

NOTE: This is a sample page from a talent assessment for a candidate applying to the client organization. The candidate was evaluated on critical competencies for the role from interview and personality/cognitive testing in order for the client organization to make the best hiring decision possible.

Success Profile Fit Analysis

The following analysis is a comparison of the candidate’s professional strengths and developmental areas and the critical competencies identified for the role.

Critical Competency	Candidate Rating	Comments
Apply technical accounting expertise. Complete financial reporting, manage cash flow/budgeting, adhere to general accounting principles.	Satisfactory	Strong technical base from experience in public accounting. Passed all CPA exams and completed coursework. Likely to seek out opportunities to further develop his technical skills and business savvy. May need some time and support to learn new software systems.
Produce insights from data. Draw insights from financial analyses for the executive team.	Satisfactory	John demonstrates high cognitive ability and data analysis skills. He scored below average in critical thinking, and may struggle to identify assumptions inherent in his analyses.
Manage People. Provide performance feedback, develop staff, take responsibility for subordinates’ activities.	Cautionary	John lacks experience managing others. He is predicted to be overly lenient and trusting with others, and may be taken advantage of by others. Would benefit from further development in this area.
Project Management. Develop plans, coordinate project tasks, communicate changes and progress, complete projects on time.	Satisfactory	Strong attention to detail. Likely to work long hours when necessary and hit hard deadlines. May struggle with soft deadlines. May require guidance on more complex projects. Likes to keep busy and have a lot to do.
Teamwork. Exhibits openness to others’ views, welcomes feedback, able to build morale, work effectively with people with diverse backgrounds.	Excellent	Enjoys working with others and is agreeable and compliant. Likely to be humble and accept feedback. Others are likely to find him pleasant. Comfortable interacting with individuals at all levels within the company.

Key:

Excellent – Candidate is predicted to meaningfully exceed the requirements of the competency.

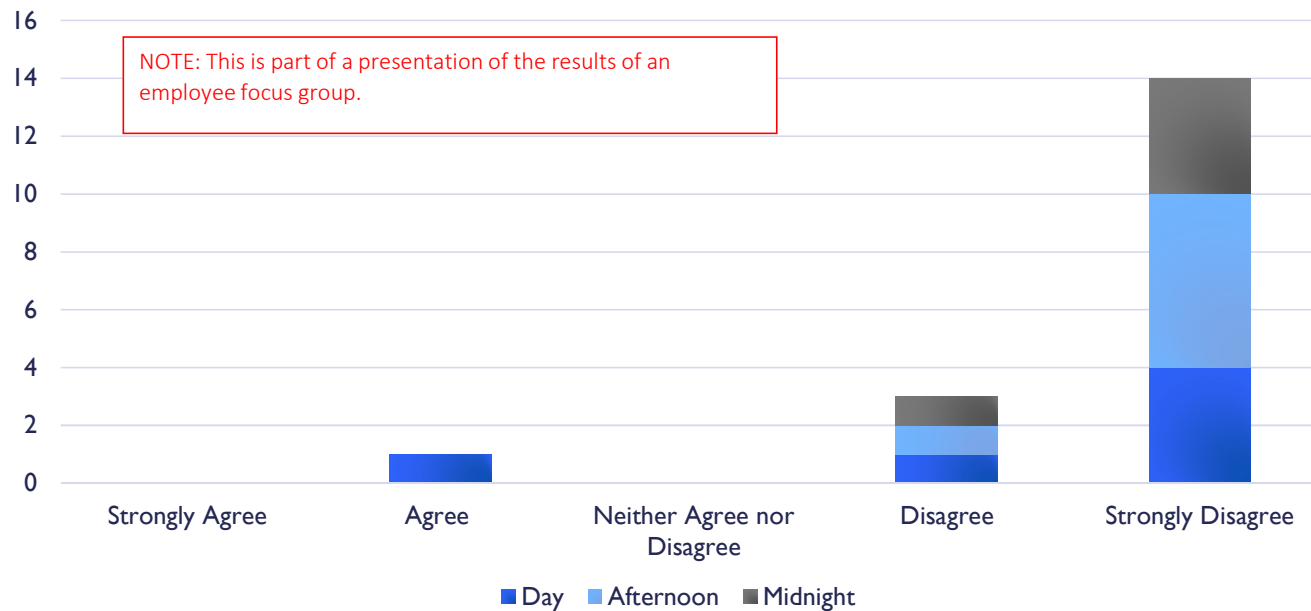
Satisfactory – Candidate is predicted to meet the requirements of the competency.

Cautionary – Candidate is predicted to partially or inconsistently meet the requirements of the competency.

Not Recommended – Candidate is not predicted to meet the requirements of the competency.

FAVORITISM IS SEEN AS THE MAIN DRIVER FOR PERSONNEL DECISIONS

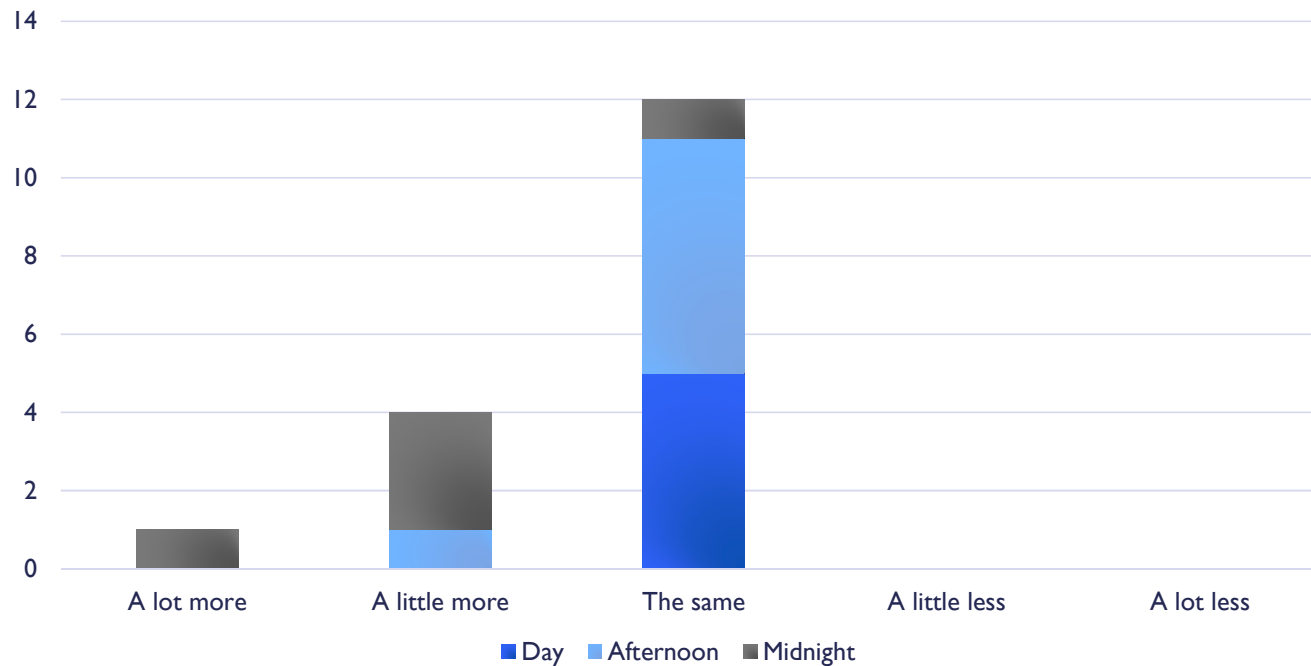
The processes available for resolving issues are applied consistently to everyone.



- “If you keep your numbers up, supervisors will leave you alone.”
- Policies are not enforced consistently (i.e. cell phone policy)
- Poor performers are not held accountable for their performance
- Criteria for advancement is “being friendly” with the supervisors

EMPLOYEES ARE HAPPY WITH COMPENSATION OVERALL

This is a better place to work than it was a year ago.

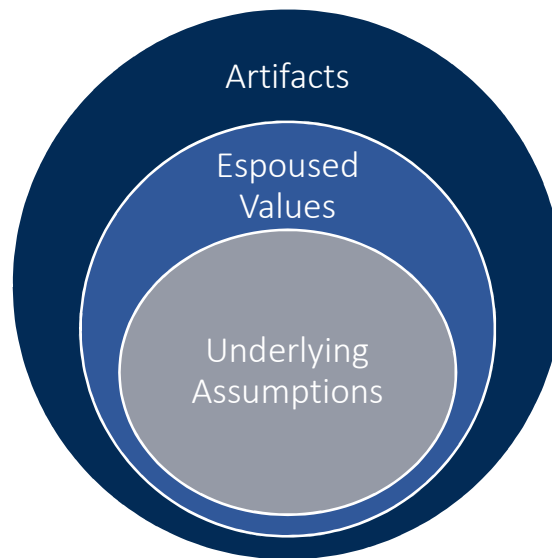


- Pay is seen as competitive to above average
- Mandatory stay policy (S-policy) is unpopular
- New employee on-the-job training is typically cut short
- Gain sharing criteria is unclear and a source of dissatisfaction
- Tuition reimbursement not valued

The Impact of Stories on Culture

Culture and leadership are two sides of the same coin. Leaders must understand and effectively manage the group's culture in order to be effective. Organizational psychologist Edgar Schein says, "the bottom line for leaders is that if they do not become conscious of the cultures in which they are embedded, those cultures will manage them."

NOTE: This is an excerpt from the workbook for a workshop on leadership and storytelling.



6 Edgar Schein's Culture Model

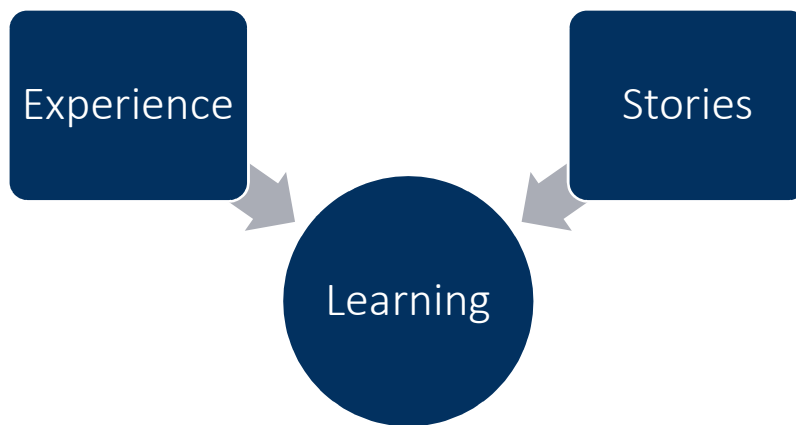
There are multiple levels of organizational culture:

Artifacts are things you can see, hear, or touch that give you clues to the organization's culture, but can sometimes be hard to decode. Some examples: art on the walls of the building, dress codes, rituals, and technology. Stories are artifacts of organizational culture.

Espoused values are stated goals, philosophies, and strategies.

Underlying assumptions are things that the organization has collectively learned about the world, itself, or how work gets done. These assumptions are taken for granted, and virtually never discussed or challenged directly as a result.

Stories shared in a group are like the little voice in your head that talks to you all day long. They shape your perspective as much as what actually happens to you.



Newcomers are especially influenced by stories. Without past experience to rely on, newcomers fill the vacuum with stories to cultivate and create expectations around themselves, the organization, relationships with others, their place in the world, etc.

This means that stories can become self-fulfilling prophecies, in a way. People hear stories, it informs their assumptions, and then they behave according to those assumptions.