

SAMPLE REPORT

Confidential

Comprehensive Leadership Profile

Regarding: Sam Sample

Target Role: Chief Executive Officer

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Results Summary

The assessor summarized the most notable results below.

Likely Strengths

- He is a very straightforward and secure individual. These characteristics will help him to display a high level of integrity.
- He also tends to be quite confident, decisive, and has a lot of self-discipline. He also should exhibit a good deal of moral courage and willpower.
- He is humble, reliable, and very steady in terms of his emotions. These tendencies greatly enhance his ability to gain trust.
- He performed very well on the timed cognitive ability tests. He is apt to be an agile learner and capable problem solver who can handle the complexity of the CEO role.
- He is extremely achievement oriented and very persistent, as well as highly energetic and organized. He should display an impressive drive for results and a very productive work style.
- He is a very assertive and results-focused leader. When combined with some of the above tendencies, he is apt to be a proactive influencer who holds people accountable.
- He is an outgoing individual who has a lot of social confidence. He will likely exhibit good social skills that help him to build relationships quickly.

Potential Gaps and Risks

- He has very little compassion for others. Structured activities to develop his emotional intelligence would likely help him to display more empathy.
- He struggled on a measure of critical thinking. By developing these skills, especially recognizing assumptions, he could enhance his ability to analyze the ethical soundness of decisions.
- He does not have much curiosity. He should have access to someone who has a strong moral mindset and be encouraged to leverage their input often to broaden his perspective.
- He tends not to embrace change and is quite perfectionistic. He likely has opportunity to develop a more flexible approach to how he pursues his objectives.
- He is very independent and unaccommodating. He could do a better job of fostering teamwork if he learns to involve others more in decisions and seek compromises when disagreements occur.
- His leadership style underemphasizes empowerment. He should be encouraged to develop a more participative approach so that he can strengthen his ability to engage and motivate others.

Overall Summary

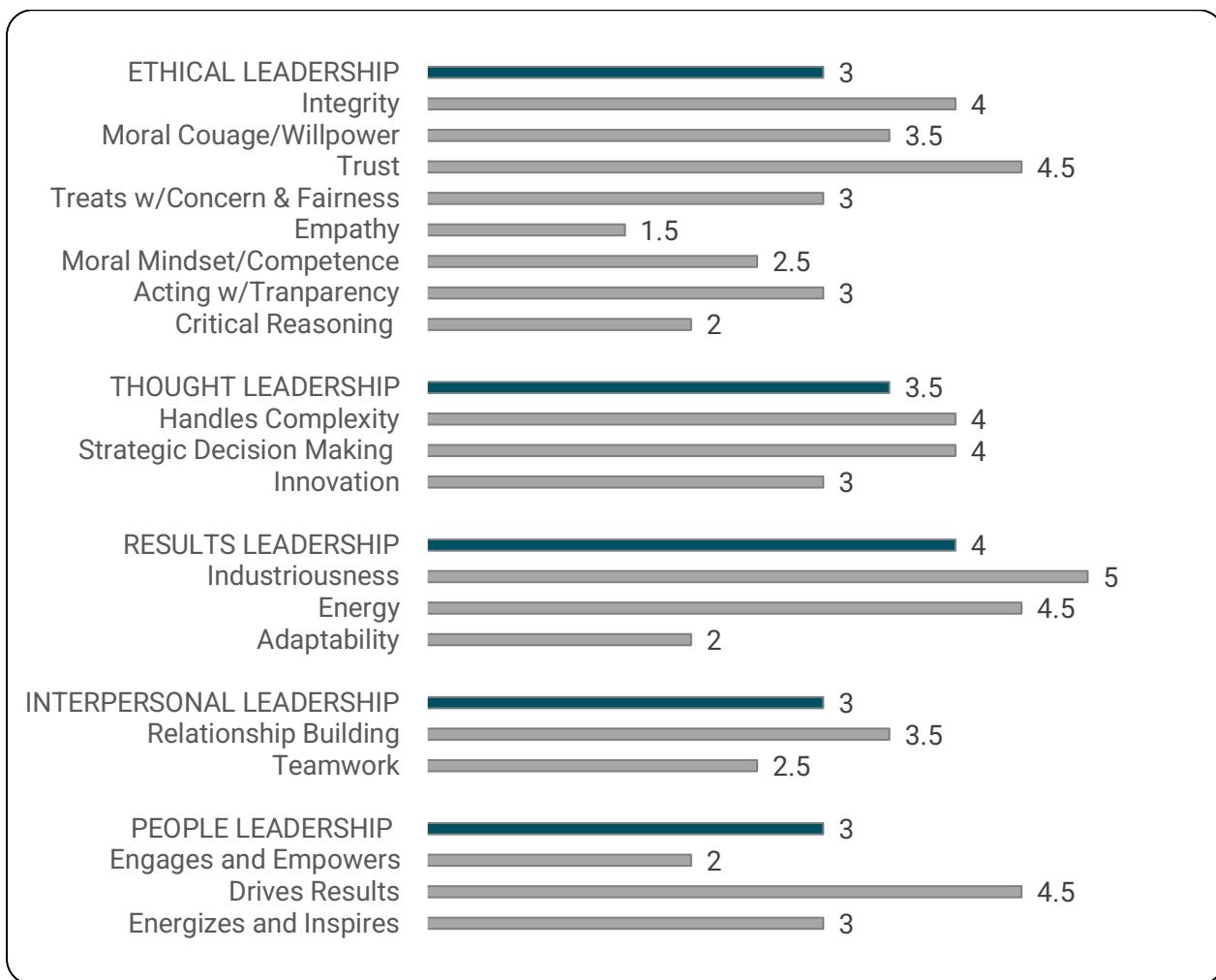
Mr. Sample's assessment revealed that he is likely to display clear strengths in the areas of thought leadership and results leadership. Regarding the former, he has the intellectual capabilities and personality traits needed to handle a high level of complexity and act strategically, as well as decisively. With respect to the latter, he is goal oriented, energetic, and tenacious, as well as methodical. He also has some notable assets when it comes to his ability to display ethical leadership. In particular, his inclination to display accountability and emotional steadiness, as well as his dependability in keeping his commitments, should greatly enhance the extent to which he is trusted. He is also a sincere person and not concerned with pleasing others, which will help him to speak the truth and say what needs to be said. Moreover, his decisiveness and high level of self-discipline will allow him to display the willpower needed to act on his convictions. In terms of interpersonal leadership, his outgoing, assertive, and confident nature should make him a skilled relationship builder. From a people leadership standpoint, he should exhibit an impressive ability to drive results through others because he will be highly structured and directive in his approach.

Mr. Sample's assessment also revealed several gaps. These are seen as developable, especially given his humility, self-discipline, and intellect. First, he could improve upon his ability to display strong ethical leadership by developing his critical thinking skills and emotional intelligence, as well as by listening and incorporating input from those who have a strong moral mindset. He also should involve others in decisions more often in general so that he can promote higher levels of teamwork. Similarly, he should try to develop a more participative and supportive leadership style so that he can fully engage his team and create the most motivating environment for them. Finally, he should try to address his perfectionism and learn to relax his stringent standards so that he can be less rigid in how he does things. This would likely enhance his adaptability.

Mr. Sample's assessment data indicates that he has solid potential for success. If he is proactively provided with effective coaching to address his gaps, he could likely end up being a strong performer.

Assessment Ratings

The **Competency Ratings** were assigned by two PCI Assessors using standard guidelines and a 5-point rating scale with half-point intervals. A rating of 3 means the person's results placed them at the midpoint of the professional norm group. The further away from the mid-point the rating is, the more dissimilar the person's data is compared to the norm; thus, the more remarkable the result. The **Category Ratings** reflect the average of the competency scores beneath them. It is rare to see a category rating higher than 4.0 due to this approach.



OVERALL RATING		
Limited Potential	Solid Potential	Strong Potential
This executive's gaps and risks are more numerous than their strengths and would likely prevent them from being successful as CEO in your organization.	This executive has strengths that should help them handle some aspects of the CEO role well, although their gaps and risks pose some concerns that should be carefully considered.	This executive has more strengths and fewer gaps and risks than most CEO candidates, and the latter could likely be addressed with coaching, mentoring, and targeted developmental experiences.
Do Not Recommend	Recommend with Reservations	Recommend