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Assessment Report For:  
**Chris Goodrich**

**Censeo**

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Assessment started: 11/14/2008 10:05:54 AM

Assessment Completed: 11/14/2008 12:33:36 PM

Number of sessions to complete: 2

Assessment taken: 1 time

Normative database: Censeo

## Introduction

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TalentSIM is a competency-based assessment using online job simulation technology. This document - the individual assessment report - presents the results in different sections, starting at the highest level, and then drilling down to more specific results. These are the sections:

1. **Total Assessment Results** - the total score on the assessment.
2. **Competency Results** - scores on the seven competencies critical for success in leadership positions.
3. **Skill Information** - feedback on the 17 key skills that underlie the competencies.
4. **Development Suggestions** - practical, on-the-job suggestions, and additional resources, targeted at those areas most in need of development.

It is important to carefully read the short explanations at the beginning of each section. For more detail, refer to the *TalentSIM Participant Handbook*.

## Understanding the Competencies

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To help you better understand what the assessment is measuring, here are the definitions of the competencies:

<b>Striving for Excellence</b>	Setting high standards and holding people accountable; motivating others.
<b>Performance Management</b>	Providing feedback and coaching; improving employee performance; dealing with conflict situations.
<b>Retaining Employees</b>	Identifying key talent and taking action to retain that talent; creating the conditions where people are engaged.
<b>Analysis and Problem Solving</b>	Analyzing the causes of problems and taking corrective action; using financial and quantitative information to make decisions; setting priorities for the unit.
<b>Influencing Others</b>	Asserting own ideas and persuading others; gaining commitment.
<b>Organizational Savvy</b>	Knowing how to get things done in organizations; fostering collaboration and teamwork; taking charge in tough situations.
<b>Leading/Managing Change</b>	Acting as a catalyst for change and striving for continuous improvement; effectively managing change and helping others adapt.

## Total Assessment Results

The information below shows the results for the total assessment – the total points possible, how many points you achieved, and the percentage of total points.

### Raw Score

Total possible points: 281  
Actual points achieved: 230

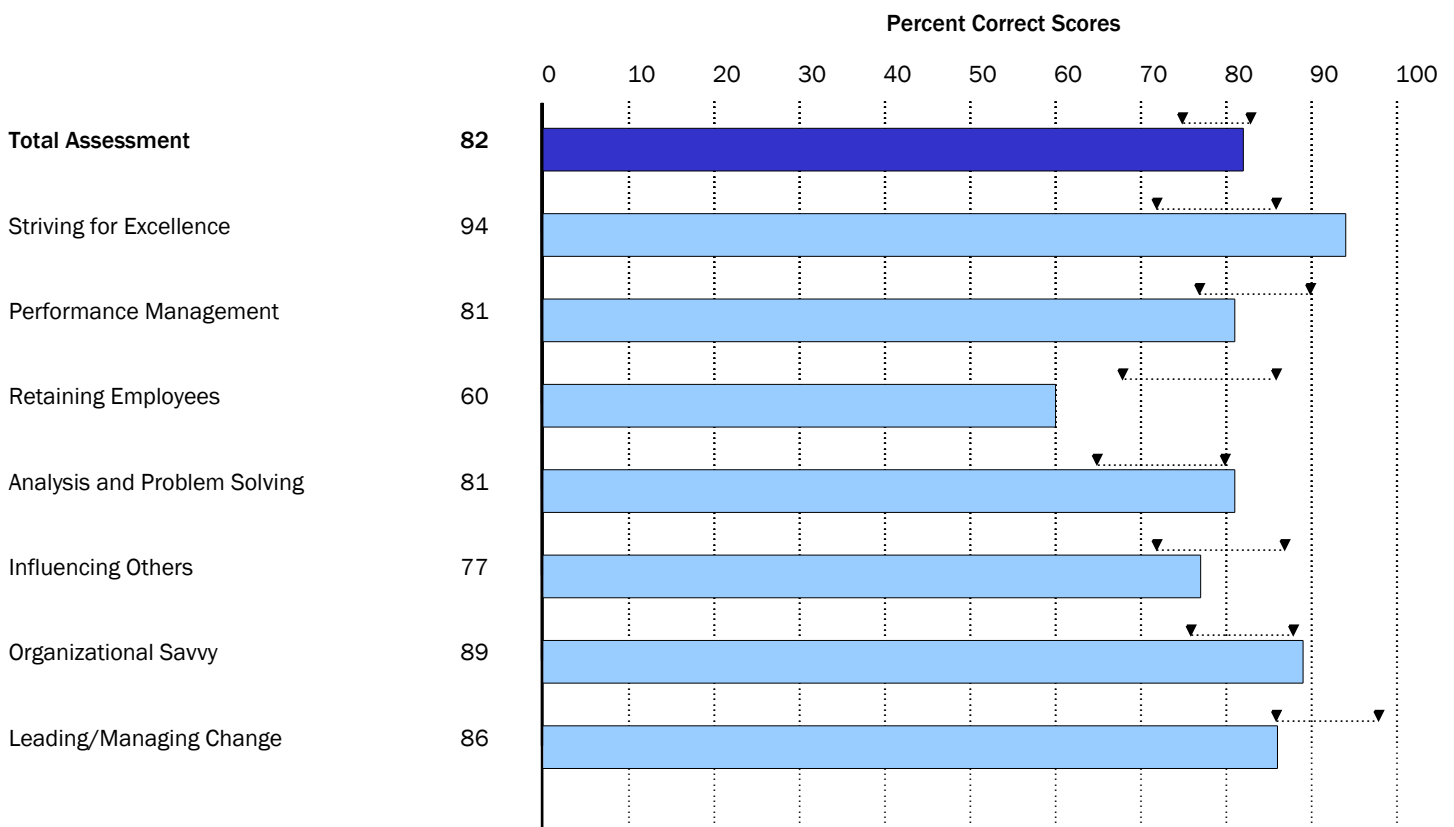
### Total Score

**82%** This is the percentage of total possible points you achieved.

## Competency Results

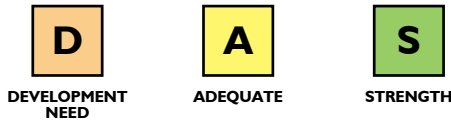
The shaded bars in the chart below show your scores for each of the seven competencies measured by the assessment, and the total score. All scores are percent correct values.

For comparison purposes, information is also displayed about how others performed on the assessment. Each range (the distance between the tick marks) represents the middle 50% of all people who have taken the assessment. That is, 25% scored lower than the range, and 25% scored higher.



# Skill Information

The seven competencies are listed below from highest to lowest. Information on the specific skills that underlie the competencies is also provided. Skills are classified as follows: Development Need – less than 80% correct; Adequate – 80-90% correct; Strength – more than 90% correct.



Competency	Skills	Level
<b>Striving for Excellence</b>	Setting high standards and motivating others to excel	D
	Holding people accountable for achieving results	D
<b>Organizational Savvy</b>	Knowing how to get things done in organizations	D
	Fostering collaboration within the unit and with other units	D
	Taking charge in tough situations	D
<b>Leading/Managing Change</b>	Initiating change to foster continuous improvement	D
	Helping employees manage change	D
<b>Performance Management</b>	Providing feedback and coaching to help others develop	D
	Dealing effectively with employee performance problems	D
	Dealing with conflict situations	D
<b>Analysis and Problem Solving</b>	Setting clear priorities for the unit	D
	Using financial and quantitative data to make sound business decisions	D
	Identifying the underlying causes of problems	D
<b>Influencing Others</b>	Asserting own ideas and persuading others	D
	Exerting influence with internal/external customers	D
<b>Retaining Employees</b>	Identifying and retaining talent	D
	Creating the conditions where employees are challenged and engaged	D

## Development Suggestions

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Development suggestions are listed in this section of your assessment report for the three lowest competencies, starting with the lowest one. The lists of development suggestions have been customized based on your performance on the specific skills underlying the competencies. Remember, the suggestions listed here are thought starters only; you should identify additional development options that fit your particular situation. Refer to the *TalentSIM Participant Handbook* for more information.

### Competency: Retaining Employees

#### On-the-job Suggestions:

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- Look for opportunities to increase your employees' authority and accountability. As their capabilities increase, give them decision making responsibility in areas for which your approval was formerly required.
- Add new tasks to jobs to widen the variety of skills needed. This will reduce boredom and increase motivation. Look for opportunities to assign tasks to individuals that are out of their typical "comfort zone."
- Remember, empowerment means sharing both responsibility and authority. Responsibility without authority isn't fair to employees, and authority without responsibility is dangerous for you.
- Recognize that job enrichment – changing jobs to make them more challenging and satisfying – is a technique that can lead to higher quality work and greater commitment.
- When you do give team members increased responsibility and authority, be sure to follow up and provide support as needed. And be tolerant of mistakes as people try out new skills.
- Focus your feedback and recognition on skills development in addition to performance results. If a team member did just ok on an assignment, but learned something new in the process, then that's worthy of your attention.
- Let people know how important they are to your team and to the business, and do so frequently.

#### Additional Resources:

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- Growing Great Employees: Turning Ordinary People into Extraordinary Performers.* Erika Andersen. Portfolio Hardcover, 2006.
- The Enthusiastic Employee: How Companies Profit by Giving Workers What They Want.* David Sirota, et al. Wharton School Publishing, 2005.
- The Coaching Revolution: How Visionary Managers Are Using Coaching to Empower People and Unlock Their Full Potential.* David Logan and John King. Adams Media Corporation, 2004.
- Empowering Employees.* Kenneth Murrell and Mimi Meredith. McGraw-Hill, 2000.
- Zapp!: The Lightning of Empowerment: How to Improve Quality, Productivity, and Employee Satisfaction.* William Byham and Jeff Cox. Fawcett Books, 1998.

## Development Suggestions (Cont.)

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Competency: Influencing Others

### On-the-job Suggestions:

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- Fully explain and communicate to your team members your commitment to high standards of customer service. Then, model the correct behaviors.
- When appropriate, take personal responsibility to meet commitments made to customers – delivery dates, quality requirements, service levels, etc.
- Strive hard to do things right for your customers 100% of the time. But, since that's not always possible, be prepared to take extraordinary action when things do go wrong. Make sure everyone on your team is obsessed with doing whatever it takes to address problems any time a customer is dissatisfied.
- Promise customers only what you know your team can deliver. If you can exceed those promises, great – they will be excited, not just satisfied. Always over-deliver; never over-promise.
- When your team makes a mistake, take responsibility and don't blame others. Empathize with the customer and address the problem as soon as possible. Initiate action to prevent the problem from recurring.

### Additional Resources:

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- Integrity Service: Treat Your Customers Right-Watch Your Business Grow. Ron Willingham. Free Press, 2005.
- Customer Satisfaction: The Customer Experience Through the Customer's Eyes. Nigel Hill, et al. Cogent, 2007.
- Chocolates on the Pillow Aren't Enough: Reinventing the Customer Experience. Jonathan M. Tisch and Karl Weber. Wiley, 2007.
- Complaint Is a Gift: Using Customer Feedback as a Strategic Tool. Janelle Barlow and Claus Moller. Berrett-Koehler, 1996.
- 25 Management Lessons from the Customer's Side of the Counter. James Donnell. McGraw-Hill, 1996.

## Development Suggestions (Cont.)

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Competency: Analysis and Problem Solving

### On-the-job Suggestions:

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- Document the unit's goals and priorities and provide a copy to all your employees. Focus on those goals that are most important to the company.
- Update goals and objectives when company priorities change, or when the resources you have available change.
- Track progress against the unit's goals on an ongoing basis and initiate corrective action when necessary.
- Prioritize problems in terms of (1) the impact they have on the business, and (2) how important it is that they be solved soon.
- Periodically review your priorities with your manager to ensure they are aligned with the company's goals.
- Think about these questions when addressing a problem: when it began, who was involved, who wasn't, what makes the problem better/worse, is it recurring, and how often does it occur? Look for trends or common patterns.
- Consider when the problem occurs and, just as important, when it doesn't occur. This can often provide new insight into causes.
- Devote enough time to collecting and analyzing information the next time you are faced with an important decision to make or problem to solve. Decide what you will do based on this information, rather than just relying on your "gut feeling."
- On complex problems, collect quantitative data and analyze it in terms of causes. It often happens that only one or two things are causing 90% of the problems.
- Pay special attention to recurring problems. This sometimes indicates that the solution you've tried in the past has only treated the symptoms. Dig deeper to uncover the real causes.

### Additional Resources:

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- Getting Organized at Work: 24 Lessons for Setting Goals, Establishing Priorities, and Managing Your Time. Kenneth Zeigler. McGraw-Hill, 2008.
- Management Basics: A Practical Guide for Managers. Sandra Gurvis. Adams Media, 2007.
- Setting Priorities: Personal Values, Organizational Results. Center for Creative Leadership. Pfeiffer, 2007.
- 101 Creative Problem Solving Techniques: The Handbook of New Ideas for Business. James M. Higgins. New Management Publishing Company. Rev. Edition, 2005.
- Asking the Right Questions: A guide to Critical Thinking. N. Browne; S. Keeley. Prentice Hall, 8th Ed., 2006.
- Smart Choices: A Practical Guide to Making Better Decisions. John S. Hammond, et al. Broadway, 2002.