

# Talent+® Executive Themes

## Themes

The Talent Profile® evaluates an individual's leadership talent in relation to ten themes, which are consistent patterns of thoughts, feelings and behavior. These themes characterize an individual's **Drive**, **Intellectual Acumen**, **People Skills** and **Executive Skill**. Ego Drive and Focus comprise the two **Drive** themes; Intelligence and Conceptualization form the **Intellectual Acumen** themes; and Relationship, Persuasion, Individualized Approach, Growth Orientation and Response to Negativity represent the **People Skills** themes. The specific theme descriptions are:

### DRIVE THEMES

- **Ego Drive** explores a person's self-concept, self-reliance, adjustment to others and individual competitiveness.
- **Focus** examines a person's energy level and how this energy has been and is channeled to achieve specific goals and outcomes. This theme also considers a person's future aspirations.

### INTELLECTUAL ACUMEN THEMES

- **Intelligence** is defined by a person's intellectual curiosity, innovation, social awareness and judgment.
- **Conceptualization** is a theme in which professional and personal values, standards and the expression of ideals, desired outcomes or goals are considered. The ability to think in a multifaceted way is also included in this theme.

### PEOPLE SKILLS THEMES

- **Relationship** is defined by the desire for and ease with which people establish rapport with others and the scope and intensity of their people interactions.
- **Persuasion** relates to a person's approach to influencing others and their ability to move others toward the acceptance of new ideas by the use of reason and emotion.
- **Individualized Approach** considers the ability a person has to be "other-centered" and to react to the requests and needs – expressed and unexpressed – of each person based on an individual's circumstances and characteristics.
- **Growth Orientation** assesses a person's grasp of strength management theory as it relates to company growth. Consideration is given to the practical application of an individual's approach to the selection, placement and development of others.
- **Response to Negativity** explains how a person handles negative behavior.

### EXECUTIVE SKILL THEME

- **Executive Skill** is focused both on the specific ways in which a person thinks about the executive role as well as their conduct in that role.

## Talent Interview Feedback Guide

### Instructions:

As a further means to organize, highlight, and understand the results of your interview, the following guide has been prepared to document and best apply this feedback, from the respective analyst. As the analyst reviews the respective themes by construct, please note the key points along with the intensity of the theme notes. It may also be helpful to note questions, key points, areas to position for greater impact and development, as well as for partnering to better support or manage lesser strength areas.

### Interpretation Guide:

<b>3</b>	Indicates those themes (natural patterns of thought, feeling and behavior) which are consistent, predictive, energy giving and which can be further developed through investment to become strengths. This is the area of highest leverage for effectiveness and investment should focus on strategies for improvement.
<b>2</b>	Indicates those themes (natural patterns of thought, feeling and behavior) which are situational. Under the right conditions these characteristics can influence behavior and be sources of strength. Investment in these areas may bring improvement. It is most important to understand the conditions which these situational areas are dependent upon for advantage to ensure those conditions are addressed.
<b>1</b>	Indicates those themes (natural patterns of thought, feeling and behavior) which are inconsistent, energy draining, and non-predictive of performing with excellence. These areas require strategies focused at providing support systems, partnering with others, or other options for managing the concern – not trying to fix or repair them.

**Talent Profile® for:** Larry Richman

**Company:** The Church of Jesus Christ of Latter-day Saints

**Position:** Director of Internet  
& Project Coordination

**Date:** 03/06/08

**Interviewer:** Patti Martison

**Analyst:** Edan L. Jorgensen, Ph.D.

**Synopsis**

Mr. Richman is highly focused and easily able to see the big picture. In his relationships, he is responsive to others' needs and will leverage their strengths in order to help them achieve their goal(s). Intellectually curious, Mr. Richman frequently engages in self-improvement activities. Particularly, he utilizes personal time for study and reflection, as well as outdoor and family events.

**Ego Drive**

*Ego Drive explores a person's self-concept, self-expression and desire to make a positive impact. This explores a person's inherent need to share their talent; the desire to make a difference - an exploration of a person's need to express their talent and the need to accomplish goals. Individuals with strength in this theme project independence, confidence, and competitive drive.*

Mr. Richman possesses an incredible work ethic. Particularly, he is persistent and brings a wealth of experience to his current position. While he has many natural strengths and abilities, Mr. Richman excels at the quantity of quality work he produces, working within the parameters of full disclosure and earning the trust of others. He is careful, however, as such an extreme drive may cause him to spend less time with family and friends than he desires. Nevertheless, he is driven toward outcomes and will set the tone and direction of the work produced by his team. As an individual achiever, he is highly independent but does enjoy a collaborative and responsible partnership with leadership. Oftentimes, it is Mr. Richman's self-assured approach to situations that drive the outcome and create buy-in from others.

**Recommendations:**

- Mr. Richman works best when given clear expectations and a goal to achieve rather than room to push the issue forward. As such, he is encouraged to discuss such freedom of how to best arrive at a successful outcome with his supervisor.
- Mr. Richman's competitive drive is strong. Yet, he is able to curb it for the greater good. Specifically, his desire to see the team recognized for attaining expected results will, at times, take precedence over individual accomplishments. If he has not already done so, he is encouraged to explore with his supervisor what recognition accolades he prefers when he has reached a goal. Such an understanding is important in order to provide him with the best and most appropriate recognition.

*good balance of confidence and collaboration*

	1	2	3
<b>Drives</b>			
Ego Drive			

*- my greatest strength \**

**Focus**

*Focus examines an individual's energy level and how this energy is channeled to achieve specific objectives. Focused people work efficiently toward goals (ability to not be distracted), engaging in relevant and productive tasks. They have both life-time and short-term goals.*

Mr. Richman is highly focused on serving others by providing the best results possible in each and every responsibility he claims. Specifically, he prefers to labor tirelessly and drive a job through the beginning stages to its completion. Similarly, he will work very closely with any direct report, not because he micromanages, but because he enjoys coordinating projects and people. Moreover, the ability to make order out of chaos instills in him a great deal of satisfaction and will likely provide many winning situations for himself, his team and division. Overall, he is goal oriented and will seek to provide the best possible example of achievement. He is not easily distracted and will share his success with others, particularly if it involves teaching moments, which is a natural strength for Mr. Richman. The enjoyment he obtains through working side by side with others helps Mr. Richman not to become bored. Occasionally, like anyone, he will have down times; however, his outlook toward the future and reflecting on his family may help him through such difficult moments. **Recommendations:**

3  
3

3  
3  
3

- Mr. Richman should continue to explore short- and long-term goals for himself and his team. Stronger relationships between team members would be the benefit from this process. Individually, as a high achiever, this will help Mr. Richman enjoy goals and achievements more, particularly if they stretch him to beyond his current limitations.
- Mr. Richman's supervisor is encouraged to celebrate his efforts to join a local, non-profit organization that can impact the community in which he works. It is through such efforts that the good name and reputation of The Church of Jesus Christ of Latter-day Saints can be further refined and developed.

*share w my supervisor where my interests lie*  
*- product mgmt*  
*- Internet*  
*- delivery of complex messages through multiple channels*

	1	2	3
<b>Drives</b>			
Focus			

\*strong

Judgement

Intellectual curiosity - desire to learn new things

**Intelligence**

Intelligence is concerned with a constant desire to search for information, the ability to discriminate and the ability to adapt to new situations. Outstanding performers are interested in finding out about other people. This theme explores how the person gets information and puts it to good use. How does the person learn? Do they get information through people, through reading, through study and analysis and do they put this to good use in more complex judgment and decision making? Individuals intense in this theme gather information and use it to make judgments that benefit their organization.

Throughout his professional development, Mr. Richman has benefited from the natural talent of adapting to new information. More specifically, he is very innovative when engineering strategy and visionary components of leadership. Likewise, he proactively seeks information through industry publications and professional affiliations. Furthermore, Mr. Richman's spare time is spent on activities that continually enhance his intellectual acumen; this includes valuable time with his family. Simply put, most of the activities he peruses increase his natural leadership ability. Another strong point is Mr. Richman's talent for networking with associates, which will augment the productivity of his team, department and organization. Overall, he possesses the ability to make well-informed and complex decisions because he will take the necessary time to think before taking any action.

**Recommendation:**

- Mr. Richman is effective in learning new skills and helping others with similar proficiencies. As such, his direct supervisor should not hesitate to give him new opportunities and direction on exactly what is expected of him when completing new tasks.

clear direction from leader

	1	2	3
<b>Work Style</b>			
Intelligence			

\* my second strongest area

See big picture & set strategic direction

**Conceptualization**

Conceptualization considers values, standards and the expression of ideals or desired outcomes. Those with strength in this theme understand their organization's purpose and plan goals that are consistent with core values. Intensity in this theme describes a person who knows where they want to be and is managing the gaps between where they are and where they want to be. There is an ability to understand systems, connections and abstractions.

Values

Mr. Richman possesses a systemic view of his organization. Moreover, he is focused on the ideal outcome and productivity of each team member and division. As such, he takes the financial welfare of his company very seriously and will always give thought to how sacred tithes are allocated. His strong personal values, which help motivate him in making the best decision possible, are responsible for the connectedness between financial resources and outcomes. With that said, Mr. Richman also identifies room for growth, both within the organization and across the industry as a whole. He is honest and will be forthright with those he has wronged and/or affected by any of his decisions. Similar to top leaders we have studied, he will find it difficult to be an associate with someone who has been dishonest with him in the past, but he will always seek to help the other individual through the situation. Such discernment will certainly help him champion more successful outcomes for the organization because he will not waste time with troubled relationships. **Recommendations:**

- With his strong commitment to the organization, Mr. Richman clearly serves as a model of its values. He is open about issues and relies on principles/values first. When other departments within The Church are in need of mentorship for junior associates, Mr. Richman's name should frequently come to mind.
- Strategic in his approach to situations, Mr. Richman is a creative thinker who should be involved in any sessions where decisions about the organization's future are discussed. Because he is open to change, his contribution of new ideas and concepts can significantly impact others within the organization. Lastly, his involvement will also satisfy the need to be part of adding value and contributing to the growth of The Church.

How can I participate more in strategic discussions? It seems like lately I've been invited only to factual.

e-commerce  
NextGen  
supply chains

	1	2	3
<b>Work Style</b>			
Conceptualization			

*How to discern in relationships*

**Relationship**

Relationship deals with the ability to develop and maintain relationships for effective work. Relationship is determined by the ease with which someone establishes rapport with others and the scope of his or her people interactions. High relationship people are outgoing and naturally extend themselves to others. This person is discriminating (purposeful in how they invest their time and energy) in their relationships.

Mr. Richman is discerning about where he spends his time, knowing who he does and does not like. Furthermore, he will work at getting others to like him, while, at the same time, not compromising personal values. The degree to which he desires to be liked will vary; most often it will be only moderately. By focusing on existing relationships, it will be easier for Mr. Richman to maintain and "go deeper" in current partnerships and associations with colleagues. While he possesses a high degree of interpersonal energy, there will be times at social gatherings where his preference will be to focus on existing relationships rather than network toward building new ones. This is indicated by his small circle of friends. Contrastingly, however, at social gatherings, he will spend most of his time with those people he does not know, which indicates some extroversion. Overall, he prefers to let his drive and penchant for accomplishment drive his relationships. This is a trend he follows with regard to the personal lives of his direct reports. Lastly, his preference for group work will need to involve important work; otherwise, Mr. Richman might not feel challenged enough. **Recommendations:**

- Mr. Richman is encouraged to develop a more formal process for accomplishing his open communication style with direct reports. The ability to account for the demands of his time while maintaining his openness to all will become more difficult to manage.
- Since time management and work hours are at a premium, how he allocates his relationship energies will be a primary concern. Already discerning in his associations, Mr. Richman is encouraged to explore the best ways to utilize limited relationship resources. While not often an easy choice, spending the greatest amount of time with those who promise the best return is a highly recommended action step.

2  
2

*Keep an open door*

*Not naturally extroverted - takes energy, but can meet new people and build relationships with them.*

	1	2	3
<b>People Acumen</b>			
Relationship			



**Persuasion**

*Persuasion is a kind of trust relationship. It is used to cause individuals to do something they had not thought of doing, did not want to do or were afraid to do, but needed to do. They recognize that in the process they help individuals to establish their values and realize what is important to them, so they must know the needs of the other individuals.*

*Persuasion deals with willingness to stand up for ideas/causes.*

*Persuasion relates to a person's approach to influencing others and his or her ability to move people toward accepting ideas. Persuasive individuals enjoy selling and can successfully win others over to their point of view.*

On many occasions, Mr. Richman will stand up for his beliefs and fight for any cause that he believes in most strongly. He is also willing to help change others' minds, especially if it is beneficial to the person. During such situations, he will rely heavily on logic and teambuilding skills in order to help others get onboard. His unselfish approach to people management presents him as a positive example to others. Moreover, Mr. Richman will always choose to motivate others through example, mentorship and accountability. It is his Individualized Approach theme that has garnered a great deal of his success in relationships and will certainly create more winning situations for Mr. Richman in the future. He is the consummate achiever and will always put the needs of others alongside the need to accomplish the best possible result for the organization.

**Recommendation:**

- Mr. Richman should not disregard the strong appeal that can be generated by an emotional pursuit of an idea or agenda. When coupled with his intellectual talents, they would make for a powerful combination and likely help others see his convictions.

*use emotional approach more*

*reveal more passion  
be stern when needed*

	1	2	3
<b>Influence</b>			
Persuasion			

\* strong

**Individualized Approach**

These individuals recognize that each individual is unique and, consequently, the more knowledge they have of each individual, the greater the opportunity to understand each person. People need and enjoy being understood, and this involves a continuous process which is the basis of all management relationships. They accept the law that the more you know about a person determines the effectiveness of all management efforts.

Individualized approach considers a person's ability to react to others' needs, based on their individual circumstance. Those with strength in this theme manage people according to their unique characteristics.

Mr. Richman appears to easily understand members of his team. Moreover, he will focus on their uniqueness when interacting and/or building relationships. As a manager, he remains responsive to the needs of his people but would prefer to work with individuals as driven and motivated as he. Similarly, while he promotes and builds effective relationships, Mr. Richman will limit how much he knows about team members' personal lives. Such actions were also discussed in his Intelligence theme. Regardless, Mr. Richman will support others in any given situation. Because he has achieved a great deal of success and desires to be a trusted mentor for individuals, he will naturally gravitate toward helping others achieve their goals. **Recommendations:**

- Mr. Richman embraces a sound management approach when providing career counseling to others. As such, he is encouraged to use that same approach when motivating. By engaging the associate in what motivates them to be successful, Mr. Richman will incorporate a highly individualized approach to achieve professional goals.
- Mr. Richman will benefit from developing an individualized plan for the supervisory needs of his direct reports. Even the best require some level of supervision, and most desire the contact with the person to whom they report.

-learn more about personal lives  
-give "personalized" advice  
-give "personalized" supervision

	1	2	3
<b>People Acumen</b>			
Individualized Approach			

-focus on strengths  
-usually not a strength for people

**Growth Orientation**

Growth of an organization takes place because these managers believe in identifying talent and developing it. Growth takes place because of the people in the organization. This is the driving force in these managers' activity patterns. This growth takes place most effectively when managers select the position in which individuals can express their talents most efficiently.

Growth orientation assesses a person's grasp of Strength Management Theory as it relates to company growth. Individuals with growth orientation talent select in high performers, develop strengths, and place people in the right opportunities and manage around weaknesses.

People are what Mr. Richman describes as the most important aspect of organizational growth. Moreover, these individuals need to be aligned with the mission of the organization and working together in order to achieve it. Understanding that clear communication creates effective delegation, Mr. Richman will attempt to delegate and motivate others by identifying and transmitting the mission and vision of his department/team. Most importantly, he will only delegate to individuals who he knows can accomplish the task. He will wisely select those who support the company mission, but he may employ some strategies that do not maximize their talent. For example, he will select a top performer but place them in a position of turnaround, rather than leveraging them in the most productive areas of the division. With a greater focus on strength management, Mr. Richman can make even better use of the most talented of his direct reports, which, in turn, will solidify his position and drive to accomplish the best results possible. **Recommendations:**

- Mr. Richman is encouraged to consistently apply strength management principles to make certain that talented people utilize their inherent talents to benefit the people they serve. This goal will assist in moving the organization forward. It is recommended he seek out any available resources, in written materials or training opportunities, which will refine his understanding of strength management concepts.
- Available books are:
  - o Good to Great by Jim Collins
  - o What Happy Companies Know by Dan Baker et al.
  - o The Fred Factor by Mark Sanborn

-find other opportunities for people outside our division

	1	2	3
<b>People Acumen</b>			
Growth Orientation			

\* my 3rd strongest area

**Response to Negativity**

*This theme is most frequently ignored. When negativity occurs, management should discover the root cause and develop strategies for positive resolution. To over react, to respond to symptoms instead of underlying issues or to over respond: can exacerbate negativity. Negativity left unchecked will get worse.*

*Response to negativity explains how a person handles negative behavior personally but more particularly in the organization. Those strongest in this theme promote understanding and positive resolutions rather than complicating the situation.*

Mr. Richman does not appear inclined to become involved in office gossip or innuendo. Rather, he will investigate in order to weed out potential truths and respond only to those rumors that are founded on reliable information. Similarly, when faced with an individual criticizing his performance, Mr. Richman will engage the person in dialog in an attempt to find out why the individual is behaving in such a way. Regardless, he will not move toward a resolution without first understanding the circumstances in front of him. Even when disciplining a direct report, Mr. Richman will do so through clear communication and accountability. In a similar manner described above, he will engage them in discussion and collaboratively reach a conclusion that is in the best interest of the individual, team and organization. **Recommendations:**

- To the degree to which he is comfortable, Mr. Richman is encouraged to continue to get at the root cause of any problem before moving toward a resolution. Abiding by this behavior will increase his influence as a leader.
- When problems arise, Mr. Richman should depend on the strength of his analytical ability to engage in dialog with all parties involved. Doing so will enable him to work on the real problem at hand. Involving others strengthens the possibility of establishing ownership in the resolution process and having a long-term impact on the solutions they have engineered.

	1	2	3
<b>Influence</b>			
Response to Negativity			

**Executive Skill**

*Outstanding performers develop the vision of what the organization can be and reach this vision through the proactive development of others' talents. Executive skill focuses on how a person thinks about the executive role and his or her conduct in that role. Top executives manage and lead people effectively by focusing on these concepts – they are able to connect theory and practice.*

Mr. Richman understands that executive leadership is found in a well-balanced leader who understands the work that they are responsible for and is willing to get the job done. When describing himself as an executive, he focuses on trustworthiness, honesty, work ethic and follow through. Nevertheless, he views the most important thing he can do as an executive is to make sure everyone around him is capable and supported in getting their work done. Because his strategy is highly goal oriented, mixed with visionary aspects of leadership, Mr. Richman presents an executive who is continually perusing information and utilizing it in the most appropriate manner. However, outcomes of the processes are not enough; he should equally focus on the development of others in order to help grow the organization. Goals, processes and outcomes are a large part of it, but people development aspects to executive leadership are essential. **Recommendation:**

- While he does not overtly mention people development in this theme, it is clear that Mr. Richman can play an important role in helping others see the pathway toward them. Communicating the goals and standards frequently and tying them to day-to-day efforts can give added meaning and clearer direction to the work of those around him.

*- need to focus on developmental activities to help people grow  
- focus on their strengths*

	1	2	3
<b>Thought Process</b>			
Executive Style			

In summary, Mr. Richman is a concerned leader and will always respond well to the needs of those individuals he serves and works alongside. He easily understands information and will quickly take it to the next level. In fact, thinking more abstractly in order to secure best practices is a contribution that provides great value to others and satisfaction to Mr. Richman. Overall, he will work effectively with individuals, particularly when it involves problem solving.

## Top 5

1. Focus
2. Conceptualization
3. Response to Negativity  
Intelligence  
Individualized Approach

# Talent Plus

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## My top five talent areas

### 1. Focus

- Labors tirelessly; drives to completion; not distracted
- Deliberate; makes order out of chaos
- Goal-oriented; drives for results
- Sets example
- Shares with others; teaches

### 2. Conceptualization

- Sees the big picture or systemic view; sets strategic direction
- Focused on the ideal outcome
- Strong values
- Mentors others
- Creative thinker to shape the future
- Open to change; new ideas

### 3. Response to Negativity

- Investigates and responds only to reliable information; gets at the root cause
- Understands before acting
- Disciplines with clear communication and accountability
- Open discussion; engages others and collaborates on a conclusion
- Accepts problems as manageable

### 4. Intelligence

- Natural talent to adapt to new information
- Innovative; strategic and visionary leadership
- Seeks information from best sources; incorporates others' ideas
- Choose activities that increase natural leadership ability
- Talent for networking
- Makes well-informed and complex decisions; good judgment
- Continual improvement

### 5. Individualized Approach

- Understands team members; focuses on their uniqueness
- Responsive to the individual needs of others
- Open door
- Works with people as driven and motivated as he is

## Other strong traits

- Drive: excels at quantity and quality of work; driven toward outcomes; sets the tone for his team; independent, yet collaborative; self-assured; confident; calculated risks
- Relationship: Discerning where he spends his time; builds existing relationships; responsive
- Persuasion: Fights for causes he believes in; motivates through example; consummate achiever
- Growth orientation: Motivates others through vision; leverages strengths
- Executive skill: Makes sure others are capable and supported; goal-oriented; visionary

## Recommendations

- Get clear expectations
- Tell others where your interests lie; ask for new opportunities
- Get involved in strategic efforts
- Be more extroverted in social settings
- Spend more time with the high performers
- Use emotional approach more; use passion; be stern when needed
- Learn more about personal lives; give personalized leadership
- Focus on strengths, not weaknesses; find opportunities for others outside our division
- Focus on developmental opportunities for self and others

