

Introduction to the
CDR 3-Dimensional Assessment Suite[®]
an unmatched tool for
Leadership Development



Developed and offered by:

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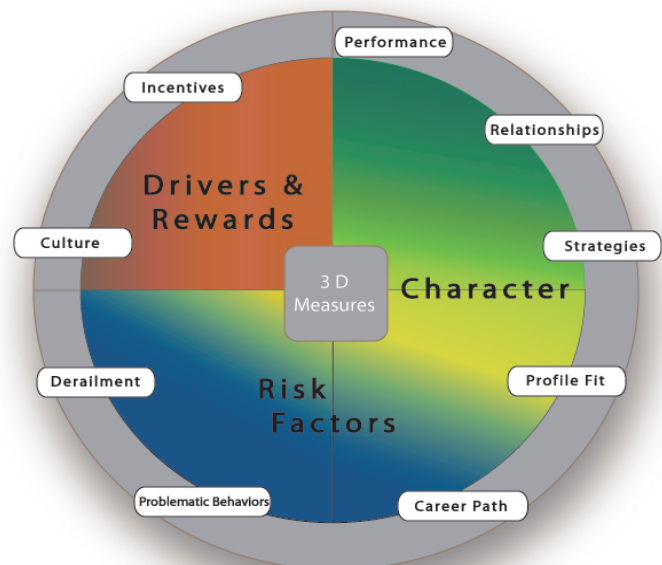
CDR 3-DIMENSIONAL ASSESSMENT SUITE® OVERVIEW

Developing high-talent leaders and teams requires accurate, concrete, and business-oriented information about each individual's character, inherent risk factors, and motivational drivers. The **CDR 3-D Suite** provides unique insight into a leader's key strengths and development needs followed by tangible performance coaching using our three assessments:

- **CDR Leadership Character Assessment** - reveals individual distinctions and measures leader acumen, vocational suitability or “best fit” roles, emotional intelligence, key strengths, and potential gaps or short sides. This assessment describes the compelling and highly impactful performance and behavior implications of an individual's character attributes from a business and leadership development perspective.
- **CDR Drivers & Rewards (Personal Motivation)** – identifies a person's degree of need (and aversions) for specific types of work, rewards and recognition, the optimal work environment and culture preferred. This assessment reveals the types of work and projects that one will tend to gravitate toward and away from. In the aggregate, this tool is an effective way to measure the “living” values of an organization or team.
- **CDR Leadership Risk Assessment** – identifies inherent risk factors and related behaviors that can erode performance and lead to derailment. Gone unchecked, these “risks” can drive even the most promising careers off track. It is important to recognize one's own risks in order to develop, neutralize or manage them more productively.

Accurately identifying these behavioral traits and understanding why they manifest the way they do gives CDR's experienced consultants the ability to leverage results and create customized solutions through:

- Executive and Leadership Coaching
- Authentic Leadership Development Workshops
- Succession Planning and Leadership Identification
- Strategic Team Development
- Staffing Decisions and Selection Screening
- Executive Team Performance Forecasting
- Recognition & Rewards Design



What Does CDR 3-D Suite Measure?

As its name suggests, the CDR 3-D Suite consists of three Assessments that, when analyzed as a whole, yield powerful information that our clients use to optimize leadership performance. The three Assessments are (1) the CDR Character Assessment; (2) the CDR Drivers & Rewards Assessment; and (3) the CDR Risk Assessment. Here’s how each Assessment works:

1. The **CDR Character Assessment** uses 7 Primary Scales consisting of 42 sub-scales (not listed) that reveal an individual’s innate character traits. The 7 Primary Scales are:

- Adjustment
- Prudence
- Sociability
- Inquisitive
- Leadership Energy
- Learning Approach
- Interpersonal Sensitivity

Using **Leadership Energy** as an example, this scale measures the degree to which a leader is inclined to take charge, be interested in upward career mobility, and to be highly competitive versus tendencies to avoid leadership roles, prefer not to direct others, and not be concerned with upward mobility as a measure for success. So, when an individual completes the Character Assessment, we are able to analyze his/her Leadership Energy, an important trait for understanding leadership capability, as follows:

Performance Implications

(+) indicates strength (-) indicates challenge

Low Scores	High Scores
+ measure their success through personal achievements vs. personal power + content in their current capacity; not longing to advance up the corporate ladder + prefer to make decisions through collaboration + team focused and team contributor + tend to facilitate or mediate rather than direct - seem unsure; too many decisions by consensus - may not be strategically focused; performance not always aligned with company goals - low key approach; may refrain from presenting views - avoid directing others or being accountable for others’ performance	+ take charge approach, seeks decision making opportunities + interested in upward career mobility; strategically focused + highly competitive + driven to achieve visibility & success + pay attention to political alliances + demonstrate confidence in communicating - may tend to be pushy, aggressive, overly demanding of others - more concerned with self-achievement than the team’s

Where an individual receives high scores on the Leadership Energy Scale, we would offer contextually relevant job performance coaching that could include:

- Checking with others from time to time to make sure that the individual is not pushing too hard (not all associates share the same level of energy and drive that the individual leader has)
- From time to time check to see that the individual's personal goals are in line with the company's – the individual should stay focused on team accomplishments and not only on his/her own
- Inspire and motivate others by setting an example for optimism and work ethic while also being realistic with the individual's expectations
- Make certain that the individual empowers others to take lead roles
- Use career-building talents to mentor others on strategies for personal success
- Take presentation confidence on the road using talents to garner resources for the individual's team and to advocate for his/her troops

Of course, the foregoing example of Leadership Energy is only one of seven personal characteristics measured. Analyzing all seven scales, and the forty-two subscales, yields a deep and comprehensive understanding of an individual's innate character traits and how those innate character traits translate into leadership suitability.

2. The **CDR Drivers & Rewards Assessment** uses 10 Primary Scales to measure what truly motivates an individual and what an individual regards as rewarding. The 10 Primary Scales are:

- | | |
|-------------------------------|------------------------|
| • Safety and Security | • Power & Competition |
| • Fame & Feedback | • Humanitarian Efforts |
| • Amusement & Hedonism | • Moral Platform |
| • Companionship & Affiliation | • Business & Finance |
| • Artistic Endeavors | • Scientific Reasoning |

Using the **Business & Finance** Scale as an example, this dimension as a primary driver connotes strong interests in commerce and industry, a need for involvement in budget planning, a tendency to take pleasure from following economic news, and a lifestyle organized around opportunities to discuss business ventures, talk money, and promote free enterprise. People with high scores are fascinated with the theories of finance and economics, strive to be included in financial strategy sessions, and will look for ways to make their money work for them.

If Business & Finance is a primary driver for a person, he/she will tend to:

- Want to be rewarded financially and with opportunities to participate in business planning
- Spend a lot of time thinking about his/her financial future
- Like reading business news and following the markets
- Enjoy social events with a core group of successful friends

The example of the Business & Finance Scale is only one of ten personal characteristics measured to determine what motivates the individual and what the individual truly regards as rewarding. Analyzing all ten scales yields a concrete and practical understanding of how best to motivate and reward each individual and, in the aggregate, your leadership team as a whole.

3. The third Assessment in the CDR 3-D Suite is the **CDR Risk Assessment** that uses 11 Primary Scales to measure personal characteristic that can compromise and erode an individual's leadership performance and lead to derailment.

- False Advocate
- Worrier
- Cynic
- Rule Breaker
- Perfectionist
- Egotist
- Pleaser
- Hyper Moody
- Detached
- Upstager
- Eccentric

For example, the **Egotist** Scale reveals the leader who is self-centered, has a sense of entitlement, takes credit for others' accomplishments, is viewed as a hard-nosed competitor, has a sense of superiority, and expects to be looked up to. Egotists may betray trust by stealing credit or creating dysfunctional work environments because of their self-obsession.

High risk behaviors associated with the Egotist Scale include:

- May be insensitive to customer or associates' issues or concerns.
- Habitual management tactics may include intimidation, force, or competition.
- Tendency to see him/herself as the brightest and smartest.
- May be dogmatic or stubborn.
- Sense of entitlement about rewards and projects.
- May view information sharing as a waste of time.
- Tend to view team decision making as tedious and unnecessary.
- May not consider all factors or views when making decisions

Analyzing all ten scales for the CDR Risk Assessment yields a comprehensive understanding of an individual's risk factors so that our experienced consultants can prescribe concrete and specific actions proven to neutralize or manage those risks.

Applications & CDR Services

The CDR 3-D Suite is scientifically validated, accurate, uniquely comprehensive, EEO neutral (having no adverse impact), and linked to job performance. Because of the strict validity standards of these coaching tools, they can be customized and used for:

Executive and Leadership Coaching - We provide one-to-one confidential and candid coaching feedback to debrief the CDR 3-D Suite results. Insights into one's true gifts, leadership capability, and needs are revealed. A workable development action plan is formulated to produce sustainable results that are relevant and valuable throughout the span of a leader's career.

CDR Authentic Leadership Workshops – This will take your executives and leaders to the highest level of self-awareness and performance through a custom designed experiential workshop that is based on the actual data of the leader-participants. We focus on what the individual participants need most and use applied learning techniques to maximize new skills and knowledge. Our comprehensive assessments, upfront one-to-one coaching and our custom workshop design make Authentic Leadership a sustainable learning solution.

Succession Planning and Leadership Identification - Using the CDR 3-D Suite, we provide a systemic approach to talent identification and development for succession planning. Our services assure continuity for sustained future performance success. We help clients create a framework and process to identify and develop talent from within to enhance best-fit placement, retention, loyalty and competitive position.

Strategic Leadership Team Development - Team performance success requires a clear understanding of self and a clear understanding of others on the team first and foremost. Using the CDR 3-D Suite, we reveal and analyze the profiles of individuals and groups to deliver customized training that is linked to the business strategies, values and vision of our clients. This approach generates the highest level of measurable and sustainable results. Each participant begins with an individual assessment and coaching feedback followed by group sessions held live in person or via webinar.

Staffing Decisions and Selection Screening – CDR 3-D Suite is used to measure and to determine if job applicants have the innate characteristics it takes to make a successful employee in specific positions and leadership roles. Unlike many style inventories or tests in the marketplace, CDR 3-D Suite is validated based on actual job-performance to ensure the highest level for selection screening. The hiring success in using this tool far exceeds scanning resumes and conducting interviews. It can easily be incorporated into your current hiring process.

Executive Team Performance Forecast™ - Using the CDR 3-D Suite, we can accurately predict whether or not your executive team has what it takes to execute business strategy effectively. This process can help your organization navigate to unrivaled success while minimizing the potential for wandering off course or for underachieving. We examine the alignment and balance of teams by analyzing individual member profiles and essential competencies to reach business goals.

CDR's Leadership Coaching & Consulting Team

We have a global team of certified executive coaches, consultants and trainers, with a large contingent available throughout the USA. Our team of experts currently consists of more than 100 executive coaches and consultants. Only seasoned professionals with successful leadership development track records and credentials are certified as CDR providers. Generally, our coaches, trainers and consultants have more than 20 years of experience in leadership development or executive positions within a wide range of industry and government roles and have masters or doctoral degree level backgrounds.

Quick Facts and Logistics

- Each Assessment takes only 15 to 20 minutes to complete
- Available in multiple languages (English, French, German, Italian, and Spanish)
- Normed on over hundreds of thousands of profiles
- No invasive or intrusive items (culturally neutral)
- No adverse impact
- Online administration with quick turn-around time (typically 24-48 hours for full interpretive reports)
- Feedback and coaching for initial report
- Debrief provided in person or via teleconference by certified senior leadership experts and consultants
- Follow-up training and coaching administered in-person, via teleconference, or webinar

Client Feedback

“Collaborating with the CDR Assessment Group has been a sheer pleasure. To start, the tools have proven to be extremely helpful to clients in both leadership and professional roles within the healthcare arena. One of my seasoned employees stated, ‘I wish I had experienced this ten years ago.’ The CDR 3-D Suite is comprehensive, yet presented in practical and actionable language, a trait that resonates with individuals wanting meaningful insight and reality-based action steps. And to take the excellence further, the entire staff of CDR Assessment Group demonstrates the desire to serve clients by building relationships and trust in their expertise. When you work with Nancy and her team, you can be assured you and your clients will have a life-changing opportunity to create new possibilities.”

--Kathie Orlay, Senior Organizational Consultant – Humana (previously was CDR client at Banner Health Care)

“After trying all of the best known executive development tools and training process/interventions currently available, the CDR 3-D Suite is the best way to fast forward leadership development.”

*--Donna Dennis, Ph.D., Vice President,
Leadership & Development Global (now retired), Medical Device Manufacturer, NJ*

“The CDR 3D Suite is my favorite "deep dive" leadership style assessment for the leaders I coach. It's my go-to assessment when clients are open for me to choose. The reasons are twofold: I genuinely like and trust the data and I genuinely like and trust the CDR folks. Nancy and her team have always been available to me and my clients, from their ability to interpret confusing results to assisting me with benchmarking a client's strengths and abilities against job profiles from their databank. They're extremely professional and a delight to work with.”

*--Patricia Wheeler, Ph.D. (clinical psychologist, now leadership development expert)
Managing Partner at The Levin Group LLC, Atlanta, GA*

“I find the CDR suite to be a powerful reflective tool for building self awareness in physician leaders. Individual leader's insights gained through the assessment and subsequent coaching are lasting, transformative and rejuvenating. Use with teams opens eyes, hearts and a greater sense of possibility especially when faulty perceptions and assumptions have created lethargy and cynicism.”

--Val Ulstad M.D.- Cascade Partners, Minneapolis, MN

“The CDR three dimensional assessment tool is an invaluable resource to developing your leaders and your business. It is a tool that will support you in everything from recruitment and selection, leadership development, to team building. As a consultant/coach I have found it to be a great diagnostic tool as well as a fundamental resource to performance management when working with individual leaders and in creating and managing high performance work teams. It is significantly more detailed than other tools of its kind and provides an integrated perspective on the individual and the system they must learn to survive in.”

--Barbara Mintzer-McMahon President: The Center for Transitional Management

"I am hugely impressed with the output of the assessments. I have been a research psychologist, executive and consultant for the past 30 years and can honestly say that this is the most thought-provoking and insightful psychometric feedback that I've ever had. I was especially impressed by the ability of the CDR Risk Assessment to intensify fairly subtle situation issues... these are breakthrough products."

--Neville Osrin, Psychologist & Executive Coach, United Kingdom

Client list and references available on request.