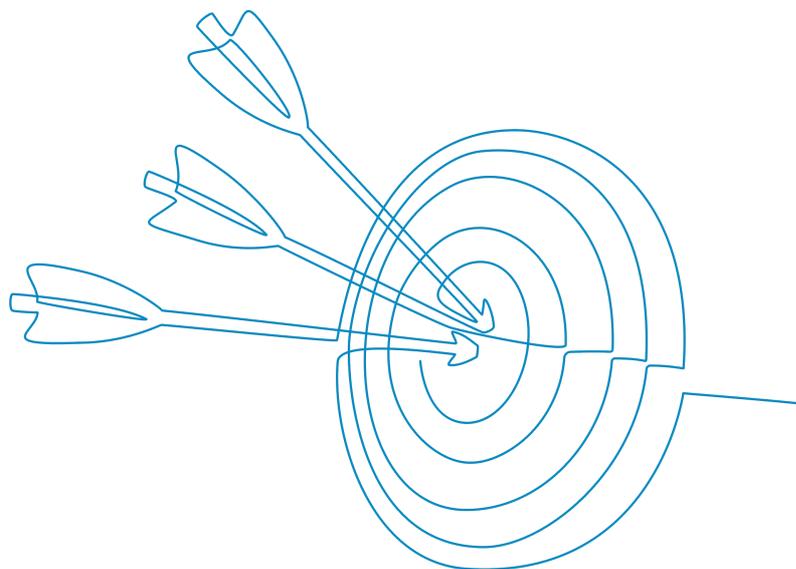


John Sample

# Executive Select Report

Winsborough

June 2025



# About this report

This report should be integrated with relevant information from other sources, such as panel interviews. It is not intended to be the sole source of your selection information.

This report provides an overview of your candidate's alignment with the key requirements of the role. It is intended to support you in making a well-informed appointment decision and to assist with the successful candidate's effective transition into the position.

Very few candidates will present as the perfect fit. This report is designed to help you understand and consider where a candidate's strengths and gaps are, and what strategies you can put in place to capitalise on and mitigate these respectively.

The information is presented in the following sections:

**1. Executive Select Summary.** This outlines your candidate's key strengths and potential opportunities for development. Information from this section can also be used to guide areas for follow up at further interviews and/or with referees.

**2. Your Candidate in Detail.** This more in-depth description of your candidate integrates all sources of assessment information. The four areas in this section represent the key requirements for executive leader effectiveness.



## How they behave

How they handle pressure; their self-motivation and drive, emotional control, self-awareness and adaptability.

## How they relate

How they engage and build relationships; their communication style: networking and influencing; navigating conflict and sensitive relationships.

## How they lead

Their approach, style and orientation - what drives them to lead? This includes information about the culture they will foster in the organisation.

## How they think and plan

This includes information about navigating ambiguity, strategic orientation, and their planning and delivery of outcomes.

These four domains describe the 'building blocks' of leadership competence. How a leader behaves underpins their ability to relate, and these two areas are foundational to how they lead. While crucial to executive competence, how well a person thinks and plans is irrelevant if they cannot, for example, effectively manage pressure, nor build a high performing team. Importantly, the latter 'thinking and planning' skills are more readily learned than the earlier skills.

**3. Profile Overview.** This section provides a summary generated solely from the psychometric profile information.

**Confidentiality** - This [confidential](#) document contains sensitive information and should be handled with discretion. It is intended solely for those involved in this selection process and requires secure storage.

# 1. Executive Select Summary

---

This outlines your candidate's key strengths and potential challenges. Information from this section can be used to guide areas for follow-up in further interviews and/or with referees.

## John Sample - Key strengths

1. Composure under pressure: Despite internal stress, John will maintain a composed and optimistic exterior, which helps in steering teams through challenging periods without projecting undue anxiety. This quality ensures that he can provide stable and reassuring leadership, fostering a sense of calm and confidence among his colleagues and teams.
2. Strong moral code: John's strong moral principles and commitment to high standards are critical for a Chief Risk Officer role. This ethical foundation supports the development and maintenance of robust compliance and risk management frameworks, essential for safeguarding the organisation's integrity and reputation.
3. Effective relationship building: John will present a sociable and outgoing nature that enables him to connect easily with others, build long-term relationships, and engage effectively with stakeholders. This ability to foster partnerships and networks is crucial for a CRO, facilitating collaboration and ensuring diverse perspectives are considered in risk management strategies.

## John Sample - Opportunities for development

1. Handling internal stress: While John may appear composed externally, internal stress can significantly impact him. Developing effective stress management techniques and ensuring that he has sufficient recovery time post-pressure periods will be vital to sustain long-term performance and well-being.
2. Decisiveness in conflict situations: John may struggle with making hard decisions and could be conflict-averse, leading to a tendency to seek consensus or acquiesce in tense situations. Enhancing his conflict resolution skills and decisiveness will help him make tough calls and standing firm when necessary.
3. Balancing ambition and leadership rigour: While John will motivate and empower his team, he might not push for high-impact results as aggressively as other leaders. Increasing John's focus on driving ambitious outcomes and addressing performance issues promptly will help him achieve higher organisational performance and setting a stronger example for his team.

# John Sample - In Detail

---

This section is based on the four 'building blocks' of executive leadership effectiveness described earlier in 'About this report'. All sources of assessment information are integrated to give a deeper level of detail to guide your decision making.

## How John Behaves

John functions effectively under stress in an executive role, maintaining a composed and optimistic demeanour even when internally affected. He shared, "In high pressure situations, I stay calm and focused, but I do need time to recuperate afterward to ensure I'm at my best." This ability to stay composed helps him lead his team through challenging times, though he appreciates time for reflection and recovery post-stress.

John upholds a strong moral code, holding himself and others to high standards. He mentioned, "I believe in doing what's right and ensuring my team adheres to the same principles." More alert to risk than most, John can appear tense and emotionally expressive under pressure, yet he remains determined and fairly ambitious.

He values praise, prestige, and feedback, balancing these with the need to get along with others, fostering a positive and inclusive work environment. John takes his work seriously, being as conscientious and thorough as his peers. He stated, "While I maintain high standards and follow rules, I'm also open to working outside conventional procedures when necessary."

Reflective about his performance, he acknowledges his shortcomings but can take criticism to heart, sometimes doubting his abilities. Despite this, he strives to create a fun workplace culture, promoting a balanced environment where employees feel valued and motivated.

## How John Relates

John is highly motivated by working with and around people, easily connecting and engaging with others. He mentioned, "Building long-term partnerships and networks is something I truly enjoy, and I thrive in collaborative environments like meetings and working groups." His supportive nature and ability to form sustained relationships make him an asset in team-oriented settings.

In the interview, John was open, talkative and fully engaged, qualities which help him connect with others. He stated, "I find that being open and expressive helps in understanding and addressing customer risk profiles and needs." However, in stressful situations, he can become overly talkative and easily distracted. Despite this, he approaches difficult or sensitive conversations with tact and empathy, ensuring that others feel heard and valued.

John is social, energetic, and confident in public forums, presenting himself as credible and engaging. He shared, "I enjoy representing my team and organisation, and I'm passionate about championing both causes and people." His proactive approach in building connections with a broad range of stakeholders demonstrates his dedication to understanding and meeting customer needs. However, he can be conflict-averse, sometimes shying away from hard decisions to seek consensus, which is an area for potential growth.

## How John Leads

As a Chief Risk Officer, John enjoys building and leading teams, motivated by the status and responsibilities of leadership roles. In the interview he mentioned, "I find great satisfaction in empowering others to achieve and always take individual needs into consideration." His realistic expectations and supportive nature help foster a collaborative and effective team environment.

John provides plenty of encouragement and support to his team, though he may struggle with addressing performance issues promptly and firmly. He stated, "While I aim to push my team towards success, I sometimes find it challenging to handle difficult conversations and necessary conflicts head-on." This tendency can lead to acquiescing to others' requests and agendas under pressure, which may impact his ability to lead decisively in critical situations.

In his leadership approach, John balances delegation with oversight, maintaining reasonable flexibility about how work is achieved. He shared, "I believe in giving my team autonomy while being a visible presence to provide guidance and support when needed." Even under stress, John avoids extremes in behaviour, ensuring that his team feels supported and empowered to perform effectively.

## How John Thinks and Plans

John values exploration and imagination, fostering a work environment that promotes learning, development, and experimentation. He mentioned, "I encourage my team to be curious and take calculated risks to innovate and improve our processes." His confident and outgoing nature allows him to create a positive impression and persuade others to take action, enhancing his influence within the organisation.

John enjoys contributing to creative problem-solving and evaluating ideas for practical application, balancing curiosity with a concrete approach. He shared, "I find real satisfaction in turning innovative ideas into actionable solutions that address our risk management challenges." His strong cognitive ability enables him to understand complex problems quickly and integrate new information effectively, ensuring well-informed decision-making.

While John is goal-oriented and reasonably organised, he remains adaptable to changing circumstances. He stated, "I strive to challenge myself and my team while maintaining flexibility to navigate ambiguity." However, under stress, he can become impatient and overconfident, juggling too many priorities. Despite this, John prefers a stable environment that values curiosity and diverse perspectives, even if he may appear slower to act in ambiguous situations.

# Profile Summary

---

## Leadership everyday

*This is an overview of your candidate's individual personality characteristics. It predicts the behaviours critical for working life and indicates how others are likely to experience them most of the time.*

- composed • personable • lively • inquisitive • orderly & planned

Energetic and self-assured, John will relish opportunities to take charge and get ahead of the competition. Colleagues and team members will see him as confident, determined, and a capable leader. More than most John will take the unexpected in his stride, remaining resilient and solution-focused. With an optimistic outlook, he will take longer than his peers to respond to constructive feedback.

Friendly and as social as most, John will happily approach new people to initiate small talk and build new connections, typically striking a nice balance between talking and listening when doing so. He should easily find common ground with a range of colleagues and relationship partners, who will experience John as warm and considerate. Alert to and concerned with what others think, John will be sensitive to his impact on others so should deal with difficult issues in an understanding and tactful manner.

Results-oriented and moderately creative, John will pursue goals and expect his team to deliver. He will make decisions, generate ideas and articulate a vision. John profiles as understanding both strategic imperatives and tactical business demands, and should be adept at communicating the connection between the organisation's vision and his team's day-to-day work.

John profiles as being curious in his thinking style and will be good at bringing together both short-term issues and longer-term considerations. He will enjoy exploring new perspectives and are likely to first consider the 'here and now'. John will prefer familiar situations where there are tried and trusted methods with detailed plans for implementation. He will be across the nuances of his team's work. He will have high standards, conduct regular progress checks, and hold others to account. At times he may seem too hands on and reluctant to 'let go'.

---

## Leadership when not at their best

*Everyone has days when they are not at their best. This section is not about day-to-day behaviour. Instead, it highlights how your candidate is likely to react when they are emotional, tired or stressed.*

- no adverse behaviours

John's profile suggests little likelihood of excessive or aberrant behaviour when under stress, or when they stop actively managing the impression they make on others. The challenges in his demeanour and conduct are likely to be manageable and unlikely to cause career derailment. John's issues may be strengths overused which can impact his leadership effectiveness.

---

## Leader values and culture

*This section recognises the importance of core values and motivation as driving forces for engagement at work. An individual's primary values also point to the culture they will build as a leader.*

• open to necessary change • social prestige and recognition • work hard/play hard • ambition and goals • inquisitive and knowledge seeking • moderate teamwork • moral & altruistic

John is motivated by leading, being in charge, and having visibility as a leader. Generally comfortable with change and ambiguity, he will prefer to set his own course, staying in control and being noticed by senior leaders for his achievements.

When it comes to the team environment, John will value having a good time and making sure people derive pleasure and joy from their workplace. He will prefer a vibrant, informal culture.

John will value an ambitious, goal driven environment that provides room to stretch his capabilities and learn. He will prefer a curious and inventive workplace that is open to exploring, moving fast and keen to invest in development.

John values collaboration but will also be as comfortable working alone as in a group. They have a clear sense of right and wrong and prefer workplaces with a strong moral code and clear people values.

# Information Sources

---

Winsborough's Executive Select Solution includes the following sources of information.

## Interview

A structured interview was conducted to identify the candidate's skills, capabilities and experiences relevant to the contextual and role challenges faced at the executive level, and specific to this role. The candidate was also provided with an understanding of their assessment profile. This was used to gain insight into their degree of self-awareness and to understand the strategies they use to mitigate potential development areas.

## Assessments

The candidate completed a comprehensive suite of assessments to offer an objective, scientifically validated evaluation of your candidate's strengths, opportunities for development, and overall potential.

- Day-to-Day Personality: Assesses leadership reputation based on everyday personality traits, uncovering key strengths and potential challenges critical to executive success.
- Extreme Behaviours: Identifies extreme personality tendencies that could present performance risks, especially during high-stress situations. If left unchecked these behaviours have the potential to impede overall executive performance.
- Core Needs and Values: Evaluates the candidate's core motivations and drivers, which are essential for understanding an individual's alignment with organisational fit and culture.

Please refer [here](#) for further details on the assessments.

## Role Description/Brief

All sources of information provided about the role and organisation inform the interview focus and report content.

# Next steps

---

## Talking this through

As well as providing this report, we'll also meet with you to talk through your candidate in more detail and answer any context and role related questions you may have. If this hasn't already appeared in your diary, please contact us to make sure you get the chance to truly make the most of the information we've gathered and insights we provide.

## Candidate Feedback

We will offer all of your candidates an in-depth developmental feedback session and often get feedback about the value of this from the leaders with whom we have worked, regardless of whether they were successful in their application or not. This can focus on the key considerations to ensure a smooth transition into the new role for the leader you hire.

## Setting your new leader up for success

Having invested your time, energy and resources into recruiting and hiring the right person for this role, it's timely to consider how you can set your new leader up for success. Frequent conversations to ensure clarity of expectations, leadership level, and role requirements are critical to an effective transition. On-going feedback and [coaching conversations](#) will support longer-term effectiveness in the role and are often added on as a natural continuation of this process.

## Your new leader's ongoing development

[360-degree feedback](#). Strategic self-insight is key to leadership effectiveness. Ensuring leaders get targeted, trustworthy feedback about how their behaviour is perceived by relevant others is the job of 360-degree surveying.

Winsborough provides a 360-degree survey that taps into the four key areas of leadership competence addressed in this report - how leaders behave, relate, lead, think and plan.



**WINSBOROUGH**

For more information please visit [www.winsborough.co.nz](http://www.winsborough.co.nz)