

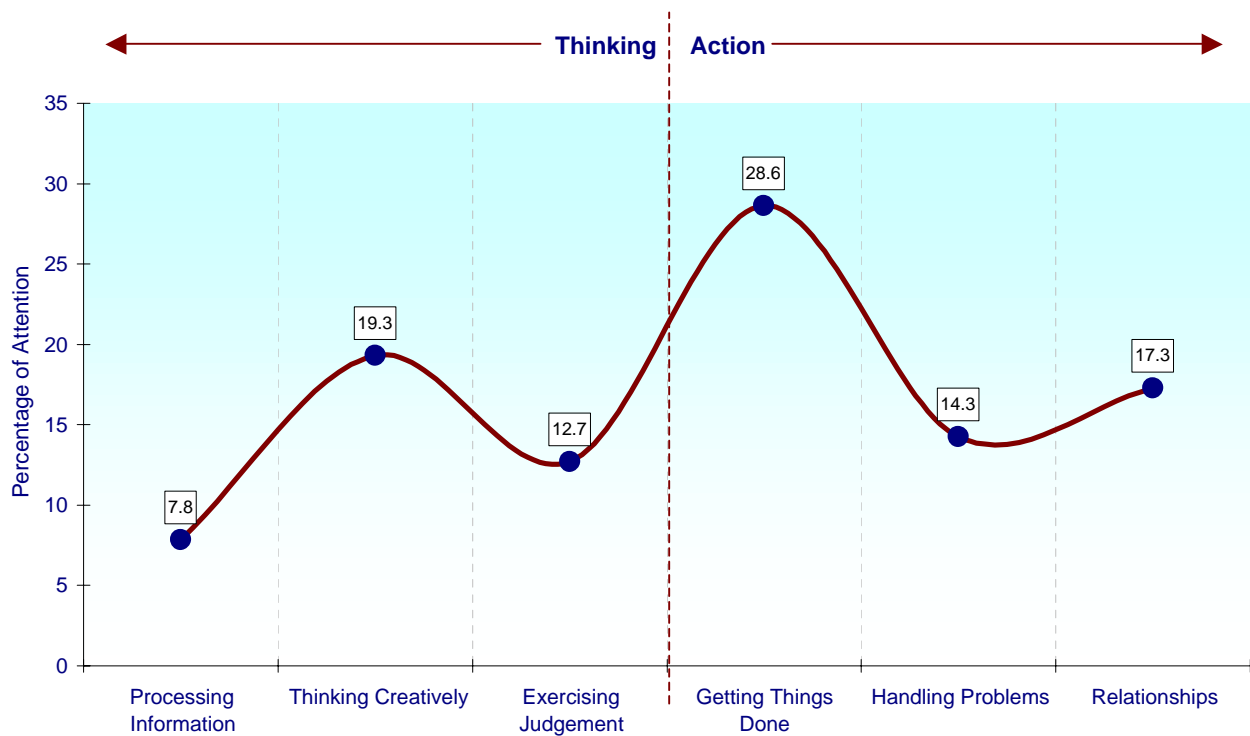


Organizational Role Profiling

Role Profile for...
Test Role: Company President
 Test Organization
 Test Division

Completed on...
 March 5, 2001
Completed by...
 Test Respondent

Required Attention Envelope: Thinking and Action



Explanation

Processing Information	<i>Working with logic, theories, facts and data</i>
Thinking Creatively	<i>Thinking freely and finding new ideas and options</i>
Exercising Judgment	<i>Setting clear priorities and exercising personal judgment</i>
Getting Things Done	<i>Showing energy, enthusiasm and determination</i>
Handling Problems	<i>Coping with crises and overcoming setbacks</i>
Relationships	<i>Handling people issues and the human angle on events</i>

Continued...



Organizational Role Profiling

Test Role: Company President

Test Organization, Test Division

Attention Envelope: Scale



Explanation

Immediate Tasks	<i>Dealing with focused, immediate issues using past precedents</i>
Current Goals	<i>Delivering short-term, operational goals using practical experience</i>
Management Systems	<i>Managing complex systems to deal with ongoing operations</i>
Leadership Tactics	<i>Using trends and patterns to translate strategies into action</i>
Leadership Strategy	<i>Operating and making decisions in a broad, strategic context</i>
Corporate Vision	<i>Looking far, far ahead into visionary possibilities</i>

Continued...



Competence Requirements

Competence Group	Brief Definition	Importance (Max=10)	Target (Max=100)	Descriptor
Understanding Business	<i>Organizational, industry, commercial or financial understanding.</i>	8	72	Excellent
Handling Information	<i>Researching, gathering, managing, collating and interpreting data.</i>	4	44	Developed
Responding to Others	<i>Listening, adapting, providing coaching and support and building relationships.</i>	7	61	Strong
Delivering Results	<i>Setting focus; accountability for results; implementing complex projects.</i>	9	78	Excellent
Communicating	<i>Presenting ideas in person or through written papers or numerical data.</i>	8	67	Very Strong
Influencing Others	<i>Directly influencing or motivating others and building trust.</i>	8	72	Excellent
Working under Pressure	<i>Working to set timetables and handling a demanding work or information load.</i>	8	67	Very Strong
Building Value	<i>Finding opportunities, creating new value and leveraging existing resources.</i>	8	72	Excellent
Developing Change	<i>Developing new procedures or systems and implementing business innovations.</i>	9	78	Excellent
Working Effectively	<i>Improving, establishing, codifying systems and controlling costs.</i>	6	56	Strong
Managing Resources	<i>Stewardship of money and physical resources and direct supervision of staff.</i>	7	61	Strong
Planning Work	<i>Planning work schedules for self and others and setting project objectives.</i>	7	61	Strong

KEY

Importance

Indicates how vital the competence group is to full performance in the role. The scale is:

- 1 - 2 Limited
- 3 - 4 Significant
- 5 - 6 Important
- 7 - 8 Essential
- 9 - 10 Crucial

Target

Standardized indicator of degree of competence needed. The higher the number, the greater the level of knowledge, skill and experience required. Matches the scale used in The Potentia System's Individual Competence module.

Descriptor

Standardized descriptor of level of competence needed.



Summary of Patterns

<i>Thinking versus Action...</i>	Strongly balanced towards Action		
<i>Oriented towards Operational or Corporate needs...</i>	Constant attention to Corporate needs		
<i>Primary Scale of Leadership...</i>	Total Enterprise <i>Leading a complex enterprise, made up of many different business units needing co-ordination</i>		
<i>Secondary Scale of Leadership...</i>	Group of Business Units <i>Leading several discrete business units, usually linked by common ownership</i>		
<i>Primary Focus of Activity...</i>	Driving Results <i>Getting things done by showing energy, determination and personal dynamism</i>		
<i>Secondary Focus of Activity...</i>	Business Possibilities <i>Finding and exploring many organizational options, possibilities and alternatives</i>		
<i>Primary Thinking Challenge...</i>	Thinking Creatively <i>Thinking freely and finding new ideas and options</i>		
<i>Primary Action Challenge...</i>	Getting Things Done <i>Showing energy, enthusiasm and determination</i>		
Key Competences	Rank	Description	Broad level needed. Sufficient for...
	1	Delivering Results	<i>Designing long-term strategy</i>
	1	Developing Change	<i>Designing long-term strategy</i>
	3	Understanding Business	<i>Designing long-term strategy</i>
	3	Influencing Others	<i>Designing long-term strategy</i>
	3	Building Value	<i>Designing long-term strategy</i>
	6	Communicating	<i>Implementing long-term strategy</i>
	6	Working under pressure	<i>Implementing long-term strategy</i>
	8	Responding to Others	<i>Implementing long-term strategy</i>
	8	Managing Resources	<i>Implementing long-term strategy</i>
	8	Planning Work	<i>Implementing long-term strategy</i>
	11	Working Effectively	<i>Achieving mid-term goals</i>
	12	Handling Information	<i>Current goals</i>