

Synoptic Report

Candidate:
George Sample



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George has a strong inclination to take charge of situation and problems, develop solutions, and implement them. Fairly perfectionistic, he sets high standards for himself and expects as much from both the organization for which he works and his co-workers. He is very results-focused, and though more effective than most at reading people, seems to make limited conscious use of the information he gains about them, at least in the context of the organization. He is very practical and results-focused, and inclined to work with a salient issue (his primary concern is developing business and delivering on promises to clients). It is a significant challenge for him to balance that with the political and interpersonal responsibilities that are necessary aspects of effective performance in senior roles.

George is extremely tough-minded, prepared to do whatever is necessary, even at his personal disadvantage, to achieve the goals he has set for himself and his part of the organization. He applies these same standards to his co-workers, and likely comes across as unreactive and unsympathetic. He is more sensitive than appearances indicate, however, and though able to deal well with pressure, he does not respond well to criticism, but will usually be hurt by it, especially if it is personal.

While George has the capacity to make the necessary transitions, it will take significant effort on his part to achieve the level of skill that is required. He is not accustomed to thinking in the ways discussed above, and they will seem foreign to him.

Pertinent Questions

- His experience appears primarily to be operational in nature, and that he has relatively little exposure to strategic planning or the kind of situation that helps foster the development strategic thinking skills. What exposure has he had to strategic planning and strategic thinking, and what is his actual level of development in each of these areas?
- His apparently phlegmatic personal style likely leaves other people wondering if he does not have ice in his veins, so to speak. To what degree is this true, and is he in fact able to be much more involved with people and engaging than his assessment profile suggests? This is particularly important in the role under consideration, which will require the incumbent to occasionally show some passion in order to be seen as a credible leader.
- What has been his experience with managing conflict among subordinates, and between himself and his peers? The assessment data suggest that he will not avoid conflict, but may not take direct steps to deal with it when it is apparent.
- Concerted questioning is recommended regarding his leadership style, distinguishing between working with subordinates and working with peers. While he is upwardly mobile, his interest in actually leading people is not especially strong.