

John Doe

ACME Medical

Jan 2018_MD

Responses for this report were generated using the 'English (North American)' language version of the assessment.

Selection, development, and promotion decisions should be based upon more than test results alone, such as work history, educational background, performance, and motivation of individuals, and how these relate to general and specific needs of the organization at a given moment.

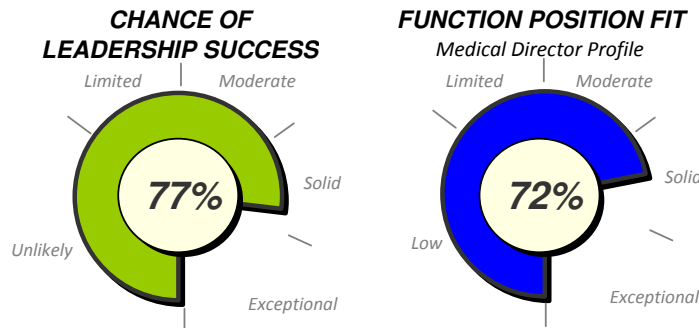
SUMMARY



John Doe completed the SelectMD assessment for ACME Medical. The results of this evaluation reveal a Chance of Leadership Success of 77%, suggesting a 'Solid' chance [about 3.3 to 1 odds in favor] of succeeding as an Executive Leader. The Functional Position Fit score of 72% indicates 'Solid' overall fit with the 'Medical Director Profile'. Leader Persona is that of a 'Catalyst'. Assessment findings indicate John Doe is likely to be successful in both 'General and Functional Leadership' roles.

Assessment results suggest that, relative to the 'Medical Director Profile', John Doe's assets include: *above average cognitive reasoning abilities *a socially bold enough style *a relatively stable and steady nature *an appropriate group and team orientation *a requisite level of trust and optimism *a principled and disciplined approach *a sufficiently detailed and organized work style *a sufficiently outcome-focused perspective *a relatively confident and self-assured attitude

John Doe exhibits evidence of NO Derailers. Compared to the 'Medical Director Profile', outcomes reveal potential developmental limitations related to: *a change-oriented perspective that could interfere with needs to be more conventional *a dominant, if not domineering, demeanor *an enthusiastic, up-beat, and lively attitude that could be overwhelming to others *a conceptual and imaginative outlook that may interfere with needs to be more practical *a relaxed style and a variable sense of urgency *a relatively care-free mentality that may undermine awareness of others or of external circumstances *an overly receptive perspective that can undermine focusing on goals and objectives



Recommendation Yes **'As General and Functional Leader'**

COGNITION

Among all the factors studied in relation to leadership efficacy, **Cognition** (e.g., intelligence, logic, problem-solving, abstract reasoning) is the most important.

Below is a graph of John Doe's results on the Cognitive task compared with those of the 'Medical Director Profile'. Implications of assessment outcomes are also noted.



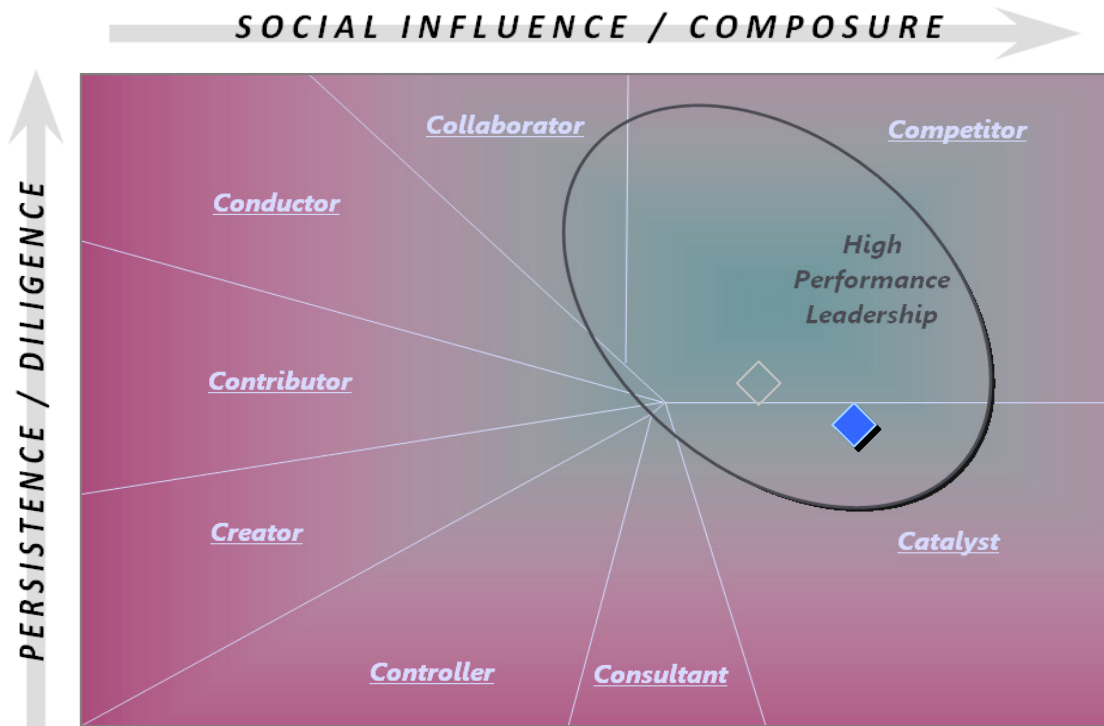
Implications:

* [OPTIMAL] People with scores in this range are sufficiently curious thinkers for the job in question. Consequently, they are likely to handle intellectual and abstract challenges as others in such roles do.

LEADERSHIP



Plotting *Social Influence/Composure* and *Persistence/Diligence* reveals this individual's 'Leader Persona'. There are eight (8) possible Leader Personas, based upon the degrees of the two component factors. A 'High Performance Leadership' range is represented by the oval in the upper right area of the plot below. This range captures about two-thirds of the best leaders. Any Leader Persona can be a high performer, but 'Competitors', for example, tend to have more high performers because they are the most prevalent Leader Persona.

**Implications:**

John Doe exhibits a 'Catalyst' Leader Persona. Those with the Catalyst Persona are characterized by moderate-to-high levels of social influence and composure, low-to-moderate levels of persistence and diligence, and moderate-to-high levels of receptivity and intuition. Catalysts are the 2nd most common of the eight (8) Leader Personas, representing about 25% of all leaders. Catalysts, as a group, rank 5th (of 8) in terms of performance appraisals, rank 2nd in the proportion holding critical roles (those positions which must be filled within a designated period of time), rank 5th in overall 360 ratings from all raters, and tie for the 6th rank in overall 360 ratings from their managers. These performance and behavior outcomes tie Catalysts for the 4th rank in Composite Leadership Efficacy.

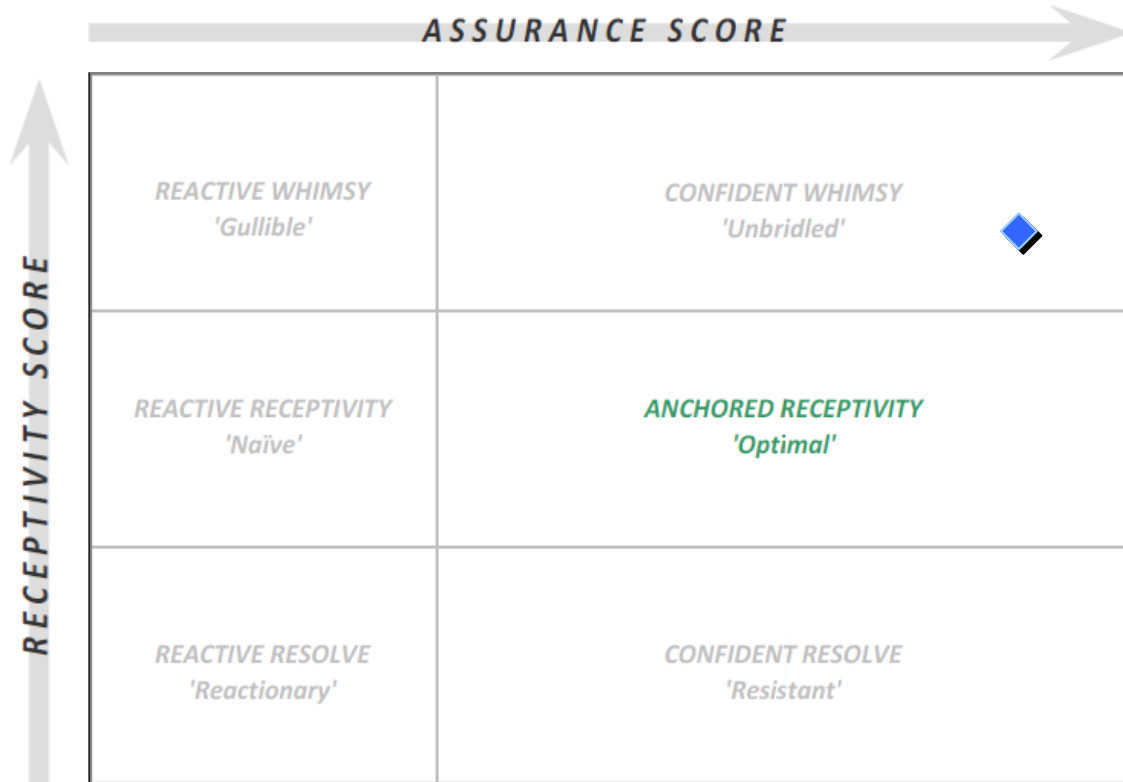
Catalysts are not uncommon among leaders in executive management roles. In addition, they tend to fill business development and client management functions, as well as those in technology and information systems. Catalysts have graduate degrees about 50% of the time, and are more often found in the USA and Europe.

COACHABILITY



Assurance is the combination of emotional stability, self-confidence, and calmness. It involves holding steady under adversity, remaining confident despite setbacks, and maintaining composure under pressure. Much like the *Cognition* factor presented earlier, Assurance is a staple characteristic of the vast majority of leaders, particularly the best ones.

Receptivity is the combination of sensitivity to nuance, conceptual perspective, and open-mindedness. It includes attending to subtleties, thinking beyond the 'here and now', and welcoming input from a variety of sources. Business realities require leaders to be attuned to the future needs of the enterprise, necessitating intuitive and receptive perspectives.



Despite the desirability of Receptivity in terms of dynamic leadership, if it eclipses Assurance, then it suggests an individual who may over-commit and over-promise, or who may have grander ideas than are practical. It is not just Receptivity in isolation that makes for a great leader, but **Anchored Receptivity** -- innovative thinking grounded in business realities. Moreover, the relationship between Assurance and Receptivity can provide insight about an individual's coachability.

Those with John Doe's Assurance and Receptivity score pattern exhibit confident whimsy. Despite their unbridled curiosity, they are likely to be only moderately coachable because of their intense interests in new and different ideas, resulting in potential lack of focus.

DERAILERS



Derailers are sets of characteristics that block, hinder, hamper, restrict, thwart, or otherwise derail performance, rank, persistence, and behavior in the workplace. Such Derailers may be thought of as representing the 'dark side' of humanity and leadership, where confidence turns to arrogance, and skepticism becomes suspicion. Developmentally, understanding these Derailers is critical in order to navigate successfully both intrapersonal and interpersonal domains of leadership.

There are eleven (11) major paths to infamy in the workplace. These are presented below according to general type: 'Reactive', 'Dismissive', 'Moody', and 'Eccentric'.

John Doe's potential Risk levels associated with these Derailers are presented below.

<i>TYPE</i>	<i>DERAILER</i>	<i>RISK</i>
<i>REACTIVE</i>	<i>HOSTILE</i>	<i>LOW</i>
	<i>RESPONDENT</i>	<i>LOW</i>
	<i>OBSESSIVE</i>	<i>LOW</i>
	<i>ARROGANT</i>	<i>LOW</i>
<i>DISMISSIVE</i>	<i>CALLOUS</i>	<i>LOW</i>
	<i>DRAMATIC</i>	<i>LOW</i>
<i>MOODY</i>	<i>GUARDED</i>	<i>LOW</i>
	<i>DETACHED</i>	<i>LOW</i>
	<i>HESITANT</i>	<i>LOW</i>
	<i>DEFLATED</i>	<i>LOW</i>
<i>ECCENTRIC</i>	<i>ECCENTRIC</i>	<i>LOW</i>

Implications:

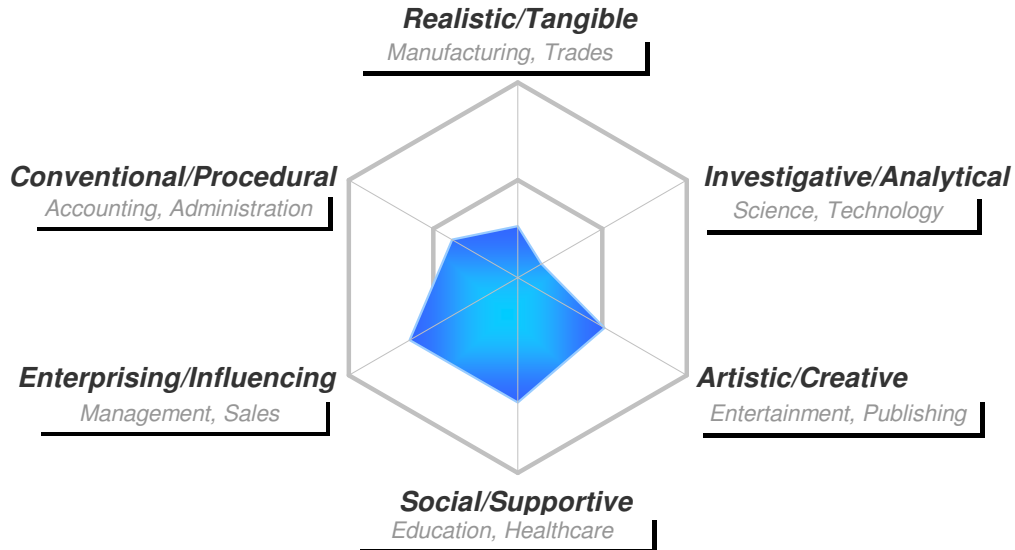
John Doe exhibits evidence of NO Derailers.



WORK MOTIVES

Those similar to the 'Medical Director Profile' exhibit Investigative/Analytical, Realistic/Tangible, Artistic/Creative, and Social/Supportive Work Motives.

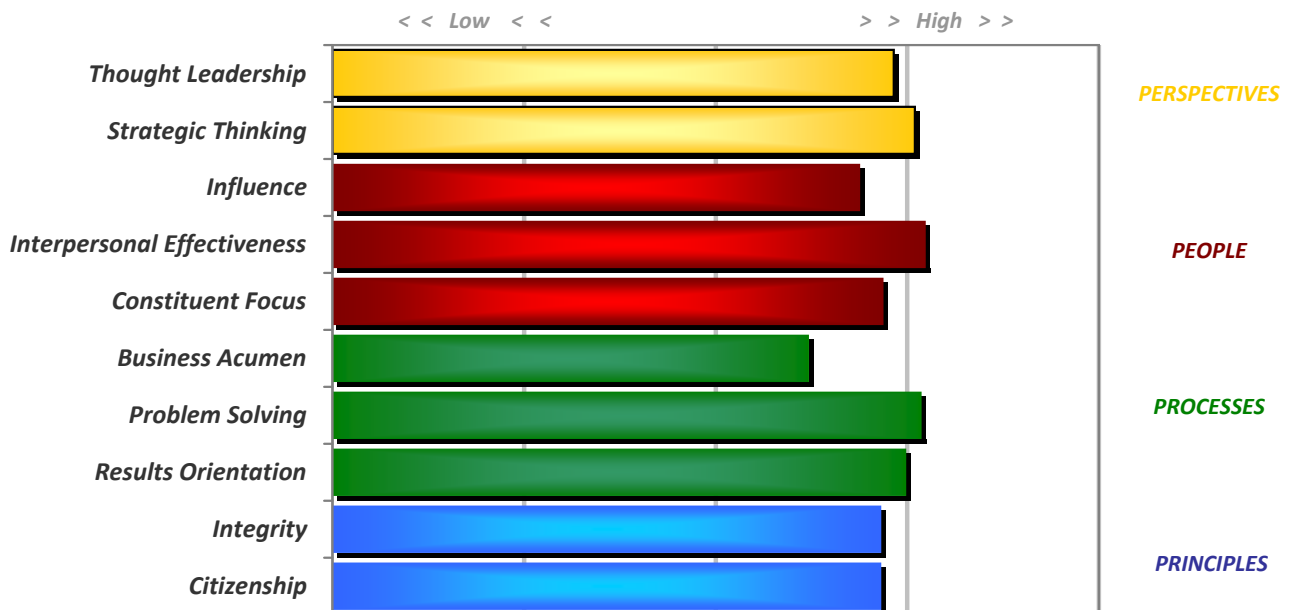
John Doe's Work Motives combine *Artistic/Creative *Social/Supportive *Enterprising/Influencing interests and activities (see below).



COMPETENCY FACTOR ESTIMATES

A hierarchical workplace competency model is outlined below with the foundation of organizational membership being **PRINCIPLES** (with its **Citizenship** and **Integrity** Factors) and the pinnacle of organizational leadership being **PERSPECTIVES** (with its **Strategic Thinking** and **Thought Leadership** Factors).

John Doe's estimated Competency Factors are presented below.

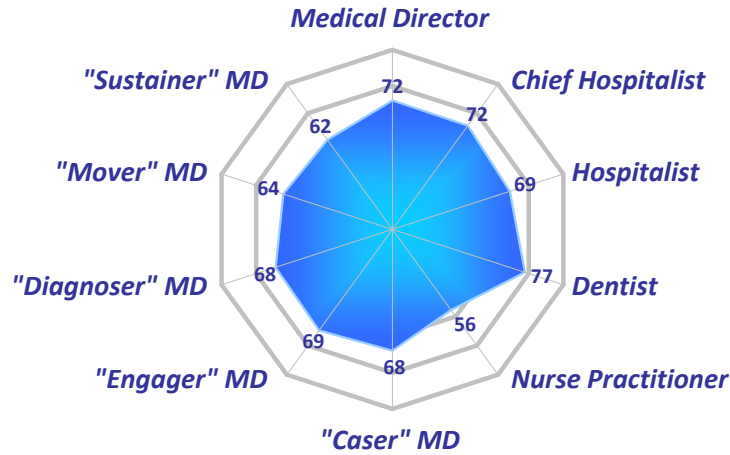


FUNCTION POSITION FIT



Medical Profiles

John Doe's assessment results are presented below in the context of selected Medical position profiles. Higher Function Position Fit scores and shaded areas closer to the position labels indicate greater overall fit with a given profile.



Profile Descriptions

Medical Director	A composite prototype of physicians in private practice with leadership tendencies. May be regarded as an "exemplary" profile.
Chief Hospitalist	Profile of "exemplary" Hospitalists (see below) with the strongest leadership indicators.
Hospitalist	Profile of "exemplary" Hospitalists who have the best composite of five performance measures.
Dentist	Profile of "typical" Dentists .
Nurse Practitioner	Profile of "typical" Nurse Practitioners .
"Caser" MD	Profile of "exemplary" Hospitalists with the most case records handled during a given tracking period.
"Engager" MD	Profile of "exemplary" Hospitalists with the most visits during a given tracking period.
"Diagnoser" MD	Profile of "exemplary" Hospitalists with the most thorough diagnoses per case record handled during a given tracking period.
"Mover" MD	Profile of "exemplary" Hospitalists with the shortest lengths of stay per case record handled during a given tracking period.
"Sustainer" MD	Profile of "exemplary" Hospitalists with the fewest readmissions per case record handled during a given tracking period.