

LeaderFit™

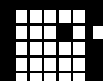


Leadership Practice Overview

“I want to be surrounded by executives who aren't afraid of confronting me and the organization.”

Bill Johnson,
CEO of H.J. Heinz Co.

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Purpose

The objective of this document is to outline Odgers Berndtson's leadership assessment and development capabilities. We would be pleased to review these in person and expand on each service or capability.

Our Leadership Practice

In the private and public sectors, the requirement for leadership assessment and development is on the rise. This is driven by a number of factors:

1. Many organizations are faced with the impending retirement of executives from the "Baby Boomer" generation. This demographic trend is compounded by the relatively small size of the Generation X talent pool, and the fact that Generation Y individuals are, for the most part, untested. Identifying and accelerating the development of potential executives – including a special focus on diversity candidates – is therefore a key priority for many organizations.
2. Boards, shareholders and customers are increasingly vocal in expecting organizations to have in place visible executive succession processes. Having a plan "on a shelf" isn't sufficient. Potential internal talent for key executive roles, starting with that of the President and CEO, needs to be assessed, developed and tracked using a rigorous method.



As a result of working with clients to address these important issues, Odgers Berndtson has created a Leadership Practice which is focused on providing high-quality assessment and leadership development services. The practice is located in Toronto and provides services to clients nationwide.

Our Leadership Practice is headed by Eric Beaudan, who has over 20 years of experience leading the design and implementation of leadership assessment and development initiatives in the public and private sectors. Eric developed the LeaderFit™ model for Odgers Berndtson and is actively involved with the firm's partners and clients to advise on the selection of final candidates as well as providing independent services for talent assessment, executive succession and leadership development.

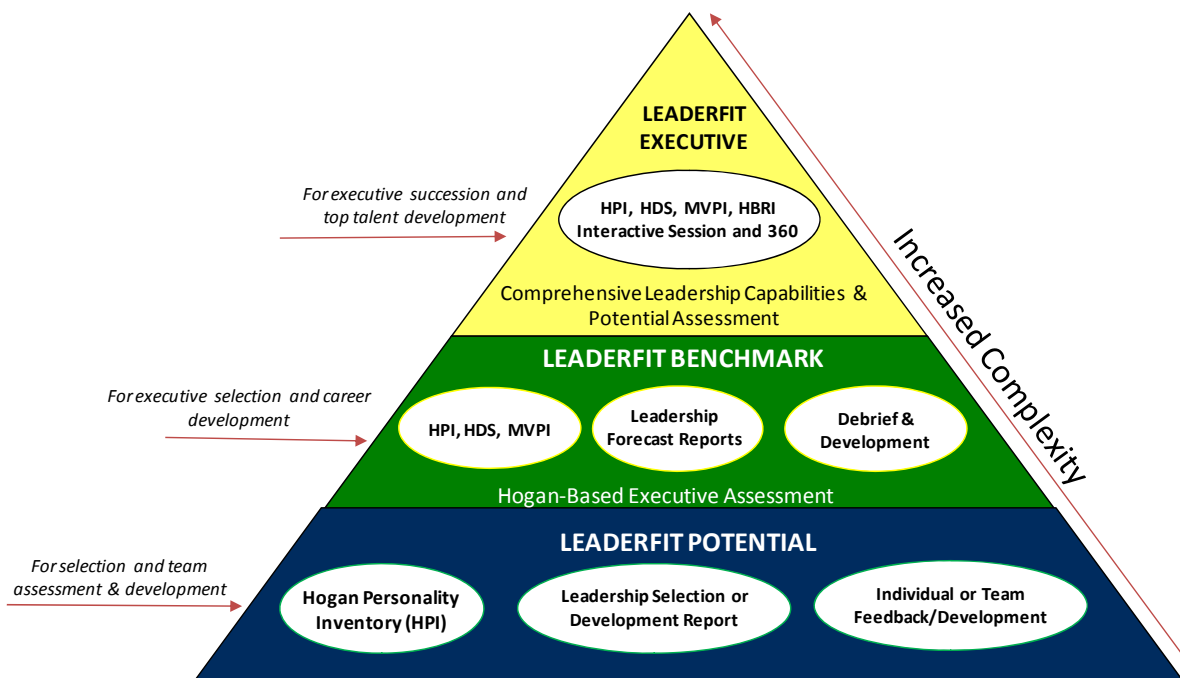


Figure 1-1: LeaderFit™ assessment levels.



World Class Assessment

Odgers Berndtson has developed assessment methods that provide executives with a rigorous, independent view of their leadership potential. The assessment is based on a thorough understanding of an individual's capabilities, interests and leadership potential, and what the organization is looking for in its future leaders.

Figure 1-1 illustrates our three critical assessment levels.



Figure 1-2: LeaderFit™ assessment method

Hogan Assessment Suite

We have integrated the family of Hogan psychometric instruments into our leadership assessment method. These include:

- **Hogan Personality Inventory (HPI)**. A personality assessment based on norms from 150,000 working individuals and validated across 200 industries. The HPI is an excellent overall assessment of individual behaviour and tendencies. The HPI contains seven scales that each address a critical aspect of behaviour in the workplace:

Adjustment: measures the degree to which a person appears confident, self-accepting and stable under pressure.

Ambition: the degree to which a person seems socially self-confident, leader-like, competitive and energetic.

Sociability: the degree to which individuals seem approachable, talkative and task-oriented when interacting with others.

Interpersonal Sensitivity: the degree to which a person is seen as perceptive, tactful and politically astute.

Prudence: the degree to which a person seems conscientious, conforming and dependable.

Inquisitive: the degree to which a person is perceived as bright, creative and big-picture or short-term focused.

Learning Approach: the degree to which a person values learning and stays up to date with business and technology.



- **Hogan Developmental Survey (HDS)**. A leadership styles and “derailers” instrument that evaluates 11 common performance risks that interfere with an individual’s ability to build relationships with others and create cohesive, goal-oriented teams. These include being overly Bold, Diligent, Reserved or Skeptical.
- **Motives, Values Preferences Survey (MVPI)**. An organization fit survey that evaluates the degree of fit between an individual’s values and the rewards provided by an organization’s mission and culture. The MVPI consists of 10 primary scales such as Power, Recognition, Commerce and Altruism.
- **Hogan Business Reasoning Inventory (HBRI)**. Assesses strategic versus tactical thinking and decision-making styles, and is used to evaluate individual cognitive skills.

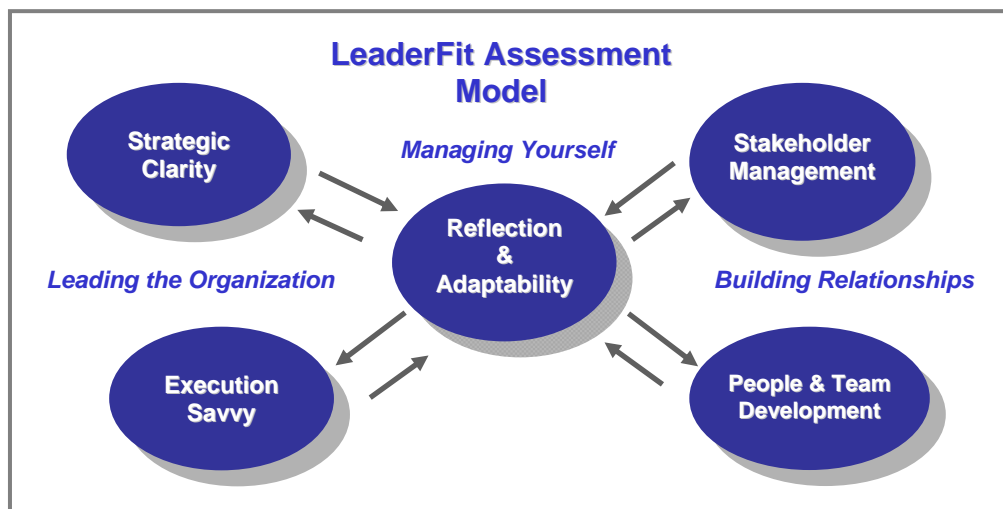
The HPI, HDS and MVPI each take between 20 and 30 minutes to complete online. The HBRI takes 60 minutes, and needs to be administered in a semi-controlled environment.

LeaderFit™ Assessment

In addition to integrating the Hogan instruments within its executive search and assessment method, Odgers Berndtson has developed a proprietary LeaderFit™ Assessment model that provides executives with a rigorous, independent view of their leadership potential. Our LeaderFit™ method measures a leader’s performance in the real world, and reflects the tenets of Emotional Intelligence which tell us that effective leaders excel at managing themselves, building relationships and leading the organization.



The backbone of our methodology is a model that focuses on five dimensions of executive performance in the public and private sectors:



The LeaderFit™ assessment begins with the completion of an advanced questionnaire called Looking Glass. The individual also participates in a half-day interactive session with our Leadership Practice Director and a Principal or Partner. We conduct references or a full 360 with peers, subordinates and boss (if appropriate) to triangulate our assessment and determine how the individual uses his or her strengths and compensated for any leadership gaps.

Using this LeaderFit™ approach and the Hogan® instruments, we can conduct a complete analysis of an executive's operating style, leadership potential and development needs.

Assessment Levels

LEADERFIT™ POTENTIAL

- HPI Hogan® instrument to assess individual tendencies
- Used to assess Short List candidates

LEADERFIT™ BENCHMARK

- HPI, HDS and MVPI Hogan® instruments
- Used to assess leadership and culture fit for C-level candidates
- Upfront identification of leadership requirements
- Professional debrief and Leadership Forecast Series reports

LEADERFIT™ EXECUTIVE

- HPI, HDS, MVPI and HBRI Hogan® instruments
- Looking Glass interactive session
- Custom report mapped to LeaderFit model
- Individual feedback
- Development plan and follow-up

Leadership Practice Services

- CEO assessment and coaching
- Top talent assessment and development
- Executive team-building
- Executive succession planning and assessment
- Individual career pathing
- Custom leadership development



About Odgers Berndtson

Globally, Odgers Berndtson is one of the largest search firms in the world. We are an international partnership of 51 offices in 27 countries throughout Europe, the Americas, and Asia, with values and corporate culture consistent around the world. Each office is locally-owned, providing a deep understanding of the regional recruitment climate, and ensuring that our commitment is to our clients first, rather than a group of shareholders.

In Canada, we have quietly grown to be the largest executive search firm in the country, with offices in Vancouver, Calgary, Ottawa, Toronto, Montreal and Halifax. Each office is linked through a common IT infrastructure built around our national recruitment database. Our Toronto office was founded 20 years ago, and is staffed by 52 search professionals with experience and specialized expertise in senior-level recruiting throughout the country.





Eric Beaudan Biography

With 20 years of experience in leadership assessment and executive development, Eric brings a wealth of experience to Odgers Berndtson's Assessment Practice. Eric developed the LeaderFit™ assessment method for Odgers and works seamlessly with the firm's clients to help assess and develop the leadership potential of their executives and top talent.

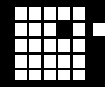
Eric was most recently Director of OD for Rogers Communications, where he oversaw the redesign of the company's executive development curriculum and talent strategy. One of the curricula he designed at Rogers, Managing Matters, won the CSTD award for best leadership development program in Canada in 2008.

Prior to Rogers, Eric was a Principal with a Washington DC consulting firm, Healthy Companies International. Eric led the design of a ground-breaking leadership assessment and development initiative for executives at Northrop Grumman, a large US defense contractor.

Other experiences include Director of Organizational Development for the Bank of Montreal, and a 10-year consulting career with Watson Wyatt Worldwide in Ottawa and Toronto, where Eric delivered numerous executive assessment and 360 programs for the private sector and public service.

Eric writes monthly CEO leadership features with Bob Rosen, based on interviews with the CEOs of Fortune 1000 companies around the world. He has written numerous business and international affairs articles for The Globe & Mail, the Christian Science Monitor, The World & I and the Ivey Business Journal. He is completing work on his first leadership book, Creative Execution.





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