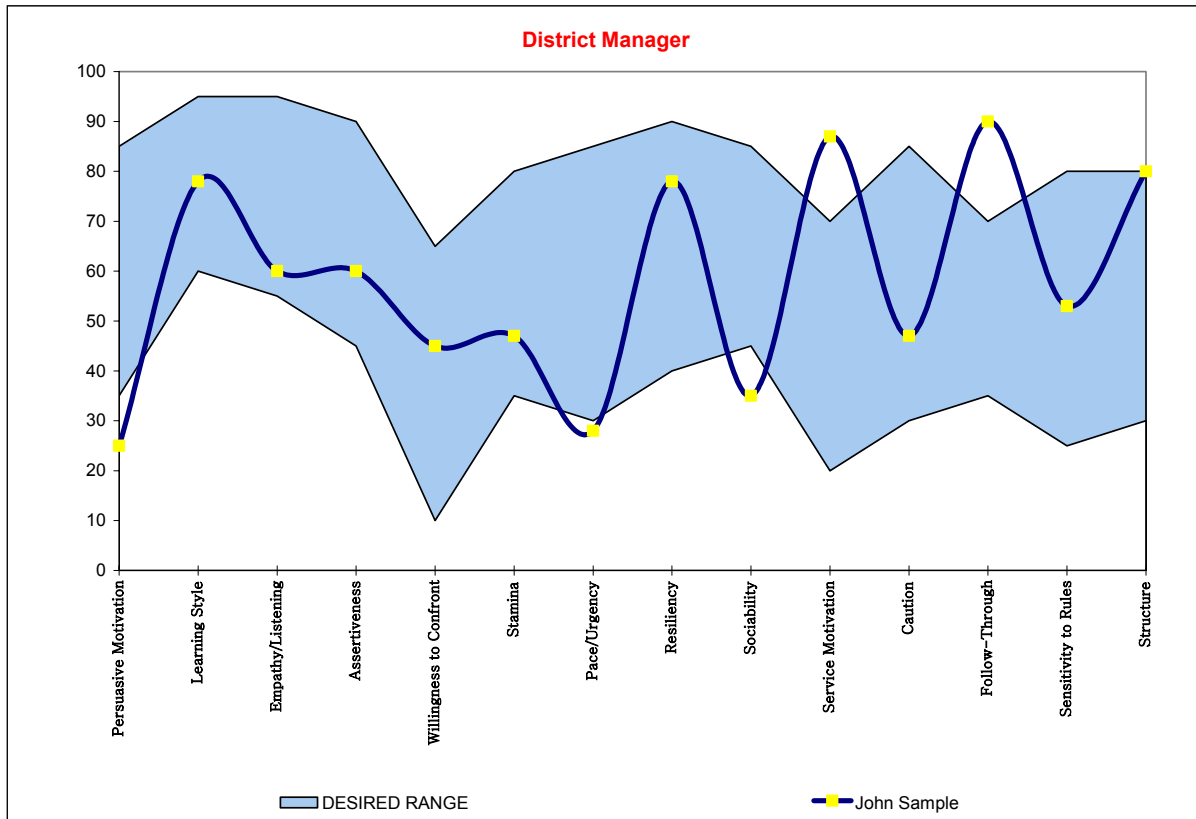
John Sample
District Manager

Prepared for: ABC Pharmaceuticals

Prepared by: Employer Consultancy, Inc.

Based on the results of the ECI Behavioral Insight

District Manager Developmental Analysis



The District Manager Analysis Chart enables you to compare the results of your ECI Behavioral Insight against the standard for the position. The shaded area represents the scores possessed by top performing District Managers at ABC Pharmaceuticals. Your scores are represented by the indicators located along the line and are presented on a 100% scale. Higher or lower scores are not necessarily better or worse. Look for areas where your scores match the shaded range.

District Managers enjoy the leadership aspects of their position. While they are quite able to garner support for their initiatives, they assume accountability for developing the skills of their representatives through monitoring activity, teaching, training and regular follow-up to check on progress. They enjoy working with others to get things done and will do their part when they serve on a team. Their solid conceptual capability enables them to manage the technical aspects of the position in stride. They are interested in new technology, inclined to make the most of the opportunities that come their way and will consider the use of innovation to accomplish goals.

To make best use of the information above, look for the areas where your scores deviate from the shaded range. By targeting training and development activities toward the enhancement of skills in these areas, you can increase your ability to maximize your full potentials as a District Manager.

Summary Analysis

ENABLERS:

- Mr. Sample is a highly conceptual individual who has the potential to effectively problem solve in the role. He is able to quickly grasp new or highly technical concepts and will utilize his ability to “think on his feet” to overcome challenges. He is open to the use of innovation and will investigate alternative strategies and solutions when faced with new or evolving problems.
- Enhancing his above average reasoning capabilities is his solid listening skills potential. He has the ability to bring a more empathic approach to the role and to understand the more subtle messages presented to him by others.
- He is a highly service minded individual who values building and maintaining strong relationships with those around him. He is a team player who has the ability to provide others with coaching and mentoring when necessary. He will be patient in his approach to others.
- His communications skills are solid. He is a fairly assertive individual who will be tactful in his response to opposition.
- He is a highly responsible individual who will take ownership in his work. When presented with an assignment, he will follow through with consistency until the task is completed. He has the ability to effectively organize and structure his daily activities. He will strive to complete his work in an error-free and professional manner.
- He is a resilient individual who, generally, will not take his professional setbacks to heart. When faced with a disappointment, he will stop to learn from his mistakes and then rebound from the experience in a timely fashion to meet his future business endeavors.

DEVELOPMENTAL OPPORTUNITIES:

- Given his highly nurturing nature and strong service motivation, he may have a tendency to "jump in" too quickly when others are experiencing difficulties and to assume a good portion of the responsibility. Therefore, when appropriate, allow others to learn from their own mistakes and to "cut their teeth" when faced with new challenges. At times, focus upon bringing a more directive style approach to the role, especially when transitioning into future leadership roles.
- He dislikes confrontations and, at times, may have a tendency to back down too readily from his perspective to maintain a positive rapport with others. When appropriate, stand behind ideas and opinions with greater strength and consistency to maximize overall leadership and negotiating effectiveness.

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- He is a systematic individual who prefers to work at a more controlled pace. Without sacrificing his strong ability to plan and organize his daily activities, he may want to bring a more spontaneous and flexible approach to the position, especially when faced with new or evolving challenges. Also, when appropriate, increase overall sense of urgency to enhance ability to motivate his associates behind his initiatives and to set a highly productive tone.
 - Given the fact that he prefers to take ownership in his work, he may have a tendency to take on too much at times. When appropriate, learn to delegate certain tasking to others and to release unnecessary activities or projects sooner.
 - He may have difficulty dealing with the more disciplinary-oriented aspects of the position, as he takes complete accountability for his team. Address certain negative performance issues more readily and strive to bring a more objective approach to the position when faced with potentially confrontational situations.

MANAGEMENT STRATEGIES:

- Provide him with both tangible and intangible rewards for his efforts. He values open feedback and positive reinforcement. Keep him informed so that he knows he is on the right path. Set clear goals and expectations.
- Encourage him to embrace change more readily. At times, he may appear a bit "set in his ways" or overly frustrated when priorities shift at the last moment. Therefore, keep him challenged in the role. Present him with a diverse spectrum of challenges where he will be able to utilize his ability to "think outside of the box" and to seize new opportunities as they arise.
- Ensure that his high service drive and accommodating nature does not undercut his ability to "push" for his own personal goals and objectives. Provide him with negotiating skills training.
- He will do best in a team environment where he can maximize his strong ability to bring a more coaching and mentoring leadership approach to his role. He is a "hands-on" individual who will "roll up his sleeves" to get the job done.