SHINE
Participant Report

Name
Thomas Porter

Date
30 September 2022

Introduction

As a SHINE participant, this report is designed specially for you to understand your individual preferred style or how your behavior is likely to influence your potential performance on several competencies.

This potential is based on your response to the recently completed Occupational Personality Questionnaire (OPQ). Your response has been compared against those of a large relevant comparison group to give you a description of your preferred approach to work. Your individual response shows the ways you see your own behaviors rather than how another person might describe them. What you need to keep in mind is that the report describes your preferred ways of behaving, rather than actual skills levels.

The accuracy of this report depends on the frankness with which you answered the questions as well as your self-awareness. Nevertheless, this report provides important indicators of your style at work.

When using this report, it is important to consider which of the competencies measured are most relevant to you so that you can successfully perform during your leadership journey at Hilton.

As part of your SHINE program, your Hilton Leadership and Talent Development team will schedule for a session to give you the support to interpret the report more meaningfully.

A few points to note:
• This report has a shelf-life of 18-24 months.
• If there are major changes in your life or work, you should complete the OPQ again. The report is treated as a confidential report and is only shared with individual participants.

Report Key:

The symbols indicate which aspects of your style are likely to contribute positively or more negatively to each competency.

●●●●●	Key Strength - Very likely to have a positive impact
●●●●	Likely Strength - Likely to have a positive impact
●●●	Moderate - Likely to have neither a positive nor a negative impact
●●	Likely Limitation - Likely to have a negative impact
●	Key Limitation - Very likely to have a negative impact

The overall likelihood of you displaying strength in each competency is shown in the charts on the right hand side of the report.

1	2	3	4	5
1 - **Unlikely** to be a strength	**2** - **Less likely** to be a strength	**3** - **Moderately likely** to be a strength	**4** - **Quite likely** to be a strength	**5** - **Very likely** to be a strength

SUMMARY OF COMPETENCY POTENTIAL

Hilton GM capability

Leadership	2
HR Management	4
Owner Relations	4
Commercial Acumen	2
Asset and Capital Management	1
Financial Acumen	1
Operations Management	2
Customer and Brand Promise Delivery	1
Risk and Crisis Management	2

Hilton GM capability

Leadership 2

●	Strong preference to deliver achievable goals rather than working towards aspirational outcomes.
●●	Unlikely to motivate team members to work towards a vision for success.
●●●	As likely as most to show sympathy and support towards team members.
●●	Likely to avoid taking charge of difficult situations and providing guidance to others.
●●●●	Inclined to invest efforts to understand team members' motivations and reactions to situations.

Possible development activities for further discussion:

Carry out a ‘talent audit’ to understand the people capability in your function, business unit or whole organization.
• Assess current capability and longer-term potential in both technical and behavioral competencies through a structured, objective process.
• Review the results alongside your analysis of the capabilities required. Use the results of the audit to identify the development needs and ‘capability gaps’ across the area.
• Feed the results into resource planning and development processes that are focused on addressing what is most critical to the organization.

Review the success of your current performance management process.
• Does the process encourage and facilitate the setting of SMART objectives and clear KPIs aligned to organizational strategy? Does your performance management process encourage the right behaviors? Get feedback from managers and their staff about how they feel about the process and the usefulness of the data collected for ongoing development planning.
• Adapt the process and supporting structures to encourage full participation and alignment with KPIs. After a time, review the effectiveness of these changes.

HR Management 4

- ●●● Is as likely as most to trust others to do their jobs well, which may contribute to the building of an inclusive environment.
- ●●● Is moderately inclined to sympathize and consider the welfare and concerns of others.
- ●●●● Inclined to seek advice and consult others' opinions when working in a team.
- ●●●● Invests some effort in to considering team members' motivations and reactions when implementing people processes and strategies.
- ●●●● Inclined to adapt behavioral style to match others, when dealing with different stakeholders and team members.

Possible development activities for further discussion:

This appears to be an area of relative strength for you. Review the points highlighted above and continue to develop your potential here. You may also find it useful to consider the extent to which your current and future roles enable you to demonstrate your competence in this area.

Owner Relations

4

●●	Unlikely to negotiate, or convince the owner(s) to see their point of view.
●●●	Is as likely as most to communicate in a clear and confident manner with the owner(s) to establish credibility.
●●●●	Inclined to seek advice and collaborate with the owner and seek their inputs on short/long-term positioning.
●●●●	Likely to take the time to introspect on the reason for the owner's behavior and their reactions.
●●●●	Inclined to take account of the behavioral style of the owner and adapt themselves appropriately.

Possible development activities for further discussion:

This appears to be an area of relative strength for you. Review the points highlighted above and continue to develop your potential here. You may also find it useful to consider the extent to which your current and future roles enable you to demonstrate your competence in this area.

Commercial Acumen 2

- ●● Prefers to avoid using commercial data and would rather rely on instincts when making decisions.
- ●●● Is as likely as most to critically review strategic plans to look for problems or flaws.
- ●● Unlikely to think broadly or apply concepts/theories when developing a commercial growth business plan.
- ●● Likely to struggle in supporting the team to identify new marketing channels and social media to grow the business.
- ●●● Is as likely as most to take a long-term view of own actions on the growth of the business.

Possible development activities for further discussion:

Carry out an in-depth strategic review of how your function or business area aligns with the overarching organizational strategy e.g. product leadership or technological optimization.
• Seek the input of key stakeholders across your function or area.
• Review your business area’s human and other resources, as well as the structure. How aligned are these with the overall strategic direction of the organization? Do they support the strategic objectives?
• Identify areas where your area is out of alignment with the organizational strategy, and address this. Ensure your management team has short, medium-and long-term goals that all contribute to the organizational strategy.

Evaluate your current and future business strategy and product or services mix against current and future regulatory developments, to minimize your regulatory risks.
• What are the current regulatory requirements? Are there any regulatory penalties or add-ons against your business area?
• Consult with your legal department and regulatory advisory staff or ensure you have access to external regulatory guidance and any imminent changes to this.
• How does your current business strategy and business mix perform in this regulatory environment? What improvements can be made?

Asset and Capital Management

1

●	Strongly inclined to accept consensus when developing processes and procedures that maximize an asset's ROI.
●●	Prefers to avoid using data and would rather rely on instincts when analyzing expenditure or investment proposals.
●●●	Is as likely as most to adopt a methodical and organized approach when planning ROI projects.
●●●	Is as likely as most to critically review expenditure proposals for any potential issues or flaws.
●●	Unlikely to think broadly or apply concepts/theories when developing capital management plans.

Possible development activities for further discussion:

Single out an unprofitable business unit within the organization. Come up with solutions to turn the performance of the business unit around.
• As part of your analysis of the above information, consider the problem from different perspectives – external and internal stakeholders, financial, competitor, marketplace, the industry.
• Come up with a range of practical ways forward, and gather feedback from other senior stakeholders on these potential solutions. Review the solutions in the light of this feedback, and choose the most appropriate ones to implement, balancing cost efficiency and/or effectiveness of solutions.
• Create a workable action plan with the leaders of the business unit, and support them through the implementation of these changes. Monitor the success of these changes.

Examine one of the biggest problems currently facing your organization, (e.g. competition, research and development, market conditions, talent, etc.), and come up with a new or different way of approaching it.
• Why is this issue a problem for your organization? Is it common to your competitors? The wider marketplace? What is the impact of this issue on the business? Where does it fit within a wider context? What is the broader (PESTLE) Political, Economic, Social, Technological, Legal and Environmental factors? How can you apply systems thinking to investigate the relationships this issue has with other areas of the business?
• What data do you have around this problem? How have others solved this?

Financial Acumen 1

- Unlikely to strive towards maximizing the hotel's revenue stream over the competition.
- Strong preference to deliver achievable revenue streams rather than working towards ambitious financial goals.
- Unlikely to motivate team members to adhere to financial and regulation policies.
- Likely to avoid using statistics and data driven approaches in financial planning.
- Is as likely as most to critically review information to look for problems or flaws that may affect compliance.

Possible development activities for further discussion:

Establish a competitor review board, focusing on up-and-coming players in the market or emerging markets.
• Which competitors are well-positioned to play in new emerging areas and to Capitalize on new technologies? Assess their market readiness and identify those who are less well positioned. What does that mean for competitive balance in the industry or for acquisition opportunities? How could these developments impact your own and competitor organizations' market share?
• Consider how geography and different environments can be leveraged to improve your competitive advantage.
• Identify and commit to taking forward high impact actions as a result of these meetings.

Conduct a feasibility study into an emerging market or a new product or service offering.
• Conduct a thorough analysis to determine what is required for entering this new market.
• Think about the broader business environment e.g. the current political, economic and regulatory situation. Use PESTLE analysis to investigate the Political, Economic, Social, Technological, Legal and Environmental factors. Consider cultural differences and consider language barriers.
• Present your findings to senior executives or the Board, making a clear recommendation on the way forward.

Operations Management 2

- ●● Likely to avoid taking charge of initiatives to enhance operational effectiveness.
- ●●● Is as likely as most to focus on details and adopt a methodical and organized approach to operational planning.
- ●● Likely to struggle in supporting the team to identify new ways to drive the hotel business.
- ●● May favor a more routine and predictable approach to hotel operations.
- ●●● Is as likely as most to take a long-term view of operations management plans.

Possible development activities for further discussion:

Develop comprehensive project and program plan templates to embed best practice planning approaches.
• Find role models of excellence within the organization in this area and work with them to create ‘master’ project and program plan for the key areas. Use a formal project methodology (such as Prince2 or your own organization’s methods), in order to ensure the plans are comprehensive but flexible to fit project size and type.
• Evaluate the level of depth required within the plans. Provide guidance on how to use them, as well as the rationale for how these will help the business improve in this area. Ask for user and other stakeholder/customer feedback and improve them as they are rolled out.

Set up a quarterly cross-functional, organization-wide working group to generate innovative ideas for new products or services.
• Include representatives from different levels and functions of the organization. Use creative idea generation techniques as a means of tapping into novel ideas and approaches. Use outside facilitators or speakers at some meetings.
• Include a process to evaluate the ideas and their potential impact, e.g. through carrying out a feasibility study or trial.

Customer and Brand Promise Delivery 1

- Prefers to work at a steady pace and avoid going the extra mile for guests.
- Strong preference to merely meet the QA brand audit standards rather than work towards exceeding them.
- Is as likely as most to adopt a methodical and organized approach when responding to guests.
- Highly likely to see quality and service standards as flexible and may struggle to follow through on commitments.

Possible development activities for further discussion:

Create a presentation to senior stakeholders which outlines your customer's value proposition, where your business fits into this, and opportunities your business is currently missing in this area.
• Develop your understanding based on more than just what your customers say. Who are your customers' competitors? What is their marketplace like? Who are their customers? Leverage relationships in all parts and at all levels of their organization. Understand their industry by reading trade journals and industry reports, and looks for signals in the marketplace when change is coming.
• Review the systems and processes you currently have in dealing with customers in light of this information. What opportunities are you missing? Where do your people need further training or education about their customers? How can you support this? Present this information to the board with two or three recommended actions that you will lead on.

Lead a benchmarking program for the organization that compares the way you deliver excellence to the customer with your competitors.
• Are your customers universally positive about the organization and your services? What blockers are identified in terms of the 'how' you deliver as well as the 'what'? Are you easy to work with?
• What does your current quality assurance process look like? Is this and your productivity management system the best in the industry? What improvements could be made? Remove identified organizational blockers to progress and create flexibility in the way you deliver excellence to customers.

Risk and Crisis Management

2

- ●●● As likely as most to be concerned about details around policies, plans, or crisis procedures.
- ● Highly likely to see compliance matters as flexible rather than following set guidelines.
- ●●● Is as likely as most to take a disciplined approach and adhere to hotel policies.
- ●●● Is as likely as most to take a long-term view of risk management policies on the business.

Possible development activities for further discussion:

Deliver a highly visible, long-term international program.
• Set clearly defined objectives for the program that are aligned with those of the organization. Communicate these effectively with the program team and stakeholders.
• Check availability and buy-in of project managers and resource from different functions. Work with your project managers to incorporate their projects into a realistic program plan, managing risks and conflicting agendas. Create systems to measure and monitor the progress of the program, taking immediate action when project deliverables are threatened.

Review the organization's current compliance to legislation and external standards. Create an action plan to address discrepancies in compliance.
• Understand, through consulting internal and external experts in the appropriate areas, what the critical legislation is in the organization, for example, data protection and equal opportunities. Set up a project team to audit how well different departments are aligned to these. Are there differences in how functions are aligned to legislation? What could be the consequences of non-compliance in these cases? Are there priority areas?
• Where you discover gaps in compliance, work through these with the appropriate functional heads. Support them in changes that they may need to make to become compliant. Monitor the progress of their activities.

Assessment Methodology

This Profile is based upon the following sources of information for Thomas Porter:

Questionnaire / Ability Test	Comparison Group
OPQ32r UK English v1 (Std Inst)	OPQ32r UK English Managerial and Professional 2012 (INT)

Person Detail Section

Name	Thomas Porter
Candidate Data	RP1=4, RP2=3, RP3=7, RP4=2, RP5=3, RP6=2, RP7=6, RP8=9, RP9=8, RP10=5, TS1=3, TS2=5, TS3=7, TS4=7, TS5=4, TS6=3, TS7=4, TS8=7, TS9=6, TS10=5, TS11=1, TS12=6, FE1=6, FE2=7, FE3=8, FE4=4, FE5=5, FE6=9, FE7=2, FE8=4, FE9=2, FE10=2, CNS=7.

About This Report

This report has been produced by SHL for the benefit of its client and contains SHL intellectual property. As such, SHL permits its client to reproduce, distribute, amend and store this report for its internal and non-commercial use only. All other rights of SHL are reserved.

The report herein is generated from the results of these questionnaires and tests answered by the respondent(s) and substantially reflect the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.

This report has been generated electronically; the user of the software can make amendments and additions to the text of the report.

SHL Global Management Limited and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. We can accept no liability for the consequences of the use of this report and this includes liability of every kind (including negligence) for its contents.

www.shl.com