

Client Relations

APPLICATION

Consultative skills
development

AUDIENCE

Consultants, sales
persons, and
service & client
representatives

RESPONDENTS

Self
Manager
Clients
Associates

QUESTIONS

55 questions,
3 open-ended

CLIENT RELATIONS (SCR)

measures the skills necessary to build strong client relationships. Effective representatives foster professional, mutually beneficial rapport with customers and other partners. A major aspect of this role is to understand all facets of a client's business and anticipate and respond to their needs. To be successful in the position, a representative must be friendly, motivated and, ultimately, ready to address the demands and concerns of customers as they arise. The SCR supplies feedback on the unique skill set needed to consistently provide a positive client experience.

THE SCR TASK CYCLE®

The Task Cycle, the architecture for all of our assessments, is a validated model of successful management and leadership practices for each organizational role. It is presented as an organized sequence of behaviors, with each phase contributing to achieving the final goal. Its intuitive logic about where to find leverage provides an easy transition from feedback to performance improvement.

Task Cycle® Phases:

I. ESTABLISHING RAPPORT

Understanding the client's business, conveying information clearly, and proactively providing clients with relevant information.

II. IDENTIFYING CLIENT NEEDS

Analyzing and addressing unique client needs.

III. RESPONDING TO NEEDS

Making appropriate recommendations.

IV. GAINING ACCEPTANCE

Collaborating in the decision-making process and effectively responding to client concerns.

V. DRIVE

Demonstrating enthusiasm and appropriately utilizing product and process expertise to get results.

VI. ACKNOWLEDGEMENT

Acknowledging positive relationships with partners.

OUTCOMES

Professionalism, Approachability and Overall Satisfaction are leveraged through the mastery of Task Cycle phases.

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Coaching Practices

APPLICATION

Coaching development programs for managers and coaches

AUDIENCE

Managers and supervisors

RESPONDENTS

Self
Manager
Peers
Direct Reports

QUESTIONS

77 questions
3 open-ended

COACHING PRACTICES (SCP)

measures the coaching skills of a manager. A strong coach instructs employees in basic operational skills and follows through to ensure that they are learning and performing well. Success in this position requires a thorough understanding of the organization and its people, and a commitment to coaching and mentoring. Managers in this role help others succeed in their careers by monitoring performance and providing constructive feedback. The SCP provides feedback on the competencies necessary to enhance the performance and growth of others through effective coaching.

THE SCP TASK CYCLE®

The Task Cycle, the architecture for all of our assessments, is a validated model of successful management and leadership practices for each organizational role. It is presented as an organized sequence of behaviors, with each phase contributing to achieving the final goal. Its intuitive logic about where to find leverage provides an easy transition from feedback to performance improvement.

Task Cycle® Phases:

I. ESTABLISHING THE PURPOSE

Exhibiting a commitment to mentoring others, and helping them set personal goals.

II. LAYING THE FOUNDATION

Understanding others' job-related responsibilities within the organization.

III. SUSTAINING THE EFFORT

Coaching to high standards and encouraging teamwork.

IV. FEEDBACK

Providing employees with feedback regarding their performance and professional growth, while maintaining realistic expectations.

V. MONITORING AND ADJUSTING

Monitoring and tracking performance.

VI. ACKNOWLEDGING PROGRESS

Acknowledging the performance improvements of others.

OUTCOMES

Approachability, Trust and Overall Effectiveness are leveraged through the mastery of Task Cycle phases.

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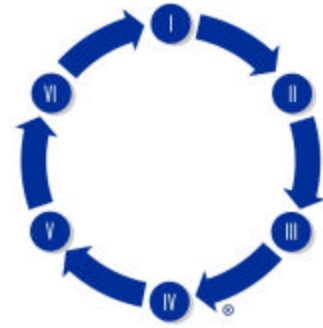
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Leadership in Health Services

APPLICATION

Health Service
Professionals

AUDIENCE

Vice Presidents, Directors, Senior and Middle Administrators, Chief of Staff and Service, Department Head, Clinical Director

RESPONDENTS

Self
Manager
Peers
Direct Reports

QUESTIONS

106 questions,
3 open-ended

LEADERSHIP IN HEALTH SERVICES (LHS)

is a multiple-rater assessment that provides the health services executive with feedback about his or her management and leadership skills. Developed in partnership with healthcare professionals, this instrument focuses on the management skills necessary for achieving operating goals. It also measures leadership skills needed to lead the organization in competing successfully in the changing healthcare environment.

THE LHS TASK CYCLE®

The Task Cycle, the architecture for all of our assessments, is a validated model of successful management and leadership practices for each organizational role. It is presented as an organized sequence of behaviors, with each phase contributing to achieving the final goal. Its intuitive logic about where to find leverage provides an easy transition from feedback to performance improvement.

Task Cycle® Phases:

I. ENTREPRENEURIAL VISION

Finding creative solutions and taking informed risks.

II. LEADERSHIP FOR CHANGE

Being sensitive to others' reactions to change and encouraging participation.

III. GAINING COMMITMENT

Fostering an empowering, team-driven environment and constructively impacting outcomes. Openness to others' feedback regarding performance.

IV. DRIVE

Setting performance standards exhibiting dynamic energy, demonstrating perseverance and determination, and appropriately utilizing authority to get results.

V. EXERCISING POSITIVE CONTROL

Delegating appropriately and applying an appropriate amount of pressure for results.

VI. RECOGNIZING PERFORMANCE

Recognizing the contributions of others.

OUTCOMES

Overall Effectiveness, building trust and tension level are leveraged through mastery Task Cycle Phases.

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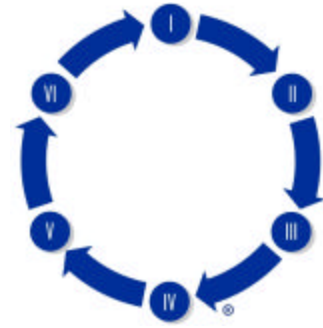
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Project Leadership Practices

APPLICATION

Managers leading cross functional teams.

AUDIENCE

Project Managers and Projects Leaders

RESPONDENTS

Project Leader
Manager
Team members
Customers
Other Stakeholders

QUESTIONS

90 questions,
3 open-ended

PROJECT LEADERSHIP PRACTICES (PLP)

Measures the skills necessary to lead a project team. Effective project leaders bring adverse group together by clarifying goals, accessing hard to find or hard to acquire resources from a variety of stakeholders, and generally work effectively in a matrixed measurement setting. Effective leaders manage customer, client, and team member expectations and smooth any cross functional issues that arise.

THE PLP TASK CYCLE®

The Task Cycle, the architecture for all of our assessments, is a validated model of successful management and leadership practices for each organizational role. It is presented as an organized sequence of behaviors, with each phase contributing to achieving the final goal. Its intuitive logic about where to find leverage provides an easy transition from feedback to performance improvement.

Task Cycle® Phases:

I. ESTABLISHING THE PURPOSE

Presenting fresh ideas and long-range vision, utilizing clear communication and demonstrating the courage to take risks.

II. DIRECTING THE EFFORT

Effective planning, adaptability and problem solving.

III. MANAGING STAKEHOLDER RELATIONS

Developing strong teams, guiding others, and maintaining good relationships with managers and customers.

IV. DRIVING TOWARD SUCCESS

Setting performance standards, demonstrating enthusiasm, delegating and appropriately utilizing authority to get results.

V. RECOGNITION

Acknowledging the contributions of others.

OUTCOMES

Overall Effectiveness, approachability, building trust are leveraged through mastery of the Task Cycle Phases. We also look at belief in the project which is a good predictor of project success.

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