



Future Achievement International®
Personal Leadership Effectiveness™ Solutions

Proprietary Diagnostic Tools that Help Organizational Leaders...
Improve the Predictability of their Human Capital Decisions!



Personal Leadership Effectiveness™



➞ **Personal Leadership Effectiveness Video**

Organizations today need **Character-Based Leadership Solutions** focused around one **Common Denominator (PLE)** that can be 'integrated' into their culture, talent acquisition, employee development, and employee retention Initiatives.

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Future Achievement International®*



Individual Assessment



Summary Overview

The **MERIT Profile Assessment** is a psychometrically-designed survey that produces a six-page Recruitment Report and a 13-page Development Report. The MERIT Profile Assessment proficiently assesses an individual's overall **Personal Leadership Effectiveness**, which is comprised of ten core Character Competencies, four primary Behavior Traits, and an individual's overall Attitudes, Beliefs, and Commitments.

Quantitative Analysis

The MERIT Profile was developed to meet the need for an instrument that accurately measures 10 core character competencies, four primary behavior traits, and would provide the metrics for creating both generic and customized position performance index equations. These objectives were based on the following presupposition:

- ✓ If research evidence supports the conclusion that the two constructs, **character** and **behavior** can be accurately and appropriately measured by a single instrument, and the metrics from that instrument can be translated into creating job-specific benchmarks that predict 'success' on various important criteria, then organizations will have access to a decision-making tool that provides valuable data to improve the predictability of their human capital decisions.

Qualitative Analysis

The Merit Profile Assessment measures not only ten Character Competencies but it also measures four primary 'Behavior Traits' utilizing the well-established Four Quadrant Behavior Theory. This behavioral component of the MERIT Profile adds a second important dimension of understanding an individual's overall **Personal Leadership Effectiveness**. When assessed together character and behavior provide a unique combination of descriptive material as well as metrics that are the essential ingredients for **PLE** Training, Coaching, and Consulting.

- ✓ In addition to the numeric scores generated on the MERIT Profile Development and Recruitment Reports, there are also descriptive statements for both the Behavior Traits Summary section and the Character Competency Summary Section of the MERIT Profile Development Report. These 'qualitative' statements, as many as 65 included in every Development Report, provide the basis for in-depth coaching, mentoring, and self-evaluation when utilizing the data in the reports for improving a person's **Personal Leadership Effectiveness**.
- ✓ In similar fashion the MERIT Profile Recruitment Report contains its own unique set of qualitative statements that give insight into some of the topics that should be addressed in an interview process prior to making a final hiring decision.

Strategic Benefits of the MERIT Profile Assessment

The data generated by the **MERIT Profile** is foundational to a variety of integrated business solutions that are available to organizations that want to successfully achieve their short and long-term strategic objectives and improve the predictability of their Human Capital decisions regarding these four areas:

- ✓ Culture (Vision, Mission, and Core Values)
- ✓ Talent Acquisition (Getting the right person on the right team.)
- ✓ Employee Development (The key to employee engagement and retention.)
- ✓ Employee Retention (Annual Performance Reviews)

Important links to review:

- [MERIT Profile Video](#)
- [MERIT Profile Recruitment Report](#)
- [MERIT Profile Development Report](#)



Team Assessment



Summary Overview

The **MERIT Team Dynamics™** diagnostic process can be utilized to evaluate any work group within an organization's structure. Team Dynamics are the unseen forces that operate in a team between different people and other work groups. Research has shown that an organization's culture can foster certain dynamics that strongly influence how a team engages, problem-solves, performs, and communicates. Team Dynamics are often very ingrained and complex.

The dynamics within the team are the underlying attitudes, behaviors, and processes that give rise to a set of performance norms, roles, relationships, and common language that characterize that work team and differentiate it from other work teams. Among the members of a work team there develops a state of inter-dependence through which the attitudes, beliefs, and commitments of each group member are collectively influenced and experienced by the other team members.



It is important to understand that an individual's **Personal Leadership Effectiveness** has a direct impact on their team effectiveness, which will have a positive or negative impact on the overall work team dynamics. The MERIT Team Dynamics diagnostic process utilizes the MERIT Profile Assessment to collect the proper data on each work team member to gain individual insights regarding their strengths and challenge areas. The individual insights are then combined to produce the final MERIT Team Dynamics report which illustrates the overall strengths, growth areas, and gap areas of the entire work team.

Every Work Group has Strengths, Weaknesses, and Gap Areas.

Strategic Benefits of the **MERIT Team Dynamics** Assessment Process

The **MERIT Team Dynamics** assessment process gives the organization a cost-effective process with which to assess how well each team member aligns with and complements the team. This diagnostic tool will also give some insight into how the overall group dynamics are impacting the performance, productivity, and efficiency of the team. Some examples of these insights are:

- ✓ The ability to discover the natural working paradigm of a work team and then compare that information to any established in-house standards for a high-performing team.
- ✓ The ability to empower the work team to utilize the unique qualities of each team member for the improvement of team performance and the achievement of the organization's vision and mission.
- ✓ The ability to work with the entire team in maximizing group strengths around areas of innovation, strategic thinking, problem-solving, and decision-making.
- ✓ The ability to assess the compatibility of an individual in reference to the larger team dynamics and then prepare personalized development plans to achieve improved alignment, contribution, and satisfaction.
- ✓ The ability to surgically diagnose potential sources of conflict so that managers can intervene proactively to prevent their destructive influence.

[Sample MERIT Team Dynamics Chart Examples](#)



If an organization wants to develop a ‘winning’ culture, it must clearly understand *what* it values and *how* it will integrate those values into the various operational levels of the organization.

Summary Overview

Most organizations have core values that were developed at a considerable investment of time and money. That work was the easy part. The greatest challenge comes in developing processes by which the general employee population of the organization can embrace those core values while performing their day-to-day job duties.



Mapping and
Integration

In typical organizational life those core values are not well-known or understood by most employees, therefore they are not able to integrate them into their job duties effectively. After the **Core Values Mapping Process** is completed executive leaders, managers, and supervisors will be able to communicate actionable behaviors to every division, department, and branch within the organization so that the core values are successfully ‘integrated’ throughout the organizational culture.

- The foundation to the **Core Values Mapping Process** is made-up of the ten **Personal Leadership Effectiveness Character Competencies** known worldwide as the **MAXIMIZERS Principles™**.
- These ten Character-Based Leadership Competencies support the framework of a person’s Attitudes, Beliefs, and Commitments. The **MERIT Profile Assessment**, described more fully in this document, is the diagnostic tool that is utilized for measuring these ten Character Competencies in individuals.
- Once the **MAXIMIZERS Core Values Mapping Process** is complete the executive leaders, managers, and supervisors will have a ‘common language’ with which to educate and inform the employees on the specific ‘actionable behaviors’ for their job position that will contribute directly to the cultural objectives that have been agreed upon by the organization’s core leadership team.



Strategic Benefits of Core Values Mapping and Integration

- ✓ The Core Values Mapping Process will improve the alignment of new and existing employees to the culture, vision, and mission of the organization.
- ✓ The Core Values Mapping Process will also promote the *integration* of the core values into the organization’s talent acquisition, employee development, and employee retention initiatives. The more successfully the core values of the organization are integrated into these Human Capital Initiatives the more empowered it will become to achieve its culture, vision, and mission objectives.
- ✓ The Core Values Mapping Process will reveal the Character-Based Leadership Competencies that will need to be developed for an employee to make the best possible contribution to the organizational culture. This type of ‘applied process’ will be valuable when determining where corporate training dollars should be invested to produce the greatest overall personal and professional leadership development benefits.
- ✓ The Core Values Mapping Process helps to create a ‘common language’ in the organization that will generate improved communications, meaningful collaboration, and a sense of unity among the employee population.

➔ [Sample Core Values Mapping Report](#)



The **MERIT Benchmarking™** diagnostic process helps organizations hire job applicants that have the highest potential for success in a certain job position. **MERIT Benchmarking** enables Hiring Managers to 'see' if a job applicant has the potential to produce the most desirable *actionable behaviors* in a specific job position in advance of making a final hiring decision.

→ Step One – Job Description Mapping Process

In this step a 'designated' job description for which the organization is actively hiring will be in-focus. That detailed job description will be sent through a proprietary analytics process in which the job description will be dissected into specific actionable behaviors. Those actionable behaviors will then be 'mapped' to the ten Character Competencies *and* the four Behavior Traits assessed by the **MERIT Profile Assessment**. The **Job Description Map** that is the result of this process will provide valuable insights into how specifically those employed in this particular job position contribute to the organization's culture, vision, and mission objectives.

- This proprietary 'Mapping Process' generates a customized map by which all future job candidates' **MERIT Profile Assessment** results will be compared to determine how well they will 'fit' into the job position.

Once a high-potential Job Applicant has completed their MERIT Profile, their results can then be compared to the Job Description Map for that specific position. With this information the Hiring Managers can make an informed determination regarding the best Job Applicant for the position being filled. Keep in mind that a Job Description Map can be created for any position within the organization that has formalized Job Description.

→ Step Two – Job Position Benchmarking

This cost-effective approach to *benchmarking* allows the Hiring Manager to have quantifiable data by which they can compare the **MERIT Profile Assessment** results of the high-potential job candidates to the **MERIT Profile Assessment** results of current high-performing employees in the same job position.

- This second step will tighten the neck of the talent acquisition 'funnel' to the point where the Hiring Manager can hire the new employee with a degree of expertise and confidence that was previously unavailable to them.

This Benchmarking Process will produce a set of four to six Character Competencies and two Behavior Traits that stand out above the rest as being shared by the sample group of high-performing employees in the targeted job position. These 'benchmarks' will be utilized as standards by which the **MERIT Profile Assessment** results of job applicants can be compared to estimate the probability of their 'success' in that position.

- With this information the Hiring Managers can make a very informed determination regarding the best job applicant for the position being filled. Keep in mind that a Job Position Benchmark can be created for any position within the organization that has a track record of highly effective employees.



**Helping Organizations Gather
Valuable Human Capital Intelligence...
*Before Making a Final Hiring Decision.***



**Improving the Predictability of
Important Human Capital Decisions**



Summary Overview

The **PLE Human Capital Screen™** is a tool that is utilized to acquire a high-level view of the strengths, weaknesses, and gap areas within an organizational culture, specifically related to the existing **Personal Leadership Effectiveness** of front-line employees, managers, supervisors, executive leaders, and work teams. This proprietary process can also be utilized to assess the various sub-cultures of select divisions, branches, and departments.



➔ **Personal Leadership Effectiveness (PLE)** is the skill of leading or governing yourself to reach your full potential. In an organizational context **Personal Leadership Effectiveness** refers to the ability to create and sustain a 'culture' where it is agreed that assessing, developing, and sustaining the **PLE** of every employee is of utmost importance. This type of **PLE Culture** involves attention being paid to the ten Character Competencies, four Behavior Traits, and the workplace Attitudes, Beliefs, and Commitments assessed by the **MERIT Profile**.

- The **PLE Human Capital Screen** survey has been designed to expose areas of strength and development to stimulate informed conversations as organizational leaders strive to create a healthy and productive work environment, where both the organization and people will thrive. The process assesses **Organizational Culture**. The results of this process will enable the leadership team to dialogue and collaborate in their efforts to establish, develop, and sustain a **Personal Leadership Effectiveness Culture**.
- The **PLE Human Capital Screen** is comprised of a 50-item online survey that registers 10 Key Indicators of a healthy organizational Human Capital Management environment. It is taken anonymously by a cross-section of select employees within the organization. The survey group's results are consolidated into a comprehensive report in the form of a PowerPoint presentation.
- When **PLE Human Capital Screen** is used in conjunction with the Greatest Human Capital Challenges Survey The survey engagement process will generate deep, meaningful discussions that will move the primary leadership team along the pathway of employee engagement and cultural transformation.

Strategic Benefits of the **PLE Human Capital Screen**

- ✓ **Examines** an organization's overall performance in 10 Key Indicators of a healthy organizational culture.
- ✓ **Exposes** areas of strength and development for organizational leaders to evaluate. The information gathered will reveal if some aspects of the working environment are healthy and productive, and if some aspects are unhealthy and toxic.
- ✓ **Equips** leadership teams with important data needed to effectively dialogue, collaborate, and work toward establishing, developing, and sustaining a **PLE Culture**.

W O R K P L A C E...

Attitudes – Beliefs – Commitments

Significantly Impact Your Organization's Culture.

➔ [Sample PLE Human Capital Screen Report](#)

Key Indicators - Positive Outcomes

Quality Leadership

Leadership/Management Integrity
Fair and Consistent Standards
Values and Respects Individual Contribution
Healthy Stress & Change Management

Effective Teams

Culture of Accountability
Culture of Trust and Unity
Culture of Transparency and Honesty

Motivated Work Environment

Engaging and Exciting Work Environment
Encouraging and Empowering Work Environment
Healthy Work-Life Balance