

PROFILE BENCHMARK

REACH PROFILE

REACH PROFILES



A Criterion-related Study for
Community Managers at Acme

BACKGROUND

Study Setting

- ▶ Incumbent Community Managers completed the REACH Profile
- ▶ Acme provided subjective performance ratings for each Community Manager, based on sub-criteria:
 - Fin
 - Clinical
 - L/R
 - Initiative
 - Trust
- ▶ Correlation analysis examined links between leadership style and performance ratings



DIMENSIONS

Achieving Tasks and Goals

Intensity

describes how we pursue goals, whether for personal or work initiatives. While some prefer to work at a steady, balanced pace, others show an intense, urgent pace.



Assertiveness

describes how we assert our viewpoint. Some tend to be very quick to assert their opinions while others tend to be more reserved in offering their opinion.



Decision-making

describes how we process information in making decisions. Some tend to rely on their intuition and experience, while others rely more on analysis.



Risk Tolerance

describes how we approach uncertain or risky situations. Some people seem to be natural risk takers, while others tend to be more cautious and careful.



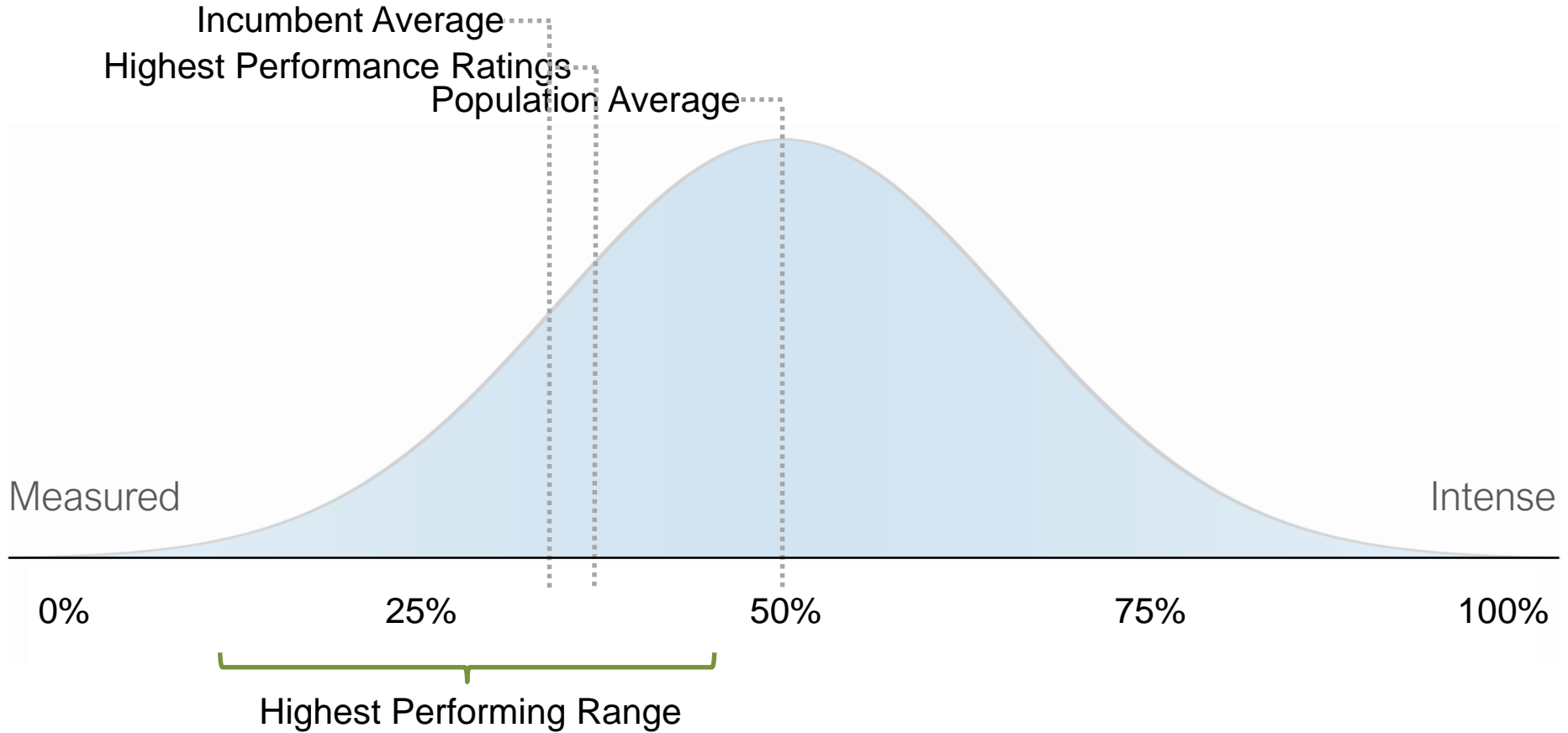
Adaptability

describes how we navigate change. While some prefer stability and a predictable environment, others enjoy frequent change and lots of variety.

These dimensions help to influence how Community Managers may tend to approach tasks and goals.

DIMENSIONS

Intensity



Higher performing Community Managers tended to exhibit a more Measured preference.

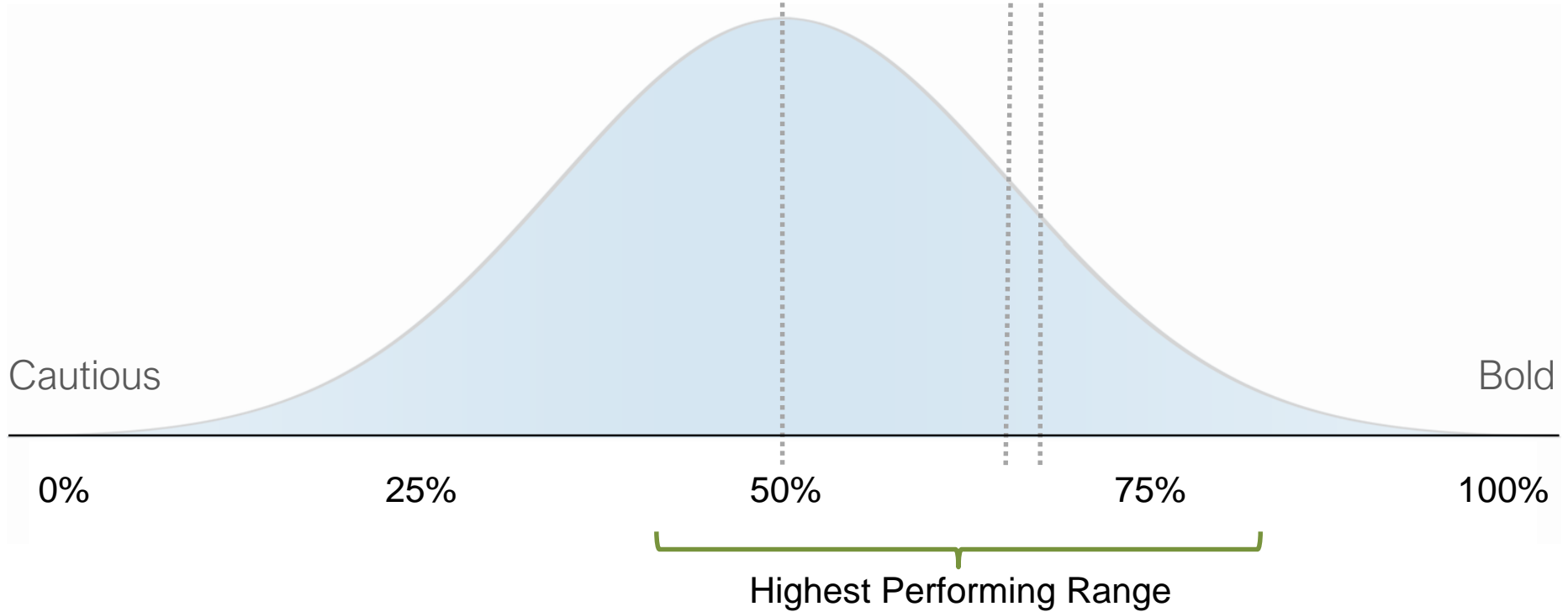
DIMENSIONS

Risk Tolerance

Highest Performance Ratings

Incumbent Average

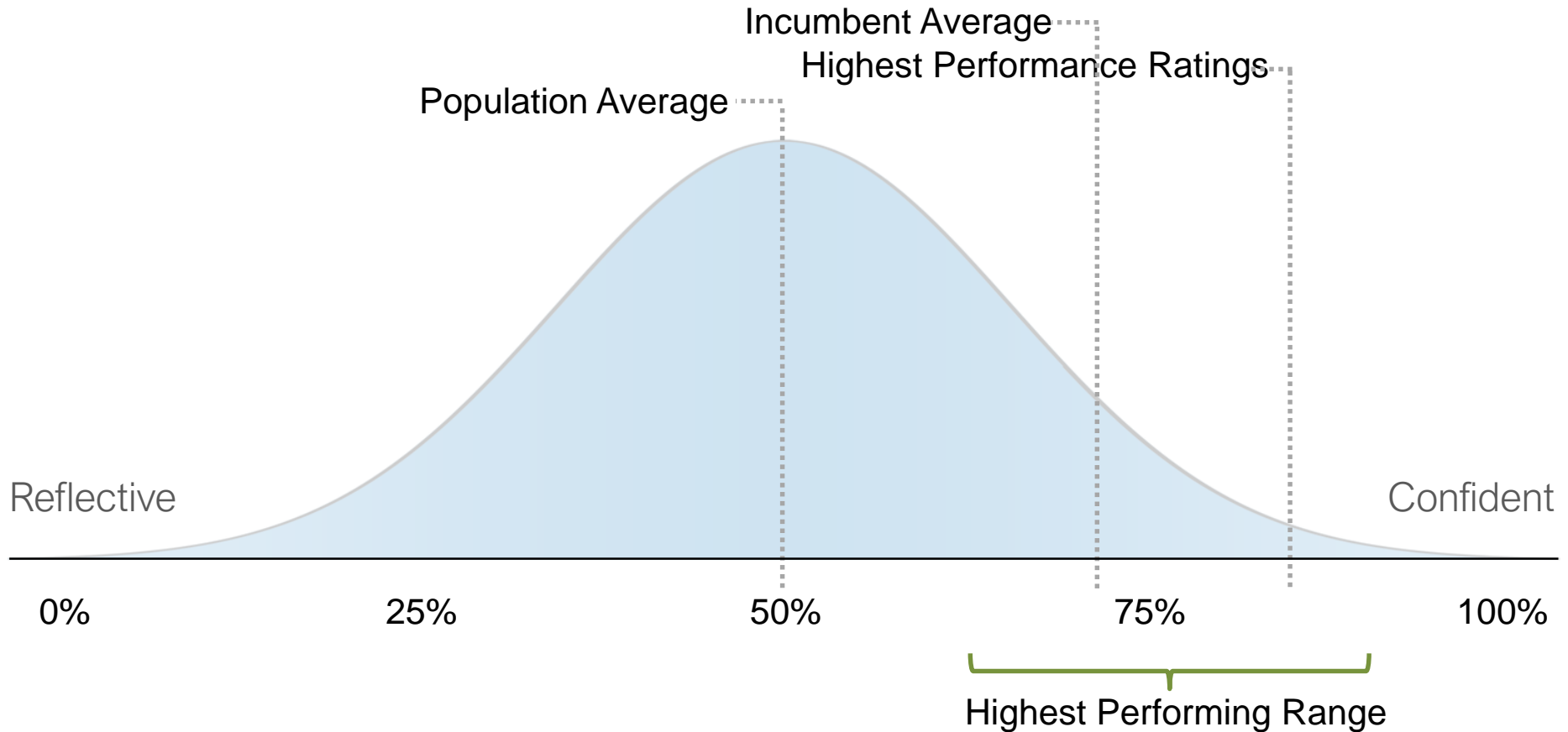
Population Average



Higher performing Community Managers tended to exhibit a Moderate to Bold preference.

DIMENSIONS

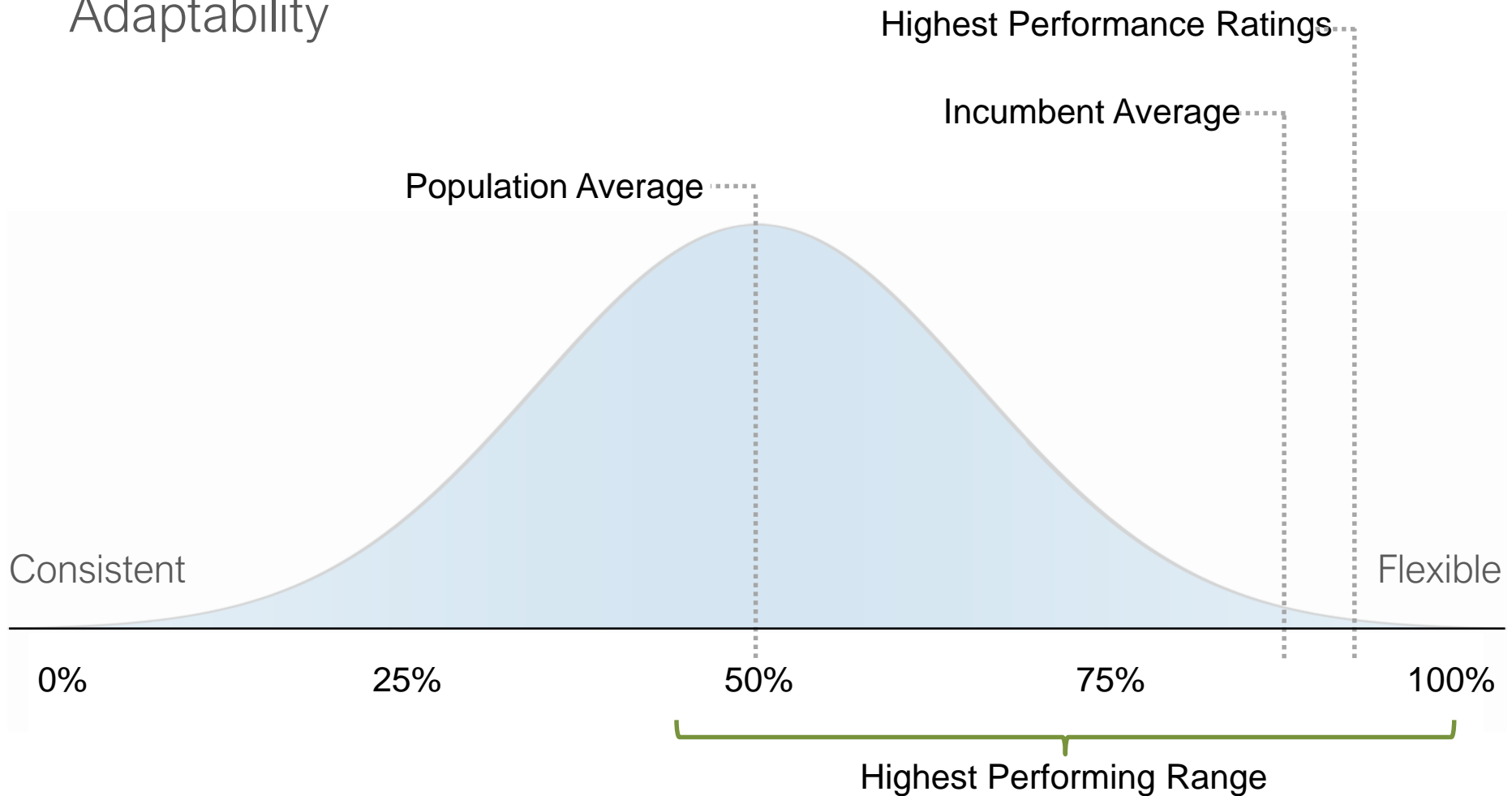
Assertiveness



Higher performing Community Managers tended to exhibit a more Confident preference.

DIMENSIONS

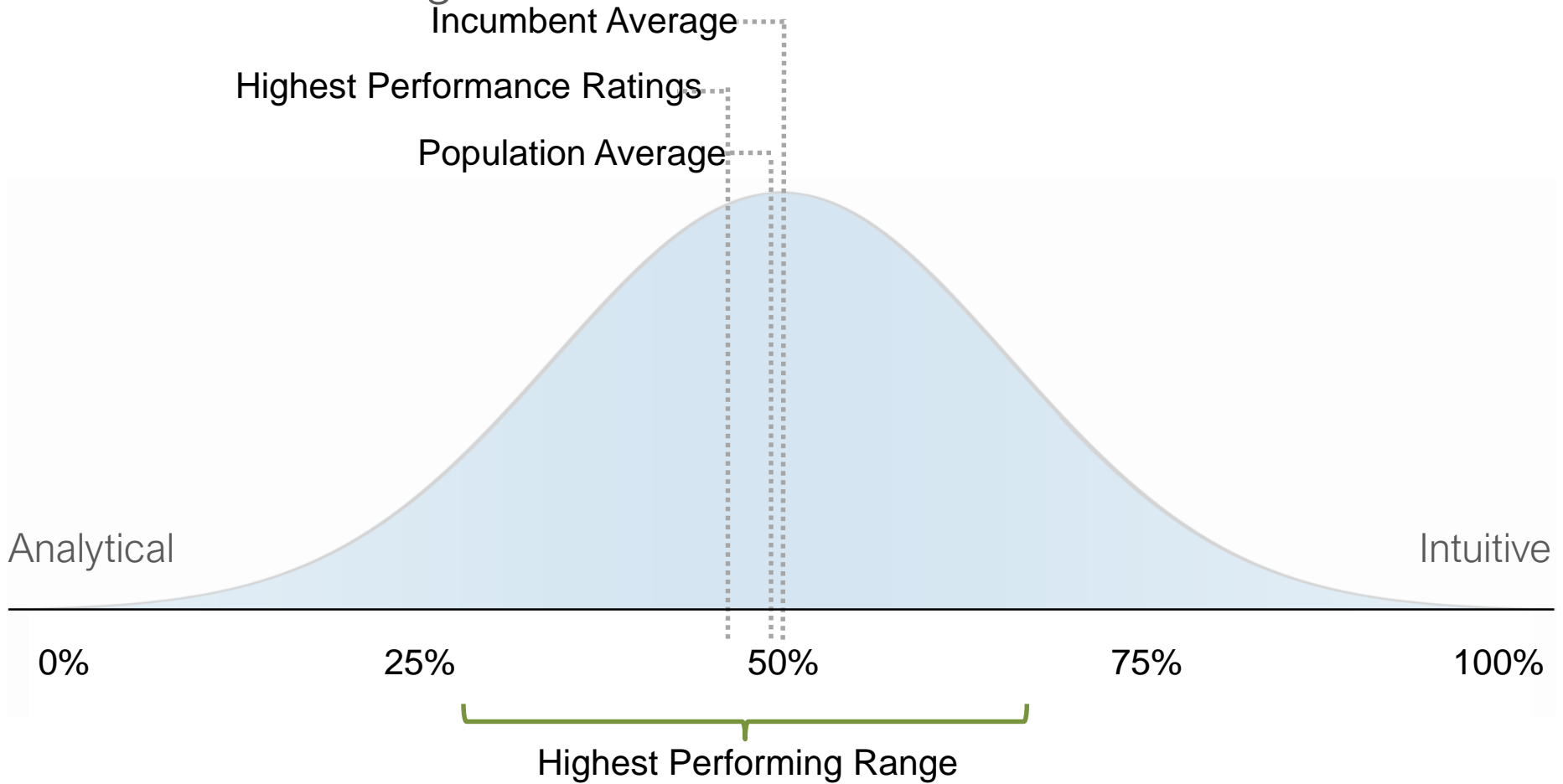
Adaptability



Higher performing Community Managers tended to exhibit a Moderate to Flexible preference.

DIMENSIONS

Decision-making



Higher performing Community Managers tended to balance the Analytical and Intuitive preferences.

DIMENSIONS

Relating to Others

Openness

describes our interest in sharing personal information with others. While some tend to place a high value on privacy and formality, others are much more open in their communication.



Status Motivation

describes how we relate to others as we accomplish goals. While some tend to thrive in competitive settings where they are rewarded for their individual performance, others prefer cooperative efforts and team rewards.



Consideration

describes how we recognize the feelings and interests of those around us. While some of us go out of our way to learn how we can help others, some of us tend to approach others more formally or objectively.

Self-protection

describes how we tend to view others' intentions or reliability. While some are comfortable giving others the benefit of the doubt, others will be inclined to scrutinize things more carefully.

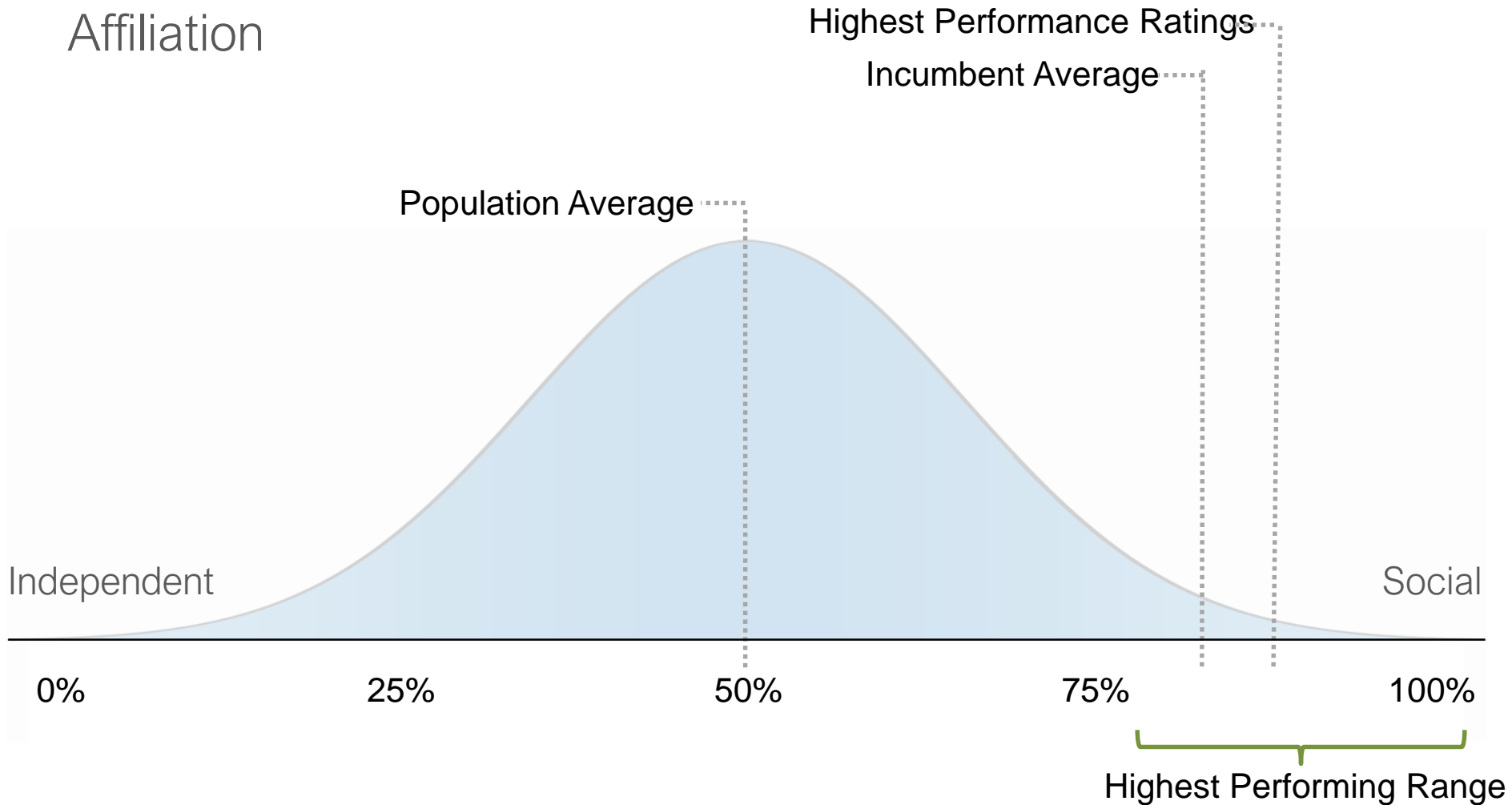
Affiliation

describes how we collaborate with others in getting things done. While some of us prefer to go it alone and work independently, others are much more comfortable when they can work together.

These dimensions help to influence how Community Managers may tend to interact with others.

DIMENSIONS

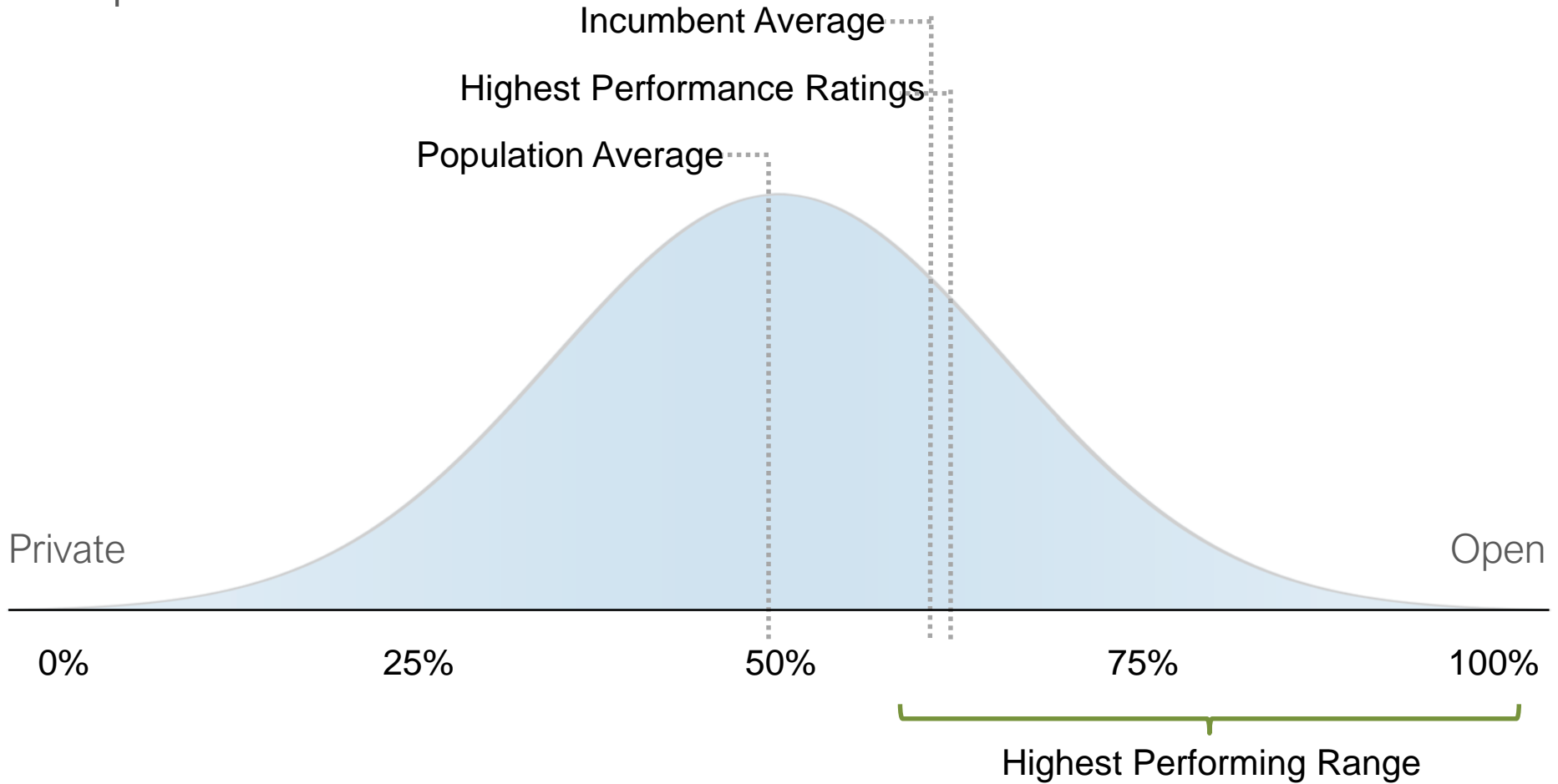
Affiliation



Higher performing Community Managers tended to exhibit strong Social/Collaborative preferences.

DIMENSIONS

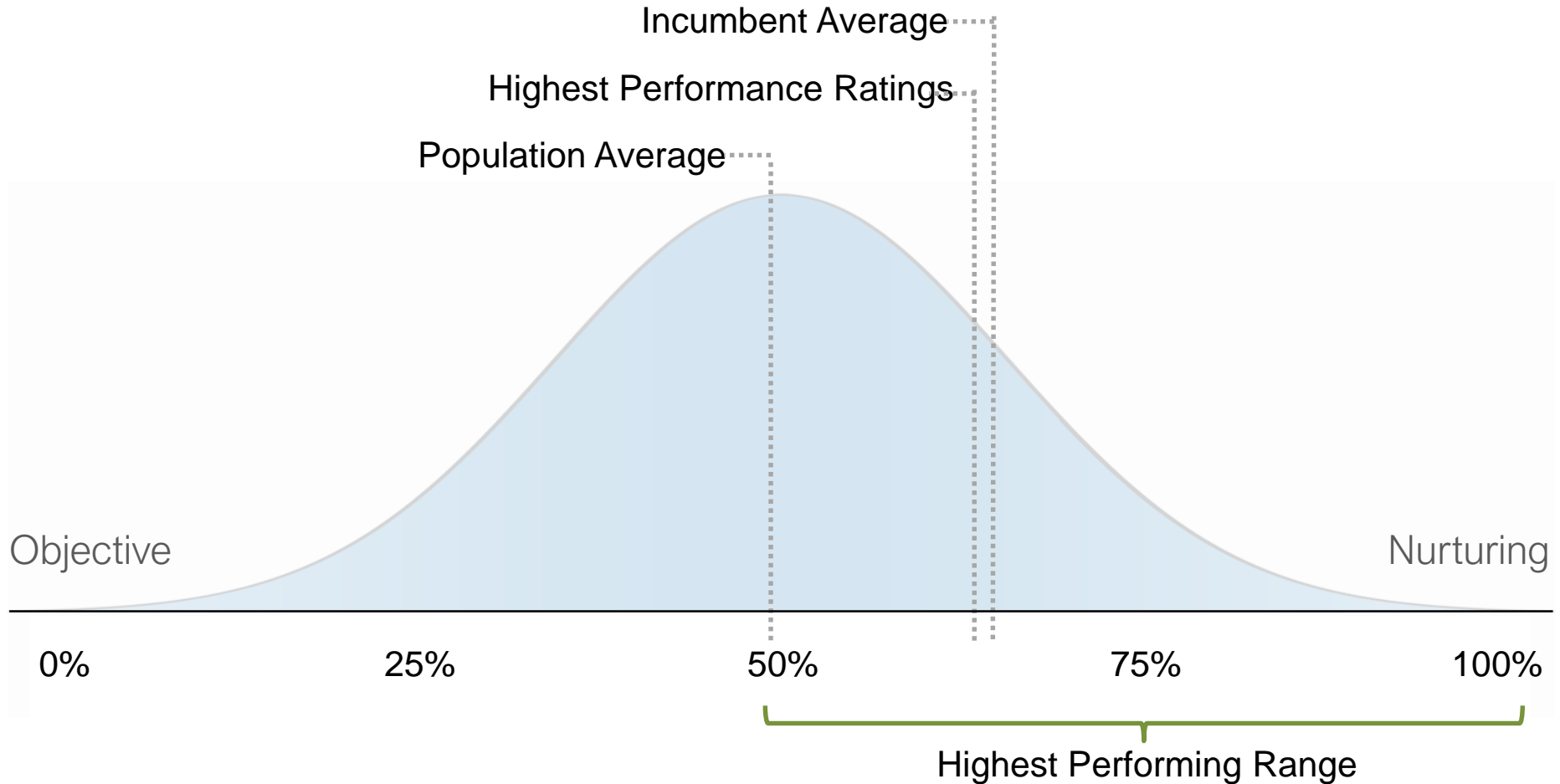
Openness



Higher performing Community Managers tended to exhibit strong preferences toward Openness/Warmth.

DIMENSIONS

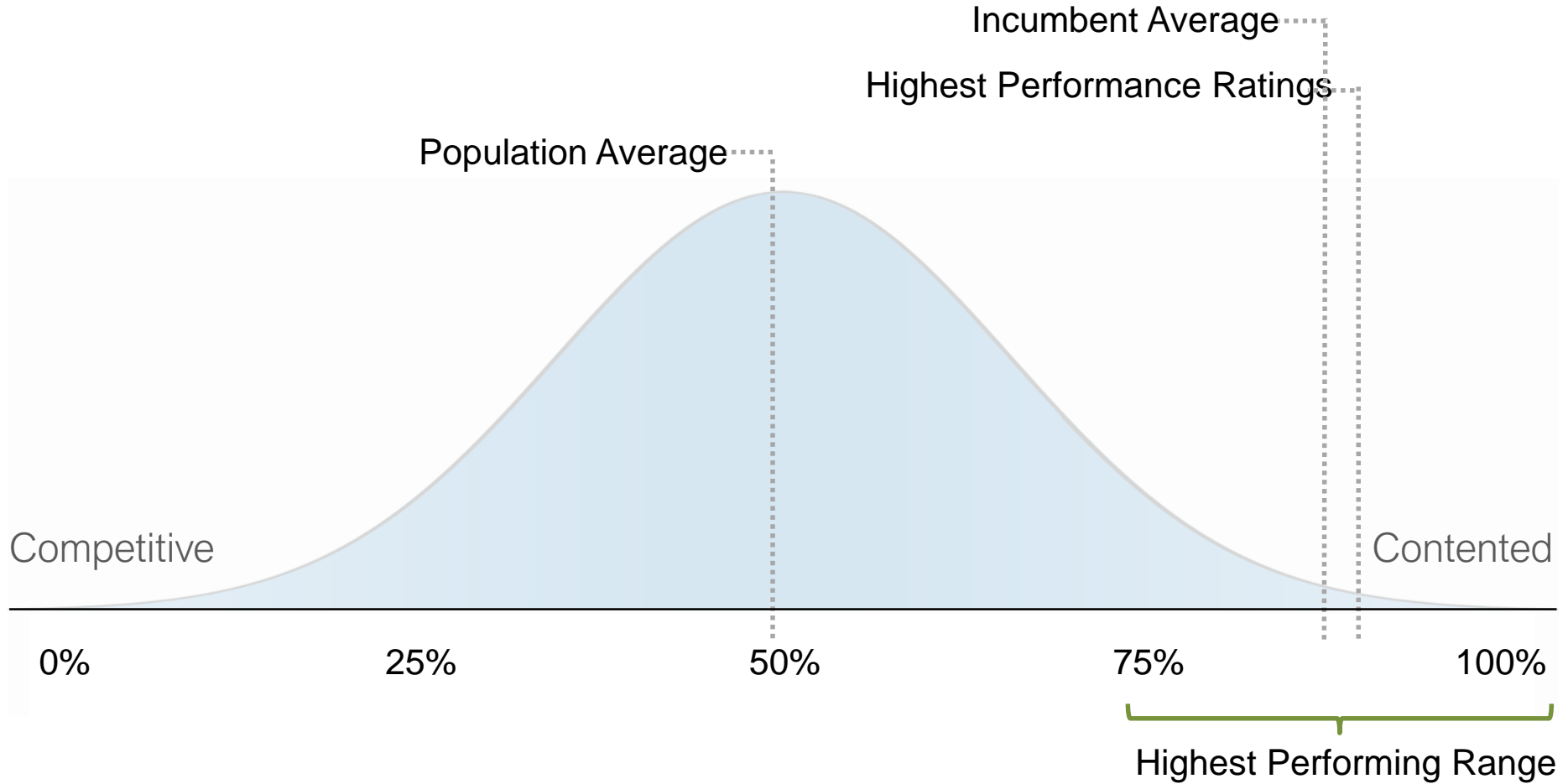
Consideration



Higher performing Community Managers tended to exhibit Nurturing/Caring preferences.

DIMENSIONS

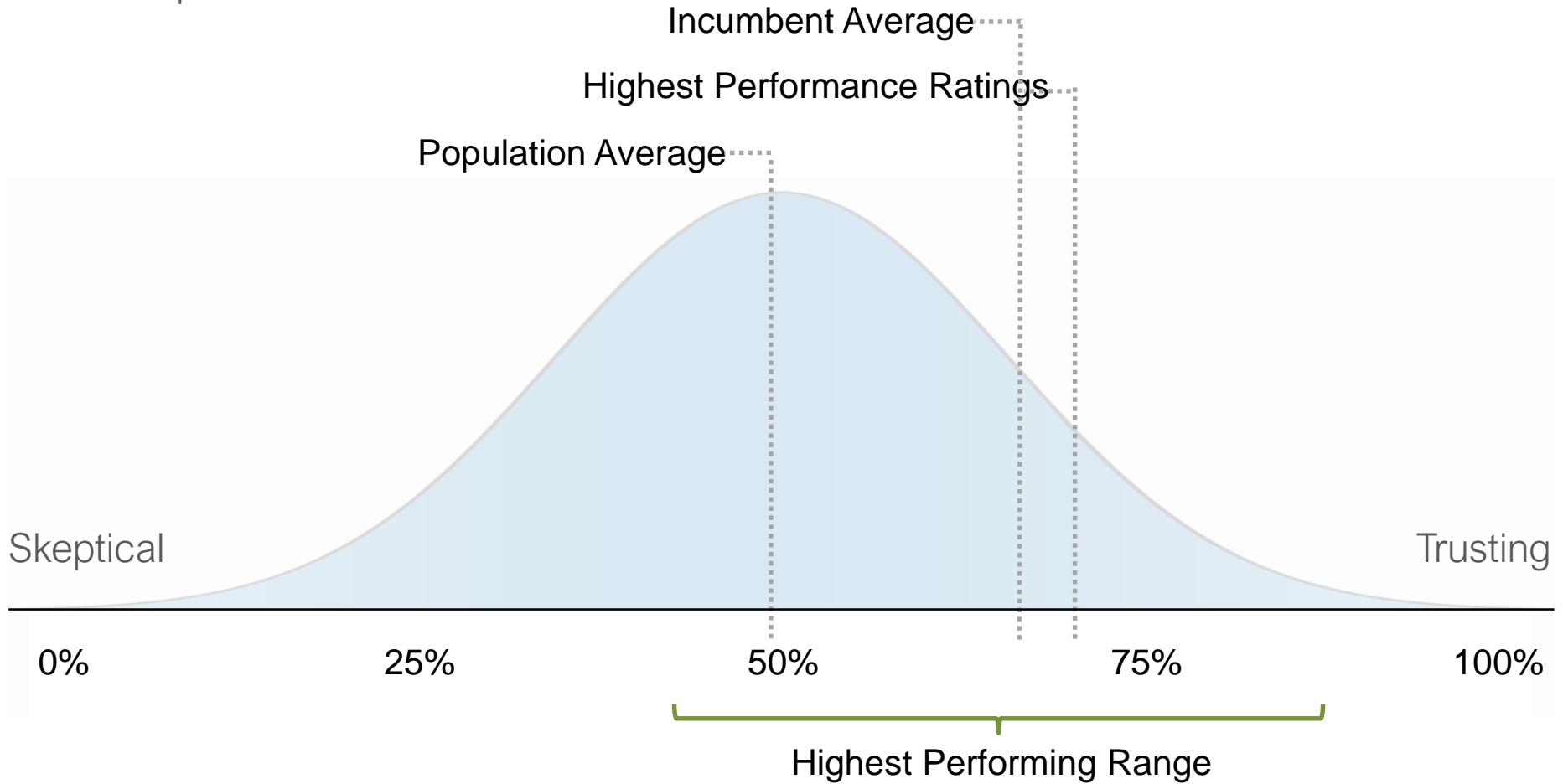
Status Motivation



Higher performing Community Managers tended to exhibit very Contented/Cooperative preferences.

DIMENSIONS

Self-protection



Higher performing Community Managers tended to exhibit Moderate to Trusting preferences.

POSITION PROFILE

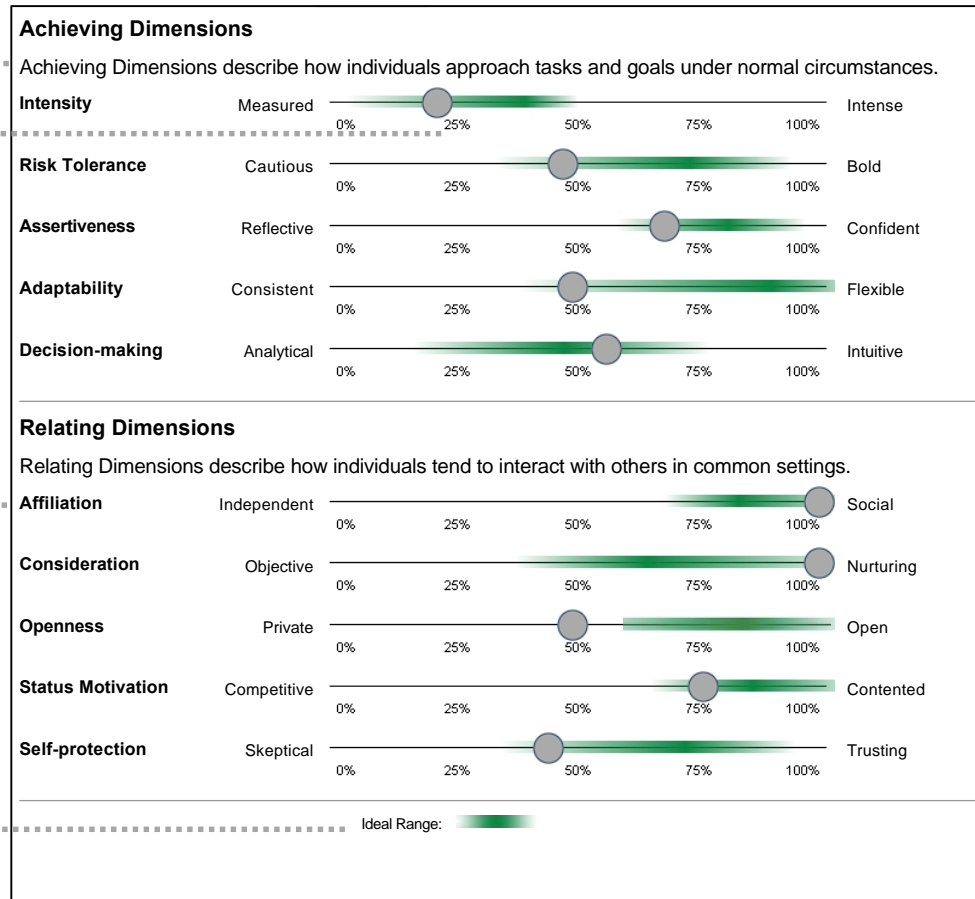
Benchmark Results

Preferred Ranges are graphically displayed for each dimension, based on the high performer benchmark.

The Affiliation dimension offered the strongest correlation to performance ratings.

The highest-rated Community Managers tended to match at least 7 of 10 preferred ranges.

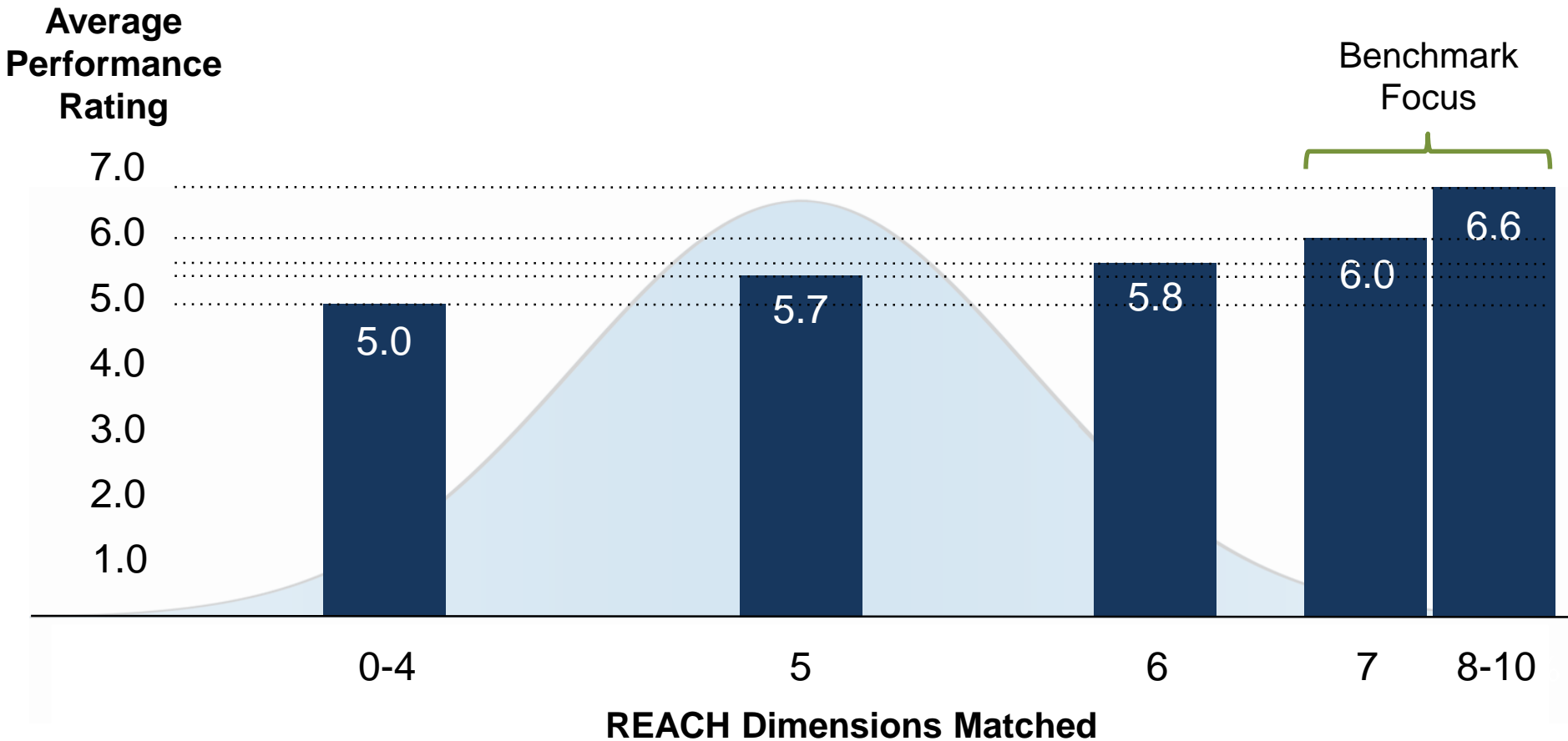
Community Manager at Acme



The more preferred ranges matched by Community Managers, the higher the performance exhibited.

POSITION PROFILE

Performance Ratings by Benchmark Match



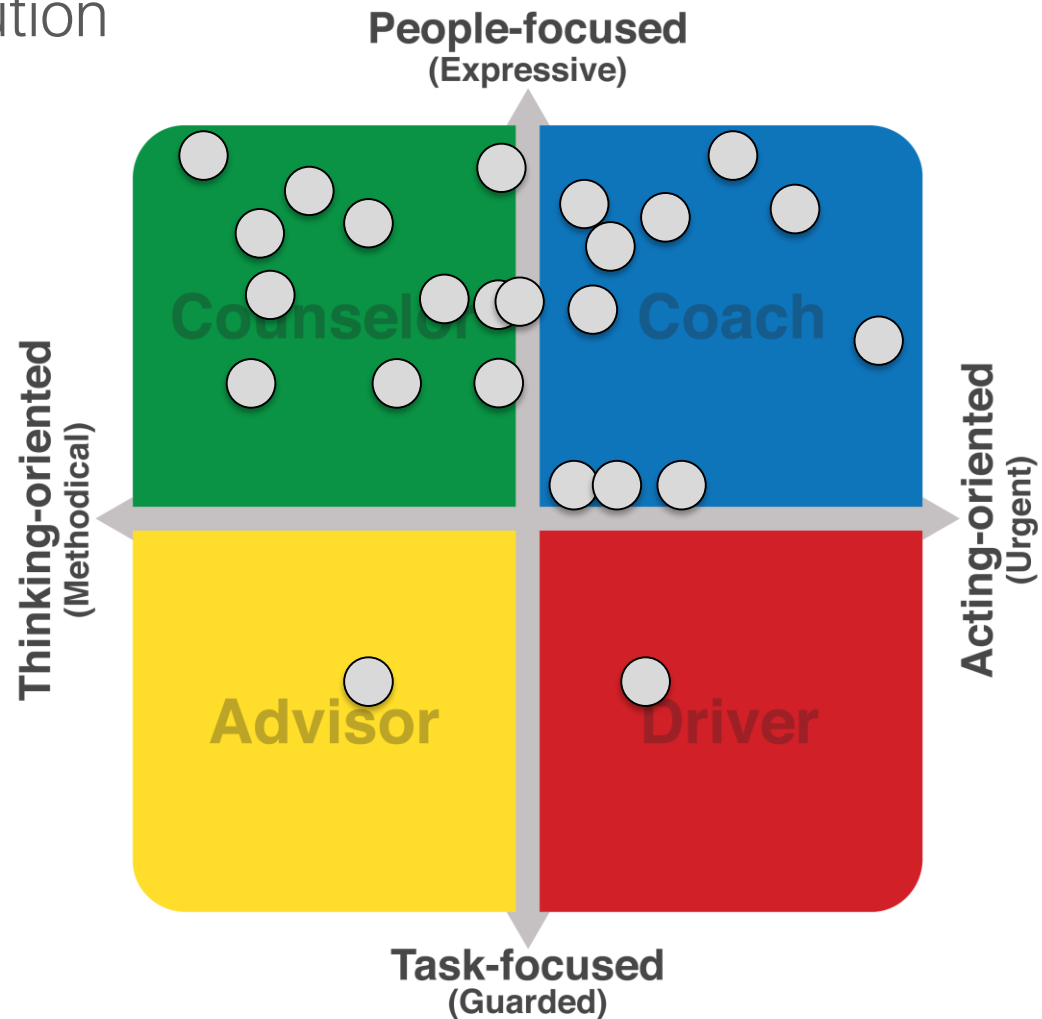
The number of dimensions matched correlated positively with performance ratings ($r=.584$, $p<.01$).

POSITION PROFILE

Leading Style Distribution

Percent of Community Managers by Leading Style:

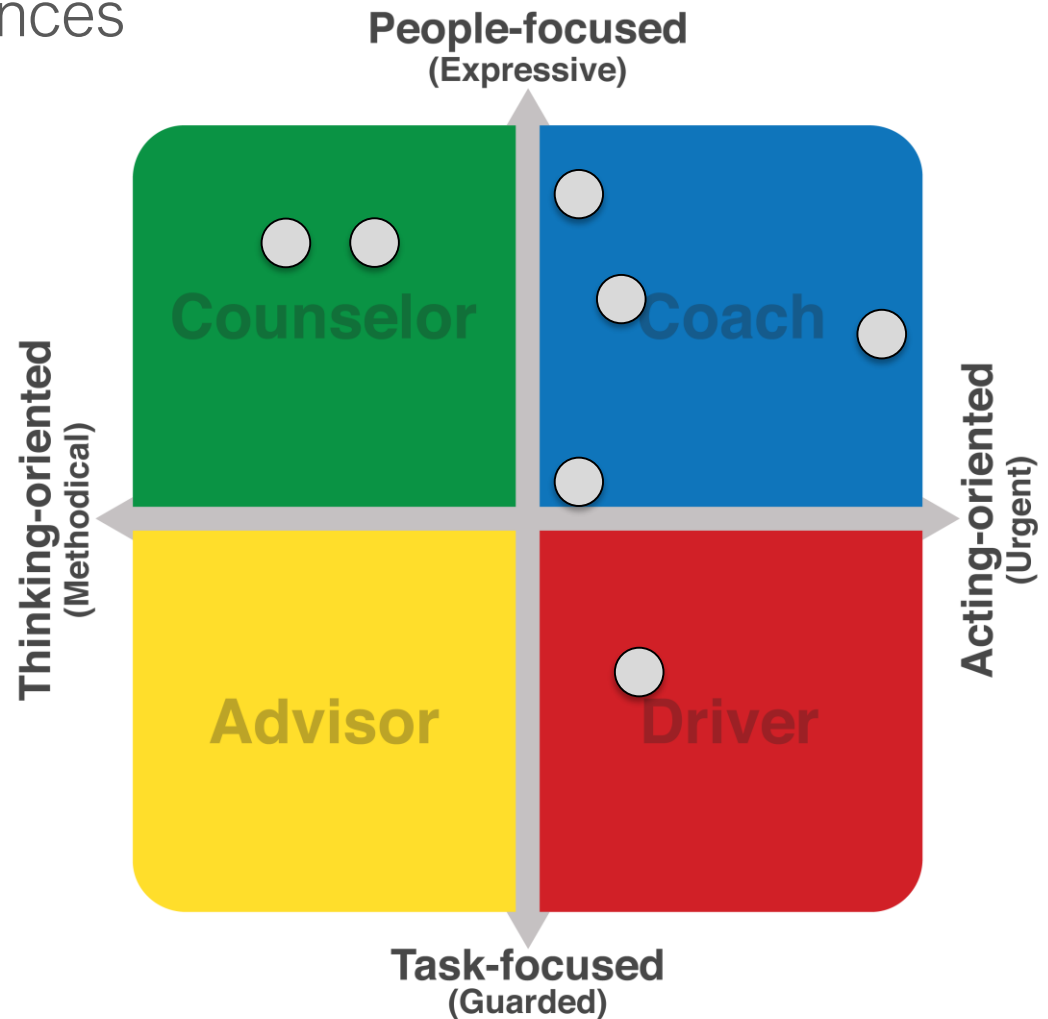
- Counselor: 50%
- Coach: 42%
- Advisor: 4%
- Driver: 4%



The incumbent Community Managers tended to cluster within the Counselor and Coach leading styles.

POSITION PROFILE

Leading Style Preferences



High performers tended to exhibit expressive Relational Drive, with moderate to urgent Achievement Drive.

CONCLUSION

Findings Summary

- ▶ REACH Dimensions reveal specific behavioral patterns that may promote:
 - ▶ Stronger leadership performance
 - ▶ Higher team engagement
- ▶ Patterns were assimilated into an automated Community Manager Profile, based on the REACH
- ▶ Correlation analysis demonstrated significant relationship between the Community Manager Profile and performance ratings
- ▶ The Community Manager Profile offers reliability, validity, and utility for leadership succession and development, with a correlation coefficient of $r=.584$ at the 99% confidence interval.

