



# **Leadership Selection Review**

**Sally Sample  
Position of Director of Operations  
Wigit Company Ltd.**

**July 2018**

# Confidentiality

This review is considered confidential, providing a perspective on the candidate related to his capability and potential for the role in question and future opportunities. This information should be considered in combination with other information on the individual to provide a full view of them as a contributor and a leader for Wigit Company Ltd.

This report should be maintained in a secure file. Access should be available only to the individual in question and those who have direct involvement in the career management of the individual. Distribution beyond this should be at the expressed request of the individual. Use of this information should only be upon receipt of guidance on its interpretation. Requests for guidance can be made to [info@organizationdynamic.com](mailto:info@organizationdynamic.com).

Information shared in this review is considered valid until July 2020.

Mary Marcus, MBA PhD  
Principal Consultant  
July 2018

## About the Organization

Wigit Company Ltd. is an innovative provider of wigit technology that assures and enhances performance of client networks. The product they provide has found a niche in assuring and enhancing performance of mobile backhaul networks taxed by the growth of smart-phones and thus has high growth potential.

The organization is built on an entrepreneurial spirit that drives the organization and defines its culture. These characteristics are important to the founder as the organization grows and expands. Core to this culture is an environment driven by growth where people have the opportunity to take charge of their roles and express themselves fully in what they do. In keeping with the industry that Wigit Company Ltd. finds itself in, the culture is fast-paced, as well as adaptable and responsive to a changing environment.

Wigit Company Ltd. has a reputation for innovation as well as customer responsiveness that is underwritten with a level of optimism and can-do attitude. At the same time, there is an undertone of cautiousness, particularly related to spending money. The organization has fun but is not extravagant.

## Fit with Organization

Based on the organization description, candidates for any role within Wigit Company Ltd. should be a high energy self-starter with a strong customer focus and can do attitude that presents itself in problem solving based on “how can we do this” vs. explaining why we can’t do something. The individual should also bring an entrepreneurial spirit that presents itself in taking full accountability for the role they take on and thinking like an owner in actions. Finally, the individual needs to be change agile and resilient to frequent and sometimes extreme changes as a result of the industry, technology and changing environment.

## About the Role-Director of Operations

The role of Director of Operations is a newly created position that will take over accountability for Sales, Marketing, Business Development and Operations. The role will be accountable for the sales growth strategy and execution thereof. In addition, this role will play a key role in the overall business strategy. Customer growth, market expansion, and revenue will fall within the purview of this role, as will the market and brand strategy. The incumbent will have direct accountability to identify, develop and retain a top performing sales and marketing team.

## Overview of Process

The assessment summary below has been conducted with Sally related to the role of Director of Operations. The details provided is the result of three assessments: Caliper Profile online psychometric assessment, Facet 5 online personality assessment, and a 2.5 hour structured interview. The information provided should be combined with other available information on the individual including personal interaction, references, etc. to derive a full perspective.

## Executive Summary – Sally Sample

Overall, Sally is seen as a **strong candidate** for the role of Director of Operations at Wigit Company Ltd. She is a seasoned sales professional with an affinity toward culture and diversity. She is clearly externally focused, building from the outside (read customer) in. She is idea oriented and focused on change and driving results. She is naturally leaderlike, and one to get others excited around what is possible. The risks to her appointment revolve around her decisiveness and ensuring that she is socializing her ideas and being empathetic to the

needs of others, while not losing sight of her goal. Sally has much to give the organization, however may consider herself under employed. She does, however, have something to get from this role. This role gives her the platform to develop the more holistic leadership brand she needs to build and use this as her opportunity to round out her leadership to build for the future in support of her results leadership.

### Leadership

She is decisive and action-oriented. In this, she can be independent and excessively self-directed. This independent streak makes it difficult for her to take direction from others, preferring to set the pace herself. She is putting effort into being more collaborative and open to other's perspective but tends more toward the consultative than collaborative. She values being respected much more than being liked however measures her success based on whether people would follow her to the next opportunity. In her decisiveness, she surrounds herself with what she feels is the right team and is quickly prepared to make the tough people decisions. In selecting people, however, she leans toward their drive and technical experience, forgetting the softer issues that often get in the way of people's success. Her expectations are results driven and clear. For those who rise to the challenge, she will give support. For those who don't, she is quick to act, but not without some compassion. She leads by example, however holds herself as the example that others should follow, which can read unintentionally as ego. To this end, she can get caught up in the task and execution toward the result, losing sight of setting a direction steeped in vision and what the organization should stand for as well as what it achieves. She leads through inspiration, however, not coercion.

### Emotionally

She is deeply connected to her family that drives many of her personal decisions. She has a motivation to prove herself and is drawn to the idea that she can have a significant role to play in the growth of Wigit Company Ltd. over the near and longer term. She is a challenge seeker, looking for something where she can stand out for having accomplished a goal and made a mark. At the same time, she is not prepared to compromise her values toward family in pursuit of an opportunity. Integrity and customer focus are values that she stands by. The organization must do what is right and maintain commitments to the customer. At her core, she is competitive and wants to win. This translates to all aspects of her life. When she takes something on, she defines what the "win" looks like, and uses this as the guide to her actions and decisions. She believes in giving back to society and not to take what she has for granted. To this end, as with most things in her life, she jumps in, decides what the right thing to do is, and acts clearly and decisively.

### Interpersonal

Sally is a relationship builder. She reads as determined and ready to push her agenda; however, her communication style is engaging. While she listens to others, she will do this from a lens of trying to prove or disprove her perspective. She is persuasive and assertive, however not likely to be aggressive when trying to influence. While she can work in a team environment, she can be doggedly persistent with her ideas, and will often step up and take the lead. She is strategic in her thinking, however may not always take the time to bring people along in her thinking.

### Problem Solving and Decision Making

She takes on tough problems with a determination and confidence that she can solve the puzzle and achieve the goal. When confident of her facts, she is prepared to make bold moves, and more likely to ask for forgiveness than permission. She has broad experience to draw on that allows her to land on decisions or judgements quickly. There are times, however, where her drive for action can get in the way of thinking through the unintended consequences of a decision. She does take an organizational view on decisions. Thus, though not without conscious effort, she will step back from a pet project if she sees it as what is best for the

organization. Her decisions are rational and based on analysis, however with the metrics in place, she follows her instinct that she would say comes from a combination of confidence and experience. She is not drawn into the emotionality of a situation, and, in fact, can discount the input of those whose approach is more emotionally driven. This said, experience does remind her to put effort in trying to understand the motive or concern behind the emotion. This does, however, require extra effort on her part. With a clear focus on the customer, she can risk overleveraging this in making decisions, when pushing back on them may be the right thing to do.

### Personal Organization/Time Management

Sally is as regimented and decisive with herself as she is with other aspects of her work. She pushes herself as she thinks is appropriate and finds balance on her own terms. Once she makes a decision, she does not rethink it easily. She has an entrepreneurial edge to her style that feeds her independent thinking, decisiveness, and a degree of impulsiveness, and she is not one to settle for the status quo. She seems to draw a clear delineation between work and home and leisure life, holding each priority with equal discipline.

### Development/Management Recommendations

Sally's decisiveness could read as rash or without thinking. She needs to make sure she is making the why, not just the what clear others. She will want to work on her true collaboration, particularly in working with the senior team. She risks seeing always with the right answer. She should explore sharing more of his core values to build her whole person authenticity. Invest in sharing her aspiration for the organization and the vision that includes her believe related to customer focus.

This role provides Sally with an opportunity to ground her leadership and ensure she is also building an organization for the future in addition to delivering expected results. To this end, specific areas of focus should be on building talent for the future, building an inspirational vision, and attending to the culture she is trying to build.

In her relationship with her peers, she will want to be cautious that she doesn't present herself, albeit subtly, as the "authority" who is there to guide the others to the right answer. She will want to put effort into understanding the context and priorities of others, seeking first to understand, and presenting her ideas less brashly to gain buy-in, recognizing as well that she is being recruited for his ability to drive change.

Prepared by:

xxx PhD

July 22, 2018