## BENCHMARKED 'HEAT-MAP' SHOWING STRENGTHS AND RISKS ACROSS THE BUSINESS

								lating \ Other	•	Communicating With Others				h Ha	Handling Customer Rejection				Job Related Attitudes				Problem Solving Capacity					Personal Work Attitudes				
Measure once to show 'fit' against current or future needs							a (	TrPrejudice/Dias Index 1/Reading Customer Needs	1/Valuing Future Business	1/Patience With Customers	stening	valuating \	2/Developing A Response	alking <del>A</del> C	elf Esteem	3/Self Assessment	3/Self Confidence	elí Control	ensitivity	4/Meeting Established Standards 4/Doing Things Bight		4/Meeting Schedules & Deadlines	4/Attitude Toward Authority	5/Evaluating What To Do	5/Attention To Concrete Detail	5/Common Sense Thinking	5/Intuitive Insight	5/Overall Problem Solving	6/Role Satisfaction	6/Flexibility & Adaptability 6/Health/Tension Index	or realment ension index 6/Persistence	B/Consistency
Leadership Style	Ihinking Focus (Learning Style)	Communication Style	<u>Talent</u> <u>Access</u>	Attitude	Skill	Z Score						,		- 10	u	12	13	14 1	5 1	6 17	18	-19	20	91	99	23	24	25	26	27 28		- 10
1 Communicato 2 Believer 3 Relator 4 Believer 5 Planner 6 Organizer 8 Organizer 9 Organizer 10 Doer 11 Communicato 12 Planner 13 Planner 15 Organizer 15 Organizer 16 Planner	Thinker Feeler Feeler Thinker Thinker Doer Doer Thinker Doer Thinker Doer Thinker Doer Thinker Doer Thinker Doer Thinker Doer Doer Thinker Doer Thinker Feeler Doer Thinker Feeler Doer Thinker Feeler Doer Thinker	Personal Practical Personal Practicel (Vold-Directed) Personal Proactive Personal Proactive Personal Proactive Structured Structured Structured Practical Practical Practical Unconventional Practical Practical Unconventional Practical Structured Practical Practical Structured Practical Practical Structured Unconventional Pracetive Structured Unconventional Proactive Structured Unconventional Proactive Unconventional Presonal Unconventional Proactive Unconventional Description Des	9.15 9.01 9.06 6.93 9.10 8.86 8.96 8.70 8.86 8.70 8.66 8.70 8.63 8.44 8.66 8.44 8.66 8.44 8.66 8.44 8.66 8.44 8.66 8.44 8.66 8.44 8.46 8.50 8.14 8.19 8.40 8.20 8.14 8.19 8.40 8.20	9.01 8.83 8.88 8.54 8.68	8.83 8.76 8.65 8.56 8.52 8.42 8.41 8.25 8.27 8.31 8.26 7.94 8.01 7.94	3.00 3 8.30 3 8.89 3 8.75 3 8.74 3 8.72 3 8.67 3 8.62 3 8.62 3 8.64 3 8.54 8 8.54 3 8.54 3 8.34 3 8.	50 8.1 50 8.1 50 8.1 50 8.1 50 8.1 50 8.1 50 8.2 50 8.4 50 8.5	02 8.93 77 8.93 59 9.00 70 8.74	9.50	8.88 8.92 8.86 8.72 8.72 8.65 8.29	9.02 9 8.98 8 9.06 8 8.89 8 8.82 7 8.86 8 8.86 8	177 9 92 9 165 8 79 9 36 9 36 9 166 8	42 9.1 46 9.1 42 8.3 13 9.5 .17 8.3	35         9.00           335         8.63           005         9.10           335         8.73           355         8.73           360         8.63           300         8.73           300         8.73           300         8.73           301         8.13           305         8.13           305         8.13           300         8.33	7 7.75 0 7.50 6 8.00 0 7.75 3 7.75 3 9.00 5 8.88 9 9.25 5 8.75 5 9.25	8.92 8.42 8.75 8.00 8.75 9.46 8.88 8.75 8.13 9.13 8.21 7.92 7.88 8.67 7.42	9.75 9.50 9.25 9.50 9.50 9.50 9.50 9.50 9.75 9.25 8.50 9.25	3.94         8.           3.50         8.           5.86         9.           9.25         8.           9.75         8.           3.86         9.           8.50         8.           8.50         8.           8.63         9.           9.25         8.           8.63         9.           8.63         9.           8.63         9.	32         8.           .75         9.           .17         8.           .50         8.           .67         9.           .25         8.           .17         8.           .00         8.           .67         8.           .67         8.           .67         8.           .67         8.           .67         8.           .67         8.	88 9.2 50 9.5	5 9.13 9.13 9.88 9.00 9.00 8.63 7.88 7.88 7.88 9.50 8.75 8.88 8.88 8.88 8.50	9.22 8.67 8.76 8.71 8.42 8.72 8.70 8.69 8.69 8.58 8.61	8.50 8.75 8.75 8.75 9.15 6.50 7.50 8.50 8.75 8.00	9.34 8.88 8.98 8.88 8.88 8.88 8.88	9.75 3 9.00 3 9.50 3 9.00 3 9.00 3 9.00 3 9.17 3 9.25 3	9.50 3 9.63 3 9.63 3	9.50 3 9.38 3 9.50 3	3.25 3.50 3.50 3.25 3.65 8.65 8.65 8.25 8.35	9.50 3 9.75 3 9.75 3 8.50 3 9.00 3 9.75 4 9.00 4 9.50 4	3.25         8.7           3.50         8.2           8.00         8.7           8.38         8.7           7.75         7.00           8.50         8.07           8.50         8.07           8.50         8.07           8.50         8.03           8.52         9.55           8.50         8.01           8.68         8.00           8.68         8.00           8.68         8.00           8.00         7.01	3         8.50           3         9.50           3         9.50           3         9.50           3         10.00           0         8.50           0         8.50           0         8.00           10         9.50           10         9.50           10         9.50           10         9.50           10         9.50           10         9.50           10         9.50           10         9.50	
17 Organizer 18 Doer	Doer Thinker Thinker Doer	Practical Structured (Self-Directed) Unconventional Practical	8.05 7.78 7.89 7.83	7.63	7.78	7.81 8 7.79 9		91 7.75 16 8.38	8.50 8.13	7.75	7.75 8 8.36 7	3.17 7. (40 8	42 8.	50 7.50 35 8.12	2 7.50			8.50 8. 7.75 7.		75 8.50 88 8.55	0 8.50 5 7.25	7.68	7.50 7.50	7.81	8.13 8.05 8	7.88 8.04 8	1.75 6 3.80 6	5.00		UK	Fc	tat

**UK Estates Management business** – used the tool to identify dysfunction within the organization and develop team capabilities.

The impact:

- Two 'rogue' managers (including the general manager) removed from business
- Reduction in personnel risk of 15% in 6 months
- Month 1 £3 million sales pipeline; Month 7 - £18 million sales pipeline; Month 16 - secured £200 million investment

## Measure again (>6 months later) to see effectiveness of initiatives and drive continued improvements

continued improvements								Relating With Others					Communicating With Others					Handling Customer Rejection					Job Related Attitudes					em S apaci		l			
	Leadership. Style	Ihinking Focus (Learning Style)	Communication Style	Talent	Access	Attitude	Skill	Z Score	1	2	3	4	5	6 i	1 8	3	10	11	12	13	14	15	16	11	18 11	2 20	21	22	23	24	25		
1	Relator	Feeler Thinker	Personal Proactive (World-Directed)	9.15	9.10	9.20	8.94	9.10	9.75	9.08	9.27	9.27 9	07 3	.17 8.	76 9.5	8 9.2	0 9.10	7.75	9.17	9.75	9.38	8.50	9.25	9.27 8	.75 9.	05 8.7	9 9.08	9.38	10.00	9.50	10.00		
2	Believer	Feeler Thinker	Personal Structured (World-Directed)	9.19	3.06	8.85	8.92	9.01	9.75	3.26	3.43	9.38 5	.17 3	.33 9.	13 9.0	8 9.3	0 3.40	7.50	8.33	9.25	9.50	8.83	9.63	9.50 3	.13 8.8	9 9.3	9 9.00	9.00	3.63	3.25	10.00		
3	Planner	Thinker Doer	Structured Structured (Self-Directed)	9.08	8.95	9.16	8.81	9.00	9.50	8.93	8.94	9.63 8	.92 8	. <mark>83</mark> 8)	06 8.1	9 9.4	0 8.75	9,13	9.71	9.50	9.75	9.33	9.63	9.50 8	.25 8.8	8 8.7	5 8.83	9.00	3.25	8.50	8.75		
4	Believer	Feeler Thinker	Personal Proactive (World-Directed)	9.01	8.84	8.98	8.68	8.88	9.75	9.02	9.08	8.83 8	.93 9	.00 8.	59 9.1	17 8.8	5 8.86	8.50	3.04	9.00	9.13	9.00	8.88	8.88 8	.63 8.6	0 8.6	5 8.66	8.88	3.25	3.50	10.00		
5	Believer	Feeler Thinker	Unconventional Personal Structured (Self-Directed)	8.86	8.82	8.98	8.61	8.82	9.75	3.02	8.96	9.13 8	88 8	.92 8.	15 8.1	71 8.5	0 8.79	3.50	9.00	9.25	8.81	9.33	9.25	9.50 8	.00 8.3	8.7	5 8.31	8.22	8.85	9.88	8.75		
6	Believer	Feeler Thinker	Personal Structured	8.97	8.76	8.89	8.61	8.81	9.75	9.17	9.10	8.50 9	.08 9	.09 8.	76 8.8	3 8.6	5 8.88	9.50	8.96	9.25	9.00	9.50	9.00	8.88 8	.75 8.	51 9.0	8.53	8.50	8.88	9.50	8.75	a state	
7	Communicator	Doer Feeler	Practical Personal (Self-Directed)	8.68	8.8	9.01	8.65	8.79	9.00	8.84	8.94	8.63 8	.91 8	.92 8.	75 9.1	3 8.8	5 8.92	9.63	9.38	3.75	8,94	9.17	8.50	8.88 8	.75 8.3	3 8.5	0 9.00	9.13	8.88	9.13	9.00		
8	Organizer	Doer Thinker	Unconventional Practical Practical (Self-Directed)	8.70	8.78	8.85	8.57	8.72	8.50	8.30	8.47	8.83 8	.30 8	39 8.	65 9.0	8 9.4	8 8.15	8.63	9.17	9.00	8.69	8.92	8.95	8.38 8	.75 8.8	4 8.6	5 9.12	3.42	9.13	8.38	8.25 7	9.50 <mark>8.</mark>	5.5
9	Doer	Doer Doer	Practical Practical (Self-Directed)	8.62	8.53	9.01	8.47	8.67	9.25	8.70	8.67	8.55 8	67 8	67 8.	18 8.6	7 8.8	5 8.48	3.88	9,71	9.50	9.25	9.50	8.00	8.63 8	.50 8.	51 8.3	5 8.86	9.25	3.00	8.50	8.75 3	i.50 8	6.1
10	Organizer	Doer Thinker	Practical Proactive	8.85	8.6	8.62	8.51	8.65	9.50	8.81	8.94	8.50 8	81 8	.88 8.	87 9.0	07 9.1	8.76	7.75	8.67	8.50	8.50	8.75	8.00	9.00 9	.00 8.1	6 8.5	0 9.01	9.38	8.75	8.83	8.35 9	9.75 8.	5.5
11	Planner	Thinker Doer	Structured Structured	8.82	8.7	8.36	8.54	8.61	9.25	8.75	8.76	3.25 8	.76 8	.76 8.	90 9.3	4 9.3	0 8.59	6.50	7.83	9.25	9.25	8.17	8.88	9.25 9	.00 8.:	8.7	5 9.02	9.38	3.25	8.75	8.75 \$	9.25 9.	9.2
12	Organizer	Doer Thinker	Unconventional Practical Practical (Self-Directed)	8.52	8.45	8.93	8.34	8.57	9.00	8.26	8.50	8.00 8	29 8	.39 8.	17 8.8	3 9.3	5 8.08	8.88	9.58	9.50	9.00	9.08	8.38	8.75 8	.50 8.3	5 6.5	8.75	9.17	8.75	8.50	1.00 1	9.50 8.	<u>8.5</u>
13	Believer	Thinker Feeler	Unconventional Proactive Personal (Self-Directed)	8.62	8.7	8.36	8.54	8.56	9.50	8.78	9.08	8.88 8	78 8	.93 8.	77 9.1	8.7	8.88	7.75	7.88	8.50	8.00	8.50	8.63	9.00 8	.88 8.4	6 8.7	5 8.75	8.92	8.75	3.75	8.25 8	8.00 8.a	<u>3.8</u>
14	Organizer	Doer Thinker	Unconventional Practical Practical (Self-Directed)	8.48	8.45	8.71	8.26	8.47	9.00	8.57	8.61	7.50 8	56 8	58 8.	11 8.5	3 8.4	0 8.41	3.50	8.83	9.25	8.81	9.25	8.08	8.08 8	.13 8.6	2 7.5	8.64	8.82	8.74	8.85	8.65 3	j.25 T/	1.5
	Believer	Thinker Feeler	Unconventional Practical Personal	8.55	8.46	8.58	8.23	8.45	9.50	8.61	9.07	8.18 8	.64 8	.85 7.	8.6	3 8.2	8.81	9.63	8.75	9.75	8.44	8.92	8.95	8.38 7	.75 8.	17 8.3	8.53	8.33	8.63	9.38	8.25 7	75 7	ł,
	Relator	Doer Feeler	Practical Personal (Self-Directed)	8.52	8.3	8.53	8.07	8.36	9.00	8.63	8.56	7.88 8	.66 8	.61 8	17 3.0	4 8.8	5 8.42	8.63	8,79	9.25	8.63	8.92	7.25	9.13 8	.38 8.1	5 6.5	8.81	9.25	8.63	9.13	8.35 \$	0.00 8.1	1.3
17	Organizer	Thinker Doer	Unconventional Proactive Structured	8.30	8.25	8.19	8.18	8.24	8.50	8.06	8.39	8.63 8	.03 8	.24 7.	19 8.3	8.8	3 7.88	7.75	7.92	9.25	7.63	8.16	8.33	8.50	.75 8.3	2 8.0	8.40	8.72	8.70	8.33	6.00 7	8.50 8.0	3.6
18	Doer	Thinker Doer	Unconventional Proactive Structured (Self-Directed)	8.21	8.1	8.57	7.94	8.21	9.00	8.26	8.45	7.50 8	20 8	.33 7.	61 8.5	6 8.4	0 8.14	9.00	8.96	9.50	8.50	9.33	8.25	7.75 7	.50 8.	1 7.5	8.44	8.72	8.45	8.25	6.00 3	9.50 7.5	15

