

The Suite Spot Report™ for High Achieving Women

***Using Behavioral Tendencies to Predict Success
in the
C (Corporate) or E (Entrepreneurial) Suites***

Sample Participant

9/20/2010



**PERFORMANCE
PROGRAMS INC.**
assessment, awareness, action

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I. Overview

I-a. Introduction

You're a woman aiming for the executive suite. The question is:

Are you best suited to a spot in the E-Suite or the C-Suite?

In this first-of-its-kind report designed for high achieving women in business, *The Suite Spot Report* will show your fit with two distinct executive tracks: Entrepreneurial or Corporate.

The authors of this report have assessed and coached thousands of individuals from every imaginable walk of life. From this experience, we can verify there is a great deal known about what differentiates high performers in every field. In recent years, some studies have examined behavioral differences between female and male high performers. Little research has been done on the differences among women themselves, yet our field work suggested that some of these differences are well worth understanding. Corporate women and entrepreneurial women, for instance, seemed to have many traits in common, but just as many traits not in common. These differences are important for career choice, candidate selection, succession planning, and development—hence, we developed the *Suite Spot Report*.

I-b. Definitions

Being a high achiever means different things to different people. Individuals have their own pictures of success based on personal goals and values. For the purposes of consistency in this study, we use these definitions:

C-Suite: High achievement is defined as managing a P&L of \$250 million or more. Participants in our validation study were recruited from the Committee of 200 (C200), an organization for pre-eminent women presidents, CEOs, and senior executives.

E-Suite: High achievement is defined as building a business to at least \$5 million in revenue. Participants in our validation study may have started the business or—if inherited—changed focus or direction significantly. Participants were recruited from the Women Presidents' Organization (WPO) and C200.

These definitions of achievement do not pertain to job or career satisfaction, although it is unlikely a person can sustain the energy needed to achieve so much outward success without experiencing a high degree of personal satisfaction from that work.

I-c. What You Will Learn

The Suite Spot Report answers these questions:

- What do you have in common with high achieving female business leaders?
- Which traits can you develop to become more like them?
- Do you resemble those who achieve corporate (C-Suite) success?
- Or do you have more in common with those who have found their success in the E-Suite?
- Which track should you pursue?
- What can you do to strengthen your likelihood of success?

Sample pages from the Suites,

II-b. Your Results Compared to High Achieving Women

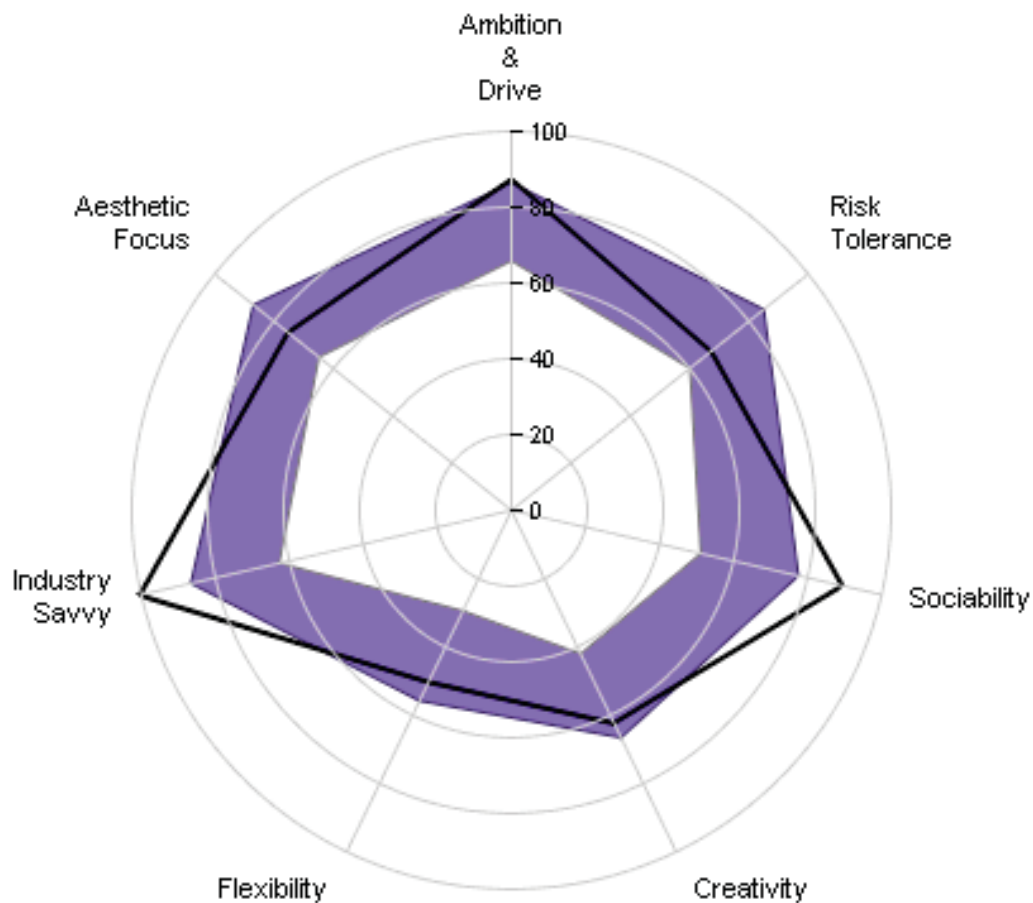
The purple band represents the optimal profile for high achieving women. The black line represents your scores.

If your scores are *within* the purple band, then they match the profile of high achieving women.

If your scores are *above* the purple band then they exceed those of high achieving women, and are likely an additional advantage for you.

If your scores are *below* the purple band then they are lower than those of high achieving women, and are likely a disadvantage for you.

You have **7** out of 7 behavioral matches for high achieving women's characteristics. See pages 15-21 for details.



The pattern of your scores is more important than the individual scores themselves. For more detail on interpretation see pages 7 through 19.

For a more personal interpretation on what your score pattern means, please contact us to schedule a time to review. Email us at Info@WenrothGroup.com.

III-a. Positive Aspects of Seven Key Attributes of High Achieving Women

1. *Ambition & Drive*

High achievers are self-confident and extremely competitive, set high expectations of success, and establish concrete goals. They have an unwavering focus on achieving results and are energetically driven to win. They are assertive and have strong communication skills. Key descriptive words are: tenacity, initiative, and dedication.

2. *Risk Tolerance*

High achievers want freedom to take chances, test limits, and make quick changes. They tolerate and embrace ambiguity and uncertainty. They are willing to take risks in order to yield higher rewards. They will take chances to advance their business, and bounce back quickly from failure. Key descriptors are: innovative, self-starting, and focused on possibilities.

3. *Sociability*

High achievers seek out and enjoy interaction with others. They engage others and are able to inspire them with their vision and passion. They verbalize their goals and expectations clearly and frequently. They are approachable, gregarious, dynamic, and socially skilled. Key descriptive words are: talkative, socially bold, and entertaining.

4. *Creativity*

High achievers are resourceful problem solvers, curious, open-minded, and focused on the big picture. They make visionary connections between seemingly unrelated pieces of information and are usually strategic thinkers who can bring a variety of solutions and ideas to the table. Key descriptors are: imaginative, resourceful, and a source of ideas.

5. *Flexibility*

High achievers are quick to act and make things happen. They work well in ambiguous and constantly changing environments. They can adjust their focus as markets require, and they enjoy multi-tasking and varied activities. Key descriptors are: open, comfortable with change, and innovative.

6. *Industry Savvy*

High achievers value learning as an end to itself, and remain up to date with the trends in their industries and professions. They push for training opportunities and know how to apply their knowledge to a variety of situations. Key descriptors are: curious, up-to-date, and hungry for knowledge.

7. *Aesthetic Focus*

High achievers use creativity, imagination, and exploration to develop new products and/or ways of doing business. They have a strong focus on the aesthetic appeal and quality of their work environment and their work output. They emphasize high concept and style with a lot of attention to physical appearance in their product, culture, branding, etc. Key descriptors are: artistic, self-expressive, imaginative, quality-conscious, and pace-setter.

Appendix A

Summary

This report is based on original and groundbreaking research conducted by Wenroth Consulting and colleagues at Performance Programs, Inc. The research documents the motivations and personality traits associated with successful female entrepreneurs and corporate executives. We believe this research to be the first of its kind.

A-a. About the Authors

Wenroth Consulting Group (New York, NY) is a woman-owned firm with an active involvement in several women's business organizations. This provided access to an unusual population of extraordinary women who graciously agreed to participate in the study behind this report. Wenroth Consulting has provided coaching and counseling to a large clientele of male and female executives for ten years. (<http://www.wenrothgroup.com>)

Performance Programs, Inc. (Old Saybrook, CT) is a research firm specializing in industrial psychology and psychometrics. Founded in 1987, PPI has provided thousands of surveys, tests, and assessments to organizations worldwide. (<http://www.performanceprograms.com>)

A-b. Acknowledgements

We thank the women from the Committee of 200 and from the Women Presidents' Organization. Without their participation and extraordinary patience, we would not have been able to complete this research and create *The Suite Spot Report*.

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Appendix B

B-a. Research Instruments, Methodology and Findings

Data was gathered and analyzed through three widely used leadership assessments published by Hogan Assessment Systems (Tulsa, OK). The Hogan Personality Inventory (HPI) identifies how a person is unique, and then compares that person to the demands of a leadership position. The Hogan Development Survey (HDS) shows how a person is likely to act when under stress, and is widely used to predict executive career derailment. The Motives, Values and Preferences Inventory (MVPI) identifies motivation and the kind of culture a leader is likely to create.

Hogan Assessments pioneered personality measurements that help companies select employees, develop leaders, and identify talent. Their measurements are based in psychological science and have been rigorously researched for more than 30 years. All of their instruments have been shown to have no adverse impact and are legally defensible.

The authors worked with the research staff at Hogan Assessment Systems to compare the assessment profiles of high achieving women to each other, as well as to the Hogan database of business people. Hogan compared the mean assessment profiles of 33 female entrepreneurs and 39 female corporate professionals. To uncover job-specific differences in assessment profiles potentially obscured by averaging assessment scale scores across individuals, Hogan also conducted frequency analyses. Findings suggest that job-specific HPI, HDS, and MVPI benchmarks are valid identifiers of two groups:

- Individuals likely to be high performers, regardless of their capacities as entrepreneurs *or* corporate professionals.
- Individuals likely to excel within entrepreneurial versus corporate professional roles.

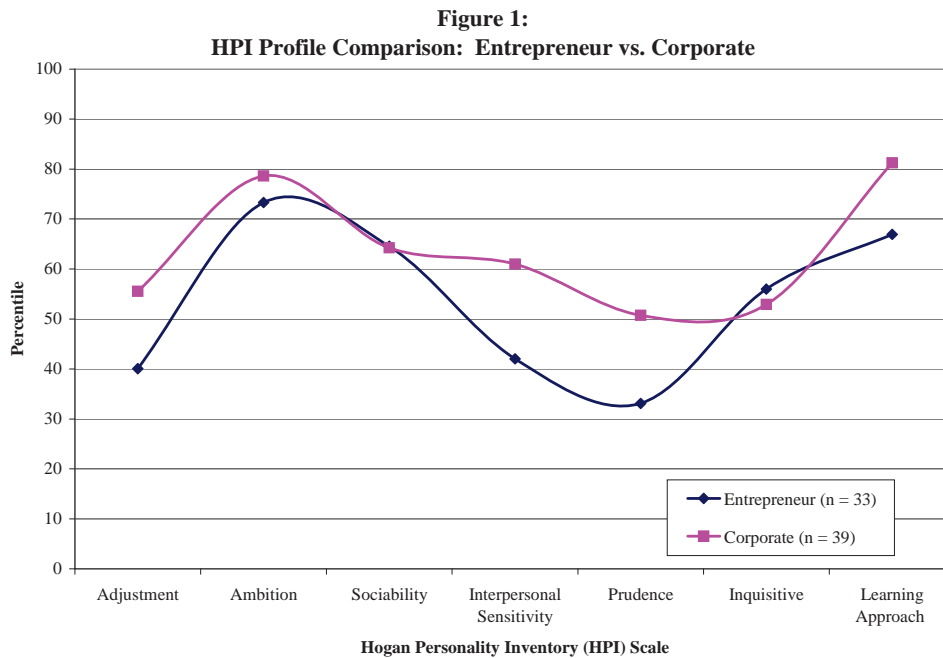
The following pages contain the illustrations of these findings.

Sample pages

B-b. Hogan Personality Inventory (HPI)

The scores on the seven key attributes and the personal attributes that differentiate an E-Suite or C-Suite orientation are derived from three assessments: The Hogan Personality Inventory (HPI), the Hogan Development Survey (HDS) and the Motives, Values and Preferences Inventory (MVPI). The figures on the next few pages show the original research results and some of the differences between entrepreneurial and corporate women. In this study, our sample consists of about 18% of the population of the C200 group, a sample large enough to generate valid profiles.

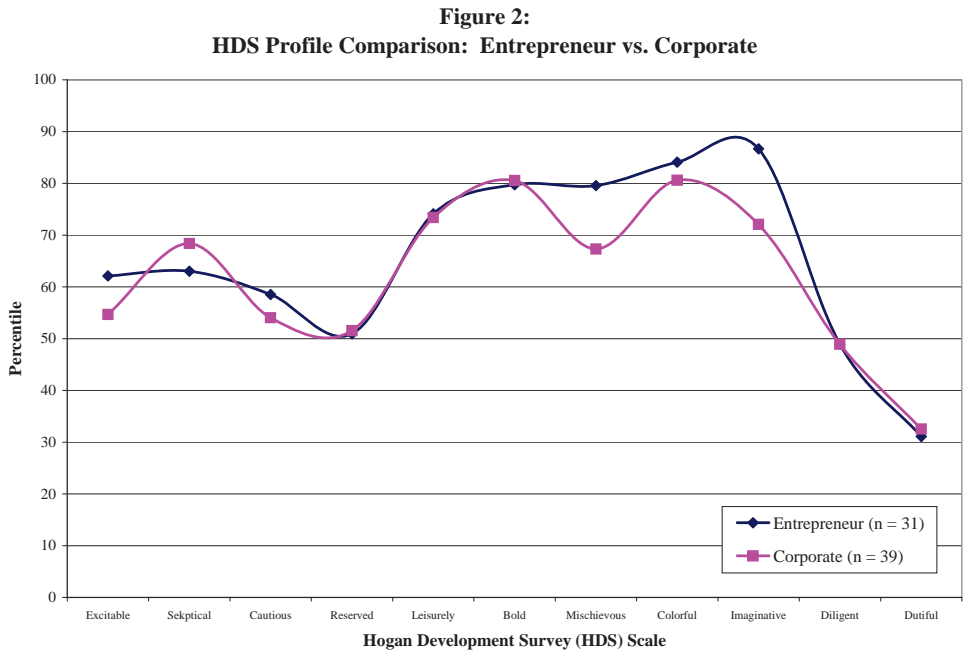
Figure 1 shows the results from the HPI. An independent-samples t-test confirmed that entrepreneurs' and corporate professionals' mean Adjustment, Interpersonal Sensitivity, Prudence, and Learning Approach scale scores are significantly different. Frequency analysis highlighted patterns of HPI scoring unique to entrepreneurs and corporate professionals.



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B-c. Hogan Development Survey (HDS)

Figure 2 shows the results from the HDS. An independent-samples T-test confirmed that entrepreneurs' and corporate professionals' mean Mischievous and Imaginative scale scores are significantly different. Frequency analysis also highlighted patterns of HDS scoring unique to entrepreneurs and corporate professionals.

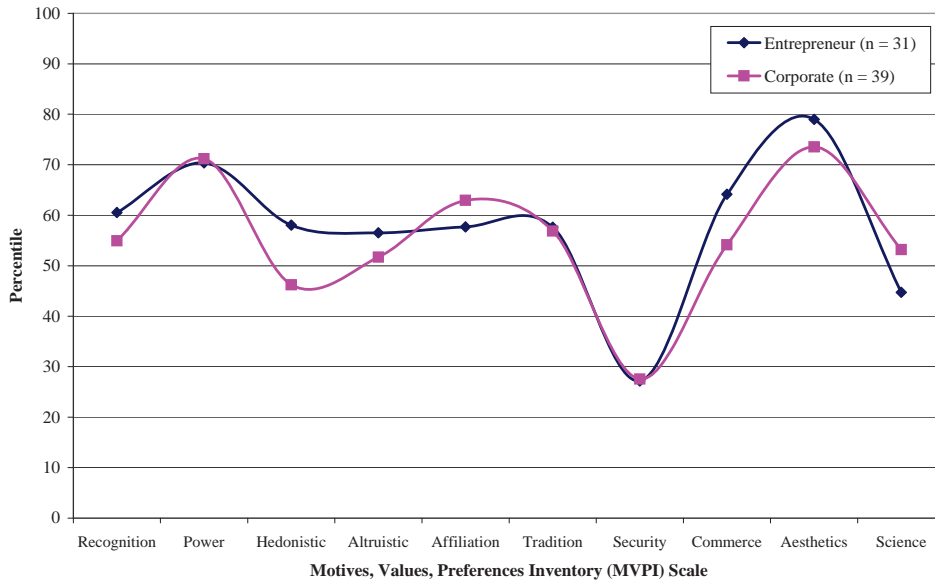


Sample 1

B-d. Motives, Values and Preferences Inventory (MVPI)

MVPI results are shown in Figure 3. An independent-samples t-test demonstrated that entrepreneurs' and corporate professionals' mean scores on the MVPI do not vary significantly. These results suggest that entrepreneurs and corporate professionals are motivated by similar work-related drivers, prefer similar work environments, and hold similar work-related values. Frequency analysis, however, highlighted patterns of MVPI scoring unique to entrepreneurs and corporate professionals. Corporate professionals score higher on Security, while entrepreneurs score higher on Aesthetics.

Figure 3:
MVPI Profile Comparison: Entrepreneur vs. Corporate



Sample