



CANDIDATE NAME
Land Assessments
General Manager

Conducted for:
An Organization | May 2023

CONFIDENTIAL

ORGANIZATION | BUSINESS LEADER ASSESSMENT

COMPETENCY MODEL

An organization engaged HighMatch to provide an assessment of the individuals who have been identified as Manager level candidates. The following behavioral competencies have been identified as critical for performance:

<p>Analytic & Decision Making</p>	<ul style="list-style-type: none"> ● Strong mathematical reasoning and ability to work with numbers. ● Effective problem identification and solving. ● Ability to manage ambiguity and anticipate problems. ● Even-keeled and poised to make decisions during stressful situations. ● Possesses intellectual curiosity and understand all the moving pieces within home building.
<p>Customer Focused & Business Operations</p>	<ul style="list-style-type: none"> ● Customer focused, creating a positive and engaging customer experience. ● Strategic-minded, able to put together a long-term plan to meet objectives. ● Possesses a nimble mindset, able to pivot mid-stream. ● Process oriented, staying within guidelines and frameworks to ensure scalable operations.
<p>Interpersonal & Leadership</p>	<ul style="list-style-type: none"> ● Identifies high-potential talent and cultivates employees to reach their capacity. ● Builds effective teams, acting as a talent scout and makes purposeful hiring decisions. ● Acts with a sense of urgency and engages others into action. ● Demonstrates courage and a willingness to have the difficult conversation. ● Results oriented leader who will push people towards their goals. ● Creates, and participates in, a culture of collaboration. ● Empathetic leader who listens and explains the “why”.

EXECUTIVE SUMMARY

Using findings from the interview and psychometric assessments, we score the competencies deemed most critical for the role on a 4-point scale:

4. Highly Aligned – Ready Now
3. Aligned – Competent
2. Marginally Aligned – Needs Development
1. Misaligned – Significant Development Needed

Competency	Rating	Misaligned	Marginally Aligned	Aligned	Highly Aligned
Analytic & Decision Making	3				
Customer Focused & Business Operations	4				
Interpersonal & Leadership	4				

COMPETENCY DETAIL

Competency	Rating	Misaligned	Marginally Aligned	Aligned	Highly Aligned
Analytic & Decision Making	3				

Comments

- Very high quantitative ability. Able to use mathematical techniques and logical reasoning, and make predictions using data.
- Highly likely to apply industry knowledge to achieve goals and objectives. May be less likely to keep up with industry trends.
- Can determine the logical steps to solve a problem, execute efficiently, and adapt when presented with challenges.
- Highly curious and ambitious. Able to identify solutions based on the available information.
- Handles unclear or unpredictable situations with above average capacity.
- Possesses moments of uncertainty. Likely suffers from analysis paralysis.

Competency	Rating	Misaligned	Marginally Aligned	Aligned	Highly Aligned
Customer Focused & Business Operations	4				

Comments

- Strongly emphasizes loyalty and focuses on providing good customer experiences.
- Driven, highly motivated, self-confident, and consistently pushing themselves to do better.
- Considers the big picture business when making decisions for their individual business units.
- Highly flexible and willing to pivot their approach in order to solve the problem.
- Compliant individual who will adjust to internal protocols and ensure the team follows the rules.

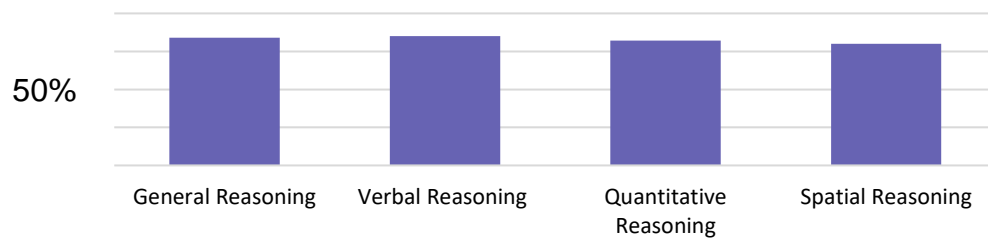
Competency	Rating	Misaligned	Marginally Aligned	Aligned	Highly Aligned
Interpersonal & Leadership	4				

Comments

- Possesses the ability to be an outgoing, leaderlike individual. Works with employees to develop their own style to performance.
- Thoughtful about human capital and likely assembles productive groups to solve a problem.
- Strong personal initiative and will leverage their competitive nature to get results.
- Displays a cooperative leadership style and may be slow to have the difficult conversation.
- An inspirational and motivating leader who will take charge and influence others.
- Highly collaborative leader who is likely to encourage teamwork.
- Highly socially skilled and understanding. Will describe the "why" and meet people where they are.

REASONING ABILITY ANALYSIS

This section evaluates critical thinking ability and decision-making. The overall score is made up of two scales: Logic & Mathematical Reasoning and Verbal Reasoning, both critical elements of professional and leadership success. The midline on the graph below signifies the population average.



Cognitive ability test suggests the candidate possesses **ABOVE AVERAGE INTELLIGENCE**, is able to learn moderately complex tasks, thinks quickly and problem-solve effectively, and engages in tasks involving decision-making.

More specifically, the candidate can be expected to:

- Reasons quickly and logically.
- Learn quickly.
- Use numbers and data to solve problems.
- Make proper inferences from complex information.
- Have a good vocabulary.
- Think on their feet.

POTENTIAL BUSINESS ISSUES & CONSIDERATIONS

- On the assessments, the candidate set off a threshold for impression management, suggesting they are a socially skilled individual who puts a lot of thought into what their reputation is with others. Their results may be their attempt to leave a socially desirable impression on others. For people who set off the threshold for impression management, we recommend validating the results of the psychometric testing with previous managers and references. Examples provided show that the candidate is a thoughtful, analytic, and warm individual. We had no concerns with the outcome of the assessments.
- The candidate has come up through the sales organization and has little knowledge of the production process. They are aware that this is the biggest impediment to success and they will need to get up to speed quickly. They mentioned that they have met with a number of other employees who have transitioned from sales to land assessment.
- On the same note, the candidate will need to find ways to use their skillset in a new way. They possess all of the transferable skills to be successful. The candidate will need to be more thoughtful of when to deploy each tool in their toolbox. Further, they have a profile of somebody who is less interested in keeping up to date with industry trends and information.

Developmental Recommendations

- If time allows, have the candidate shadow another General Manager of Land Assessment during critical points of a project. The candidate is aware that they do not know what they have not been exposed to and will need to learn a lot quickly. They possess the capacity but need the experience.
- Along with the experiential learning mentioned above, provide the candidate with as much formal training as possible. Push them to think about the new role and which skills they will need to deploy in various cases. Also, push them to identify which industry information they will need to keep up with. They knew the mortgage market well, due to their role in sales. Identify those key market indicators for them to track.
- The candidate is motivated by the bottom line and making an impact within their environment. Show the candidate the key indicators the organization uses to track performance and the underlying data points that impact success. They will focus on these numbers and drive performance to the best of their abilities.

CONCLUSION & RECOMMENDATION

Based on our interactions with the candidate and the scores from the online assessments, they are **RECOMMENDED WITH CAVEATS** for the role in which they are a candidate. The candidate possesses all of the skills to do the job but will take some time to learn Land Assessment before they are fully operational.

APPENDIX 1: USING THIS REPORT

This is a summary of the findings of an individual assessment conducted by HighMatch and can aid you in making selection, placement, promotional, or training and development decisions. It is designed to highlight some of the personality traits, key motivators, and abilities of the individual described and provide assistance with their development.

Because this information is of a personal nature, it is important that the following be considered:

- Because of the nature of this information and the dangers of misuse, this report is a confidential document and should be stored securely. Its contents should be restricted to as few people as possible and only to those who have direct responsibility for decision making.
- This assessment report is but one piece of data to be used when understanding this person. We recommend that you integrate this report with information from other sources (e.g., from interviews, employment references, work experience, etc.) when making decisions about this person.
- This information will be dated. People change, grow, and develop over time, sometimes in unpredictable ways. If more than one year has elapsed since the date of this report, its findings must be carefully weighed and modified by new evidence and information.
- Organizations change too, and these changes could well affect the recommendations of this report. Assessments that are clearly out of date or pertain to individuals who are not employed by your organization should be destroyed.
- Only the individual described, his/her supervisor(s), and those directly concerned with his/her development should have access to this report.
- This document is not intended to become a permanent part of this individual's personnel file.
- Because everyone has strengths and development areas, special caution must be exercised to view this report as a whole. Be careful not to overemphasize specific statements, but rather consider this person's overall suitability for a particular position in your organizational environment.
- To ensure that this information is used in the most helpful and ethical manner, this page should remain attached to this document at all times.

APPENDIX 2: ASSESSMENT INSTRUMENTS

The following psychometric testing instruments were utilized for this assessment:

Hogan Personality Inventory	This inventory measures one’s propensity to engage in 41 specific sets of behaviors. It is important to remember these results suggest a preferred way of operating. If the situation calls for a different approach, it may be difficult to abandon a strong behavioral tendency. Being called upon routinely to engage in behaviors that are not a natural fit may lead to eventual burnout and turnover.
Hogan Development Survey	The Hogan Development Survey (HDS) measures eleven patterns of interpersonal behavior that tend to appear when a person is stressed, tired, or distracted. Although these tendencies may limit peoples' careers, they are often unaware of them. The HDS highlights these tendencies so they can be managed.
Psymetrics Elite Intellect Profile:	Evaluates critical thinking ability and decision-making. The overall general reasoning score is made up of subscales that focus on mathematical reasoning, logical problem-solving abilities, verbal reasoning and ability to make inferences, all critical elements of professional and leadership success.
Berke	Berke is a pre-hire assessment tool designed to help employers understand the personality traits and cognitive abilities of candidates applying for job positions in their organizations. It measures seven personality traits and four cognitive abilities. Of the four cognitive abilities, Spatial Reasoning is the cognitive measure that is included for the NVR Managerial Assessment. Results from the Berke Assessment can be used to evaluate a candidate's alignment with a wide variety of roles from entry-level to executive leadership.