

Talent Assessment Report

For: Sam Poole
Role: General Manager
Date: June 9, 2026

About PPI's Talent Assessment Report

Content in this report reflects responses to Hogan's Motives, Values, Preferences Inventory (MVPI), the Hogan Personality Inventory (HPI), and the Hogan Development Survey (HDS). The normative dataset used to drive this report's conclusions has >100,000 people and is used to identify common themes across individuals who answered the assessments similarly. However, each person is unique. Because of this, you might find a couple statements that may conflict or misalign. You are asked to focus on the primary themes emerging from this report as you leverage the results for follow-up interviewing.

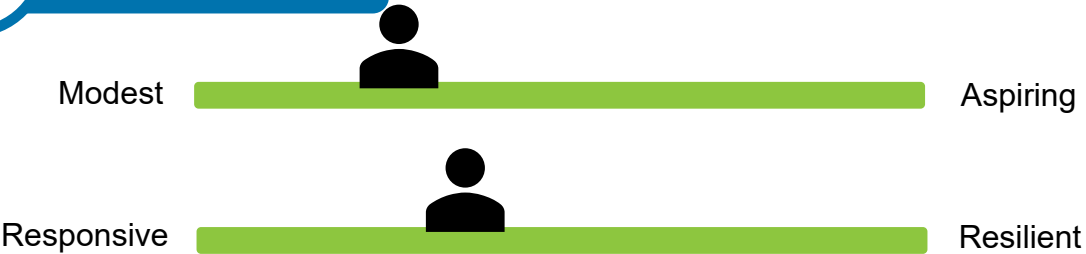


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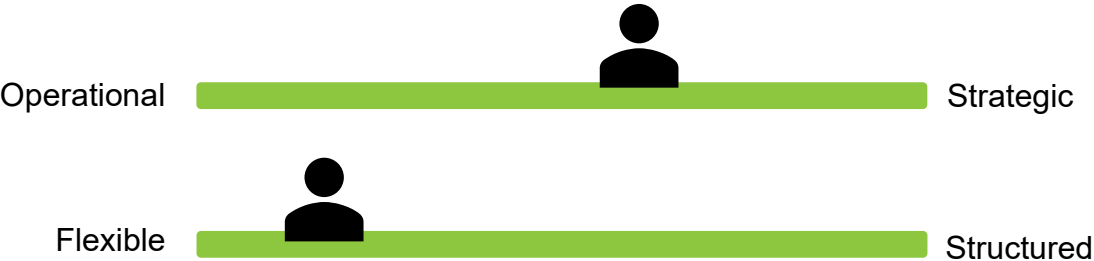
Executive Summary of Candidate Profile

The candidate’s talent profile is represented by the indicators below. Details of each dimension are provided on the following pages.

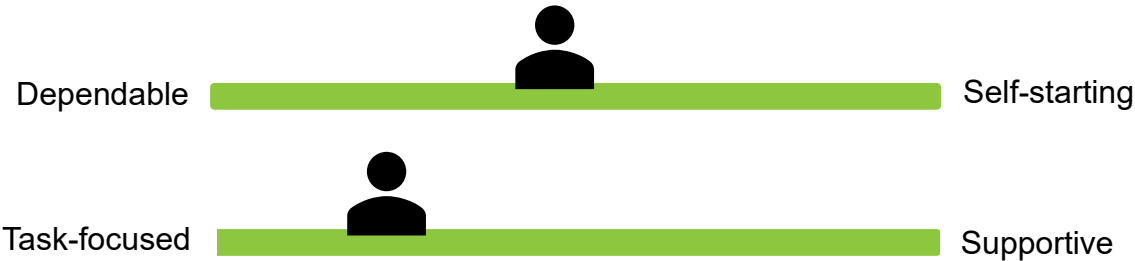
Self-Management



Approach to Work



Bringing Results



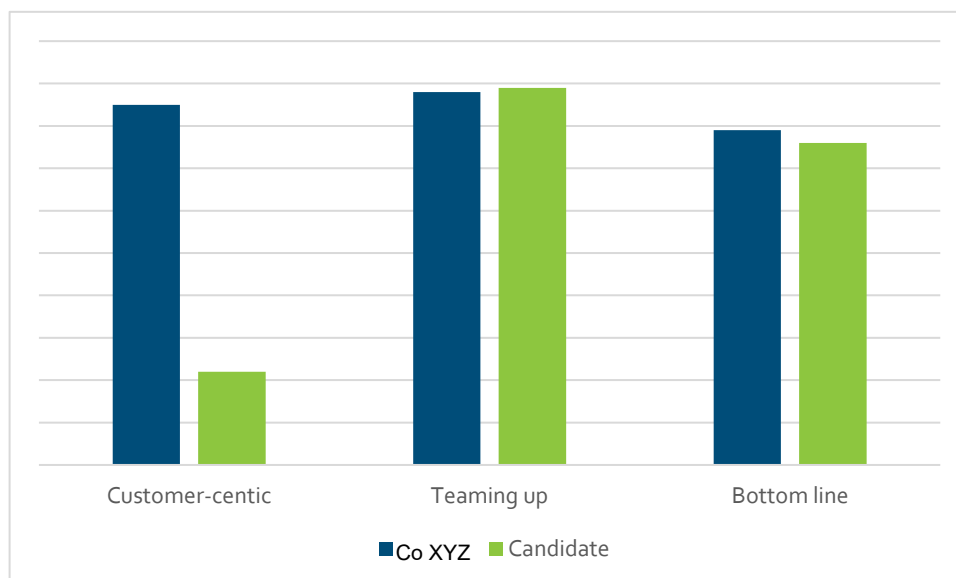
The following descriptions give a deeper understanding of the candidate's profile and its implications. Recommendations for onboarding support, based on the candidate's likely reactions to feeling stressed, are offered at the end of this report. Implications and suggestions should be considered in light of the particular context and expectations of the role being considered.

Motivational Profile

The Motivational Profile will help you understand where there is potential alignment or misalignment with what makes the candidate feel “at home” in the organizational setting and what keeps them engaged with continuous development. Results indicate this candidate most enjoys working in a place where:

- Quality of design and presentation are prioritized; but might seem less engaged by tasks that do not need that type of attention to detail.
- Decision making is supported by analytics and sound rationales; but may seem less patient with intuitive problem solving.
- Associates are empowered to determine their own priorities; but may also seem protective of work/life balance.

The chart below shows the results of a benchmark study that sought to understand which of the MVPI values present most frequently as “strong” at Co XYZ. The average of each of these identified values is presented in comparison to this candidate's profile. Please note: The intention of these data is not to provide any type of decision cut-off score for selection purposes. Rather, any gaps should be seen as a broader understanding of the individual's needs and, if hired, inform how the organization might adapt an ongoing expectations-alignment plan.





The candidate presents with humility in certain situations and with confidence in others. More specifically, they:

- Are more reactive than proactive with taking on additional responsibility and can seem hesitant to embrace "stretch" targets.
- Fortify their confidence with informed expertise, which helps them convey intellectual certainty.
- Might not always elevate their or their team's accomplishments enough to increase visibility or expand credibility.

The candidate seems to have a balanced outlook on the future in terms of showing optimism and having concern. More specifically, they:

- Get worried and find it challenging to stay consistently poised in times of longstanding ambiguity or crisis.
- Are not so shy about showing frustration or irritation, but that can sometimes be discouraging to others.
- Keep their concerns rational and stay trusting of others' intentions as they push through an issue.



Tell me about a time you set a stretch goal for yourself or the team. What were the circumstances? How did you take initiative to deliver above expectations? What went well/ what didn't?

How do you think people at different levels in your current/past organization perceive you? Tell me ways you could be more strategic about your impact, along with specific examples?

What was the last negative "surprise" you were confronted with at work. How did you respond? How did your reaction ease or build up further as time went on? What did you do to shift your response or what was the obstacle to doing so?

Describe the last time you showed your impatience or felt less willing to cooperate with someone at work. What prompted this? What did you do/say? How did the person react? Identify another situation where, looking back, you believe you could have responded with more sensitivity than you did. Please elaborate.

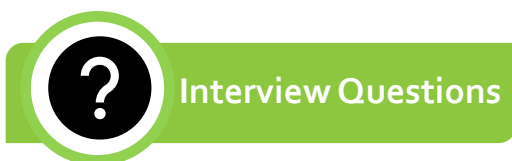


The candidate often looks at visionary or creative ideas through a tactical lens to evaluate and streamline them. More specifically, they:

- Focus on the practicality of an idea or strategy when considering it, preferring to stick with the "tried and true."
- Have lots of ideas about what could be done but might find it challenging to influence others with a focused objective or linear message.
- Poised to be a good thought partner when tactical execution around strategic accomplishment is considered.

The candidate likes to have flexibility and variety in their day to day, but that may get in the way of detail orientation, consistent delivery, or systemizing work. More specifically, they:

- Like having the freedom to adjust their approach, but may understate the need to provide clear process steps and structure in their plans.
- May not adhere so strictly to process when it gets in the way of intended results. Could be more thoughtful about (and clearer with) informing others of changes to the plan or approach.
- Try to keep things friendly and upbeat when having to align others to a more process-oriented approach.



Please share your own SWOT analysis of your current organization. What factors do you consider relevant for each aspect of the SWOT? How did you come to those conclusions? What actions would you recommend for each?

Describe how you prioritize your time for greatest impact. How do you determine what will drive the greatest business value? When have you had too much on your plate and needed to focus on what was most important? How did you accomplish this? What did you learn?

Talk about some processes you've implemented independently. How did you identify the need? What steps did you take to implement? What was the outcome?

Describe a situation when you could have been more immediate in letting stakeholders know exactly what an issue was and how you intended to get address it.



The candidate is willing to put themselves "out there" to a certain extent but can be selective with taking charge of a team strategy or goal. More specifically, they:

- Are able to give an independently-minded opinion to other experts or senior stakeholders. They're also willing to advocate for their team, such as when there's a need for more resources.
- Reach out to make connections, communicate plans, and align resources, but only to a certain extent.
- Prefer to work in alignment toward shared goals but can be reluctant to champion an agenda.
- Act cautiously to ensure dependability, but there's room to grow their managerial courage, especially when driving change and considering risks. They could also likely devote more effort to developing people, if the role requires it.

The candidate likely comes across as more focused on working hard than strengthening partnerships. More specifically, they:

- Consider how team members would likely be affected by a decision while trying to stay objective.
- May come across as agreeable, but actually dislike being reprioritized. Therefore, they may be slower to commit fully when collaborating on things outside their agenda.
- Might not always leverage enough sensitivity in communication with team members. Can seem a bit agenda-focused, or task oriented, at first.
- Can have trouble keeping leaving nervous or uneasy feelings behind when there's unresolved issues or friction with a team member.

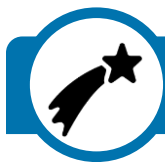


Describe a situation in your career when you independently set direction for a team or group. What were you trying to accomplish? How did you determine/ communicate / drive that? What was the outcome?

When was the last time you hesitated doing something because of the potential risks involved? When has that approach helped you in the past? When has it gotten in the way?

Share a time when someone else's priorities were in contrast with your objectives. How did you react to the situation? What are the benefits of communicating with directness when working with others toward shared goals? What are the drawbacks? What feedback have you received in this regard?

Describe the last time you had a significant disagreement with a colleague or had tension that you needed to address. What was the situation? What was the other party's perspective? What did you do? What were the results? In retrospect were there missed opportunities to be more effective?



Onboarding Support

Most individuals have reactions to stress that, when activated, threaten to get in the way of leadership, relationships and performance. As an individual settles into a new work role, they often experience a “honeymoon period,” which typically helps insulate them from derailment risks as they learn their new environment. However, after a few weeks, a new employee is likely to experience unfamiliar and challenging situations that bring increased responsibility and complexity—and potential strain.

The following recommendations outline strategies that can be communicated to the newly onboarded employee to help them manage tendencies that might get in their way as they strive for success under newfound stress or pressure:

- **Review and refine influencing strategy.** Practice socializing your ideas among your peer group with a particular focus on the underlying rationale. When you are facing a challenging situation, reach out to one or more of your peers in the broader organization and ask for input. Not only will this process assist you in articulating your plan, but it will help you further refine your ideas and expose you to new approaches. Try asking specifically about others’ thoughts on how to frame your messaging for a particular stakeholder group.
- **Build a habit of planning out decision-making criteria.** As a team or project progresses, you may have a desire to make decisions without fully aligning them. In those moments, challenge yourself to map out the options that you and the team could take as well as the advantages and disadvantages of each. For critical decisions, it would be valuable to include your team in that decision-making as well.
- **Ensure others know what else you and the team will and won't do.** Your results suggest that under pressure, you may be inclined to outwardly agree to requests that come your way even when you disagree with them. As a result, you may privately consider such requests a lower priority. However, when leading a project or team, everyone needs to be very clear on what will and will not get done, and what is important and urgent versus less so. Challenge yourself to be more transparent when you disagree with others on any of these points. Most colleagues will understand and appreciate your rationale if explained communicated clearly and constructively.