



MAX POTENTIAL PROFILE

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Confidential
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WELCOME TO THE MAX POTENTIAL PROFILE

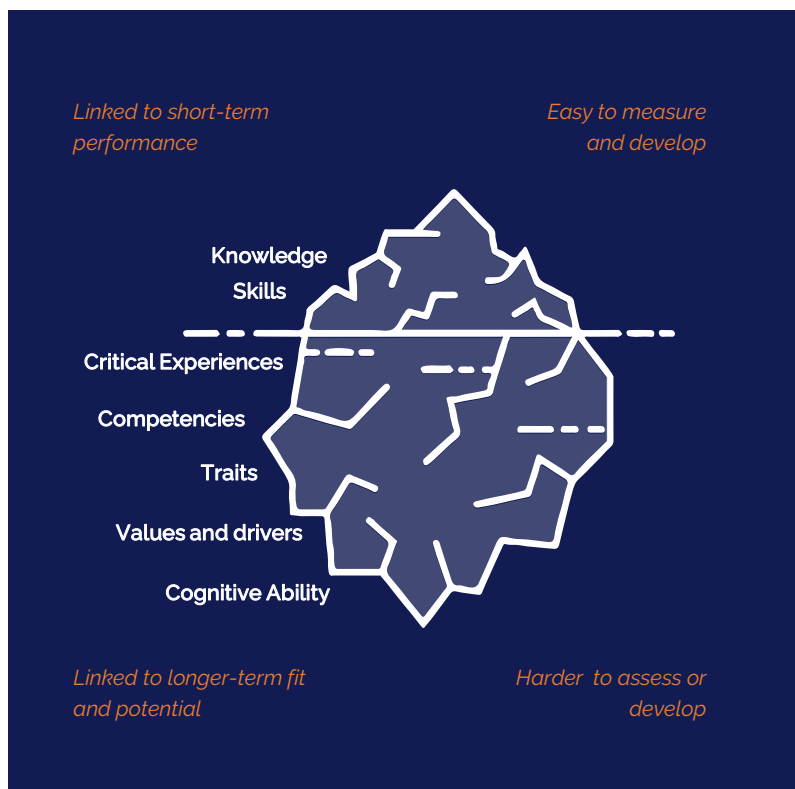
This report is a development tool designed to help you maximize your leadership potential. It's based on research and data on factors that are critical to leadership potential.

About this report

This report is based on your responses to an online assessment. It focuses on your natural work-related preferences and tendencies.

Many leaders are hired or promoted because of their existing skills or their past track record. While past performance is important, research has highlighted the importance of other factors linked to longer term leadership success. These are often more difficult to see or measure.

Exploring all of these factors together provides you with a more holistic view of your current strengths and development areas. These include:



COMPETENCIES	Behavioral skills important to success in leadership roles
CRITICAL EXPERIENCES	Career experiences that prepare us for the challenges of leadership
DRIVERS	Personal values and preferences that influence what motivate us and gives us a sense of purpose.
TRAITS	Personal qualities that are the foundation of our personality. We focus in on those qualities that linked to personal growth and development.
RISK FACTORS	Personal qualities that, if overdone, can get in the way of our effectiveness and development.

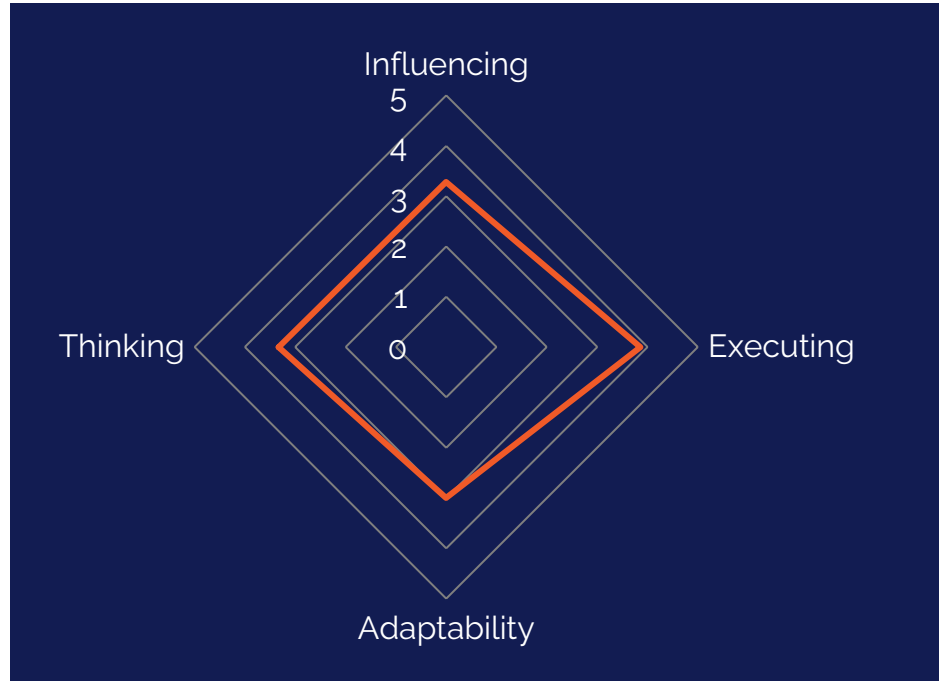
COMPETENCY SUMMARY

Competencies are skills and behaviors that can be both observed and learned.

They enable us to have a positive impact on the organization and people around us.

Below is a summary of your competency profile across 4 domains of leadership effectiveness.

No one is strong in all 4 areas. The goal is to understand where your spikes of strength lie and which areas may not come so naturally to you.



THINKING

Today's leaders need to be open-minded and curious, exercise good judgement in complex situations and have a broad perspective.

INFLUENCING

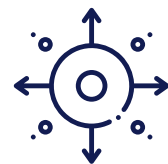
Leaders need to build trust and connect with others which requires self and awareness and empathy They also need to be able to motivate and persuade others to follow their lead.

ADAPTABILITY

Effective leaders need to stay keep calm under pressure, adapt to changing circumstances, manage ambiguity and continually learn and grow.

EXECUTING

The responsibilities of leadership require ambition, drive, energy. It's important that leaders demonstrate a bias for action, take the initiative and persist through challenges.

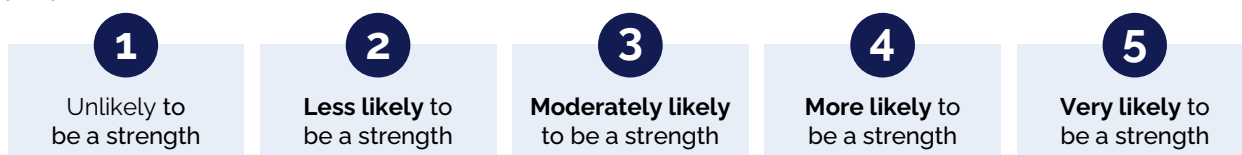


COMPETENCY PROFILE

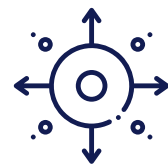
What are your strengths and development areas as a leader?

Take a look at your profile below. Higher scores are those competencies that come more naturally to you and are likely to be energizing and a natural area of strength. Lower scores are areas that are likely more draining for you and less motivating.

Bear in mind this is about your *natural energy* for various competencies, not your *actual performance* in each area.



THINKING	1	2	3	4	5
CRITICAL THINKING Analyzes data effectively; breaks down complexity; sees patterns and connections; probes for root causes; makes informed decisions.	[Progress bar from 1 to 3.5]				
STRATEGIC THINKING Thinks and operates strategically; defines a vision of future possibilities for the organization; considers a broad range of information.	[Progress bar from 1 to 4.5]				
INNOVATIVE THINKING Generates new ideas and a range of possible solutions; creates innovative products or designs.	[Progress bar from 1 to 3.5]				
ADAPTABILITY	1	2	3	4	5
LEARNING Learns quickly in new situations; gathers information to support decisions; learns from mistakes and feedback.	[Progress bar from 1 to 3.5]				
ADAPTING Adapts to change; tolerates ambiguity; accepts new ideas and initiatives; adapts style to people or situations; seeks new experiences.	[Progress bar from 1 to 2.5]				
RESILIENCE Optimistic; works effectively under pressure; keeps emotions in check; open to criticism and learns from it; balances work and personal life.	[Progress bar from 1 to 2.5]				



COMPETENCY PROFILE

1

Unlikely to be a strength

2

Less likely to be a strength

3

Moderately likely to be a strength

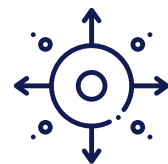
4

More likely to be a strength

5

Very likely to be a strength

INFLUENCING	1	2	3	4	5
INFLUENCING Makes a strong personal impact; Persuasive and convincing. Good at negotiating; adapts approach to the situation.					
COLLABORATING Respects others; shows empathy; consults others and shares information with them; adapts to the team.					
BUILDING NETWORKS Builds good relationships; relates well to people at all levels; builds networks; warm and approachable.					
VERBAL COMMUNICATION Expresses opinions and argument clearly; skilled public speaker; reads the room and responds to audience; projects credibility.					
WRITTEN COMMUNICATION Writes clearly and convincingly; well-structured and logical; adapts style to needs of audience.					
LEADING PEOPLE Provides clear direction; motivates and empowers others; develops and coaches others; role models high standards.					
EQUITY AND INCLUSION Demonstrates integrity; promotes equity, builds diverse teams.					



COMPETENCY PROFILE

1

Unlikely to be a strength

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Moderately likely to be a strength

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Very likely to be a strength

EXECUTING	1	2	3	4	5
BIAS FOR ACTION Takes responsibility for tasks and people; takes the initiative; makes quick decisions including tough choices or considered risks.	█				
TECHNICAL EXPERTISE Applies technical expertise; uses technology effectively; develops technical skills.	█				
ORGANIZATION Sets clear objectives; plans in advance and anticipates change; identifies and organizes required resources; manages time effectively; meets deadlines.	█				
DRIVING RESULTS Focuses on customer satisfaction; sets high quality standards; works in an orderly way to consistently achieve goals.	█				
COMPLYING Follows rules and procedures; keeps to schedules; demonstrates commitment to the organization.	█				
AMBITION Likes working to stretch goals; prepared to work hard when required; Motivated to advance career; takes control of own development.	█				
ENTREPRENEURIAL Keeps up to date with market and competitor trends; identifies new business opportunities; strong commercial focus.	█				



CRITICAL EXPERIENCES

What key experiences have you encountered on the way up? What experiences would help round out your leadership capabilities or prepare you for the next steps in your career?

The profile below is based on your self-reported ratings of your past career experience.



	1	2	3	4	5
LEADING PEOPLE Leading, engaging and developing a large team.	[Progress bar filled to 5]				
APPLYING TECHNOLOGY Experience selecting and/or implementing technology-driven solutions at a functional or organisational level.	[Progress bar filled to 3]				
DEVELOPING TALENT Actively developing people, coaching, and strengthening the pipeline.	[Progress bar filled to 5]				
HIGH LEVELS OF RESPONSIBILITY Leading assignments that have the attention of the Supervisory Board or that involve influencing and engaging senior leaders.	[Progress bar filled to 5]				
LEADING TRANSFORMATION Leading organisational change at scale. Mobilising people and teams to achieve strategic change. Persisting through challenge and resistance.	[Progress bar filled to 3]				
LEADING GROWTH Overseeing execution of a successful strategy to deliver growth.	[Progress bar filled to 5]				
LEADING IN A MATRIX Experience leading in a complex structure and managing multiple stakeholder relationships.	[Progress bar filled to 4]				
LEADING THROUGH ADVERSITY Leading when times are tough - through a downturn or crisis or recovering from a failure.	[Progress bar filled to 3]				



TRAITS

How would others describe you? What are the foundations of your personality style?
 What qualities will help fuel your growth and development?

Traits are the building blocks of our personality, They're important as they are the foundation for our leadership style. They impact how we think, how we relate to others, how we make decisions, how we get things done and how we learn.

	1	2	3	4	5	6	7	8	9	10	
Less career-focused. More cautious decision maker, flexible.	DRIVE										Ambitious, career minded, likes stretch goals decisive, persistent.
More reactive under pressure. Less confident, more pessimistic.	SELF-ASSURANCE										Self confident, resilient, generally calm and relaxed, optimistic.
Holds back in expressing views, less comfortable negotiating with others.	PERSUASIVE										Freely expresses opinions, comfortable negotiating and influencing people to their approach.
More likely to focus on immediate issues.	COMPLEX THINKING										Can take a longer-term view, more likely to take a strategic perspective.
More detached, comfortable working and making decisions independently.	INCLUSION										Empathic, inclusive, likes to be around other people.
Less tuned into people's behaviour, behaves consistently across situations.	SOCIAL AWARENESS										Reads the room, adapts style to audience.
Quieter and more reserved. Does not need to be center of attention.	EXTRAVERSION										Lively and animated around people, talkative, enjoys attention.
Less driven to seek advancement. Promotion is not a source of motivation.	AGILE LEARNER										Prefers variety, tries out new things, less restricted by rules, open to new ways of doing things.



DRIVERS

What drives you? What gives you a sense of purpose? What type of work and environments bring out the best in you?

Drivers are the motivation, values and preferences that shape our career choices and aspirations. They influence what kinds of environments and work will give us a sense of fulfillment. The goal is not to change your drivers. It's to understand what makes you tick so you can make choices and adaptations that will make your work more productive and rewarding.

	1	2	3	4	5	6	7	8	9	10	
Seeks moderate rather than stretch goals.	ACHIEVEMENT										Motivated by achieving targets. Values striving to overcome difficult challenges.
Does not seek positions of power, influence or authority.	POWER										Prefers scope to influence and exercise authority. Likes taking on additional responsibilities.
Limited need for interaction with others.	COLLABORATION										Thrives on working in a harmonious team environment and helping others.
Recognition is not a prime motivator.	RECOGNITION										Likes their work to be noticed and achievements recognized.
Opportunities for new learning and self development are not critical.	PERSONAL GROWTH										Motivated by opportunities for development and to learn new skills.
Motivated by clear systems and structures. Dislikes ambiguity.	FLEXIBILITY										Favors a fluid environment without imposed structure. Comfortable with ambiguity.
Values supervision and manager guidance.	AUTONOMY										Prefers to work independently and organize own approach. Does not require close supervision.
Less driven to seek advancement. Promotion is not a source of motivation.	PROGRESSION										Seeks career progress and appropriate advancement.



RISK FACTORS

What are you like under pressure? What unhelpful patterns of behaviour do you get pulled into? How can these trip you up?

Risk factors are tendencies, that when overdone, can get in the way of our effectiveness. Their influence over our behavior tends to get dialled up under high levels of pressure. The goal is not to eliminate them, but to be aware of them and develop strategies to keep them in check.

	No Risk				Low Risk			Med Risk		High Risk	
	1	2	3	4	5	6	7	8	9	10	
EXCITABLE	██████████										Emotionally expressive. Can get easily frustrated.
SKEPTICAL	████████████████████										Skeptical and wary of others' intentions.
CAUTIOUS	████										Concerned about making mistakes or being criticized.
RESERVED	████████████████										Independent, reserved, detached. Less tuned into others' feelings.
LEISURELY	████████████████████										Seem cooperative but can be stubborn and procrastinate if pushed for results.
BOLD	████										Over-confident in abilities. Less open to others' input or feedback.
MISCHIEVOUS	██										Unafraid of risk. Tendency to push boundaries and test limits.
COLORFUL	████████████████										Energetic, always busy and can over-commit. Moves fast and may not listen well.
IMAGINATIVE	██████████████										Tendency to be overly creative or to come up with unrealistic ideas.
DILIGENT	████████████████████										Can get lost in the detail and set excessively high standards for self and others.
DUTIFUL	████										Rarely question authority. Avoid rocking the boat.

MPP SUMMARY



COMPETENCIES

Top Scoring Competencies

(5-point scale)

- Executing (3.86)
- Thinking (3.33)
- Influencing (3.28)

Lowest Scoring Competencies

- Adaptability (3)



EXPERIENCES

- No experience gaps



TRAITS

Top Scoring Traits

(10-point scale)

- Complex Thinking (8)
- Extraversion (7)
- Persuasive (6)

Lowest Scoring Traits

- Inclusion (4)
- Self Assurance (5)
- Drive (5)



DRIVERS

Top Scoring Drivers

(10-point scale)

- Achievement (7)
- Flexibility (7)
- Autonomy (7)

Lowest Scoring Drivers

- Recognition (3)
- Collaboration (4)
- Power (5)



DERAILERS

Derailers to Watch (10-point scale)

- Mischievous (9)
- Skeptical (7)
- Diligent (7)

MPP CONCLUSIONS

Strengths

- Strategic Thinking - You're an intellectually curious, big picture thinker. You can anticipate the future, connect the dots and see possibilities that others overlook.
- Influencing - You are a persuasive communicator and are able to rally others around your vision. You have a well-developed network and work well with others across the business
- Executing - You have a strong bias for action and can be relied on to get complex projects across the finish line. You are willing to take tough decisions and empower others to deliver.

Development Areas

- Adaptability - You need to work on developing your personal resilience under pressure. You could work on being more open to change and willing to adjust your plans as the situation evolves.

Purpose

- You love opportunities to challenge yourself, overcome difficult challenges and achieve stretch goals. You value your independence and like to be given responsibility and trusted to get on and deliver. You value personal development and opportunities to grow and develop your skills.

Growth and Risk Factors

- Your natural complex thinking skills mean you have the potential to further strengthen your strategic capabilities. Your confidence, energy and persuasiveness are well suited to leading larger teams.
- Watch out for being too impulsive, testing the limits or taking excessive risks. You need to watch for not trusting others as it prevents you from delegating and playing to your strategic strengths.

Recommendations

Your learning curve in your current role has flattened and you are looking for the next challenge in your career. Look for an opportunity to push outside your comfort zone. Explore with your manager opportunities to lead a cross-functional strategic change project in an area where you lack deep expertise. This will require you to delegate, empower and build trust in your team. Focus on leading with vision and influence.

The logo for Table Mountain Consulting Group features the company name in a white, sans-serif font. The 'M' in 'Mountain' is stylized with a jagged, mountain-like peak. A registered trademark symbol (®) is positioned to the upper right of the 'n'. Below the main name, the words 'Consulting Group' are written in a smaller, simpler font. The background is a dark blue gradient with faint binary code (0s and 1s) and a large, circular, futuristic graphic element resembling a tunnel or a data visualization.

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