



High-Potential Assessment Report



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1. About This Report



This report is based on a decade of research into high-potential programs and the qualities that distinguish those individuals with the strongest likelihood of rising to and being effective in more senior and challenging roles. The report draws on the SHL Model of High-Potential¹ and uses a number of assessments to identify strengths against key elements of that model.

The SHL Model of High-Potential¹

A high-potential individual is a proven high performer with the aspiration, ability and engagement to rise to and succeed in more senior, critical positions:

- ➔ **Aspiration** – to rise to senior roles
- ➔ **Ability** – to be effective in more responsible and senior roles
- ➔ **Engagement** – to commit to the organization and remain in challenging roles



What the Report Covers

This report focuses on two of the elements in the SHL model to address critical questions that determine individual and high-potential program success:

Aspiration to rise to a senior managerial or executive position. This is reported through six motivational factors and two critical behaviors that SHL and Gartner research shows significantly improve the odds of achieving a senior position in organizations. This part of the report addresses the question: "Who is most likely to successfully rise to a more senior position?"

Ability to be effective in more senior managerial and leadership positions. This is reported using the SHL Corporate Leadership Model, used by organizations globally, to show future potential against four critical managerial (transactional) competencies and four critical leadership (transformational) competencies. This part of the report addresses the question: "Who is most likely to be a top performer in a more senior managerial and leadership role?"

Those with high aspiration and high ability are more likely to be true high-potential individuals. For these individuals, the key question is: "Who is most likely to stay with the organization?" Guidance is provided at the end of this report on how to assess for Engagement using observational evidence of the individual's current commitment to their role and their longer-term attachment to the organization.

The Assessments Used

The report is based on scores from a suite of assessments mapped to the SHL Model of High-Potential¹:

Assessment	Aspiration	Ability
Motivation Questionnaire	✓	
Occupational Personality Questionnaire	✓	✓

The specific assessments used to generate this report are detailed at the end of this report.

¹SHL Model of High-Potential based on research by SHL and Gartner.

The scores shown below summarize the individual's likelihood of both rising to and being effective in a more senior and challenging managerial and leadership role. The sections that follow in this report provide more detail on how these two scores were obtained from the assessments administered.

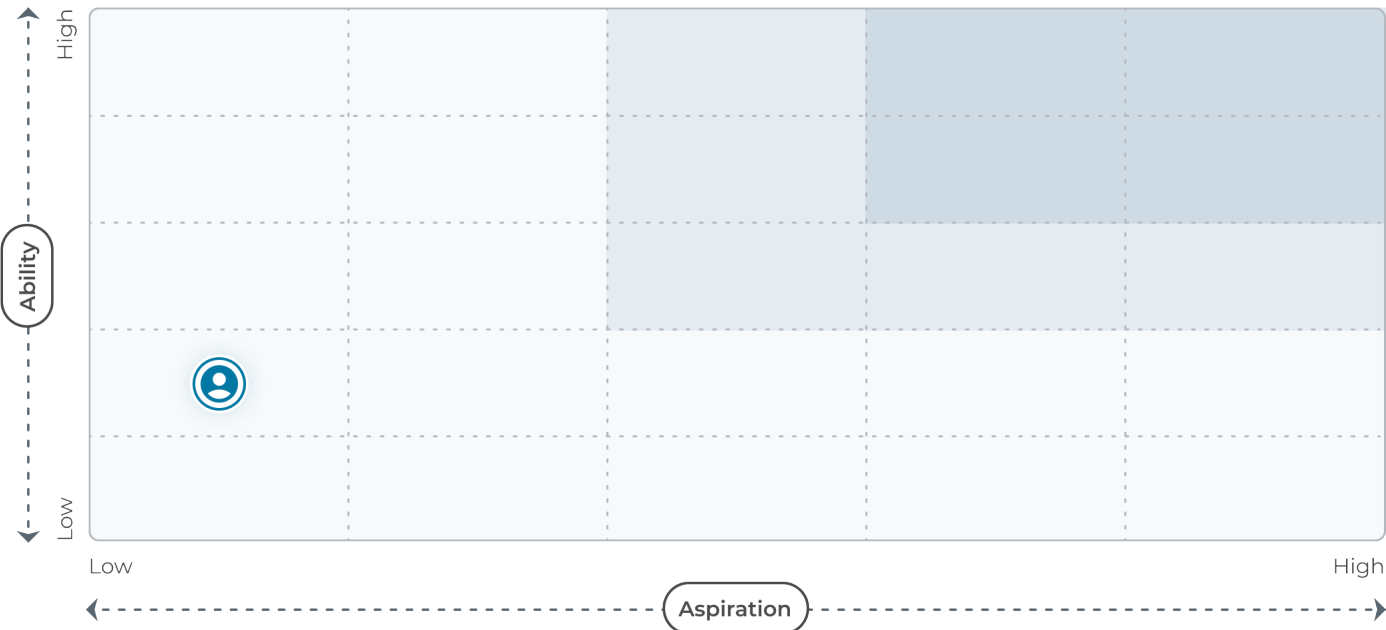
Factors That Drive High-Potential

Aspiration 1 2 3 4 5

The likelihood of rising to a more senior managerial and leadership role such as an executive position.

Ability 1 2 3 4 5

The likelihood of being effective in a more senior managerial and leadership role.



Key to the Report

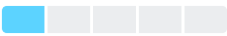
- Nurture for Today
- Nurture for Today and Tomorrow
- Strongest Potentials
- ⊙ Individual Score

Notes

The information provided above relates to the individual's future potential and not their current performance. It is based on research across organizations globally that shows how critical aspects of motivation and behavior predict later career outcomes. In the case of this report, those outcomes are achieving a senior position such as an executive level, as predicted by the **Aspiration** score, and being a top performer once a senior position has been achieved, as predicted by the **Ability** score.

The overall score is not an average of **Aspiration** and **Ability** scores. To provide clearer discrimination between individuals, the overall score shows where the participant's combined **Aspiration** and **Ability** scores place them in the population they have been compared to. This is reported using a 5-point scale from very low to very high. Details of the population the individual has been compared to are given at the end of this report.

Overall Scores

Aspiration 

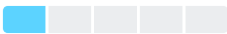
The likelihood of rising to a more senior managerial and leadership role such as an executive position.

How the Aspiration Score Was Calculated

SHL and Gartner research shows that the likelihood of achieving a more senior role is substantially increased when individuals are higher on six critical motivational factors and two behaviors that enable people to translate those motivations into tangible career success. Details of how the individual compares on the critical motivational factors and behaviors are shown below.

Scores on these eight areas have been combined to create an overall Aspiration score. This overall score compares the motivational factors and behaviors to a relevant norm group using a scale from very low to very high. Details of the population the individual has been compared to are given at the end of this report.

Motivational Factors That Drive Aspiration

Autonomy 

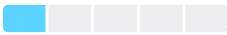
Working independently and taking the initiative

Flexibility 

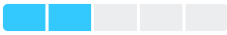
Less structured and more fluid environments

Immersion 

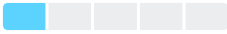
A personal commitment above and beyond the norm

Interest 

Work that provides variety, interest and stimulation

Level of Activity 

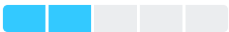
Fast paced environments and time pressure

Power 

Responsibility, exercising authority and influencing others

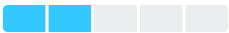
Key Behaviors That Drive Aspiration

Acting on Own Initiative and Taking Responsibility



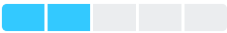
Uses initiative and assumes positions of responsibility

Achieving Objectives and Pursuing Self-Development



Invests in personal development and pushes for results

Overall Scores

Ability 

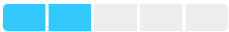
The likelihood of being effective in a more senior managerial and leadership role.

How the Ability Score Was Calculated

SHL and Gartner research shows that the likelihood of performing effectively and being effective in a future senior managerial and leadership role is dependent on how strong an individual's talents are across Managerial (transactional) and Leadership (transformational) competencies. Details of how the individual scores on the Managerial and Leadership competencies compared to a relevant norm group are shown below.

The overall Ability score shown at the top of this page is not an average. To provide clearer discrimination between participants, the overall Ability score shows where the individual's combined Managerial score and Leadership score compares to a relevant norm group using a scale from very low to very high. Details of the population the individual has been compared to are given at the end of this report.

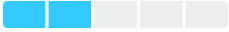
Managerial Ability

Analyzing and Interpreting 

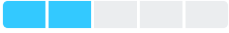
Analyzing complex information and applying expertise

Adapting and Coping* 

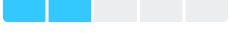
Responding and adapting well to pressure and setbacks

Supporting and Cooperating* 

Supporting others and working well with people

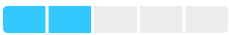
Organizing and Executing 

Planning, working in an organized manner, and focusing on delivery

Overall Managerial Ability 

Leadership Ability

Creating and Conceptualizing



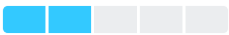
Producing innovative ideas and thinking strategically

Interacting and Presenting*



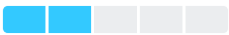
Communicating with, persuading, and influencing others

Leading and Deciding



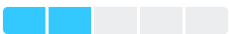
Initiating action, giving direction, and taking responsibility

Enterprising and Performing



Focusing on results and achieving goals

Overall Leadership Ability



* These competencies relate to Emotional Intelligence
I N D Competencies that can include scores from ability tests. I: Inductive. N: Numerical. D: Deductive.



Why Assess Engagement?

In addition to **Aspiration** and **Ability**, it is also critical for organizations to evaluate an individual's level of **Engagement** for two key reasons:

Return on Investment: Organizations need to be assured that their investment in high-potential individuals will provide a return over time. They need to make sure these high-value investments do not leave to join competitors. At their core, high-potential programs are an investment in the organization's most promising and valuable talent. With resources scarce, these programs need to direct investment to individuals who are engaged in their work, committed to the organization, and likely to remain with their organization.

Managing High-Potential Engagement Risks: SHL and Gartner research shows that effective high-potential programs use practical and straightforward steps to manage engagement levels. They equip managers to identify engagement risks and evaluate individuals' emotional and rational commitment to the organization. Moreover, progressive organizations protect their investment in high-potentials by formally asking individuals entering their programs to recognize the company's investment in them and commit to the organization.

Engaged high-potentials are twice as likely to stay with the organization as those who display low engagement.

High-potential individuals must have strong commitment to the organization and to building a career with their employer to increase their likelihood of staying and being engaged in future, more senior roles.

When measuring an individual's level of **Engagement**, managers should consider the items below (these are not exhaustive and should be complemented with your own).

Current Engagement – An individual's emotional and rational commitment based on their perceptions of past and present experiences. Managers should consider behaviors such as whether an individual:

- Displays a high level of interest in their work.
- Invests time and energy to do things really well.
- Volunteers to do extra work to help others when needed.□

Future Engagement – An individual's emotional and rational commitment based on their expectations of their future employment experience. Examples of behaviors that managers should consider are whether an individual:

- Prioritizes the company and team ahead of personal needs or interests.
- Makes plans for personal career growth with the company.
- Asks questions that demonstrate interest in the organization and its success.

6. Assessment Details



The accuracy of this report will depend on the range of assessments used. Customers may choose to use some elements of the suite described. A more accurate prediction will be obtained where the full suite of assessments has been used.

Motivation Questionnaire

The Motivation Questionnaire (MQ) assesses the energy with which a person approaches tasks and what situations are likely to increase or reduce an individual's motivation. Information from this assessment is used in assessing an individual's **Aspiration** as defined by the SHL Model of High-Potential¹.

Occupational Personality Questionnaire (OPQ32r)TM

The OPQ provides detailed information on 32 specific personality characteristics which underpin an individual's behavior at work and their performance against key competencies. Unlike other personality questionnaires, the OPQ is an occupational model of personality designed solely for use in a business environment. Information from this assessment is used in assessing an individual's **Aspiration** and **Ability** as defined by the SHL Model of High-Potential¹.

VerifyTM Cognitive Ability

The Verify Suite of Ability Tests provides information on an individual's cognitive capacities. The capacity to reason deductively and inductively is critical to **Ability** as defined by the SHL Model of High-Potential¹.

¹SHL Model of High-Potential based on research by SHL and Gartner.

7. Assessment Methodology



This profile is based on the following sources of information for OPQ MQ:

Questionnaire / Aptitude Test	Comparison Group
OPQ32r US English v1 (Std Inst)	OPQ32r UK English General Population 2012 (INT)
MQ US English v1 (Std Inst)	MQM5_EN_US_IS01_ General Population - 2005 (US)

About This Report

This report was generated using the SHL Online Assessment System. It includes information from the Motivational Questionnaire™ (MQ) and Occupational Personality Questionnaire™ (OPQ32). The use of these questionnaires and tests are limited to those people who have received specialist training in its use and interpretation.

The report herein is generated from the results of these questionnaires and tests answered by the respondent(s) and substantially reflect the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.

This report has been generated electronically - the user of the software can make amendments and additions to the text of the report.

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Person Detail Section

Name	OPQ MQ
MQ Participant Data	E1=4, E2=1, E3=1, E4=1, E5=1, E6=7, E7=3, S1=1, S2=1, S3=3, S4=2, S5=1, I1=1, I2=7, I3=2, X1=1, X2=1, X3=2.
OPQ Participant Data	RP1=5, RP2=4, RP3=7, RP4=6, RP5=7, RP6=4, RP7=4, RP8=5, RP9=5, RP10=5, TS1=5, TS2=3, TS3=6, TS4=5, TS5=7, TS6=6, TS7=6, TS8=7, TS9=4, TS10=4, TS11=2, TS12=4, FE1=9, FE2=6, FE3=8, FE4=4, FE5=6, FE6=7, FE7=5, FE8=5, FE9=2, FE10=5, CNS=1.
Report	High-Potential Assessment Report