

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

Measure once to show 'fit' against current or future needs

Leadership Style	Thinking Focus (Learning Style)	Communication Style	Talent	Access	Attitude	Skill	Z-Score	Relating With Others					Communicating With Others					Handling Customer Rejection					Job Related Attitudes					Problem Solving Capacity					Personal Work Attitudes				
								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
								1F Attitude Toward Others	1F Judgement/Bias Index	1F Reading Customer Needs	1F Walking Future Business	1F Patience With Customers	2F Listening To Customers	2F Evaluating What's Said	2F Developing A Response	2F Talking At The Right Time	2F Understanding Attitudes	3F Self Esteem	3F Self Assessment	3F Self Confidence	3F Self Control	3F Sensitivity To Others	4F Meeting Established Standards	4F Doing Things Right	4F Attention To Procedures	4F Meeting Schedules & Deadlines	4F Attitude Toward Authority	5F Evaluating What To Do	5F Attention To Concrete Detail	5F Common Sense Thinking	5F Intuitive Insight	5F Overall Problem Solving	6F Role Satisfaction	6F Flexibility & Adaptability	6F Health/Tension Index	6F Persistence	6F Consistency
1 Communicator	Doer/Feeler	Personal/Practical	3.15	3.01	3.01	3.83	3.00	3.75	3.00	3.24	3.13	3.05	3.14	3.01	3.63	3.50	3.07	3.17	0.92	3.15	3.34	3.32	3.88	3.25	3.13	3.22	3.30	3.34	3.75	3.50	3.50	3.25	3.50	3.25	3.13	3.50	3.65

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

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1 Relator	Feeler/Thinker	Personal/Structured (World-Directed)	3.15	3.10	3.20	3.34	3.10	3.75	3.00	3.27	3.27	3.07	3.17	0.76	3.58	3.20	3.10	1.75	3.11	3.75	3.38	3.50	3.25	3.27	3.75	3.05	3.79	3.08	3.38	3.00	3.50	3.00	3.25	3.00	3.00	3.25	3.00

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

