

Potential Assessment

Comprehensive Report

XYZ Ltd.

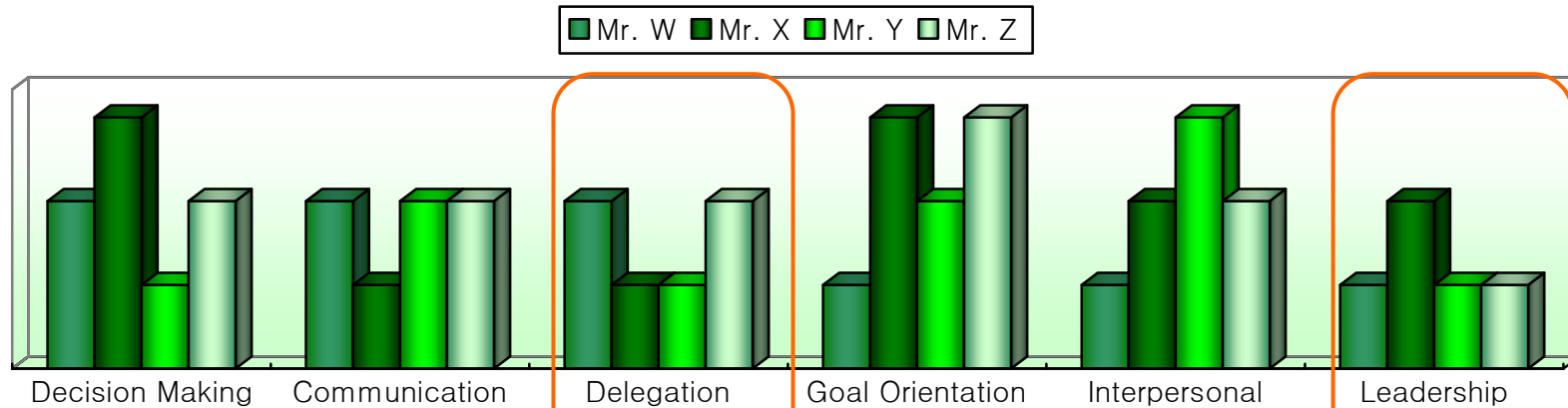
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1. Evaluated Competencies

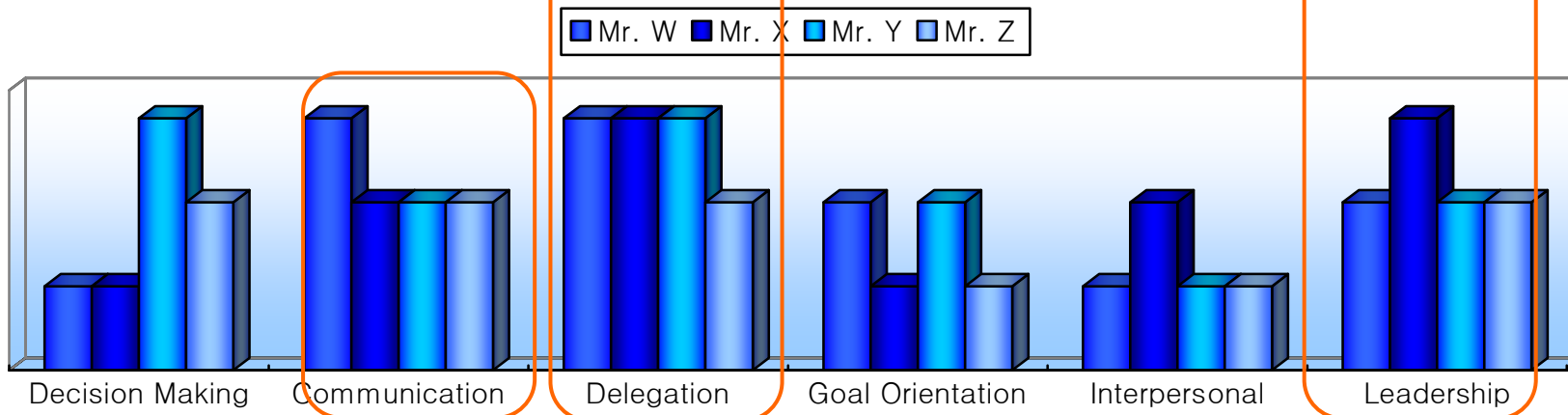
The present competency based potential assessment is an instrument especially designed to reveal employees potential with regard to upfront defined competencies as per company XYZ Ltd's future needs. The following competencies were focused on:

- **Decision Making**
Decision Making - Comparing possible courses of action and assessing the available information by applying relevant criteria. Attaining realistic judgments and decisions based on such assessments. Decision making under stress, and with minimum information.
- **Communication**
Communication and Presentation - Communicating ideas and information in clear and correct language; conveying the essential meaning and making sure it is fully understood; speaking effectively one-to-one and in groups, and making effective presentations;
- **Delegation**
Delegation - Assigning clearly delimited aspects of one's authority and responsibility to the proper person(s) when necessary; being able to entrust one's work to others. Successfully identifying strengths, weaknesses and potential of subordinates.
- **Goal Orientation**
Goal Orientation - Pointing the main direction that one will be taking in relation to the environment; formulating long-term goals and strategies for the organization, oneself and subordinates. Retaining a chosen approach or attitude until the intended results have been attained.
- **Interpersonal**
Interpersonal - Making contacts easily and maintaining relations with others when necessary for work and private life purposes; interacting easily with others. Showing proper respect towards others and managing social and interpersonal situations effectively.
- **Leadership**
Impact and Influence - Ability to convince, influence or impress others in order to win support for the speaker's agenda; using various influence strategies to have specific impact or effect on others;
Group Management - Supervising and guiding a group of people to ensure that collective resources of the group members are used effectively; encouraging teamwork and cooperation to achieve in intended goals.

2.1. Current “Use of Potential” of each of the 4 Business-Unit Managers in comparison



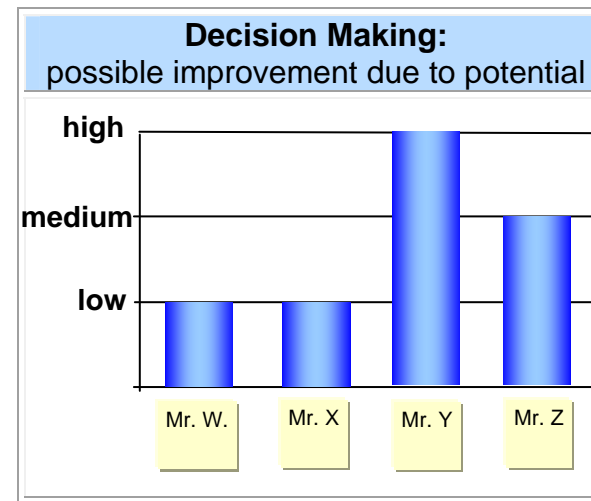
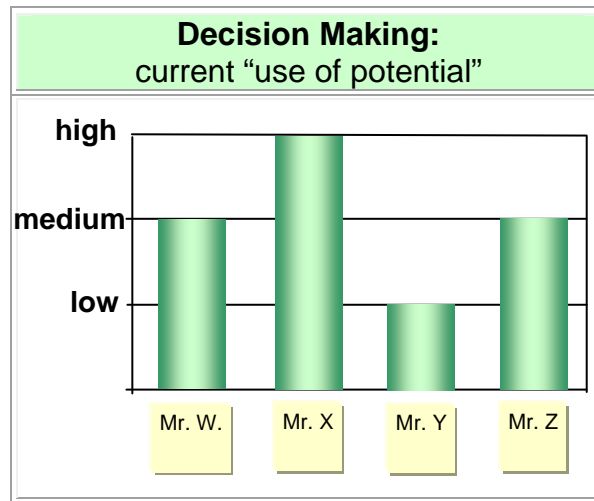
2.2. Possible improvement of each of the 4 Business-Unit Managers in comparison



Despite individual trainings, **“Delegation”, “Leadership” and “Communication”** can be developed in the **group** to all 4 Managers.

3. Current “use of potential” and possible improvement per competency

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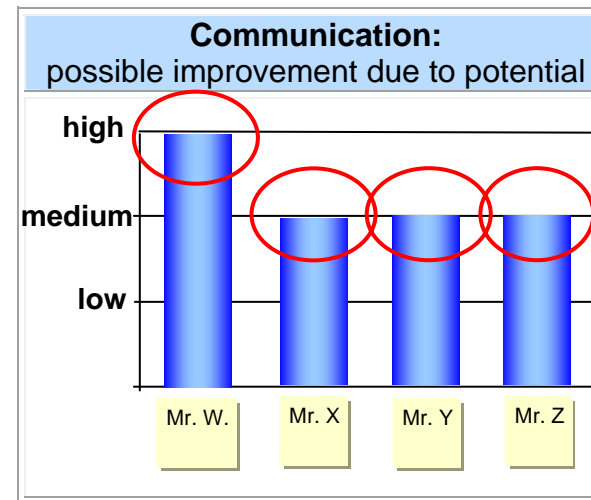
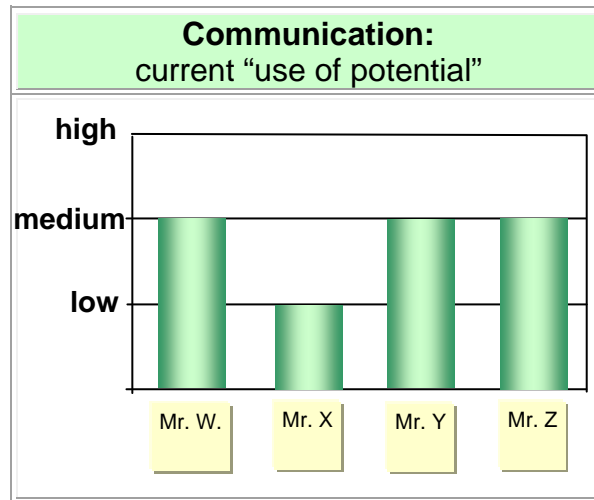
Current “use of potential” with regard to “Decision Making”:

Except for Mr. Y, the other 3 Managers perform mediocre in terms of decision making. As for Mr. X, he seems to be very efficient as per our judgment. Mr. W is mediocre performing because we believe that he considers too many details for finalizing a decision. We believe that he never thoroughly learned to structure and set priorities when making decisions. In general, it seems to us that the managers might sometimes struggle since they are not always clearly aware “when” and to “which extend” they shall decide. The Managers are to an extend narrowing themselves as we gained the impression.

Possible improvement due to potential with regard to “Decision Making”:

As a result of the observed “narrowing” or sometimes un-clear decision making power the Managers showed us, we do not see any significant improvement possible, unless chain of command structure changes from an autharian into a more lean decision making culture. If more authority and “space” would be given to Mr. Y for example, he would automatically make more independent decisions as we are convinced. He shall be coached by his Superior, but will develop fast in our opinion.

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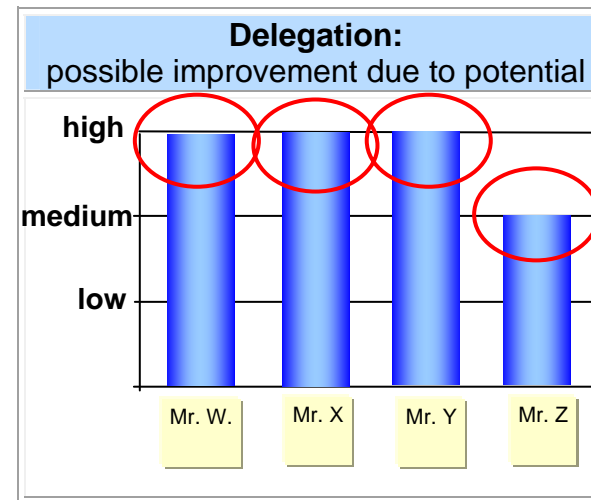
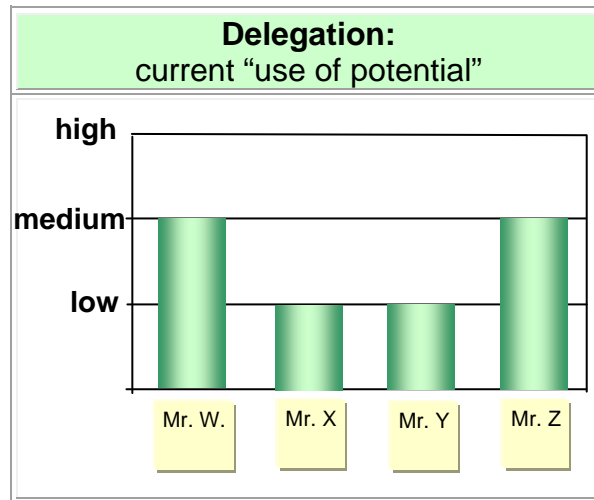
Current "use of potential" with regard to "Communication":

Except as for Mr. X, the 3 other Managers perform mediocre with regard to communication. None of the 4 Managers learned / had profound communication skills training in the past. It reflected clearly in their individual results. As for Mr. X, his rather dominant and straight-forward personality profile "hinders" him to carefully listen and reacting in a more balanced way. He has not yet learned to control his emotions and communication in a professional controlled way yet.

Possible improvement due to potential with regard to "Communication":

However, all of the assessed Managers showed solid potential to immediately improve their communication skills. We recommend XYZ Ltd. to apply a tailor-made group-training to the 4 Managers (and maybe to some of their key-subordinates as well), focussing on "listening", "convincingly negotiating", "presenting" and "adpating ones' own communication style to the refered audience properly". This will lead to a much better communication, even cross-department.

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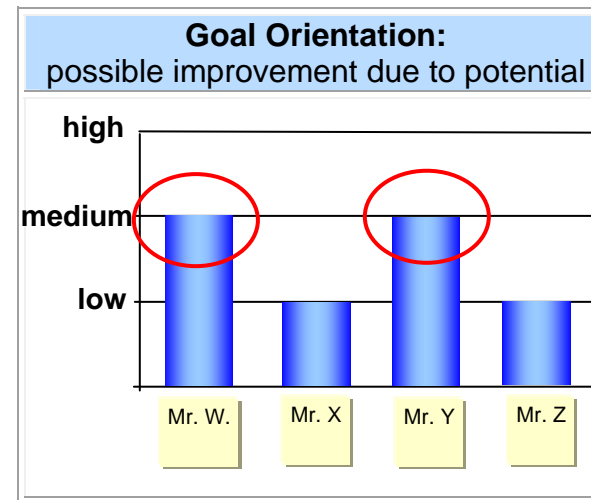
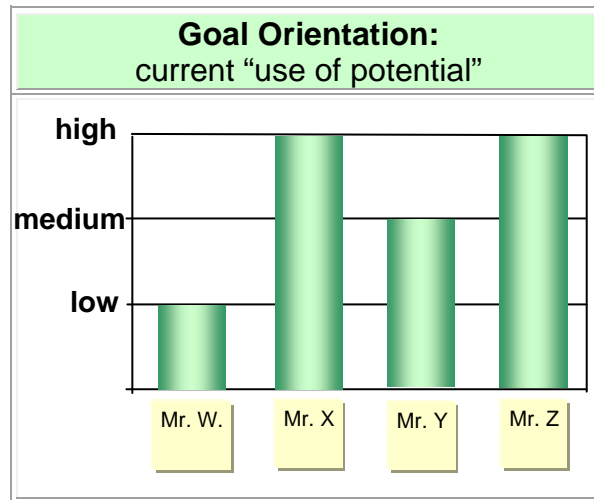
Current "use of potential" with regard to "Delegation":

The overall delegation skills of the 4 leaders is not good, 2 even score mediocre. Main reason is due to a very tight "controlling" culture applied by all the Managers. We discovered that out of the Managers own incapability in delegating tasks on time and appropriate, they lack in trusting their subordinates potential and creativity. Currenty, we judge that the 4 Managers are hindering creativity through all levels a little bit. This can lead to overall demotivation within the branch through all job-levels, and committment towards the company and its services can fade-out.

Possible improvement due to potential with regard to "Delegation":

If the 4 Managers would be able to appropriately identify their subordinates "strengths" and "potential" free or prejudices, they would not only increase their own efficiency but as well the efficiency and moral of their subordinates. Furthermore, the 4 Managers urgently need to learn profound delegation techniques, enabling them to safely judge "when", "what" and "how" to delegate tasks to "whom". Combined with monitoring techniques, we are convinced that the Managers will improve fast and significantly. We recommend a tailor-made "delegation" group-training or coaching for the 4 Managers.

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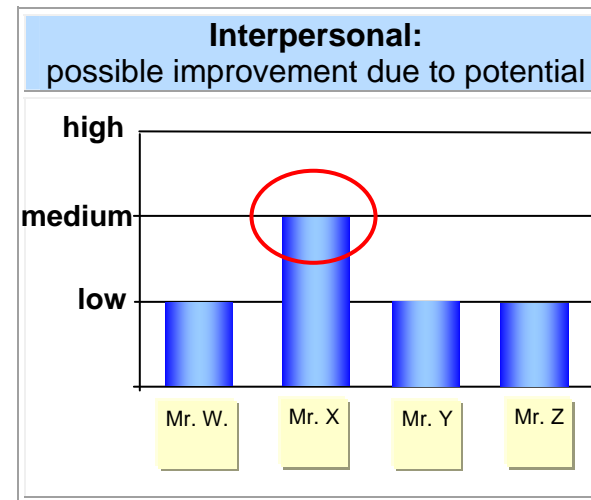
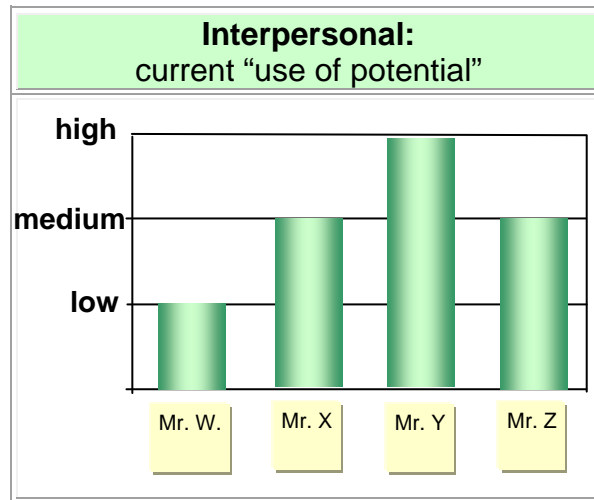
Current “use of potential” with regard to “Goal Orientation”:

Despite Mr. W, “goal orientation” of XYZ Ltd. Managers is good, even very well developed in our opinion. This is mainly because Managers at XYZ Ltd. are constantly led to focus on both, results and processes. We believe that they are well coached in that regard by their Superior. As for Mr. W, we feel that he focuses too much on details when making a decision. As a result, his goal orientation is not channeled efficiently and he might set priorities on all kind of influencing factors, instead of focussing on his main goals (big pictures).

Possible improvement due to potential with regard to “Goal Orientation”:

Overall, we see low to mediocre abilities for the 4 managers to improve further. With specific training, applied to Mr. W and Mr. Y, their performance in “goal orientation” will improve as we believe. As for Mr. X and Mr. Z, we see not much development in the near future in that competency. Any given training for them shall mainly focus on learning to structure their decision making process in order to define clear and achievable goals for themselves as well as for their teams.

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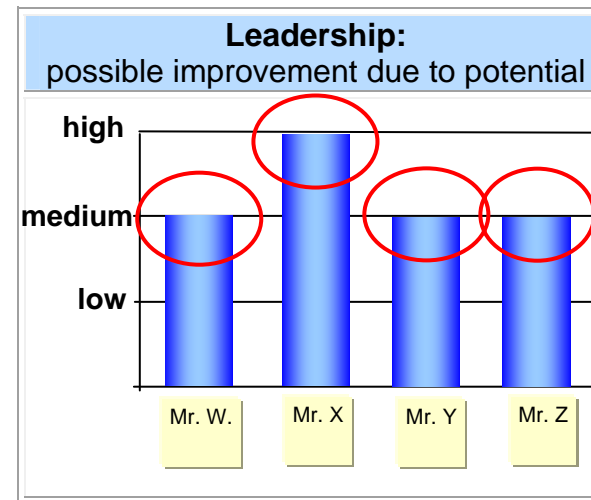
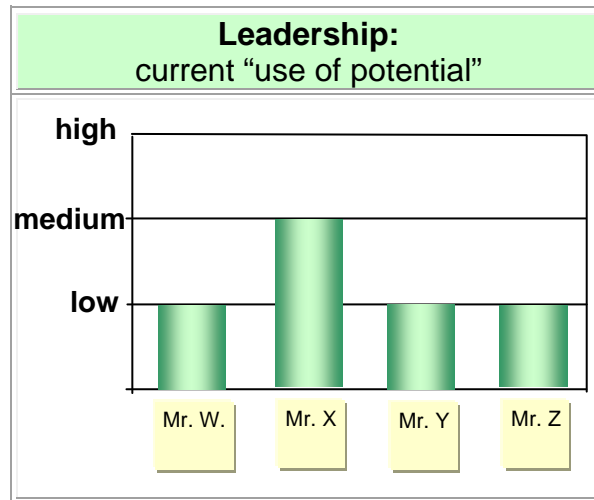
Current "use of potential" with regard to "Interpersonal":

The interpersonal awareness and behavior of the 4 Managers is good. Only as for Mr. W, we were not convinced by his interpersonal understanding. 2 of the Managers are rather dominant and as a result tend to be a little bit ignorant. And 2 of the Managers are rather passive, not pro-actively networking and socializing.

Possible improvement due to potential with regard to "Interpersonal":

Overall, it is very difficult to change and "improve" ones' personality as we know. Behavior however can be developed, and changed with specific training. But at this stage, we do not see major improvement possible except as for Mr. X. The 4 Managers mainly need to improve in their communication and awareness to cooperate – even cross-department.

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Current "use of potential" with regard to "Leadership":

Compare to other participants we assessed in the past in Korea with similar responsibility, we have to say that except as for Mr. X, we were not very impressed by XYZ Ltd. 4 Managers in terms of "leadership". We believe that the main cause for their rather low performance as leaders is due to lack of leadership -experience and -training. None of the assessed leaders showed us developed skills in "coaching / mentoring" for example. Instead, they tend to "over-control" and delegate (order) rather simple tasks only. We gained the impression that the 4 Leaders lead mainly by their technical expertise, but not by applying convincing rhetorical skills. The 4 Managers as well have not thoroughly learned to assess their subordinates' strengths, weaknesses, potential and ambitions. But these capabilities are crucial for being a successful leader. Especially with regard to succession planning and further internal career development.

Possible improvement due to potential with regard to "Leadership":

To our satisfaction, we however judge that all of the 4 Managers have very high potential to improve their leadership skills, and with it their own performance. To increase, they shall to attend specific leadership training with main focus on; "coaching", "time- and project management" as well as "communicating as a leader". Since the 4 Managers have very similar needs and potential, it is recommended to design a tailor-made group-training or coaching for them.

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