



Development Centre (DC) Results Report on Mr. Vitaly Vitaly

Assessment Center Date: date, year

Report prepared for:

Good Company

Report prepared by:

ELI-Con expert name

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1. Development Centre Objectives

Mr. Vitaly Vitaly was engaged in the Development Centre procedure to provide Company with the information on his strengths and development areas at the position of Country Sales Head (Moscow/ St. Petersburg).

The report herein is strictly confidential and may be used exclusively for making career decisions and launching a development program for this candidate.

During the Development Centre, Mr. Vitaly Vitaly filled up two questionnaires – personal and motivational ones, completed four (4) business cases: two presentations, the role play with a customer and the role play with a direct report, answered the questions of the structured validation interview.

Appendix 1 offers a concise description of the above listed practices.

2. General Information

Position: Country Sales Head (Moscow/St.Petersburg)

3. Overall Impression of the Candidate

Mr. Vitaly Vitaly displays several obvious strengths.

Vitaly's strongest point is his cooperativeness, focus on dealing with people, team work, understanding of people's feelings and drive to find a way with others based on his correct insight. His main strength as a salesperson is his focus on building of strong and long-term trust-based relationships with people, customers' representatives. He tries to avoid promising everything under the sun, however, when making promises – he delivers on them, thus both displaying his reliability and winning confidence.

Another strong and rather outstanding feature of Mr. Vitaly is his focus on high-quality and secure results. Vitaly is inclined to clarify the expectations, objectives, requirements for the final result and searches for reliable, tried-and-true remedies, best practices in the context of such solutions. He acts in the same way when setting tasks for others– he precisely defines his expectations, outlines areas to monitor performance and does it.

Vitaly is extremely focused on the standards and established corporate rules. He takes the personal responsibility for the result – both his own and that of the team in the form of economic indicators. In addition, he tends to reckon multiple times any legal, financial and technological grounds for deals with customers, so that none of them is unprofitable or too risky.

According to the personal profile, Mr. Vitaly lays weight on reward of his services and contributions to the company on the part of his peers and the management, his status in the organization, his business reputation, respect for him and his official position, and his drive to build his career in the company consistently and thoroughly. So far Vitaly understands that the position offered him in Company is of the same level as on his previous job. It suits him as it will enable him to adapt and ensure the expected productivity, but in 3-4 year horizon he would like to be rotated to a top management position and is ready to invest additional effort in development and acquiring of such new experience to this end.

Along with his mentioned outstanding managerial and "sales" experience, Vitaly also displays few weaknesses.

Yes, he is focused on the necessary and useful result and takes the responsibility, however, he needs to understand the result achievement tools and to be well aware of them and to have familiar tools. Unless he understands the solution tools or his experience or that of his colleagues is sufficient – he encounters ambiguity, which is a rather serious stressor for him. Vitaly feels at loss, is insufficiently confident. He faces the same difficulties when he has to find new, breakthrough decision. All or the majority of innovations are treated by him as specific risks. He is not ready enough to generate original, versatile and breakthrough decisions.

Vitaly is stress sensitive in the ambiguous and aggressive environment. He does not always cope with his emotions quickly and does not quickly recover after emotionally tense situations.

Vitaly does not make decisions quickly. His motto – look before you leap – produces both positive (comprehensive consideration of risks) and negative outcomes (long time and caution at decision making and losing sight of dazzling and audacious business opportunities).

Opportunities: Vitaly is strong in sales based on the confidence won and close contacts, he prefers to be a team member and to achieve agreed team results, he is reliable in choosing of approaches to result achievement and demonstrates high level of responsibility.

Risks: In the areas requiring promptness and original solutions, investment of great energy, drive, high riskiness, work under stress in the ambiguous environment, Vitaly might not be efficient enough: he might need a lot of time, be too cautious, lose confidence.

4. Results of the Questionnaires

The results of all questionnaires are presented in the form of a standard 10-point scale, where 1 means a low score (indistinctive quality) and 10 means a high score (strongly marked, distinctive quality), 5-6 means an average quality adapted to the situations.

The low scores are highlighted in red, the high scores are highlighted in yellow.

A. Personal Manager Profile of Vitaly Vitaly

Personality Factors	Scores	Meaning of Factors
TASKS MANAGEMENT		
Analytical	6	Likes to analyze fact-based data
Innovative	2	Prefers to go out of the box
Organization	6	Prefers to organize and structure activity, to pursue plans
Methodical	5	Puts attention to details and specifics
Conscientious	5	Pays high attention to deadlines
Flexibility	4	Prefers to use different approaches and flexibly change them at work
PEOPLE MANAGEMENT & COOPERATION		
Controlling	3	Sets objectives, controls, corrects performance
Influence	6	Influences, persuades, negotiates
Group Management	6	Manages the group of people, understands the group
Affiliative	7	Prefers to work in team, to affiliate
Communication	5	Likes to communicate, to build contacts
Empathy	8	Understands others' feelings, shares feelings and emotional help
Modest	1	Reserved about own achievements
Competitive	4	Plays to win, determined to beat others
SELF MANAGEMENT		
Achieving	4	Prefers to achieve high results
Energy	2	Physical activity and energy
Sticks to Commitment	6	Prefers to make and meet commitments
Decisiveness	1	Makes quick and independent decisions
Stress Resilience	1	Feels free in stress
Emotional Self Control	4	Prefers to control own emotions

In general: the strongest block is people management and cooperation, the least strong is self-management.

Distinctive Personal Qualities:

Empathy – Vitaly is inclined to understand people, their motives and behavior and to show attention and sensitivity to others in a great degree. **Affiliative** – Vitaly enjoys a lot working in a team and cooperating with others.

Indistinctive Personal Qualities:

Not **Innovative** – Vitaly is not inclined to generate original and breakthrough ideas and to propose a lot of alternative decisions and ideas. Not **Modest** – Vitaly attaches great importance to reward of and compensation for his services. No **Decisiveness** – Vitaly is inclined to consider decisions long and to be very cautious in decision making. No **Stress Resilience** – Vitaly loses his efficiency under stress and is inclined to be susceptible to stress.

B. Motivational Profile of Vitaly Vitaly

Motivator Drivers	Scores	Meaning of Drivers
Activity and Involvement	6	Is motivated to high working, to be active person at work
Achievement	6	Ambitious, prefers to achieve high results
Competitive	7	Plays to win, determined to beat others
Non Success Avoidance	6	Is motivated to avoid failures, embarrassing situations
Power	7	Prefers to take high responsibility
Commercial Outlook	7	Is motivated to create profitable outcomes, to see relations between own actions and profitability
Team Work	7	Is motivated to co-operation with others
Reward	7	Is motivated to get reward for own achievements
Ethical Principles	6	Is motivated to behave ethically
Security	5	Prefers to be in secure environment
Self Development	6	Is motivated to grow up in skills and personality growth
Diversity and Flexibility	6	Prefers to work in diverse environment, to be flexible
Autonomy	7	Prefers to have own autonomy at work,
Finance Award	7	Is motivated to have good bonus, to earn more
Career Growth	8	I Prefers to have career opportunities at work
Status in Company	7	Is motivated to be a person enjoying status and respect in company

Strong motivators:

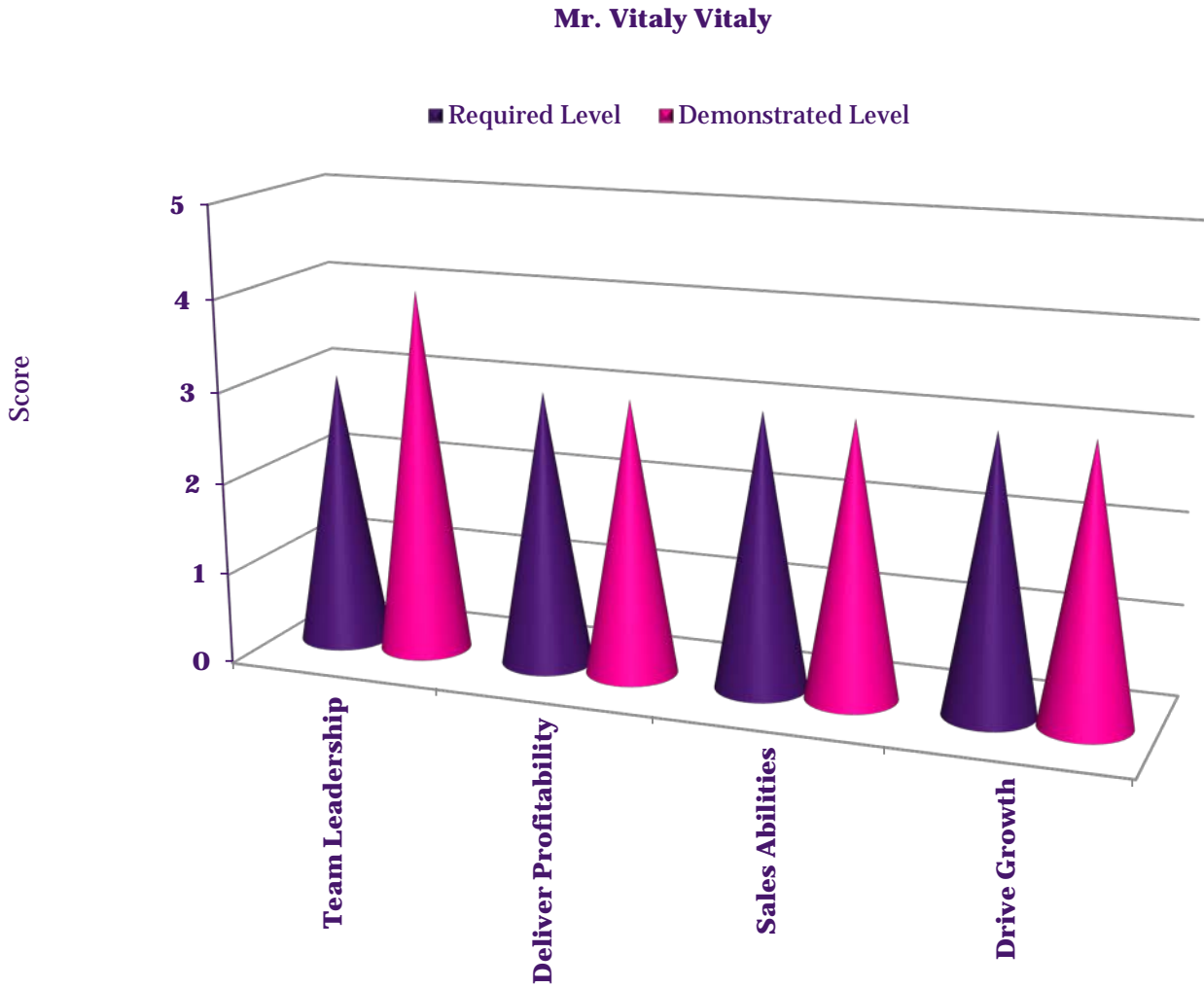
Vitaly's strongest motivator is his drive for career growth. His rather strong motivators (quite a number of them) are also those that are scored 7, namely: the need to have the official status, which enjoys respect in the company (Status in Company), the need to earn more (Finance Award), the need to have autonomy in the company and enjoy more freedom of official actions (Autonomy), the need to win respect and reward of his services (Reward), the need to expand his official powers (Power), and the need to stay the pace (Competitive) and to create useful results making noticeable contribution to the business (Commercial Outlook).

Weak motivators:

No demotivator or very weak motivator have been identified for Vitaly, however, there are those that are scored below the others. He is not concerned too much about riskiness of the business environment and his drive to ensure a more secure position in the company (Security).

5. General Results

The diagram below illustrates the level of Mr. Vitaly Vitaly competencies and compares it to the one required by the Company Competencies Model (see Appendix 2).



6. Scoring Scale Description

Score	Description
1.0	The competency is displayed at the poor performance level – intensive development area
2.0	The competency is displayed at the below-average level – development area
3.0	The competency is displayed at the average efficiency level ensuring rather efficient business behavior in standard situations
4.0	The competency is displayed at the above-average level ensuring highly effective behavior in complex business situations
5.0	The competency is displayed at the excellent level ensuring highly effective comprehensive behavior in very complex and responsible business situations

7. Competencies Assessment

1. TEAM LEADERSHIP CAPABILITIES	Required level	3.0
	Demonstrated level	4.0

Strengths	Development Areas
<ul style="list-style-type: none"> ➤ Vitaly enjoys a lot working in a team, affiliating with a team and achieving joint results with others; ➤ He is confident and persistent at presenting his plans and ideas. Negotiates with and interviews his direct reports with confidence; ➤ If he has made a mistake when dealing with any person, he is ready to admit it and openly apologize for it, thus winning trust as a person who is able to admit his mistakes openly ➤ Is flexible and regardful at building interaction with others. Attempt to understand people – their mindsets, motives, requirements, to build relationship and to propose ideas in line with them ➤ Vitaly adheres to the strategic focus, plans his activity. He is able to translate strategic, helicopter view in concrete steps and performance tasks. ➤ Vitaly sets comprehensible tasks to people, carries out rather detailed control. Trains people; ➤ Vitaly builds trust-based relationships and easily empowers people, but only in one case – when he trusts them based on his experience. Checks others' sense of duty, discipline, consistency, reliability and responsibility 	<ul style="list-style-type: none"> ➤ Is not aware of the coaching approach to development of direct reports and is not able to apply it yet. His new development area;

2. DRIVE TO DELIVER PROFITABILITY ACCORDING TO THE CHOSEN STRATEGY	Required level	3.0
	Demonstrated level	3.0

Strengths	Development Areas
<ul style="list-style-type: none"> ➤ Takes account of the budget restrictions and any other limitations when generating the development strategy; ➤ Estimates the benefit and risks before decision making and is able to communicate this information to the management. ➤ Pays attention to various aspects of deals – legal, technological and financial. In this regard, he lays great weight both on reaching the sales volume and market share, and on reducing the number of customer complaints and circumventing all possible difficulties and risks; 	<ul style="list-style-type: none"> ➤ Adheres to more cautious development strategies and often makes decisions in favor of simpler, tried-and-true and reliable action methods. ➤ Builds simple performance plans recording the key general actions. Is not inclined to generate any alternative action plans to cover different scenarios.

3. EXCELLENT SALES ABILITIES	Required level	3.0
	Demonstrated level	3.0

Strengths	Development Areas
<ul style="list-style-type: none"> ➤ The main focus of sales is building reliable, confidential and long-term relationships. He mainly subordinates all sales methods and tools to this key approach; ➤ He is confident at holding presentations, both for the company management and customers when he is aware of the goal and reliable tools for its achievement. ➤ Uses a wide kit of sales practices, both in the influence and motivation area and in the area of clearly defined tools, analytical estimation of opportunities. 	<ul style="list-style-type: none"> ➤ Is not very inclined to the strong innovative approach. Is not inclined to dazzling and audacious ambitions for the sake of great opportunities and breakthroughs; ➤ In new situations and when dealing with strangers, he is cautious and even displays certain constraint and lack of confidence. ➤ Sometimes he lacks tools of more pliable delicate communication in conflict situations while interacting with new people. Can overemphasize his apologies (as though making excuses) when he is not aware of the customers' specifics. He may be lacking some communication flexibility in such stressful situations.

4. WILL AND ABILITY TO DRIVE GROWTH...

Required level	3.0
Demonstrated level	3.0

2

Strengths	Development Areas
<ul style="list-style-type: none"> ➤ Is motivated to have the proper and sensitive awareness of the customer, to build trust-based relationships and to find the win-win balance both for the customer, and for the company. Search for such win-win solutions is one of Vitaly's strengths. ➤ Finds additional values and advantages for customers and is interested in search for added value for customer. ➤ Vitaly is open in communication, does not promise much, his promises are well considered and he acts up to them. He is able to admit his mistakes openly. 	<ul style="list-style-type: none"> ➤ Innovative decisions, which are really new, audacious and risky but providing for huge opportunities are far from being his strength. ➤ Makes decisions slowly being always based on very high probability of success. ➤ Avoids ambiguity and very aggressive environment.

8. Strengths:

- Vitaly builds close, reliable, long-term and trust-based relationships with customers, using this approach as the main focus of sales and business development.
- Takes the personal responsibility for his own and the team's result. Bases his responsibility on the secured, tried-and-true methods and business practices.
- Is good team player, keen on the productive cooperation.
- Is reliable, does not give too many promises, once he gives a promise, he acts on it.
- Generates detailed decisions while estimating different risk aspects. Is confident at using expertise in the financial and legal areas for more mature responsible decisions.
- Has good communication and presentation skills.
- Clarifies the objectives and requirements for tasks both for himself and when setting tasks for others. Avoids ambiguities in statement and control of tasks.
- Is very focused on observance of the standards and corporate rules.

9. Development Areas:

- Insufficient stress tolerance, especially under ambiguity. Can be too emotional and show some lack of confidence.
- Makes decisions slowly and cautiously, takes risks only after their thorough estimation.
- Is insufficiently inclined to innovations. Vitaly is little inclined to propose original, audacious, breakthrough decisions.
- When communicating with strangers and especially when resolving conflict situations, he may not be quite confident, may be insufficiently flexible at negotiations. For example, he can make too many excuses while emphasizing the fault on his part or stating the fault of the other party disregarding their status.

10. Appendix 1: Development Center Activities

1. PERSONAL CAPACITIES QUESTIONNAIRE (PCQ)

It examines 20 key personal qualities necessary to achieve success in the management activity and relations with customers. The personal qualities are grouped in the blocks important for management: Tasks Management, People Management and Cooperation, Self Management.

2. MOTIVATIONAL DRIVES QUESTIONNAIRE (MDQ)

It examines 16 key motivators, which motivate the candidate for better performance and development in the company to a greater or a lesser extent.

3. PRESENTATION ON SALES

It provides for presentation of a solution of the case with insufficiently high-quality products giving rise to a customer's dissatisfaction. The candidate prepares and makes his/her presentation on the subject, answers the assessors' questions.

4. ROLE PLAY AIMED AT PRESENTING THE COMPANY AND PRODUCTS TO A NEW CUSTOMER

The first meeting with a new customer, fact finding and presentation of opportunities. The candidate initiates this meeting. He holds it in the manner he believes is the most efficient. The assessors act as the customer representatives and ask him difficult questions.

5. PRESENTATION ON MARKETING IN THE NEW MARKET

New market entry plan generation. The candidate prepares and makes a presentation on this subject, answers the assessors' questions.

6. ROLE PLAY WITH INSUFFICIENTLY EFFECTIVE DIRECT REPORT

The candidate invites his insufficiently effective direct report to participate in a meeting. He/she initiates such meeting and holds it in the manner he/she believes is the most efficient: providing a feedback to the direct report, developing him/her and responding to his/her questions and behavior during the meeting. The assessor acts as an insufficiently effective direct report.

7. VALIDATION INTERVIEW BASED ON THE RESULTS OF THE CASES AND QUESTIONNAIRES

Structured 1.5 hour interview to validate the questionnaire results, the facts of observing the cases and examples of work behavior related to problem solving.

11. Appendix 2. Company Competencies Model for the Country Sales Head

1) **TEAM LEADERSHIP CAPABILITIES**

- Communication
 - Trust/ Integrity
 - Concise, inspirational presenter
 - Persuasive selling skills, win-win negotiator
- Action
 - Able to transform vision and strategy into action
 - Ability to set and follow-up objectives
 - Maintain focus
- Leadership
 - Leads by example
 - Coaching style of management
 - Leads his/her BU by target setting + performance follow-up and providing constant feedback
 - Teambuilder, promotes team responsibility
 - Motivational and inspirational

2) **DRIVE TO DELIVER PROFITABILITY ACCORDING TO THE CHOSEN STRATEGY**

- Ensure alignment of the plans, targets and actions with the strategy
- Drive and motivation to deliver the agreed budgets

3) **EXCELLENT SALES ABILITIES**

- Sales skills
 - Consultative selling skills: Structured questioning skills and active listening
 - Identifying customer needs and delivering solutions which match those needs
- Sales drive
- Effective use of the sales tools and eagerness to further develop sales process

4) **WILL AND ABILITY TO DRIVE GROWTH THROUGH NEW SUPPLIER ACQUISITION AND VALUE ADDED SERVICES DEVELOPMENT**

- Drive to find and bring in new suppliers and products for his/her local Sales Team
- Leading these 'projects' into sales through proper planning and follow-up
- Innovate, build and propose value add service concepts