

# PexiScore Assessments

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## Adding value to careers



## PexiScore Leadership Assessment Report

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**Name of Candidate** :piyush testing sanadhya

**Job Code** : LEASOF1018450

**Assessment Date** :04/10/2018

**For** : Leadership Testing

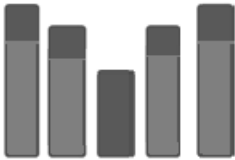
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# Introduction to PexiScore Leadership Assessment Report

Our experience of assessing hundreds of successful talented individuals has helped us decode the key to successful understanding of the human mind and its capabilities in assessing Leadership traits. While there are multiple ways to determine capability, ability and aspirations of the mind, our latest approach to Leadership Assessment takes into consideration the two core factors of a good report; i) validated assessment methodology; and ii) ease of comprehending the Report.

The PLA Report explains the assessment to understand two broad dimensions of competence;

## Managerial Competence



This measures individual competence. As a Manager, one needs to have specific competence that deals with one's own level and mental framework. Internal Behavior determines Managerial Competence and hence the Report provides insight on individual capabilities as a Manager for the following traits;

**Temperament:** Assess the inborn temperament of the person for personal effectiveness.

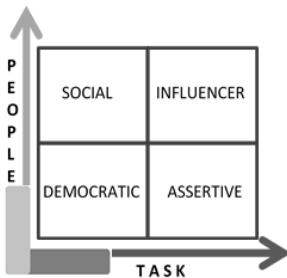
**Functional Competence:** Mental likeliness of job role functions across six core areas.

**Motivation at Work:** Assesses between the two broad areas on Intrinsic and Extrinsic motivational areas.

**Intelligence:** Using intelligence tests to assess the level of intelligence for higher cognitive predictability.

**Time Value:** A time tested valuation of time vision approach towards tasks and vision capabilities.

## Leadership Competence



The four quadrants of Leadership look at an individual's mental framework to environmental pressures of reactions as a leader.

**Integrity:** Measures how honest the person is likely to be on the job and their work ethics.

**Morality:** Assesses the individual sense of morality while dealing with the team and self-regulation.

**Balance:** Balance of listening skills and decision making required to find the correct solutions to the tasks using keen observations.

**Transparency:** The ability to be seen as a transparent leader within the organisation and be open to people and ideas.

**Aggression Quotient:** Focusses on the aggression level as a Manager and its impact on teams and clients.

## People Task Orientation

The People Task orientation Quadrant is the final and most important factor to assess leadership fitment across various job roles. As organizational leaders, the task to evaluate a person's leadership is amplified by understanding the Leadership style one brings to the table using experience, maturity and understanding of the job role using a single, comprehensive report. The most desirable place for a person to be as a leader is to be along the two axis at most times would be a high on task and an equal high on people orientation. However, do not dismiss the individual quadrants.

Certain situations might call for one of the four to be exercised.

For example, by putting a Democratic Leader in a select job role, one allows the team to gain self-reliance while an Assertive Leader helps instill a sense of discipline in a team that requires doing monotonous work for longer durations. By carefully studying the job roles and the competences affecting it, we can determine the axis required to achieve the desired results.

# How to read the PexiScore Leadership Assessment Report

The format of the Report brings ease of understanding of the person not only as a Leader, but also find fitment to a select job role with its own environment and functional challenges. The PexiScore Leadership Assessment Report addresses the issue by providing insights in a directional flow;

<b>Integrity</b>	Is the person honest?
↓	
<b>Functional Competence</b>	What functions does the person suit best?
↓	
<b>Managerial Competence</b>	Is the person a competent Manager to lead teams and manage clients?
↓	
<b>Leadership Competence</b>	Does the Leadership Quadrant fit with the department and the team?
↓	
<b>People Task Orientation</b>	Which hierarchy of Leadership does the person best fit into?

## Information Classification

The assessment methodology provides insights across various traits in a five band scale.

The bands are **Below Average >> Average >> Above Average >> Good >> Excellent**

All graphical bands displayed in the report are classified into five colour bands.

Below Average



Average



Above Average



Good



Excellent



## The Leadership Quadrant

Observations are provided on both the positive and negative aspects of the Leadership Quadrant. This needs to be read with particular emphasis on the department and job role that the candidate is likely to be selected for, and measure its impact on the team as a Leader/Head.

The PLA Report does not take into account a deep understanding of cognitive skills. This can be studied in depth using our Cognitive Ability Assessment Report.

## Subjective Assessment

The subjective assessment asks two questions for the candidate to respond and is recorded and produced in the report for a deeper understanding of the candidate's choices and roles in the past. This allows an understanding of their command over the subject and management style as a self-declaration.

Trait	Assessment Summation
<b>Integrity</b>	<b>Highly honest</b>
<b>Functional Competence</b>	<p><b>Social</b></p> <p>Plant Head, Factory Lead or Supervisor, Human Resources Lead, Digital/Social Media Lead. Engineering, Technical Lead Roles, Head of R&amp;D teams</p>
<b>Managerial Competence</b>	<p><b>Motivation at Work</b></p> <p>Core (Extrinsic - Social Acceptance) Secondary (Extrinsic - Security) Secondary (Intrinsic - Service/Functional Excellence)</p> <p><b>Temperament suited for job roles</b></p> <p>Risk Manager, Team Leader, Strategy, Risk Management/Finance.</p> <p><b>Intelligence</b></p> <p>Below Average (Has a Below Average command over Verbal Intelligence and Common sense)</p> <p><b>Time Value</b></p> <p>Considers 1 quarter as a short term goal setting period Considers 5 years as a mid term goal setting period Considers 5 years as a long term goal setting period</p>
<b>Leadership Competence</b>	<p><b>Morality</b></p> <p>Average on Morality</p> <p><b>Balance</b></p> <p>Above average on Balance as a leader</p> <p><b>Transparency</b></p> <p>Average on Transparency as a Leader</p> <p><b>Aggression Quotient</b></p> <p>Harmonious Agression Trait</p>
<b>People Task Orientation</b>	<p><b>Democratic</b></p> <p>Task Orientation – Social Ideation – Assertive Dealing with errors – Assertive Problem solving approach - Influencer Conflict resolution - Democratic Work life Balance - Social</p>

The Leadership Quadrant uses the People Task orientation grid to interpret leadership styles and decipher the potential and hierarchical fitment of individuals into leadership roles at various levels of the organisation.

### LEADERSHIP STYLE OF THE CANDIDATE : DEMOCRATIC



The highlighted dot in the Quadrant defines the People Task Orientation dominant trait for the candidate. The quadrant with the dot denotes the candidate's higher dominant trait compared to the other quadrants. The point denotes the interaction of the scores highlighting the Leadership Quadrant for the candidate. The grey space in the centre denotes the grey area of defining the candidate quadrant as it is closer to the other quadrants, elucidating a mixed trait that isn't yet well defined. On the one hand it denotes, flexibility, while on the other, immaturity towards a clear Leadership quadrant.

#### Description of the Quadrants:

**Social:** This leadership quadrant uses predominantly reward power to maintain discipline and to encourages the team to accomplish its goals using interpersonal skills. They would explain and deliberate on discussions than employing punitive coercive and official policy for mistakes, realising human mistakes as a natural outcome.

**Assertive:** People in this quadrant are very much task oriented and often tough on their teams. There is a rare opportunity for juniors to voice their opinion and the final decision is taken by this person only.

**Influencer:** This type of leader leads by positive example and endeavors to foster a team environment in which all team members can reach their highest potential, both as task executioners and as members of the team. They encourage teams, also focus of task completion to reach goals effectively, but do have a highly social approach which might at times be seen as being a bit democratic.

**Democratic:** A person in the democratic quadrant uses delegation principle of management which may be low on both people and task orientation. Their low commitment to involve themselves with the task or the team comes from the sense of unbridled autonomy that should be provided to every team member.

### Integrity

**Definition:** *the quality of being honest and having strong moral principles.*

Integrity is a personality trait and is found to be the first useful parameter in determining candidate fitment to the organisation.

PLA Report measures how honest the person is likely to be on the job and their work ethics. The assessment takes into consideration direct questions and surrogate observations to determine the score.

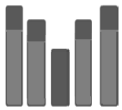
#### CANDIDATE RESULTS

Good



#### CANDIDATE OBSERVATIONS

The candidate shows a high level of honesty in their responses to the assessment and has predictable integrity to work ethics.



### Functional Competence

**Definition:** *Functional Competences are the basic skills and aptitude that are required to do a job successfully.*

There is a big wide gap between competence and competencies. Competence is the ability to perform a certain task skillfully while competencies are focused on the behavior and attitude required for the task. This section focusses on functional competence of the skill focus of the candidate toward a particular skillset using RIASEC methodology to denote their eagerness towards a specific role.

#### **MANAGERIAL COMPETENCE - FUNCTIONAL**

##### **Social**

The candidate response showcases an equal interest in social roles that require high interpersonal skills and include helping and guiding teams on creating projects, contributing to team skillsets or communications requiring a social bent of dependability.

##### **Job Roles**

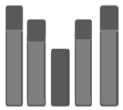
Plant Head, Factory Lead or Supervisor, Human Resources Lead, Digital/Social Media Lead.

##### **Technical**

The candidate responses reflect interest in technical roles or might be suited for roles that involve understanding of complex systems or detail-oriented projects.

##### **Job Roles**

Engineering, Technical Lead Roles, Head of R&D teams



## Temperament

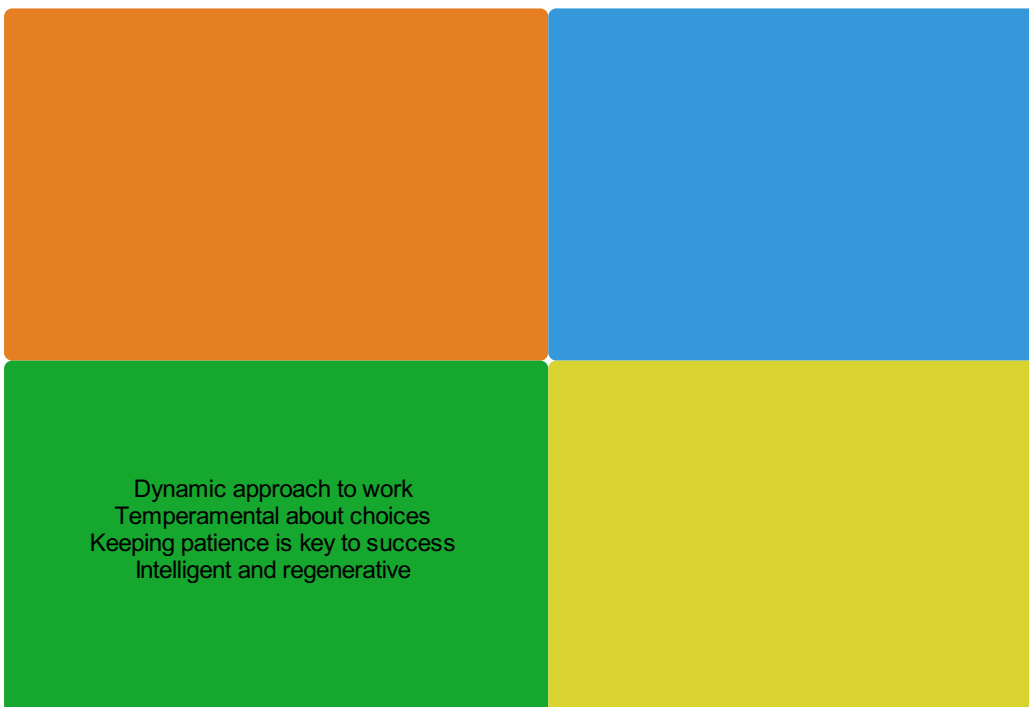
**Definition:** *a person's nature, especially as it permanently affects their behaviour.*

Temperament includes the natural instincts towards work environment, behavior approach towards people and work situations and particular tastes in industries. This is an important part of work environment profiling to help decide job roles that bear a mental match to the candidate temperament. This also furthers choice of day-today operations that the candidate would find more comforting. The four colours denote four particular temperaments; we showcase the one the candidate matches. Read orange as warm; blue as cool; yellow as earthy and green as practical.

### CANDIDATE OBSERVATIONS

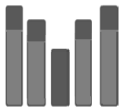
**Candidate Temperament: Practical**

**Job roles best suited for:** Risk Manager, Team Leader, Strategy, Risk Management/Finance.



You are a charismatic, positive-thinking, fearless, inspiring, and independent in your temperament. You possess an inborn ability to lead teams and this makes you a good candidate for job roles which make you important to the organisation and provide authority. You are good-humored and likeable to your colleagues for your positive attitude and hard work.





### Motivation at Work

**Definition:** *Motivation in the workplace is defined as the willingness to exert high levels of effort toward organizational goals conditioned by the effort's ability to satisfy some individual needs.*

This section observes applicant's Core and Secondary motivations at work. Candidates are expected to have more than one motivating factor/s, and thus Core denotes the higher propensity followed by the Secondary factors.

**Intrinsic Factors :** Factors which are internally sprung or caused due to internalising and knowledge rationale. **1.** Creativity/Independence **2.** Service/functional Excellence

**Extrinsic Factors :** Factors which are supported by external influences and have high dependency on self-motivation. **1.** Power/Wealth Creation **2.** Social Acceptance **3.** Job Security

We split the motivating factors of each candidate into top two/three sections of Primary and Secondary motivations.

A single primary and a single secondary motivating factor : Shows clear objectives of work motivation. Two primary motivating factors : Strong personality influence and needs to be mapped to Intrinsic or Extrinsic factors to understand job role fitment.

A single primary and two secondary Motivating factors : The primary motivation is clearly pronounced but highlights flexibility to adapt to changing job roles for the selected motivational factors.

### CANDIDATE RESULTS

#### CORE MOTIVATION

Social Acceptance

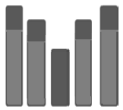
#### SECONDARY MOTIVATION

Security

#### SECONDARY MOTIVATION

Service/Functional Excellence

To know about the candidate's Motivation at Work, please refer to our Motivation Assessment at [PexiScore.com](https://PexiScore.com)



## Intelligence

**Definition:** *the ability to acquire and apply knowledge and skills.*

Human intelligence is the mental ability to draw inferences and decide based on data and situations, handle abstract and complex issues and reach efficient decision outcomes using common sense. The PLA Report uses three types of assessments to denote the intelligence level of a person and graphically denotes the score in a five band outcome as showcased below.

### CANDIDATE OVERALL SCORE

Below Average



### CANDIDATE RESULTS

#### VERBAL INTELLIGENCE

Average



#### CANDIDATE OBSERVATIONS

The candidate is Average in Verbal Intelligence. This may slightly affect Leadership ability to communicate and connect with verbal data.

#### NUMERICAL INTELLIGENCE

Below Average



#### CANDIDATE OBSERVATIONS

The candidate scores Below Average in Numerical Intelligence. The candidate is not very proficient with numbers or data presented numerically.

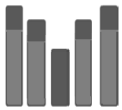
#### NATIVE INTELLIGENCE

Below Average



#### CANDIDATE OBSERVATIONS

The candidate is Below Average in Native Intelligence. This affects ability to multiplicity of subjects matters in everyday working.



### Time Value

Time Value is a self-assessment to seek the candidate approach to vision and ability to foresee the future in select time frames. This is an individual trait with impact on Leadership.

As an effective leader, one must possess traits of vision-building. A vision-building approach with clearer time values brings forth not only an understanding of the task and goals, but also the deeper assessment of it's potential timelines for achievement of the scripted success defined by the organizational framework.

The manifestation of the vision because becomes effective when one creates specific, achievable goals, initiates action and enlists the participation of others. These leaders have the responsibility of telling their subordinates "how," and do so by creating a tapestry of intentions (Bennis, 1995). These intentions include the ability to successfully display vision casting, transparency and balance. A vision approach of the future needs time articulation as the key factor. Alongwith, they must also understand that organizational transformation begins with the personal transformation of the leaders. Organizations do not transform; people do! Without this type of transformation, leadership may find it difficult to manifest a vision.

#### **CANDIDATE OBSERVATIONS**

##### **SHORT TERM VISION**

Considers 1 quarter as a short term goal setting period

##### **MID TERM VISION**

Considers 5 years as a mid term goal setting period

##### **LONG TERM VISION**

Considers 5 years as a long term goal setting period

## Leadership Competence

**Definition:** Leadership competencies are leadership skills and behaviors that contribute to superior performance.

The PexiScore Leadership Competence covers the Leadership Quadrant followed by a deeper understanding of situational Leadership traits and likelihood of outcomes across the six core areas of Leadership intervention at the workplace.

Situational Traits	Candidate Observations
<b>Task Orientation</b> Understanding the Leadership trait more dominant while approaching tasks with teams	<b>Social</b> Encourages people to take decisions rather than deciding for them.
<b>Ideation</b> The process of innovation and generation of ideas using team discussions and dealing with ideas.	<b>Assertive</b> Loves to implement own ideas and push for their success.
<b>Dealing with errors</b> Understanding behavioral approach towards employee errors; aggressiveness to mistakes	<b>Assertive</b> Takes the person to task for the mistake committed.
<b>Problem Solving Approach</b> Approach towards problem resolution.	<b>Influencer</b> Likes to help others with their problems.
<b>Conflict Resolution</b> Understanding of leadership approach towards resolution of conflicts within the organizational framework.	<b>Democratic</b> Ensures everyone is heard during a conflict.
<b>Work Life Balance</b> Understanding of approach to team members' individual aspirations	<b>Social</b> Supportive of team members activities outside work.

### LEADERSHIP DOMINANT QUADRANT | Democratic

#### CANDIDATE OBSERVATIONS

##### Democratic

A person in the democratic quadrant uses delegation principle of management which may be low on both people and task orientation. Their low commitment to involve themselves with the task or the team comes from the sense of unbridled autonomy that should be provided to every team member. They essentially allow their team to perform and prefer to detach themselves from the team process. However, they become very effective when members have an artistic bent or require to operate individually at multiple geographies with clear policies of operations. This style is effective while leading senior members of the team who are highly assertive leaders. Do note that this is to be studied with other factors of influence like work experience, functional and competency benchmarks for Senior Leadership.

##### Leadership Quadrant-Positives | Democratic

Highly democratic approach to work ethics, involves team members on decision making and highly nurturing personality.

##### Leadership Quadrant-Negatives | Democratic

Views problems as external issues. Rarely blames the person and thrives on eventuality.

### Aggression Quotient

**Definition:** *Aggression Quotient is the application of behavioral impulses to convey and/or denote strength or timidity using instrumental or emotional aggressive traits.*

Our assessment focusses on the four levels of aggressive behavior that one highlights during a confrontation, conflict, negotiation or difference of opinion.

**Passive > Manipulative > Harmonious Aggression > Aggressive Aggression**

In a leadership role, being manipulative or harmoniously aggressive are suited rather than the two extremes of passivity (timidity) or Aggressiveness (intimidating), depending on the role and functional requirements.

The questions seek candidate feedback on a four scale as follows, denoting the tendency of aggression they are most used to influence outcomes. This provides insight on how more often they are prone to showcasing a certain aggressive trait in their daily lives and at work.

**Rarely > Sometimes > Most Often > Always**

#### CANDIDATE RESULTS & OBSERVATIONS

##### **Harmonious Aggression | Always**

Being sometimes harmonious isn't a bad deal if the person has to deal with highly aggressive or manipulative superiors or client facing roles; should practice being more harmonious.

##### **Passive Aggression | Most Often**

Being sometimes passive isn't a bad deal if the person has to deal with highly aggressive superiors or client facing roles; it however isn't the ideal case.

##### **Manipulative Aggression | Most Often**

Being sometimes manipulative isn't a bad deal if the person has to find their way through lots; it however isn't the ideal case.

##### **Aggressive Aggression | Rarely**

Being rarely aggressive showcases primal instincts of aggressiveness and must be probed deeper during interviews; it must be never encouraged as a behavior.

## Authentic Leadership Trait

This section is one of the most crucial to judge authentic leadership traits for assessing traits of Morality, Balance and Transparency. The self-assessment questionnaire is designed to measure three critical components of the leadership maturity process: internalized moral perspective, balanced processing, and relational transparency.

### CANDIDATE OVERALL SCORE

Above Average



### CANDIDATE RESULTS

#### MORALITY

Average



### CANDIDATE OBSERVATIONS

The candidate scores on Morality is Average. The candidate prefers discretion about their views on issues of controversy and prefers not use moral judgment while taking decisions.

#### BALANCE

Above Average



### CANDIDATE OBSERVATIONS

The candidate scores on Balance is Above Average. The candidate mostly prefers their own ideas, relies on self-generated decisions and at times acknowledges others' viewpoints depending on select factors while taking decisions.

#### TRANSPARENCY

Average



The candidates scores on Transparency is Average. The candidate isn't very open about sharing their issues, which might cause internal disagreement if left unresolved. The candidate also seems careful about the image cultivated in others opinion.

### Subjective Assessment Questionnaire

In this section, we produce the exact representation of the candidate response to two questions we have posed with a response limit of 250 words. The questions focus on Leadership style and real-life scenario issues where they have lead the team or provided leadership direction and produced results.

A few of the highlights of this section are;

Understanding how concise and precisely can the person respond to a query/question, showing brevity.

The leadership approach and attitude towards use of resources, knowledge, aggression skills.

Understanding their command over the English language.

Use this section to seek responses during interview to probe further into the actionables and past leadership traits to find corresponding references to the Quadrants highlighted in the report above.

#### Question 1.

Tell us about the toughest decision you had to make in the last six months.

#### Candidate response | 5 words

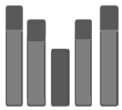
aaaa i iii ooo uuu

#### Question 2.

Give an example when you delegated an important assignment successfully.

#### Candidate response | 3 words

ggg oooo ddd



## SPOTTING THE LEADER

One doesn't need to completely change their quadrant to become a more effective leader in a particular role. A new approach to leadership combined with disruptive vision and thought process has often created newer industries and revenue streams for organisations. Do not only read this report to hire but share it with the person to help them identify one or two areas that are likely to have the most impact on their success and provide them with insights.

While trying to spot a leader within the organisation, look for the person with high consistency in decision making. This helps build respect and trust within the team as employees know what to expect from the person in question.

Observe traits of transparency and balance in the decisions certain people make and their reinforcements of these terms to push the decision. Thoughts generate from our deeper inner desires and reasons; if the reason is transparency and bringing more balance, it is a genuine reason and a positive decision making skillset.

Displaying positive emotions such as enthusiasm and optimism can be a big cue in spotting a leader. The one who conveys positivity and optimism will always be the one who raises confidence and stirs team members to contribute better to the organizational goals with a smile and infectious optimism

Notice people who think about new ways of doing things and come up with ideas and suggestions at every discussion. These are the working minds who not only are thoughtful, but also are thinking constantly about improving the prospects of the organisation when it comes to ideas and innovation. Involve such people more in discussions and decisions.

Some managers pay more attention to employee's views and concerns. This is the final trick to find the leaders; the ones who demand more for their team members, showcasing a higher empathy for the team and their human concern.

## PEXISCORE LEADERSHIP ASSESSMENT FRAMEWORK

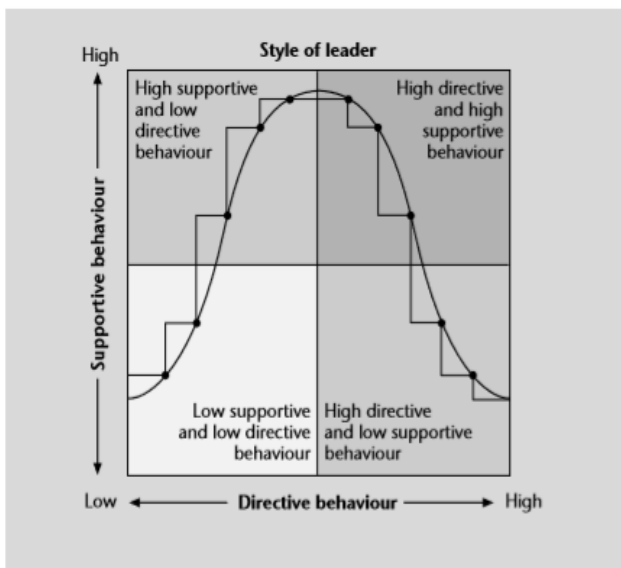


Figure 3.1 Situational leadership (Source: Blanchard et al., 1986, p. 74)

Situational Leadership or Work Leadership is the greater need of practice today by organisations for fulfilling goals driven by situational response to diverse business environment challenges. This also helps place a greater emphasis on the relationship between a leader with the team rather than a person with another.

Supportive Behavior is denoted in our assessment using People Orientation while Directive Behavior is the Task Orientation we refer to in our PLA report. To know more, please refer to us at [score@pexitics.com](mailto:score@pexitics.com).

WE THANK YOU FOR CHOOSING PEXISCORE FOR YOUR LEADERSHIP ASSESSMENT.