

Confidential PD comparison Notes – Candidate Andrew Hodges

Facilitative: *Able to take the team on a journey with purpose, direction to transform and navigate Ingenia. Must be a self starter and display strong time management skills to achieve required deliverables.*

One of Mr Hodges' strengths is his capacity to engage 'hearts and minds'. On the one hand, he possesses the intellectual 'smarts', as evidenced by his score on the Abstract Reasoning measure, to understand the complexities and nuances of Ingenia's business model and translate these into practical strategies aimed at achieving growth, profit and brand recognition objectives. On the other hand, he is a high profile, enthusiastic and 'people oriented' leader who is able to inspire commitment to a cause via his capacity to build strong relationships with people, his intuitive insight into their needs and concerns and his own passion and 'can do' attitude. Further, he possesses polished communication skills which enable him to tailor his message to his intended audience, 'think on his feet' and generally impress as an effective orator. His participative and consultative style will assist him to secure buy in to Ingenia's purpose and direction and, to this end, he has the capacity to be quite persuasive in converting people to a cause. In light of the above qualities, he has the potential to be an effective change agent within the business and will be genuinely committed to 'making a difference'.

Self confident and enthusiastic in nature, Mr Hodges is expected to display initiative and a bias for action. He should prove adept at juggling a number of responsibilities at any one time and has considerable resilience and energy to cope with the demands placed on him. There is sufficient conscientiousness in his style to suggest that he will demonstrate an orderly and planned approach to his role without being rigid or inflexible should unexpected demands arise that require his attention. In this regard, his time management skills should prove solid.

Ownership: *Accountable for business performance (Revenue, EBIT, growth, profit, margins,. etc) Responsible for setting, maintaining and developing the right culture for Ingenia. Fosters a harmonious environment for all to work in.*

Mr Hodges is comfortable shouldering responsibility and given his self belief he is expected to display accountability for his actions. While it will be his preference to consult and engage with his staff to input into the articulation of a desired culture for Ingenia, ultimately he will see it as his responsibility to drive and achieve this outcome. As previously mentioned, his capacity to inspire and motivate those around him will bolster his success in this area.

Mr Hodges is a particularly tactful and diplomatic individual who can choose his words carefully in order to maximise their impact. He is astute at 'reading' his audience and this will help him in tailoring his message and increasing the likelihood of securing support for his ideas and proposals. He is able to 'think on his feet' and will impact positively when conducting training or facilitating outcomes through others. These same qualities will also serve him well when dealing with potentially fractious situations where interpersonal sensitivity and a delicate approach are both warranted (e.g. when mediating or resolving conflict). His emotional intelligence will prove invaluable in maintaining a harmonious work environment.

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Engagement: *Can engage with persons at all levels to 'enable' them to deliver their best. Displays confidence with clients, earns their respect and delivers or exceeds the clients expectations through the team.*

Mr Hodges' trusting nature strengthens his social adaptability and capacity to relate to people at all levels and quickly establish rapport. He sees the good in people and thus will be prepared to empower them and develop their potential. From a client perspective, Mr Hodges is comfortable mixing and meeting new contacts and will impress as confident and 'on the front foot'. His communication is well timed and while professional in demeanour, he doesn't lack warmth or genuine interest. He is needs-based in his approach to servicing clients and will not want to let others down. In this regard he is likely to be a strong client advocate within the business and it will be his intent to not let his clients down. A minor point to note, Mr Hodges' trustworthy nature may mean that he accepts information at face value which could prove problematic if dealing with more unscrupulous types. He may need to be more mindful of verifying someone's reliability rather than assuming that he or she will do the right thing in line with his own style.

Financial: *Understands, develops and enhances the financial performance drivers, triggers and results.*

- Provide recommendations regarding investments and cash flow strategies.
- Oversee preparation of annual budget, regular reporting and special reviews.
- Responsible for meeting financial KPI's
- Provide vision regarding overall financial health of the Company.
- Provide vision and leadership in long term fiscal planning to ensure the continuity and solvency of the company.
- Provide opportunities for raising funds for expansion.

Performing in the high average range on a demanding measure of numerical critical reasoning, Mr Hodges should prove capable of getting to grips with the financial management responsibilities of the role. His ability to interpret and draw meaning out of financial information is slightly stronger than his graduate/manager reference group. He is also suitably pragmatic in his style to concern himself with operational matters such as budgets, cash flow and like and has the necessary intelligence to learn those financial management tasks which he previously has been unexposed to.

Marketing: *Brings or adds Marketing, Business Development and Strategic rigour to opportunities, niches and/or segments.*

In the role of General Manager, we believe that Mr Hodges has the ability to generate ideas on how things can be done differently or better, be it operationally or from a marketing perspective. He is quite perceptive and creative but is not so left field that he loses sight of the practical reality and as such he can still remain solution focused. He is alert to 'real time' opportunities which can be exploited for immediate gain.

His abstract reasoning result confirms his potential to operate a macro level where he is required to grasp the complexities of the marketplace and the various influences and factors which must be considered when engaged in strategic planning and the identification of new business opportunities. While a minor point, Mr Hodges may need to rely more heavily on

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objective information and analyses to help inform his decision making. His personality data confirms that he is not averse to making 'intuitive hunches' and while he is prepared to back his own judgment he may need more in the way of 'hard evidence' to convince those around him who are more data rational in nature.

Leadership: *Earns the respect of staff and adopts a pragmatic approach to achieving results.*

Mr Hodges' leadership style is a hallmark of his candidacy. His inclusive and engaging style will ensure that he is well connected to his staff and thus able to respond to their needs and inspire their confidence and trust. While very much a 'people person', Mr Hodges also appreciates that collective effort must be channelled into profitable results and he should remain sufficiently grounded in the operations of the business so as to be seen as credible and pragmatic. Despite his confidence, he is not an egotistical or arrogant person and this factor will also help him to earn the respect of staff.

- *Acts with integrity and honesty.*
- *Shares with and enhances the values that Ingenia fosters and promotes.*
- *Demonstrates cultural awareness and respect.*
- *Demonstrates flexibility and open mindedness.*
- *Gives feedback and support.*
- *Values and works effectively within a team environment.*
- *Displays leadership.*

Mr Hodges' is a strong fit with each of the above points. Our only concern, as mentioned in the report, relates to the potential for him to tolerate a negative staff situation longer than he should. From a development perspective, he could benefit from being more proactive and pointed in addressing issues of underperformance. It is likely that his trusting nature may see him give his staff too many chances and he may potentially lack directness when he does indeed have the conversation.

Functional: *Focused on the delivery of quality profitable outcomes.*

Mr Hodges will leverage his strong interpersonal and leadership skills to drive the business towards profitable outcomes. He is not a hard nosed, ruthless operator, but instead will use his facilitative style to channel the collective effort of his team towards the necessary results. He has a solid focus on outcomes and will not want to let down his employer, clients or staff, displaying a personal passion and desire to 'make a difference'.

Planning

- *Provide leadership and vision to the organization by assisting the Board and staff with the development of short and long term plans, together with the evaluation and reporting of progress on plans.*
- *Identify and exploit opportunities and develop and deliver proposals as needed to assist the organization in meeting its long and short term goals.*
- *Must have strong planning and organizing skills to address client expectations and internal company initiatives with attention to detail.*

Mr Hodges strikes a balance between being outcome focused and process focused. By this we mean he is expected to put plans in place to work towards, without becoming so

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bogged down in creating bureaucracy and 'red tape' that the overall objective is lost. His organisational style is appropriate for a GM in so much that he can remain 'across' the business without micromanaging his staff, yet is sufficiently pragmatic and down to earth that he is still in touch with what is happening on a day to day basis. He should therefore prove able to turn his hand to both the strategic and operational planning and management responsibilities of the role. His attention to detail is expected to be sound. Given his considerable energy and resilience, in combination with his superior Advanced Abstract Reasoning skills, he is well placed to juggle competing demands and priorities without 'dropping balls' or becoming burnt out.

Project management:

- Management of project deliverables to time, margin, cost and quality levels for clients.
- Oversee the management of project issues and the resolution of resource and priority conflicts.
- Assist in the development and consistent application of sound project management processes.

For the same reasons stated above, we do not anticipate that Mr Hodges will experience any major difficulties in performing the project management requirements of the role. He has the flexibility to respond to unanticipated project changes or issues without becoming flustered and will be suitably focused on key project criteria such as margins, costs, time, client satisfaction and the like. A minor concern, it would be prudent to ensure that Mr Hodges devotes time to identifying and mitigating project risks given his significant levels of enthusiasm and confidence which may see him brush over the risk management aspects of project management more than he should.

Business Development, Marketing and Branding

- *Display excellent client presentation skills, able to listen and understand client needs and provide advice and support.*
- *Manage the expectations of the client proactively.*
- *Identify, engage, gain the confidence, maintain and enhance client relationships.*
- *Manage and enhance the Ingenia Brand.(seminars, presentations, social media, events...)*
- *Identify marketing opportunities, develop and implement marketing plans.*
- *Oversee content of all marketing and Branding materials*

Mr Hodges is comfortable in situations where he is required to initiate contact with others for the first time. In this regard he is well suited to the business development responsibilities of the General Manager role including networking and prospecting to increase Ingenia's customer base. His high levels of social confidence and self-worth will enable him to remain resilient in the face of knock backs when cold calling on prospective customers. His relationship management skills are a strength of his style and clients are likely to enjoy dealing with him and feel that Mr Hodges is personally interested in the success of their projects. He is likely to make a valuable and creative contribution to marketing plans and will act as a strong client advocate, given his capacity to quickly anticipate and understand their needs. All PR related activities (seminars, presentations, networking) are likely to be performed in a polished and professional manner, thereby positioning Ingenia in a positive light. This is an area of particular strength.

Engineering/Asset/Risk/Process Consulting

- Ensure accurate documentation, data and records.
- Direct and oversee consulting activities and personnel.
- Oversee and ensure high safety standards at all times.
- Ensure client file integrity (documents, analytical information, communications etc.).
- Assist in development of forms and tools to increase company efficiency.

We expect that Mr Hodges will perform these aspects of the role to an acceptable level although it is unlikely to be the most satisfying or enjoyable component of his role (e.g. documentation, data, version control etc). He is nevertheless concerned to 'do the right thing' and will not put the health and well being of his staff or clients at risk in any way. His pragmatic orientation and openness to change should see him contribute his fair share of ideas to streamlining and enhancing the efficiency of company processes.