



Leadership development without the spin.

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CDR Executive Team Performance Forecast

Navigate to unrivaled success.





We accurately measure your team's capacity for success



What our Case Studies Show...

Did you know that:

- homogeneous executive teams fail more often than those with divergent capabilities,
- talent balance should be aligned with business strategy and values,
- talent cloning (often in one's own image or comfort zone) is detrimental to business performance results,
- talent gaps cause blind spots, competitive disadvantages, and performance weaknesses,
- when executive teams lack broad-based inherent competencies, staffs frequently suffer from similar gaps,
- nearly 70% of executives have "Egotist" tendencies making them reluctant to agree to assessments and objective analysis that might reveal talent vulnerabilities; and,
- executive traits that predict performance can be accurately measured with scientifically valid assessments.



The case studies in this publication show actual senior executive team profile data and respective business performance results. Diversity of talent at the executive level matters and can be correlated to success and failure. The CDR Character Assessment results are shown in the case studies. During the actual analysis process we also use our CDR Leadership Risk and CDR Drivers & Rewards Assessments to provide the full spectrum of performance capabilities.



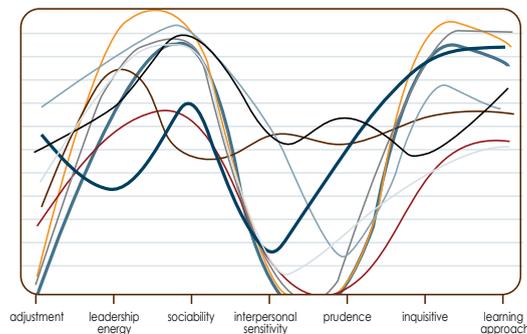
CASE STUDY #1

Energy Industry Executive Team

This executive team is homogeneous to a fault -- they were innovative, thrill seeking, energized, socially articulate and persuasive risk takers. Notice the low Prudence scoring trends combined with the high

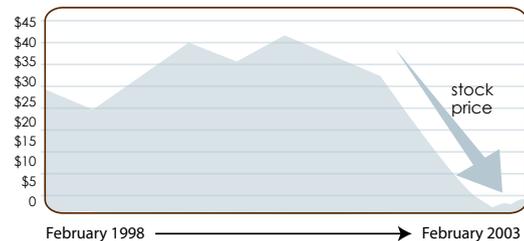
Inquisitive scores. This is a recipe for disaster and turned out that way. There were no sufficiently strong gatekeepers to keep these mavericks in check.

Character Profile: Energy Industry Executive Team



Performance Results

Credit rating was nearly lowered to **junk status** by major rating agencies



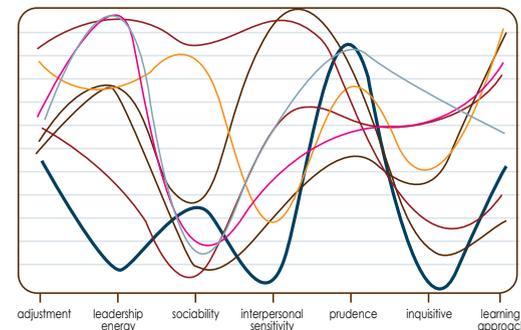
CASE STUDY #2

Food Service Corporation Senior Executive Team

This team was plagued with high Prudence & low Inquisitive, as well as low Sociability & Interpersonal Sensitivity. From a performance behavior standpoint, this translated to a leadership team that measured and controlled everything to the nth degree. This team was slow to move, deliberate, and lacked strategic or visionary capability.

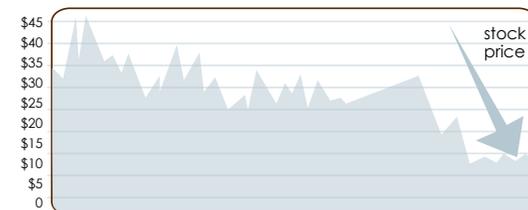
They were poor communicators and tended to avoid face-to-face interactions preferring to look at the numbers. No surprise they were Malcolm Baldrige contenders -- they loved to measure, monitor, and document everything which is essential to qualify for awards. However, this did not translate to market success.

Character Profile: Food Service Industry Executive Team



Performance Results

More than declining **stock prices** ...



The executive team micro-managed this corporation into a steadily declining financial performance picture. As noted in the graph, their 3 year stock price dropped from a high near \$40 per share to \$15 per share....



CASE STUDY #3

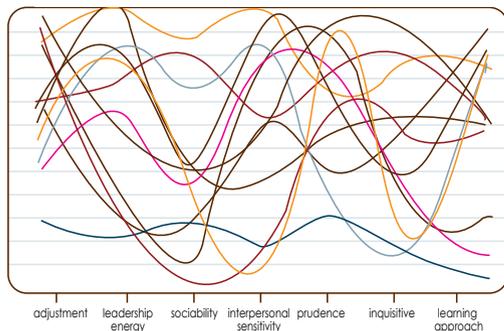
Gas Industry Executive Team

This team profile has diverse talent and skill sets. This means that there is a wide array of strengths, views, focus, and approaches. While it takes effective leadership to herd these cats to move in a common direction and purpose, the results are powerful and clear. Notice the "spaghetti" graph trends below.

Performance Results

The 5-year performance as shown by the stock price is positive with a steady incline. Could it improve further? Certainly – there are a couple of team members not well suited for leadership positions. Fortunately, there are sufficient numbers of capable leaders to cover for these non-fitting team members.

Character Profile: Gas/Energy Executive Team



5 year stock performance of Gas/Energy Corporation



CASE STUDY #4

Medical Manufacturing Executive Team

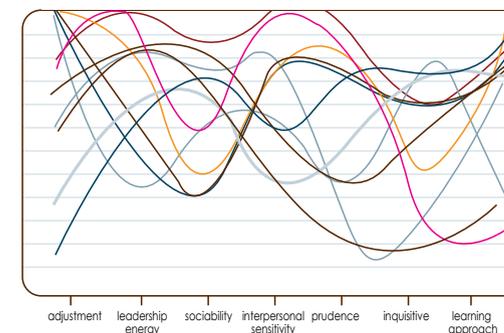
This executive team, again, has great profile diversity with better leadership capability overall than the preceding team. There is a great mix of strategic and operational focus (Inquisitive & Prudence) as well as a high degree of Leadership Energy & Sociability. The strongest draw back is the tendency for high Adjustment – being a bit too confident, which can translate to some levels of complacency and

reluctance to pay attention to feedback.

Performance Results

The performance trends and stock prices of this client are clear and moving in the right direction.

Character Profile: Medical Manufacturing Executive Team



5 year stock performance of Global Medical Products Manufacturing

