

Potential Assessment

Individual **c-PA** Report

Mr. X

XYZ Ltd.

Date of conduct: July 15th 2009

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 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.

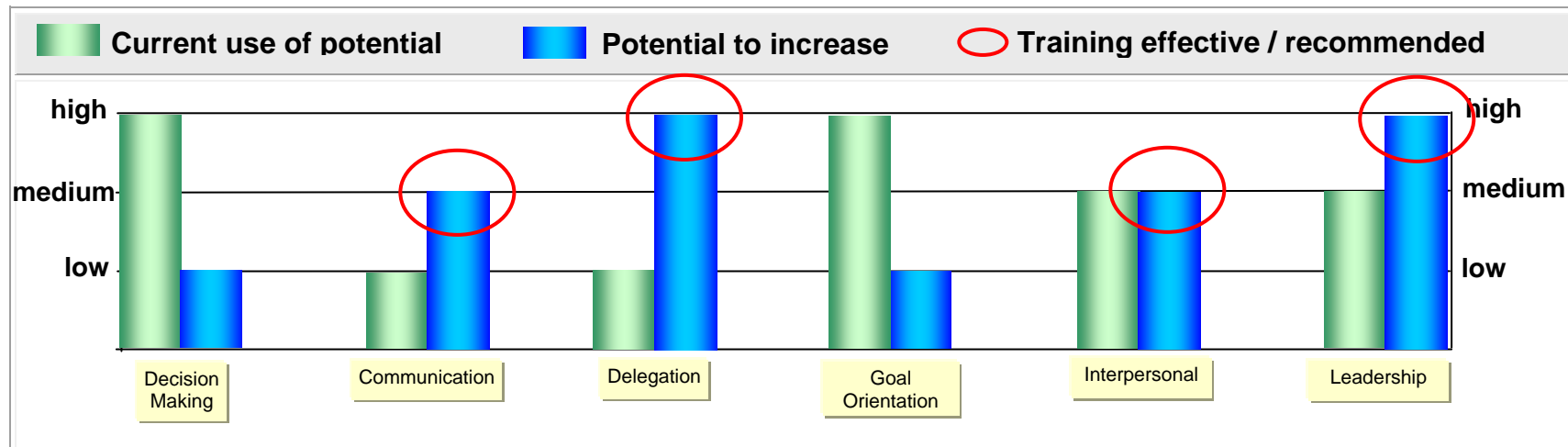
2. Purpose of Potential Assessment

On July 15th 2009, Mr. X participated for the 1st time in a **Swiss-ASIA** competency based Potential Assessment (**c-PA**) program, with aim to reveal his potential for career development and possible succession planning program, as well as to provide recommendations for his further development.

3. Results Integration

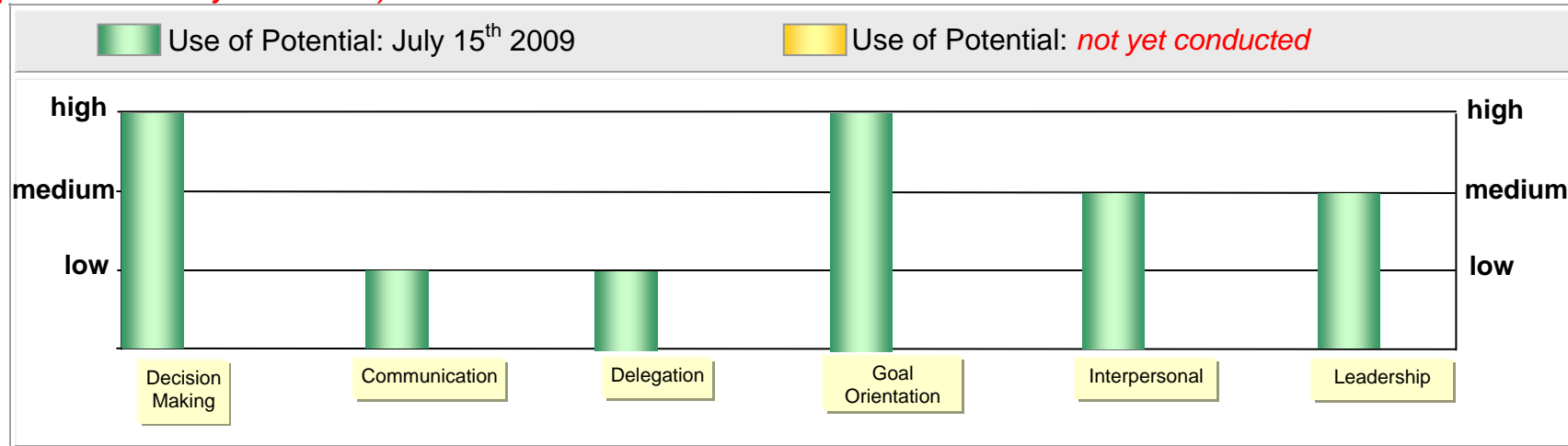
3.1 Current “Use of Potential” Assessment

Date of conduct: July 15th 2009



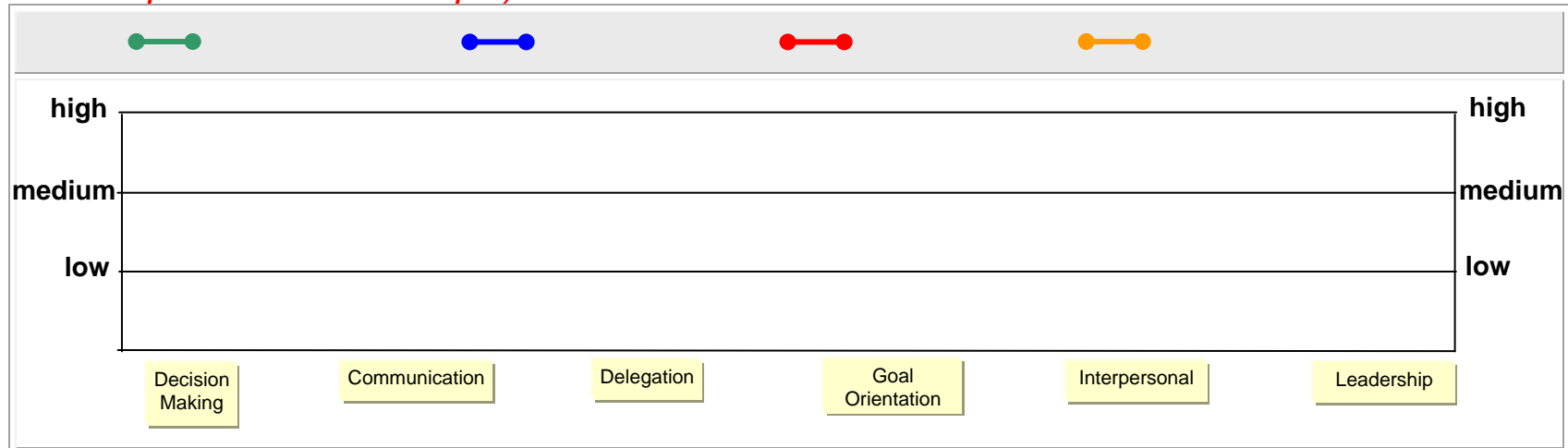
3.2 Comparison to previously conducted Potential Assessment(s)

(Follow-up assessment not yet conducted)



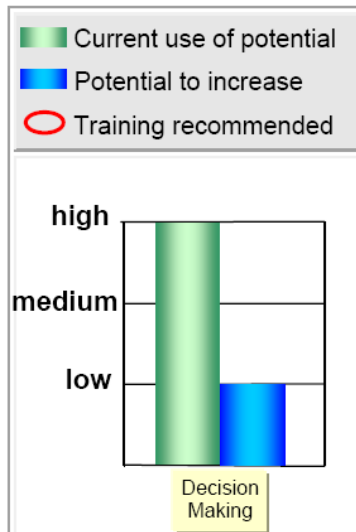
3.3 Comparison to other participants in the same subsidiary

(Is revealed in the comprehensive assessment report)



4. Conclusions and Recommendations per Competency

4.1 Decision Making:

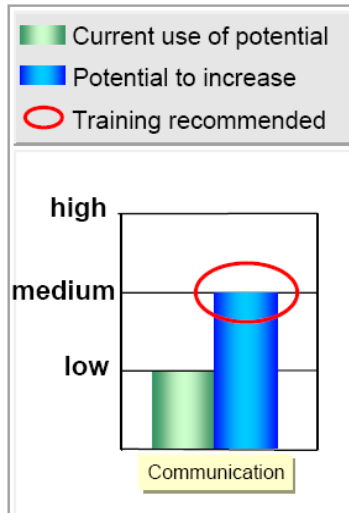


We judge Mr. X as a fast decision-maker, putting himself pro-actively in the line to support company's vision. We further believe that Mr. Jo is an active problem-solver, able to review key elements within problems. He is able to make logic based judgments decisively, mainly due to his wide experiences and seasoned intrury knowledge. Mr. X is able to quickly get to the core of a problem and analyzes it comprehensively as we judge him. But his determined and pro-active handling, also contanis the risk that Mr. X might **often tend to skip or even ignore subordidnates opionions / suggestions**, since our experiences profed that Managers with his profile often tend to do this at work or in private environment. Overall, we believe that Mr. X already effectively using his potential in terms of Decision Making. The main area for him to increase is with regard to thoroughly request subordinates / others opinion / ideas / concerns, before he making decisions too fast.

How to increase use of potential:

Mr. X is effectively applying and using his potential in terms of decision making. But to improve even further, Mr. X has to focus on not making decisions too fast actually. To learn that, he has to accept others ideas / opinions / advice or concerns thoroughly, before rushing into a decision. He will learn this easily by self-studying based on specific books, or when attending training for other purposes where this element (considering comprehensively) is part of the training anyway. But we do not suggest any training for decision making only.

4.2 Communication:

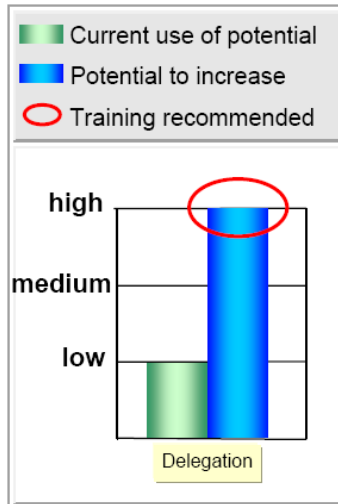


Mr. X does impresses others in his daily work by expressing firm and clear judgments as we believe. He represents a rather strong and convincing profile of his own towards others as the assessment with him unfolded. However, **he does lack in necessary sensitiveness towards others' emotional needs and values. He does not easily understand or extract others points of view.** As a result, **coworkers around him might rather hide or not persistantly provide their full expertise since they might judge Mr. X as "doing his own thing" anyway afterwards.** In fact, Mr. X will not easily give up in hius communication / argumentation in order to persuade his point of view. He will mark his point of view in a rather persistent way as far as we can judge. Despite that, we also believe that Mr. X **might often have problems communicating with others if their ability to express is rather random** or if they simply are not prepared. **He will loose patience easily and will not thoroughly listen.** The assessment also revealed, that **sometimes Mr. X thinks very fast and as a result, speaks too fast and short. He often does not ask proper querstions to make himself clear about other's feedback** as we learned. Mr. X's **current use of potential and performance is rather low** mainly due to the fact that he might **ignore others too often**. His potential to increase his communication skills however, we see as mediocre to even high!

How to increase use of potential:

Mr. X has all the potential to change his communication style, if learn properly. We therefore strongly urge XYZ Ltd. to invest in some training for Mr. X to change his attitude when interacting and communicating. He will change fast and to good as we are convinced. Mr. X is a very intelligent, determined person who as we believe realizes that he could do so much better if he would only know the proper techniques in communication. We suggest communication training with main focus on "adapting different approaches to different audiences" as well as "listenling" skills first.

4.3 Delegation:

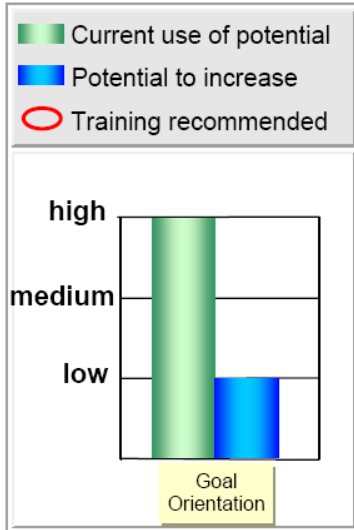


With regard to “delegating tasks”, we judge Mr. X as not using his potential effectively yet. He is determined to achieve goals, but does not delegate in an efficient way as we believe. We see a risk that **Mr. X actually tends to be involved too deeply in all kind of processes / projects and executes too many tasks by himself rather than delegating.** He might therefore **often fail to receive employees’ feedback on an important early stage, and gets involved even more in order to react to mistakes or constantly arising issues.** He actually hinders self-development and satisfaction of subordinates /others as we believe. Since he **tends to make conclusions too fast** (see under “communication”) **he decides based on prejudices too often.** Mr. X’s determination and high risk taking ability, is **not in a balance with his delegation and coaching skills.** He has all the potential to change fast and high, but **he needs to provide “space” and take risks in trusting employees’ capabilities** to solve problems themselves when they make mistakes. Because Mr. X feels directly responsible (which of course is very honorable), **he however can not easily “let go”.** If he would be able to trust in subordinates / others ability to solve their own made mistakes themselves, he would provide more space for them and for him. His daily work would become more efficient and “peaceful” as we are convinced.

How to increase use of potential:

Although he is a strong, mature and convincing leader, Mr. X is using his potential actually only low. He needs to learn to delegate and trust properly. We are sure that he is not able to understand others “strengths” and “potential” properly and free or prejudices at current stage. That’s why he can not easily let go. He needs to learn to trust in their own self-development, even they have different personality-profile than himself. Specific training in that regard will immediately increase his ability to delegate. He also needs direct coaching over a 6 months period rather from his Superior or external though a specialized company like us.

4.4 Goal Orientation

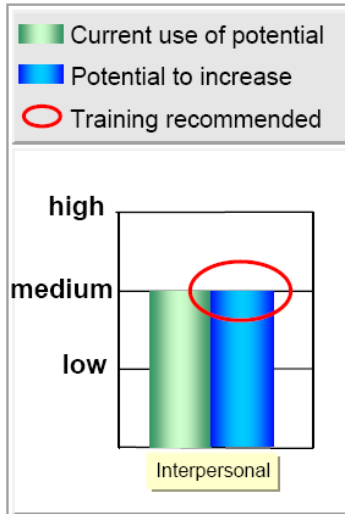


Goal orientation and creating vision are definitively among Mr. X's strengths. Not only is he capable of insisting his standpoints clearly, he also advocates his proposals in order to achieve goals efficiently as we judge him. In for our opinion, Mr. X works with steady energy to fulfill mandates on time due to his strong sense of responsibility and determination / commitment. We are convinced that Mr. X is not hesitating to face challenges and overcomes obstacles in a professional and stable way. He will skip or avoid all unnecessary or hindering elements and influencing factors in order to achieve goals. **Sometimes too fast** in our opinion. He will spontaneously support "renovation" and adopt new strategies when facts reveal that such changes will bring better results. Mr. X is "steadfast" in his opinions based on applying logical criteria due to his experiences

How to increase use of potential:

Mr. X is very efficient in goal orientation. He is using his potential successfully. We do not see any relevant need to further increase or change this competency in him. We do not see much potential to increase further.

4.5 Interpersonal

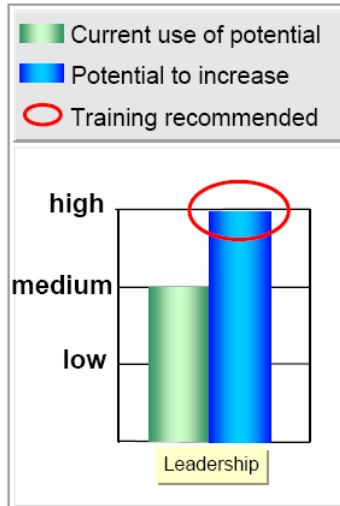


Mr. X is a person who has not much tolerance for “grey” results / situations. He rather sees black or white. People or subordinates with same profile as like his own, find easy acceptance by him. People / subordinates with different personality profile, have a clearly harder time to find his acceptance. Especially as Leader, this is a weakness Mr. X should overcome fast if he wants to develop in even higher management position in our opinion. As mentioned in previous competency explanations, he easily rushes into conclusions without thoroughly considering others’ (subordinates) suggestions. He thinks he does, but actually skips as we revealed through the assessment interview. Mr. X does have high sense and respect for others, but again, deep inside of him he has not high tolerance for failure and repeating mistakes. This of course is understandable and acceptable, but he is narrowing his own development as leader by neglecting others too early. In the event whereby mistakes have been made by others, it is very hard for them to get out of the “non-trust” pond. They have to work extra hard to get back into his circle of trust again. It can easily be de-motivating for them and there is a danger that this reflects a negative picture about Mr. X to the entire department. Subordinates might fully follow his orders, but they might not automatically respect him due to his “black and white” focus.

How to increase use of potential:

Mr. X is well advised to improve his leadership style into a more “coaching and mentoring” style. He might succeed at current stage, but on a longer run, he will hinder his own career development if he doesn’t change his sense for others “strengths” and “potential”. His current interpersonal understanding is rather low in our opinion. He needs to change his personality-profile into a more tolerant style. As per our experiences, this is not easy to do and will take time. But we believe in the capability of Mr. X since he is a very intelligent and goal oriented person / manager. Once, he accepts such goal for self-development, we are sure he will work hard on himself to achieve. We are convinced he will succeed, but it will take at least 1 year for him to fully change his style on a daily basis as we believe specific training or coaching is recommended, aligned with various literatures.

4.6 Leadership



Mr. X makes efficient use of his authority. In our opinion, Mr. X is a good role-model as leader in terms of reliability, determination and commitment towards projects and the company. In terms of soft leadership skills however, **he applies a mainly “ordering” / “old-fashioned” leadership style, where subordinates are being “taught”, rather than being “coached”.** His subordinates are expected to follow without much intervention. He therefore risks falling into situations where he imposed his own thoughts upon others too hard, and misses to consider other’s acceptance and emotions if not rationally presented to him by others. As a result, he then further hinders employees’ pro-activeness and independence. The assessment clearly revealed to us that **he tends to address subordinates based on the subject of their results mainly, and provides feedback on their performance only.** His space for tolerance is low and risk of applied “hiring and firing” culture is very high as we believe. We judge Mr. X’s leadership style as dominant and straight forward. He is able to gain good appreciation from his subordinates due to his professionalism and solid background. He monitors tasks progresses strictly and constantly towards schedules or deadlines. We believe that Mr. X is not fully using his potential in leadership yet, but he will increase high due to his good entrepreneurial understanding, his sense for duty and stress resistance as leader.

How to increase use of potential:

Mr. x urgently needs to learn “coaching and mentoring” techniques in order to eliminate his current old-fashioned leadership style. Even when working in his local Asian environment, representing a foreign company as leader, he has to change in order to succeed in the near and long future. Overall, Mr. X has high chance to be in top management within the next 3-6 years, if he does not hinder himself by using an authoritarian leadership style. He needs coaching from external or by some superiors acting as internal mentors. Once he accepts “grey-shading” of peoples’ actions, capabilities and results, he will develop into a much higher sphere of leadership. We are convinced, that Mr. X has a golden future to become a top-executive and well respected leader.

----- End of individual **c-PA** report -----