

### Leadership Assessment Advisory Services

#### The Environment

A company's competitive advantage is reliant upon the people who are leading its organization. That has never been truer than in today's business climate defined by disruptors such as technology change, global competitiveness, executive scandals, security breaches, and the impact of social media. Yet, despite the evident need for leadership excellence, there is often a perceived lack of leadership depth in many organizations. Boards are faced with the challenge of ensuring that their organizations have the right talent to adjust as markets change.

An unbiased assessment of the management team can provide a clearer picture of your company's position in its competitive landscape. It can also identify rising stars and map current skillsets to those you've identified as requirements for the company in its future state.

Much like a well-aligned executive compensation plan, assessment of and investment in leadership strengthens engagement, aids recruitment and retention, and sets the stage for the execution of a long-term business strategy.

#### Our Approach

In our leadership assessment work, we help organizations identify:

- Who its leaders are and their long-term potential;
- How those leaders think and adapt to changing circumstances; and
- What skills and abilities those leaders use—or need to attain—to deliver desired results.

Leadership can be measured among several standard dimensions including each person's foundational traits, expertise, and functional skills, as well as their analytical, creative, and practical abilities. We also look at how these multiple elements of leadership enhance or detract from the organization's cultural needs. Companies can uncover answers to critical human capital questions such as:

- How healthy is the talent pipeline?
- Do we have gaps, and if so, how do we fill them?
- Are we maximizing productivity through executive excellence?
- Who has strong leadership potential and in whom should we invest?

Our approach is research-based, psychometrically sound, straightforward in its administration and interpretation, and has direct applicability to organizational programs, including:

- Succession planning
- Executive development and coaching
- Executive compensation plan design

## Our Tailored Services and Deliverables

Our senior consultants will determine the best assessment tools based on your company's industry, market conditions, executive profile, and other key factors. They will provide evaluations and interpret results to help you understand what traits and skills exist in-house and where more development is needed in order to support your organization's culture and its long-term business strategy. Evaluations can include:

- 360 Feedback on Leadership Practices
- Personality/Style Indicators (such as The Predicative Index, Meyers-Briggs, DISC, etc.)
- Assessments of Potential (such as Hogan and Caliper)
- Decision-Making Styles
- Motivation Indicators
- Communication Modes

Post-assessment, our consultants help you understand what the results mean for the individuals and the organization as a whole. We will provide:

- A full inventory of human assets, capabilities, potential risks, gaps, and opportunities;
- An accurate snapshot of the talent pool in aggregate;
- Guidance on developmental next steps for executives and/or high-potentials;
- Suggested leadership interventions for HR to explore; and
- Implications of and opportunities with executive compensation structures for the board to explore.

## Our Commitment

Pearl Meyer has been a trusted advisor to boards and management on executive compensation strategy for over 30 years. As the mission of the compensation committee broadens to encompass strategic human capital strategy, and their involvement in culture, diversity and inclusion, and talent development broadens, Pearl Meyer stands ready to support your leadership management needs. We are committed to providing our insight and expertise as you identify top talent, name successors, and groom them for the future.

## About Pearl Meyer

Pearl Meyer is the leading advisor to boards and senior management on the alignment of executive compensation with business and leadership strategy, making pay programs a powerful catalyst for value creation and competitive advantage. Pearl Meyer's global clients stand at the forefront of their industries and range from emerging high-growth, not-for-profit, and private companies to the Fortune 500 and FTSE 350. The firm has offices in Atlanta, Baltimore, Boston, Charlotte, Chicago, Houston, London, Los Angeles, New York, Rochester, and San Jose.

**ATLANTA**  
(770) 261-4080  
atlanta@pearlmeier.com

**BALTIMORE**  
(410) 494-4100  
baltimore@pearlmeier.com

**BOSTON**  
(508) 460-9600  
boston@pearlmeier.com

**CHARLOTTE**  
(704) 844-6626  
charlotte@pearlmeier.com

**CHICAGO**  
(312) 242-3050  
chicago@pearlmeier.com

**HOUSTON**  
(713) 568-2200  
houston@pearlmeier.com

**LONDON**  
+44 (0)20 3384 6711  
london@pearlmeier.com

**LOS ANGELES**  
(213) 438-6500  
losangeles@pearlmeier.com

**NEW YORK**  
(212) 644-2300  
newyork@pearlmeier.com

**ROCHESTER**  
(585) 713-1349  
rochester@pearlmeier.com

**SAN JOSE**  
(669) 800-5074  
sanjose@pearlmeier.com

For more information on Pearl Meyer, visit us at [www.pearlmeier.com](http://www.pearlmeier.com) or contact us at (212) 644-2300.