

XYZ Organization

July 20, 2016

Business Director

Sample Group Results Report

Gap Analysis

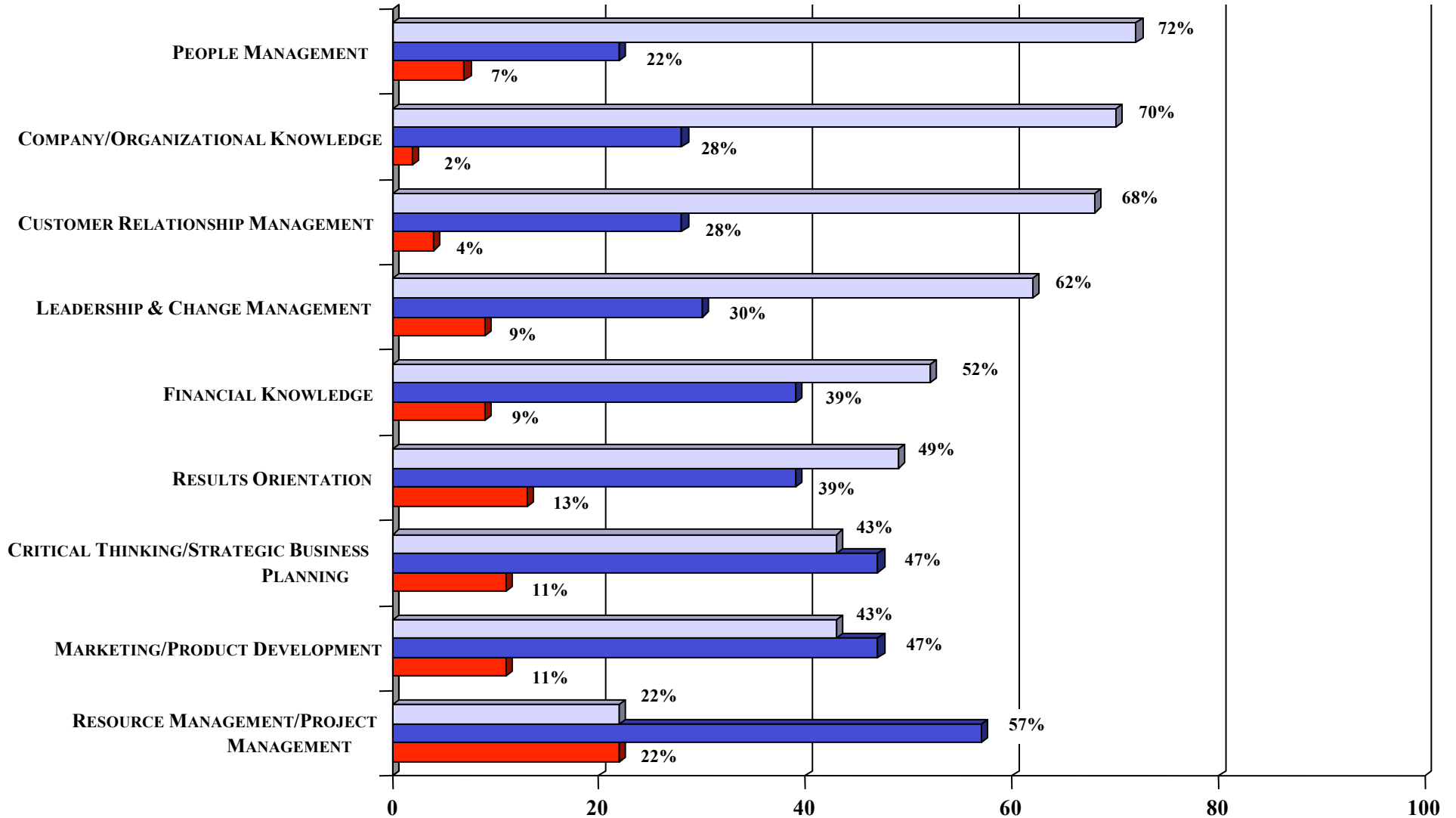


**BUSINESS DIRECTORS (N=48)
Score Rankings**

Last Name		People			Lead.			Total
		Mgt.	Co. Org. K.	CRM	Change	Fin.	Results	
BROWN	Mex	4	4	4	4	4	4	24
FORTNER	Chem	4	4	4	4	4	4	24
HALPER	Ops	3	4	4	4	4	4	23
BLAIR	Ops	4	3	4	4	4	4	23
BRAINERD	Ag	3	3	4	4	4	4	22
AMAYA	West	3	2	3	4	4	4	20
CHORBA	Indus	4	4	3	3	3	3	20
DAVIS	Indus	3	3	4	3	3	4	20
HESS	Ag	1	3	3	3	4	4	18
BENSON	NE	2	3	3	3	3	3	17
FRAZIER	NE	4	3	2	2	3	3	17
GALLAHER	Ops	4	2	2	2	3	2	16
GILG	CAL	3	3	2	2	2	3	15
BESSENBINDERS	NE	1	2	3	3	3	3	15
HEISTERKAMP	Ag	2	2	1	2	2	4	13
EILBRACHT	Chem	3	2	2	3	1	2	13
JOHNSON	Ops	2	2	1	2	2	2	11
HUFF	Chem	2	3	2	2	1	1	11

BUSINESS DIRECTORS (N=48)

■ % STRENGTHS
■ % DEVELOPMENT HELPFUL
■ % DEVELOPMENT REQUIRED



ANALYSIS

“I think most of our Business Directors have pretty good knowledge of their customers.”

“In order to be successful, it takes knowledge of the XYZ organization, how we deliver resources, how we deliver services. It takes a large degree of interpersonal skills in dealing with all pieces of our organization, in coordinating across groups and getting a service pulled together. It may require a Business Director or Business Manager to call an local operating person and make sure they have the resources to provide the service the customer is asking for.”

- A total of 48 Business Directors participated in this assessment.
- Of the three groups assessed (i.e., Business Directors, Business Managers/Product Managers, Business Representatives/Market Analysts/Account Representatives), Business Directors, predictably, scored best on the assessment. They are strong in People Management, especially as it pertains to providing performance direction and management. They are also strong in Company/Organizational Knowledge, and Customer Relationship Management.
- In the area of Leadership and Change Management, sixty-two percent (62%) of respondents fell into the Strengths category. However, 30 percent fall into the Development Helpful category and 9 percent in the Development Required. This assessment results show that Business Directors are good at leading their own teams, and preparing for and reacting to change. However, if we look at the “totality of leadership,” which includes focusing on results, people (their own groups as well as others), markets/customers, and the business, the results are less positive.
- Fifty-seven percent (57%) of Business Directors fall in the Development Helpful category in the area of Resource/Project Management. In addition, approximately 40-50 percent of Business Directors would find development helpful in the following areas:
 - Marketing/Product Development
 - Critical Thinking/Strategic Business Planning
 - Results Orientation
 - Financial Knowledge
- Overall, the findings underscore the need for a leadership development curriculum for Business Directors that focuses on the totality of leadership: results, business, people and markets.

BUSINESS DIRECTORS			
TOP PRIORITY TRAINING NEEDS	CURRENT XYZ TRAINING & MATERIALS	AREAS OF POTENTIAL GAP	STRUCTURAL RECOMMENDATIONS
<p>1. Resource Management/Project Management - Assessment Results:</p> <p>Strength: 22% Development Helpful: 57% Development Required: 22%</p>	None	<ol style="list-style-type: none"> 1. Managing large, complex projects. 2. Developing plans. 3. Managing scope, cost, and risk. 4. Managing trade-offs. 5. Allocating resources. 6. Forming and managing teams. 7. Ensuring effective implementation. 	<p>There is a need for an integrated leadership development system. Best practices include:</p> <ul style="list-style-type: none"> ◆ Focused on the totality of leadership – people, results, business, and customers. ◆ Direct links to succession planning. ◆ Development activities focused on real business issues and problems (e.g., action learning) versus general interest education. ◆ Many vertical slices rather than one thin horizontal slice of the organization involved in executive development. <p>Opportunities for cross-functional learning and interaction.</p>

COMPARISON TO WORLD-CLASS ORGANIZATIONS

World-class companies are those that have a consistent record of high sales performance (i.e., over 20% revenue growth), an ability to adapt to the constantly changing competitive business environment, and are judged by experts (e.g., analysts, academicians, industry practitioners) to be the best. Current examples include Amazon, Zappos, ... The landscape of “world-class” companies has changed since 2008 – absent are companies like Enron and Oracle Sun.

It is important to note that world-class companies place a substantial emphasis on developing the organizational competencies (i.e., systems, infrastructure) as well as individual competencies. In other words, they have ... The key development opportunities identified in the 2012 _____ Skills Assessment are ...

At _____, the _____, Business Directors’ and Business Managers/Product Managers’ showed the most significant improvement in those competencies having to do with Marketing/Product Development, and... _____ approaches or meets world-class standards for seven competencies: ...

Bank of America is committed to “doing the right thing” when it comes to **managing people**. One of Bank of America’s values is that every employee has “the freedom, authority, and responsibility to do the right thing” for each of their stakeholders, and for each other. The organization has a ...

At Pfizer, the corporate culture says that opinions don’t matter – analysis does – when **managing their people**. Basing observations on what has worked in the past, or in a similar situation, is a good way to ...

Coaching at General Dynamics focuses on ...

World-class organizations form around a compelling vision and common values that are shared by all of the members of the organization. In the new business climate of globally focused world-class companies, leaders are not “bosses” but rather ...

Project-based world-class organizations are investing substantial resources to automate project and service delivery, budget tracking and billing. They consider all work, project work. Considerable investment is made to ... The _____ results show that Managers would benefit from learning opportunities in resource and project management.

The challenge for most companies is figuring out how to best harness the intangible asset of company knowledge in a coherent and productive way. World-class organizations have an effective **internal knowledge management** strategy ...