

# **EP Labs**

## **Growth Leader Assessment**

### **Approach and Capabilities**



# Growth Leader Assessment (GLA)

The **Growth Leader Assessment (GLA)** objectively assesses CEOs, CXOs, GMs, and high-potential growth leaders in terms of:

- **Strengths and gaps** relative to role and business needs
- **Readiness and fit** for specific future roles or phases
- Opportunities for **better alignment** with colleagues/investors/etc.
- Critical **development opportunities** and challenges

Collectively, our team members have assessed **thousands of leaders and hundreds of teams**, from investor-backed firms to Global 100 enterprises.

EPL's approach to leadership assessment combines time tested **multi-method executive assessment capabilities** with seasoned expertise in early-stage, growth-stage, and enterprise growth challenges.



# GLA Use Cases

## MAKING DECISIONS

When conducting leadership due diligence or succession planning

To add rigor and objectivity to human capital decisions

When screening/hiring new leaders

During a company reorganization

## ELEVATING PERFORMANCE

Helping key leaders elevate their game amid uncertainty and turbulence

Accelerating an acquired founder/CEO/team's transition

Diagnosing and addressing leadership challenges and opportunities

## DEVELOPING TOP TALENT

When conducting talent or succession planning

Grooming a high-potential leader for the next level

Building a deep, strong "A Team"

Investing in career development of high potential leaders

## GAINING ALIGNMENT

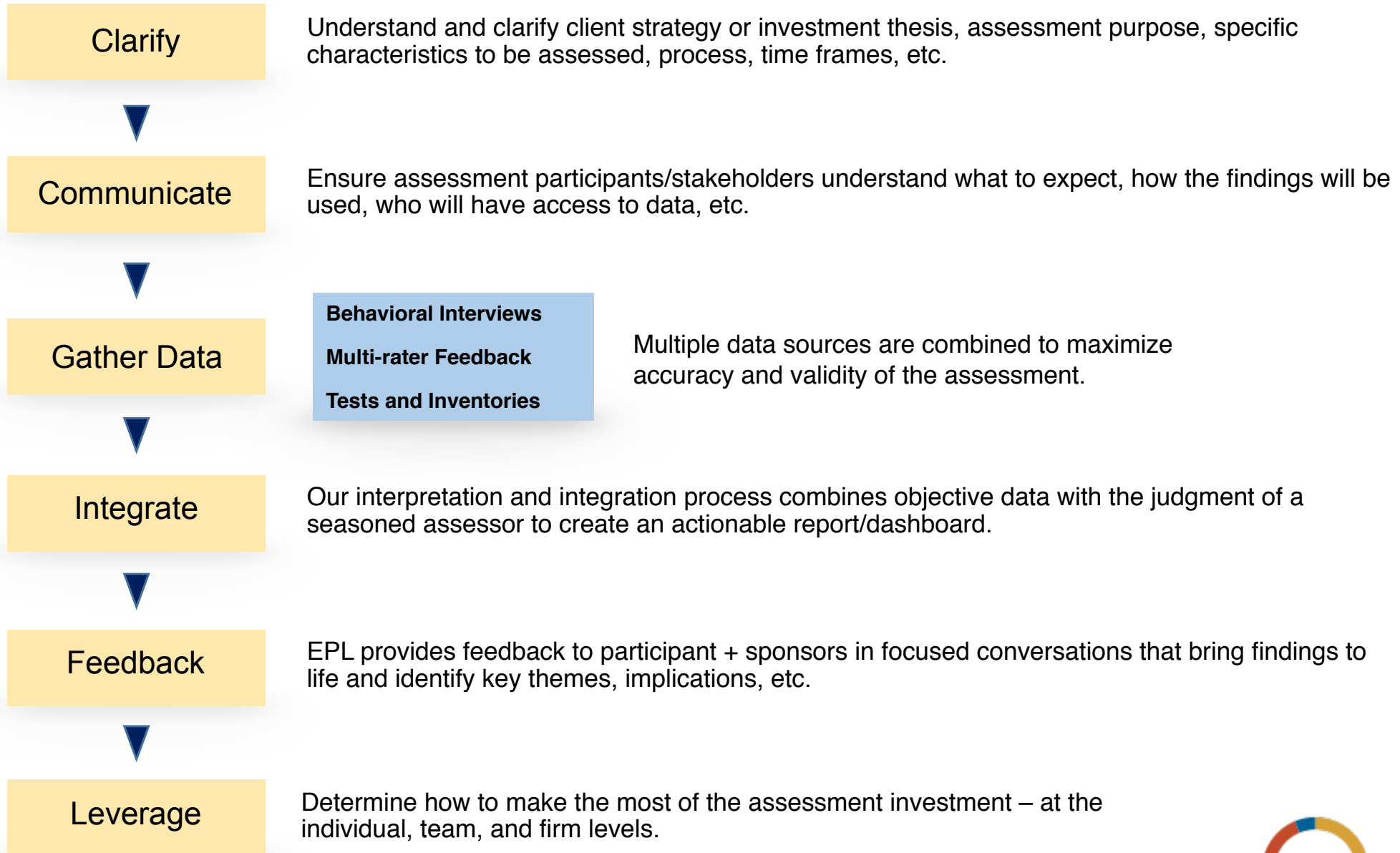
Getting right leaders in the right roles

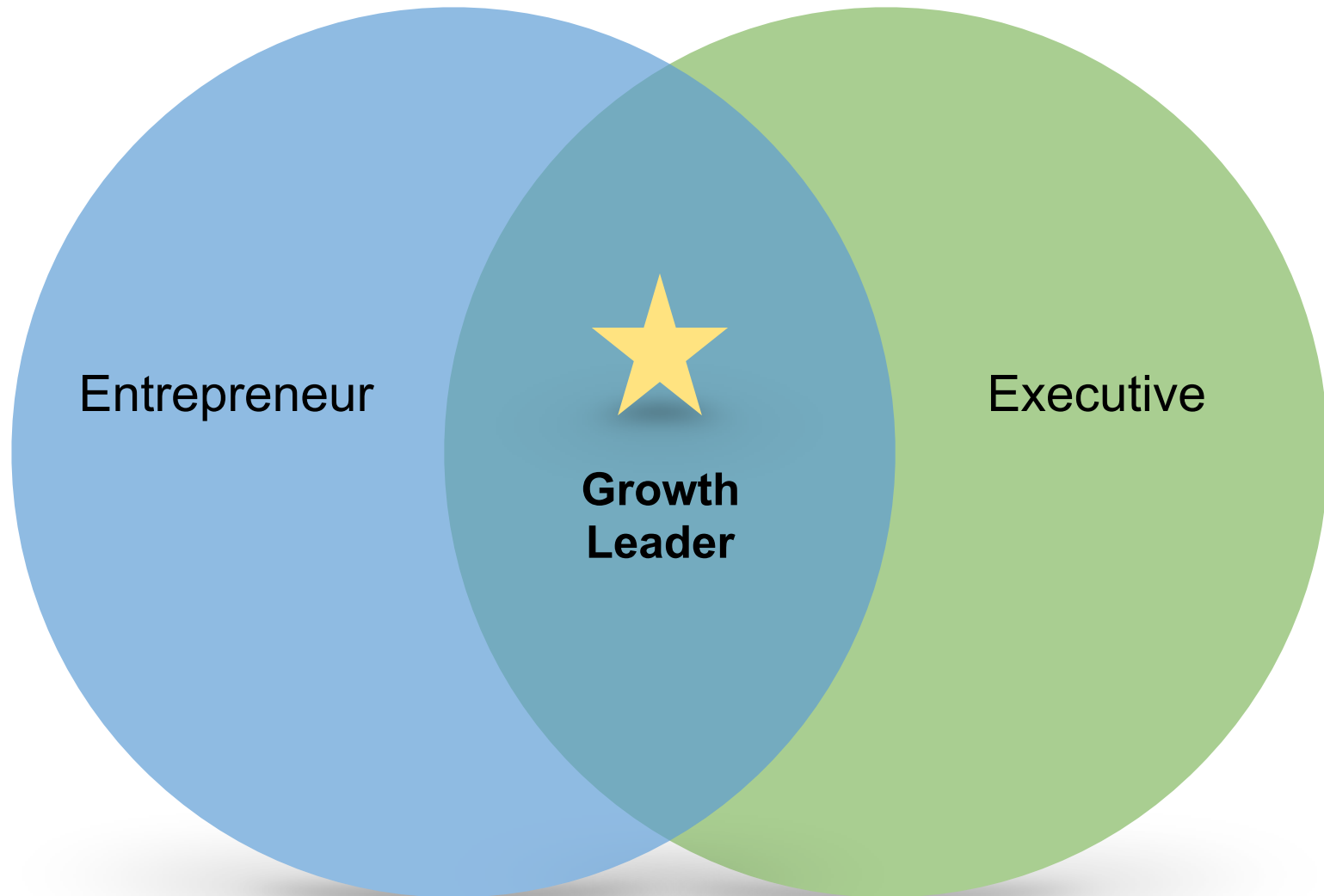
M&A — clarify leadership priorities, strengths, and gaps

Improving alignment and collaboration among key leaders



# Growth Leader Assessment Process





# Scorecard Samples

## Growth Company GM

NAME: [REDACTED]

### Executive Leadership | GM Assessment Snapshot

#### Differentiating Skills and Characteristics

- + Highly intelligent – ability to learn and adapt
- + Technical expertise/depth; industry/product knowledge
- + Engaging personality and collaborative mindset
- + Optimistic; high energy
- + Integrity – ability to build trust with others
- + Affable, approachable – sense of humor
- + Innovative, imaginative, entrepreneurial
- + Ability to see the big picture as well as manage details – clear about vision and also willing to get hands dirty
- + Market/customer focus

#### Development Opportunities and Blind Spots

- △ **Prioritization and Focus** – “Cut through the gray” and ensure your time is focused on strategically essential activities. Execute on the plan. Simplify communication.
- △ **Team Cohesiveness** – Acknowledge and address “us vs. them” dynamics and conflict within core team. Strengthen collaboration around shared vision.
- △ **Talent Development** – Objectively evaluate talent and performance, hold people accountable, and upgrade where necessary.
- △ **Delegation** – Stretch talent, expand team capacity, and ensure you are not a limiting factor to growth. In your words: “I can’t be a one-man band.”

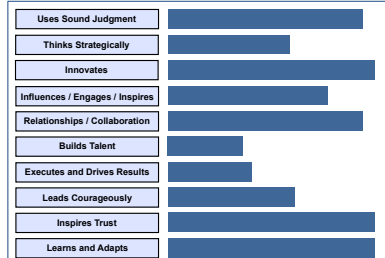
#### Career Aspirations

- Successfully grow business to \$100m (3 years)
- Continue transition from engineering mindset to P&L leadership (building organizational capacity, strategic thinking, mastering financial/business issues, etc.)

#### Key Questions

- What is the highest and best use of [REDACTED] – your time, attention, and energy? What does the business most need from you?
- What is required to execute on your business plan? What structures/practices will ensure traction?
- How do you improve resilience (continually recover and refuel to sustain performance over the long haul)?

Opportunity Solid Outstanding



## Corporate Venture Founder

[REDACTED] VENTURES

[REDACTED] Founder Snapshot

Taylor Sample



#### Founder Factors

Market History / Knowledge



Leadership / Management



Domain / Technical Fit



Time Allocation / Capacity



Key Relationships



Communication / Influence



Adversity



Generalist ————— Specialist

FIRE ————— WEIGHT

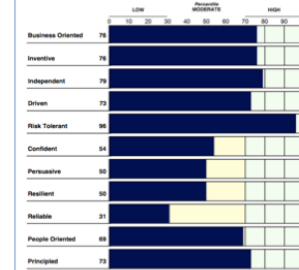
#### Key Questions

- How to further develop and deepen strategic relationships (both internally and externally) within the ecosystem?
- Toward what priorities should your “deep work” be focused, as the venture continues to move into more mature stages?
- What structure and project support will improve focus and follow through?
- How will you continue to strengthen your confidence and assertiveness for greater impact?

#### Startup Motivators

HIGHER CALLING / GREATER GOOD	63
PROFESSIONAL ADVANCEMENT / LEARNING	58
INNOVATION / CREATIVITY / ARTISTRY	67
MARKET OPPORTUNITY	39
ACHIEVEMENT	37

#### Entrepreneur Core Characteristics



## CFO to CEO Succession

### Growth Leadership Assessment Report | [REDACTED]

## SCORECARD

#### DIFFERENTIATING SKILLS & CHARACTERISTICS

- High energy, drive, and tenacity.
- Deep domain expertise (finance, engineering, industry, product).
- Intellectual rigor and horsepower. Analytic and data-driven.
- Organized, methodical, thorough approach to planning and problem solving.
- Conscientious and accountable – brings a tremendous work ethic and commitment to the company.
- Rolls up his sleeves and gets things done.
- Drives change by challenging the status quo and championing innovation.
- Clearly and directly communicates expectations and delivers consistent results.
- Continuously challenges self to learn, improve, and perform.

#### IMPROVEMENT OPPORTUNITIES

- Inconsistent in establishing relationships and building trust – opportunity to connect with others on a more personal level.
- Has opportunity to communicate in a simpler, clearer, and more compelling fashion.
- Tends to be overly involved in the details; needs to reallocate time toward higher value activities such as setting and driving strategy, leading change and developing talent.
- Has opportunity to make decisions more swiftly to improve efficiency.
- Can come across as volatile and intimidating; has opportunity to reign in and better manage negative emotions.
- Exhibit more patience with others who bring less knowledge or understanding.

#### KEY QUESTIONS

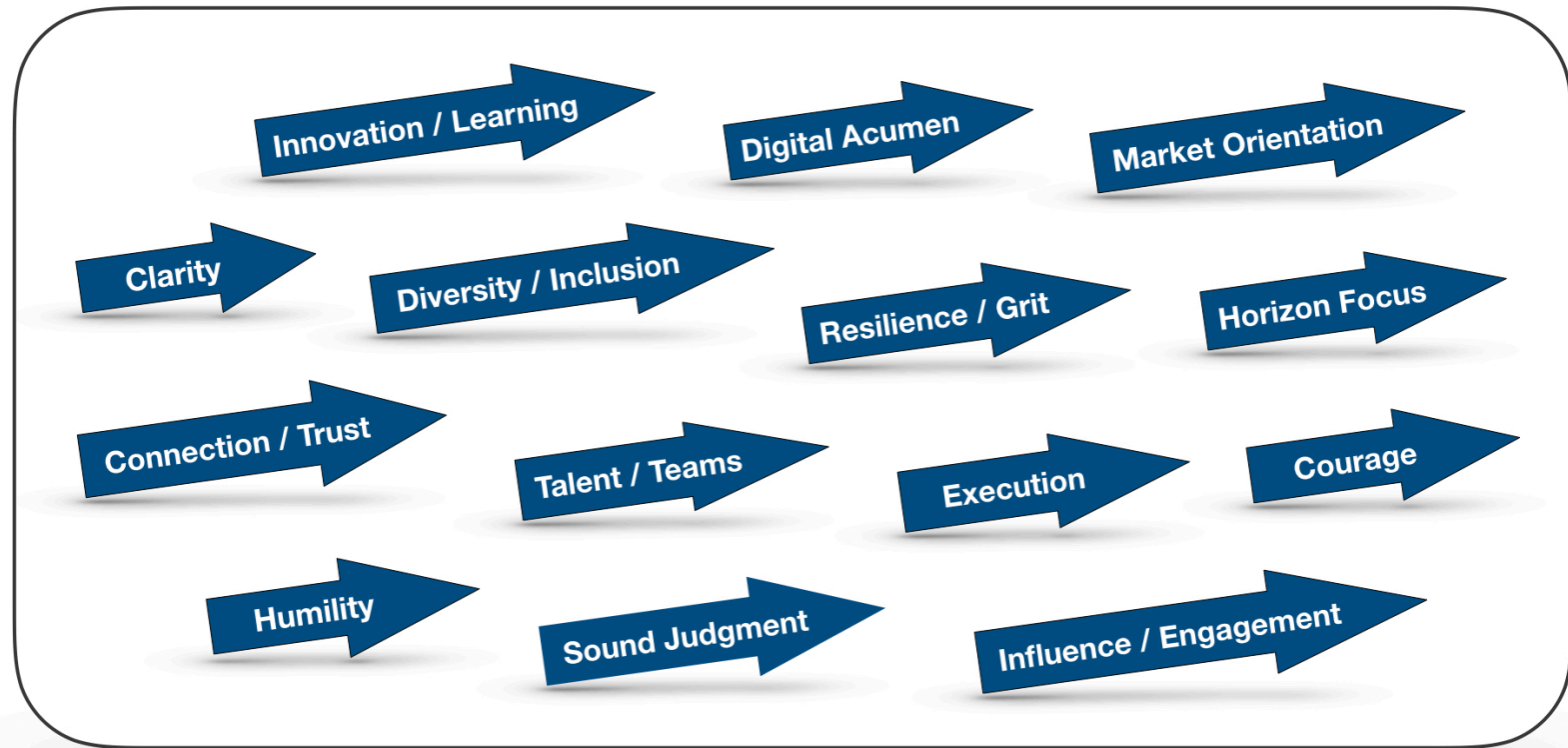
1. How skillfully can [REDACTED] reallocate attention from day-to-day operations toward the strategic activities required of a CEO?
2. Will [REDACTED] be able to manage his energy and passion to communicate in a consistently clear and positive manner?
3. Can [REDACTED] more fully develop the broader relationships needed to influence and inspire company performance?
4. How will [REDACTED] balance his desire to have a full complement of data with the need to make fast, effective decisions?
5. Will [REDACTED] be able to drive the vision of “One [REDACTED]” and overcome the divisiveness that exists across the company?
6. Will [REDACTED] attend to his own “care and feeding,” operate at a sustainable pace, and bring his best self to his leadership role?

#### COMPETENCY OVERVIEW

	Outstanding	Strong	Opportunity
Thinks Strategically	+		
Uses Sound Judgment		o	
Market Oriented		o	
Executes and Drives Results	+		
Communicates for Impact			△
Builds Talent and Teams		o	
Leads Change		o	
Drives Innovation	+		
Learns and Adapts	+		
Builds Relationships and Trust			△



# Growth Leader Competency Model



( 360° Feedback Assessment Now Available )



# Representative Assessment Clients

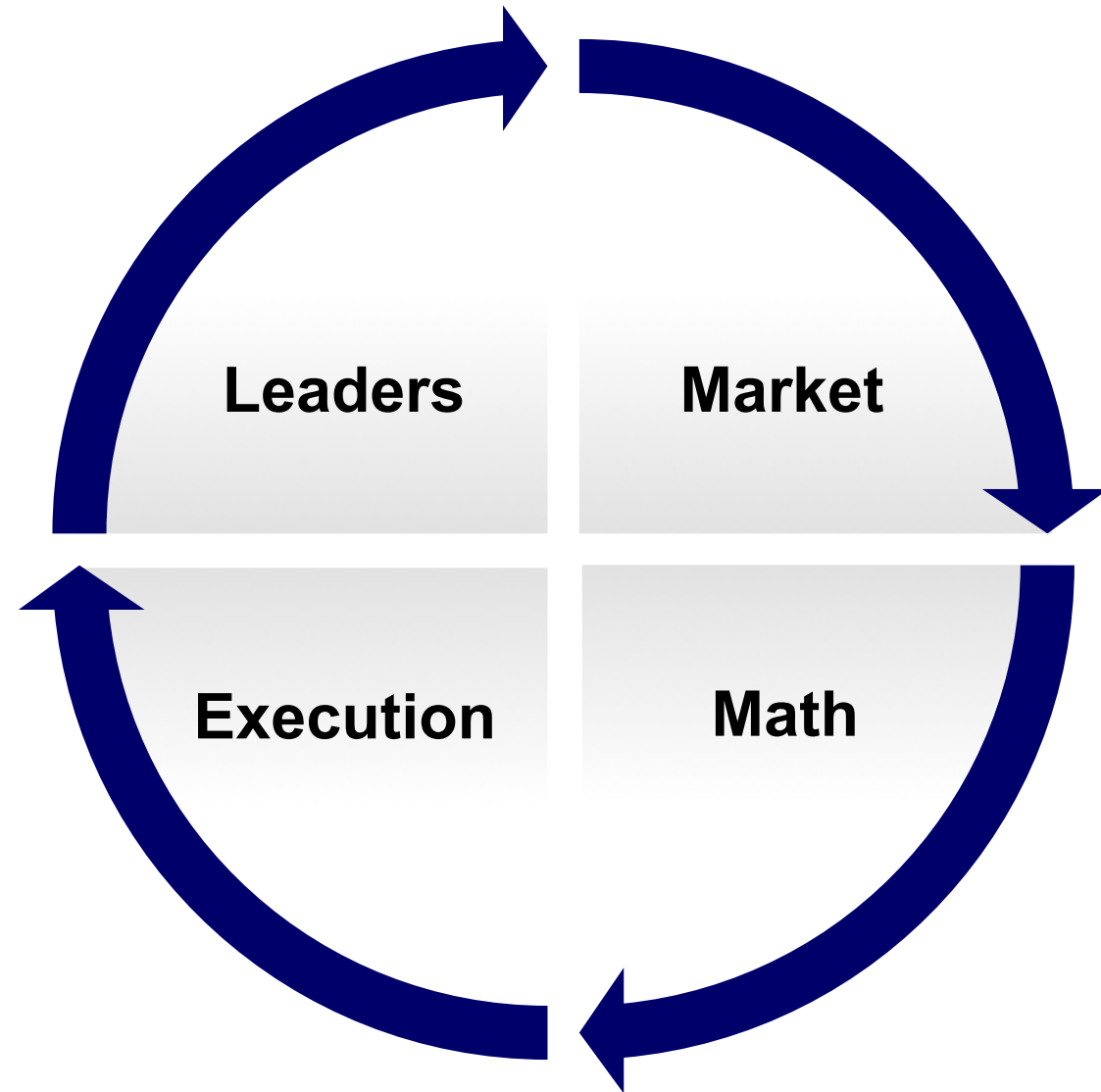
- Johnson & Johnson
- Capitala
- Frontier Capital
- AFL Global
- Nike
- Cardtronics
- Thomson Reuters
- AMD
- Comcast
- New York Life
- American Express
- John Deere
- Rolls Royce
- ITW
- AstraZeneca
- DaimlerChrysler

Plus a wide range of early- and growth-stage ventures





# EPL Growth Model



**www.eplabs.co**

