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Talent Solutions Powered by Self Management Science

## Seven Habits of Successful Managers™



### Full Report

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Successful managers come in all shapes and sizes; however, they are often successful for many of the same reasons (i.e., The 7 Habits of Successful Managers). The following report is intended to provide you with insight into what the individual is currently doing well as a manager, and what areas he/she may need to develop moving forward. This information should be used to create a customized and focused action plan, allowing the manager to leverage his/her strengths and work on his/her growth opportunities moving forward.

John C. Marshall, PhD

**#018615858046 for John Smith on August 4, 2010**

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**I. Snapshot of Strengths & Growth Opportunities**

**Overall Score**

Provides a composite measure of how well the candidate scored on all 7 of the Success Habits.

Strong Attitudes and Behavioral Habits		Requires Development on Many of the Habits	

**Overall Attitudes**

Snapshot of candidate's overall attitudes towards these essential habits / behaviors.

Attitudes Facilitating Performance		Attitudes Impeding Performance	

**Overall Behaviors**

Snapshot of the frequency at which the candidate engages in these facilitative behaviors.

Behaviors Are Conducive to Success		Behaviors Impeding Performance	

**Strengths & Growth Opportunities**

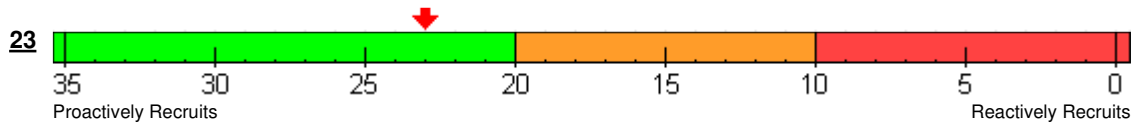
Strengths	Growth Opportunities
<ul style="list-style-type: none"> <li>● <b>#4. Holds Employees to Their Commitments</b> - Asks for and holds employees to personal commitments</li> <li>● <b>#7. Sharpens the Saw</b> - Puts forth the necessary time and effort to develop and refine management skills</li> <li>● <b>#6. Employs Customized Coaching Strategies</b> - Tailors and customize coaching strategies in accordance with employees' unique needs</li> </ul>	<ul style="list-style-type: none"> <li>● <b>#3. Knows when to hold'em and knows when to fold'em</b> - Has the ability to identify and cultivate talent, while also knowing when to let someone go</li> <li>● <b>#1. Being an Upside Thinker</b> - Possessing a positive attitude that permeates all aspects of the management process</li> <li>● <b>#2. Proactively Recruits and Attracts Top Talent</b> - Has a well defined referral network in place that ensures a constant flow of high quality candidates</li> </ul>

II. Snapshot of Results

#1. Being an Upside Thinker - Possessing a positive attitude that permeates all aspects of the management process



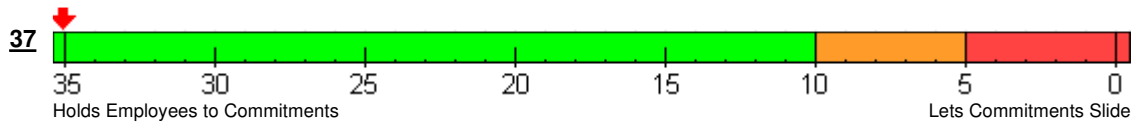
#2. Proactively Recruits and Attracts Top Talent - Has a well defined referral network in place that ensures a constant flow of high quality candidates



#3. Knows when to hold'em and knows when to fold'em - Has the ability to identify and cultivate talent, while also knowing when to let someone go



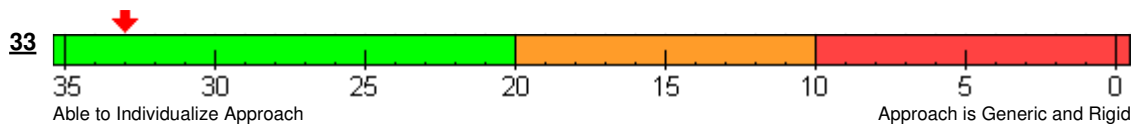
#4. Holds Employees to Their Commitments - Asks for and holds employees to personal commitments



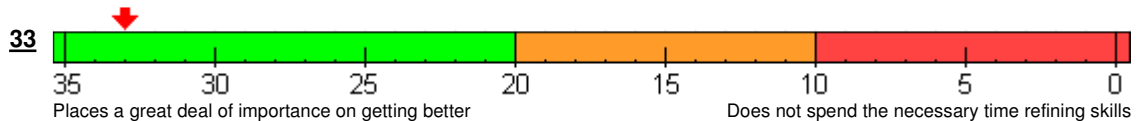
#5. Hires the best and passes on the rest - Has a well refined, systematic and objective recruitment and selection process in place



#6. Employs Customized Coaching Strategies - Tailors and customize coaching strategies in accordance with employees' unique needs



#7. Sharpens the Saw - Puts forth the necessary time and effort to develop and refine management skills



**III. Detailed Results**

**#1. Being an Upside Thinker** - Possessing a positive attitude that permeates all aspects of the management process



**Attitudes**



**Behaviors**



**Overview**

John would be described as an "upside thinker". He appears to see what people do well, before he sees their weaknesses. This perspective is likely reflected in his performance management approach. John likely is an optimistic person, and thus sees the good and potential in most things. This upside and positive approach can be infectious and will likely spread throughout his staff.

**Overview**

John has adopted an "upside" approach to his performance coaching practices. He identifies people's strengths and then helps them leverage those strengths moving forward. He also reports spending more time with his top performers, rather than with employees who are struggling. This certainly makes intuitive sense, but is often not the case with managers.

**Developmental Suggestions**

- Ensure that his attitudes are being supported by his behavior score on this construct. If they are not, than this positive attitudinal score is not being reflected in his management practices.

**Developmental Suggestions**

- Ensure that his attitudes are aligned with this behavioral score. If they are not an attitudinal adjustment is required in order to sustain this coaching behavior long term.

**Notes**

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III. Detailed Results (cont'd)

#2. Proactively Recruits and Attracts Top Talent - Has a well defined referral network in place that ensures a constant flow of high quality candidates



Attitudes



Behaviors



Overview

John's responses suggest that he does not place a great deal of importance on recruiting talent in a proactive fashion. His attitudes also suggest that he does not see value in setting up Centers of Influence or Nominators in the community to aid in his recruiting efforts. Finally, his scores suggest that he does not see any differences between warm sourced and cold sourced candidates. Empirical research overtime has shown that warm source candidates have a statistically higher probability of being retained and ultimately succeeding within an organization.

Developmental Suggestions

- Ask him to list what he feels are his highest volume recruiting channels. Have him list the referral channels that bring the most quality through the door. After doing so, discuss some strategies aimed at getting the best of both worlds.
- Help him see the value of setting up Centers of Influence and Nominators. Getting him to place some degree of importance on these methods is the first step towards changing his recruiting behaviors.
- Using his current staff, try to quantify the ROI associated with various referral channels. By helping him quantify the impact that each channel is having on his business, he can become more strategic in the time / resources that he devotes to each method.

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Overview

John's scores suggest that he has a well developed proactive recruiting process in place. He appears to have a number of Centers of Influence and Nominators throughout the community and recognizes the value that these warm referral channels bring to his business. He reports that he is always looking for talent and that he has a well-stocked pipeline of candidates at any given time.

Developmental Suggestions

- Ensure that his attitudinal scores align with this behavior score. If he does not possess positive attitudes about the importance of recruiting talent, those attitudes will likely erode this positive behavior over time.

**III. Detailed Results (cont'd)**

**#3. Knows when to hold'em and knows when to fold'em** - Has the ability to identify and cultivate talent, while also knowing when to let someone go



**Attitudes**



**Overview**

John's responses suggest that he moderately agrees with the concept. His scores suggest that he understands the importance of identifying and supporting his top talent and also the need to let underperforming employees go before they start to take up valuable time and resources with little to no Return on Investment. Strengthening these attitudes will be the key moving forward with John.

**Developmental Suggestions**

- John's scores suggest that he gets it, but needs additional reinforcement to make it an attitudinal priority. This can likely be accomplished by helping him realize how much time and effort he invests in low probability for success employees. Try to help him quantify the lost time and revenue associated with these employees as compared to his top performers.

**Notes**

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**Behaviors**



**Overview**

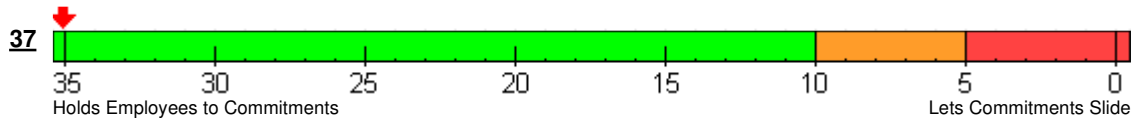
John's scores suggest that he has no problems letting weaker employees go. He makes his expectations clear to all employees at the start and also clearly articulates the consequences of failing to meet these expectations. John's scores also suggest that he understands what it takes to retain top talent and that he has a well developed retention strategy in place.

**Developmental Suggestions**

- Ensure that his attitudinal scores align with this behavior score. If he does not possess positive attitudes about the importance of knowing when to hold'em and fold'em, those attitudes will likely erode this positive behavior over time.

**III. Detailed Results (cont'd)**

**#4. Holds Employees to Their Commitments** - Asks for and holds employees to personal commitments



**Attitudes**



**Behaviors**



**Overview**

John appears to believe strongly in asking employees to make commitments, rather than telling them what to do. He also appears to believe strongly in employees keeping those commitments, with those who don't quickly finding themselves out of a job. This attitudinal set will help protect John from the frustration and burnout that can result when managers care about an employee's performance more than he / she does.

**Overview**

Rather than telling his employees what to do, John asks his employees to commit to certain objectives or goals and then holds them to those commitments. This self managed approach to performance management puts the onus clearly on the employee. Doing so helps protect managers from picking up the slack for employees and doing their job for them.

**Developmental Suggestions**

- Ensure that his attitudes are being supported by his behavior score on this construct. If they are not, than this positive attitudinal score is not being reflected in his day-to-day management practices. It is one thing to see the importance in holding your employees to their commitments, and another to actually hold them to it.

**Developmental Suggestions**

- Ensure that his attitudinal scores align with this behavior score. If he does not possess positive attitudes about the importance of asking for and holding employees to their commitments, than those attitudes will likely erode this positive behavior over time.

**Notes**

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III. Detailed Results (cont'd)

#5. Hires the best and passes on the rest - Has a well refined, systematic and objective recruitment and selection process in place



Attitudes



Behaviors



Overview

John's responses indicate that he places a high degree of importance on employee selection. He believes strongly in identifying quality candidates and is willing to pass on people in order to find the right one. His responses also indicate a favorable attitude towards the use of assessment tools as part of the selection process, indicating a belief that science and objectivity should be part of a "best practices" selection process.

Developmental Suggestions

- Ensure that John's behavioral score mirrors this attitudinal score. If not, this positive attitude is not being expressed overtly on a day-to-day basis.

Overview

John appears to be inconsistent in the process that he uses when making selection decisions. It appears that sometimes he opts for a more objective and science-bases approach, while in other cases a more informal and subjective protocol is applied. The need to be compliant and systematic must be reinforced with John.

Developmental Suggestions

- Have him articulate why he changes his selection process. Research to-date shows that consistency and a systematic approach are two central features of a "best practices" selection process.
- Have him articulate the benefits of his various approaches. If he does not include each approach's effectiveness in identifying top performers, turn the discussion towards this topic as accuracy and validity are the most important.

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**III. Detailed Results (cont'd)**

**#6. Employs Customized Coaching Strategies** - Tailors and customize coaching strategies in accordance with employees' unique needs



**Attitudes**



**Behaviors**



**Overview**

John believes strongly in being flexible and dynamic in his management approach. He appears to promote an employee-centered approach, whereby he manages and motivates each employee according to their unique preferences and needs.

**Overview**

John is a very flexible and employee-centered performance coach. He has the ability to tailor and customize his approach in accordance with each employees' unique needs and preferences. This dynamic and individualized approach is common among top coaches and performance managers.

**Developmental Suggestions**

- Ensure that his behavior score reflects this positive mindset. If it does not, than this positive attitudinal score is not being reflected in his day-to-day management practices.

**Developmental Suggestions**

- Ensure that his attitudinal score reflects this positive behavioral score. If it does not, his negative attitude will eventually erode this coaching behavior.

**Notes**

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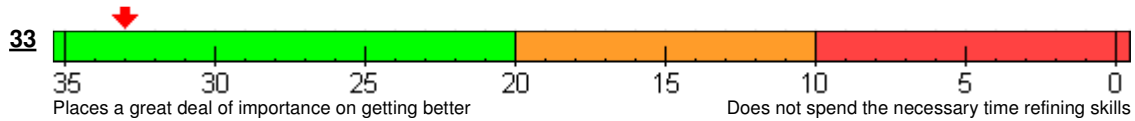
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III. Detailed Results (cont'd)

#7. Sharpens the Saw - Puts forth the necessary time and effort to develop and refine management skills



Attitudes



Behaviors



Overview

John's scores suggest that he places a great deal of importance on personal development. He sees human management as an art and skill set, which can always be adapted, improved upon, and ultimately refined. With this type of attitudinal set it is quite likely that John will avail himself to development opportunities that are provided to him.

Developmental Suggestions

- Perceiving professional development to be important is one thing, actually engaging in it is another. Make sure that he is doing the right things to improve and refine his craft as a manager.

Overview

John reports that he engages in professional development activities quite frequently. It appears that in his spare time he reads books on human management and leadership and takes advantage of all workshops / development opportunities afforded to him. On a more weekly basis, his responses suggest that he is always looking to learn new techniques / strategies from colleagues and that he meets with his supervisor in order to identify growth opportunities.

Developmental Suggestions

- Engaging in professional development opportunities is important, but is only sustainable if he sees value in them. Make sure that his attitude score is also high or it will eventually erode his motivation to engage in these critical development activities.

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