



Leadership Report

One person

RESULTS SUMMARY

LEADERSHIP SKILLS



PROVIDED BY

People Values

14201 SE Petrovitsky Road
Ste. A3-226
Seattle, WA 98058
425-282-5090



INTRODUCTION

One of the great challenges of identifying leaders with the potential for success is looking beyond the sum of their job experience to truly understand the approach they'll bring to guiding their teams and shaping their organizations. This report is designed to shed light on Sunny Sample's leadership potential and provide insight into how she might confront the complexities of a leadership role.

WHAT'S IN THIS REPORT?

Results Summary

Results are presented for the individual's Thinking Style, Behavioral Traits, and Interests.

Leadership Skills

Six essential leadership capabilities are illustrated, along with the scales, traits, and interests that drive each one.

Skill Pages

The individual's characteristics, strengths, and challenges are interpreted as they relate to each Leadership Skill.

WHAT DOES THE ASSESSMENT MEASURE?

- Thinking Style, shown on scales ranging from 1 to 10, measures Sunny's ability to process information used for problem-solving, communication, interaction, and learning skills.
- Behavioral Traits, shown on continua with two opposing but equally valuable endpoints, are commonly observed actions that help define tendencies and preferences.
- Interests are shown in rank order and indicate how much Sunny may enjoy various types of activities.

HOW TO GET THE MOST OUT OF THIS REPORT

Understand the Results Summary and the Leadership Skills

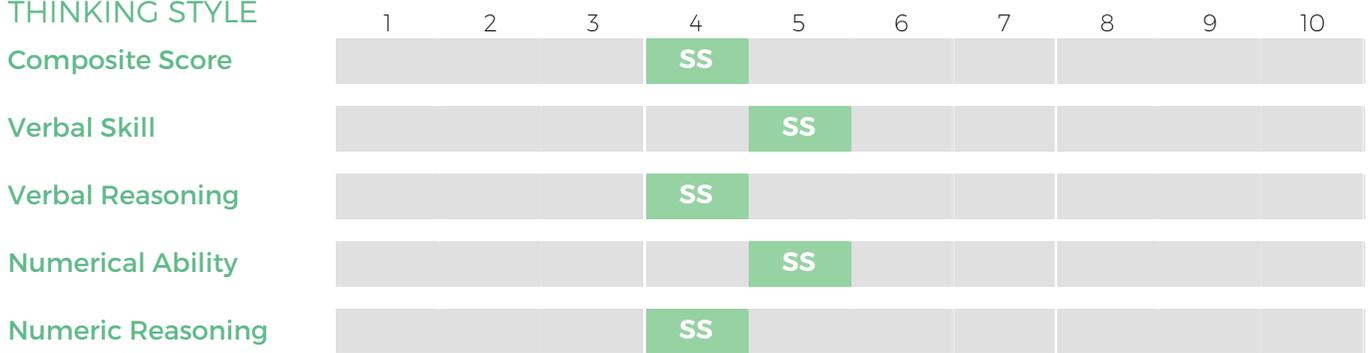
- Just as there is no one-size-fits-all description of a perfect leader, there is no set of results or end of a behavioral continuum that is inherently better than any other.
- Review the six skills that are key to being a successful leader and see how Sunny may approach them.
- Consider Sunny's potential strengths and challenges, and what these may say about her leadership style.
- Use the questions in each section as interview questions for job candidates, areas to observe in employees you already know, or as starting points in a development conversation.

Think About Your Organization

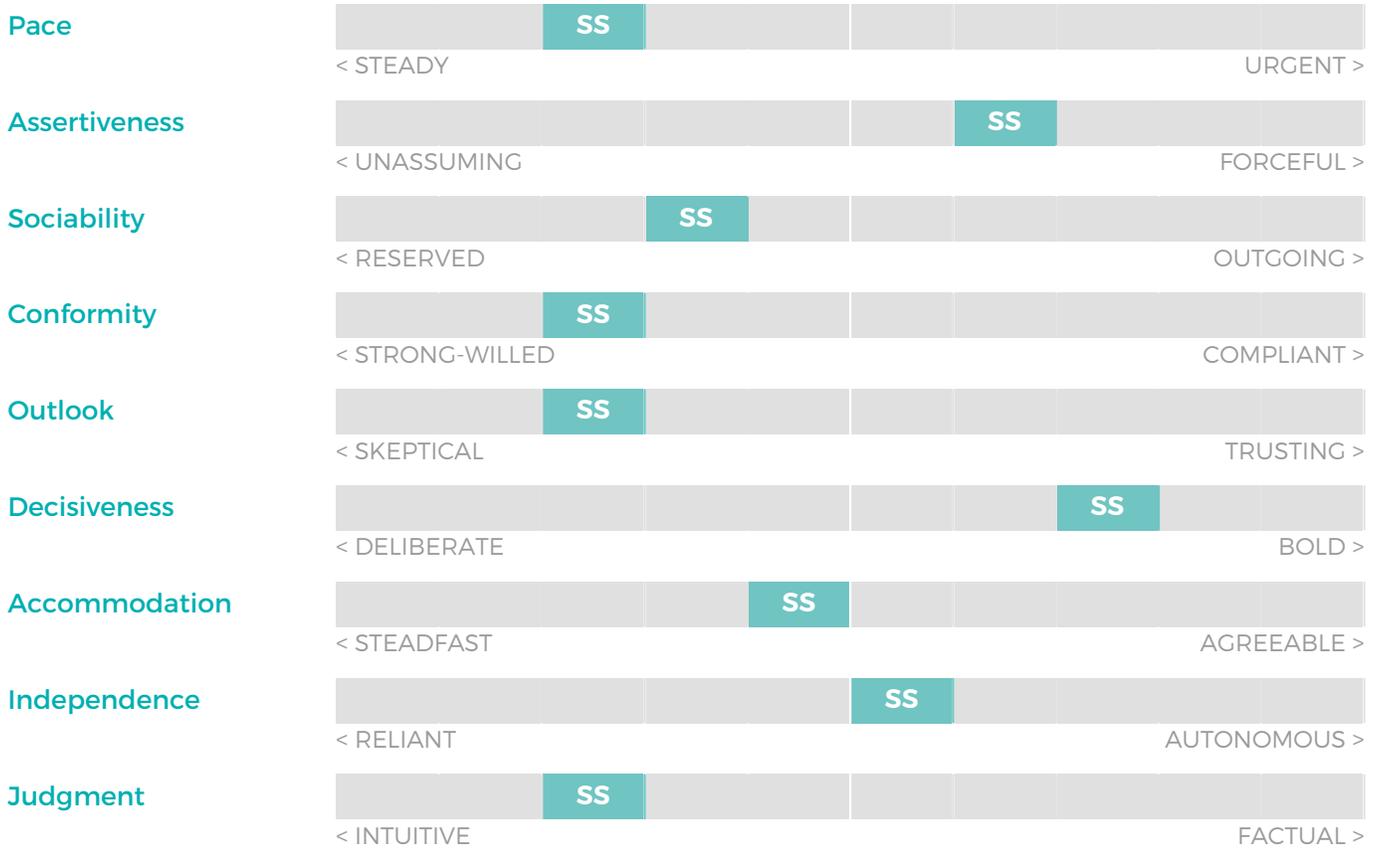
- As you look through this report, keep in mind the specific needs of the role, your organization, and your industry.
- Consider which Leadership Skills may be most relevant for Sunny to have or develop and focus your attention there.

RESULTS SUMMARY

THINKING STYLE



BEHAVIORAL TRAITS



INTERESTS

Sunny's Interests
in rank order

PEOPLE SERVICE

CREATIVE

ENTERPRISING

FINANCIAL/ADMIN

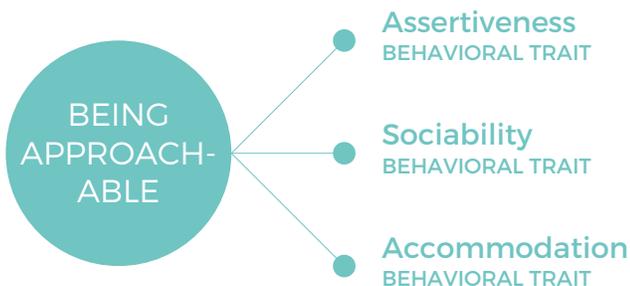
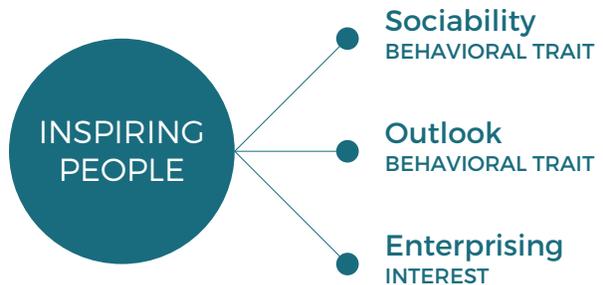
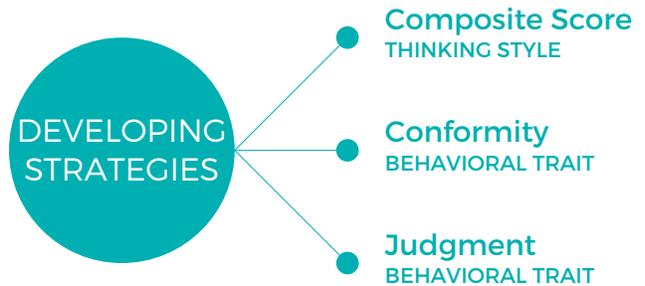
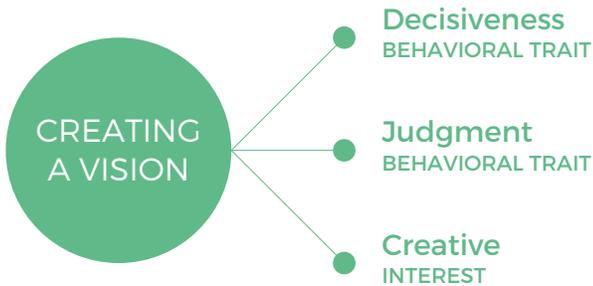
MECHANICAL

TECHNICAL

}] TIED

LEADERSHIP SKILLS

Leading a team or an organization is a complex undertaking that often demands a diverse set of capabilities. Below are six skills commonly required of organizational leaders. Each is linked to the results used to inform Sunny's possible approach to that skill.



CREATING A VISION

Leaders who excel at creating a vision vividly imagine new ideas, directions, and innovations for the future. They think big and redefine the boundaries of what's possible for their team, their organization, and their industry.

CREATING A VISION IS BASED ON:

Decisiveness

Use of speed and caution to make decisions



Judgment

Basis for forming opinions and making decisions



Creative

Suggests the enjoyment of imaginative and artistic activities



SUNNY IN ACTION

When envisioning new directions for her team or organization, Sunny tends to be comfortable with bold ideas that mark a significant departure from previous practices, even if they carry notable risk. She probably generates ideas that reflect her values, perhaps even more than the objective facts of the situation at times. Additionally, Sunny may find certain aspects of the creative process inherently rewarding and may enjoy producing innovative concepts.

[Find out more →](#)

DIGGING A LITTLE DEEPER

CREATING A VISION



POTENTIAL STRENGTHS

- Probably comfortable taking risks in pursuit of innovation
- Instincts may guide her to examine unique possibilities that others might dismiss
- Likely supports the process of creating unique approaches and solutions on her team

POTENTIAL CHALLENGES

- May not pause to think through ramifications of new ideas or strategies
- Might sometimes disregard important concrete information if her intuition pulls the process in a different direction
- Could sometimes favor new ideas because of their novelty rather than considering their actual viability

QUESTIONS TO ASK SUNNY

Describe a time when you had to assess the risks of a new concept or course of action before implementing it. How did you approach this, and what was the consequence?

Listen for: a willingness to think through risks and consequences before adopting ideas or strategies.

In leadership situations, do you ever find it difficult to set emotions aside and consider the hard facts of a situation in order to move forward? If so, how do you handle this?

Listen for: the ability to override her instincts and act based on what she can see and prove when the situation calls for it.

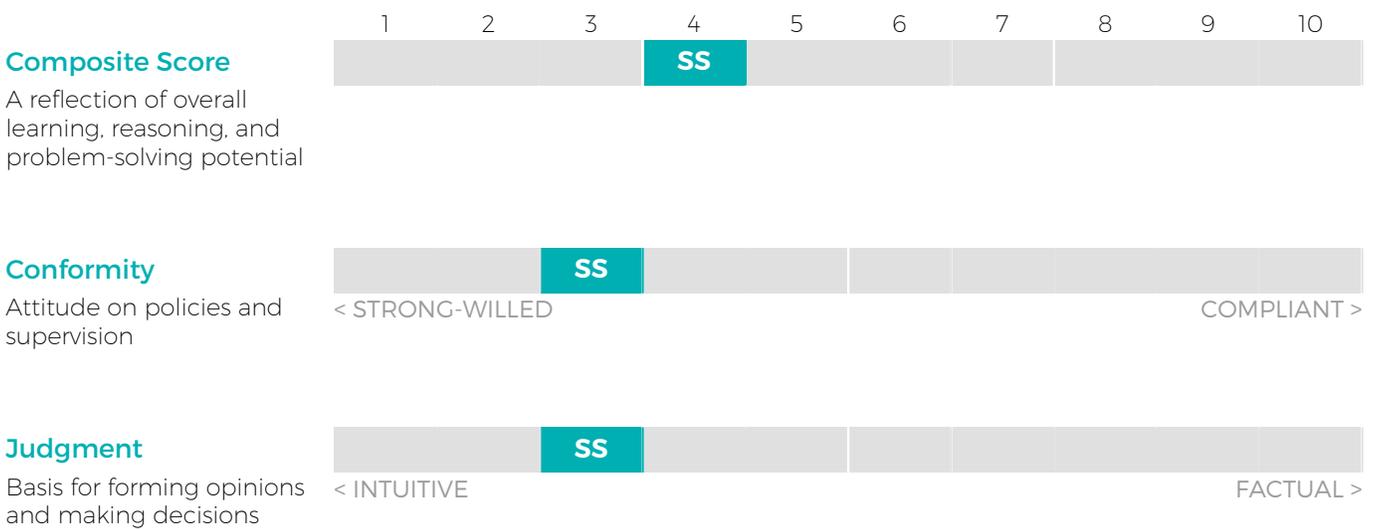
When working to develop solutions or offerings, how do you balance innovation with practicality? Are there times when too much creativity can cause problems?

Listen for: an understanding of when existing tools or methods would be preferable to innovation.

DEVELOPING STRATEGIES

Developing strategies is all about transforming goals and ideas into action plans that are both innovative and achievable. To do this, leaders must understand their organizations' unique resources and challenges, and, when necessary, use this knowledge to be agents of change.

DEVELOPING STRATEGIES IS BASED ON:



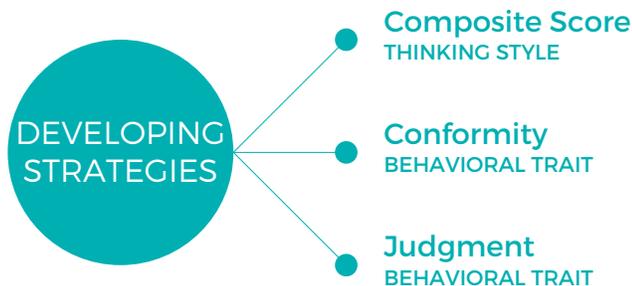
SUNNY IN ACTION

When developing strategies for her team or organization, Sunny probably focuses on fairly immediate or straightforward information. She may be more likely than most to want to overhaul existing practices, and may raise strong objections to approaches that don't seem effective to her. Sunny also tends to rely heavily on instinct when planning a course of action for her team and may offer a unique perspective on what is and isn't realistic or manageable.

[Find out more →](#)

DIGGING A LITTLE DEEPER

DEVELOPING STRATEGIES



POTENTIAL STRENGTHS

- Probably able to learn the basic information needed to solve many problems or develop simple strategies
- Probably willing to push back forcefully against groupthink or outdated assumptions
- May emphasize the human element of proposed strategies and consider their emotional impact on team members

POTENTIAL CHALLENGES

- Could require outside expertise when evaluating complex data or situations
- Might be reluctant to work within designated parameters or limitations when proposing strategy
- May at times draw irrational conclusions when evaluating organizational resources and circumstances

QUESTIONS TO ASK SUNNY

As a leader, how do you approach delegating tasks to others to maximize your effectiveness and that of your team members?

Listen for: an awareness of her relative strengths and limitations, and the ability to trust others with certain responsibilities when appropriate.

Have you ever been asked to implement a company initiative that you didn't agree with? How did you handle that?

Listen for: the ability to get past her objections and put her best efforts into carrying out the organization's vision.

Think of a situation in which you had to make a decision based on an analysis of data or other facts. What process did you use to reach your conclusion?

Listen for: a systematic approach to analysis and problem-solving when appropriate.

ENSURING RESULTS

Leaders who ensure results implement organizational priorities and make sure they get carried out accurately and efficiently. They set the pace of work and establish expectations of quality throughout their teams.

ENSURING RESULTS IS BASED ON:

Pace

Overall rate of task completion



Assertiveness

Expression of opinions and need for control



Decisiveness

Use of speed and caution to make decisions



SUNNY IN ACTION

Sunny will likely encourage her team to work at a steady pace, emphasizing the importance of taking a methodical approach. She will probably feel comfortable giving directions to her team or responding to changes midstream without much preliminary analysis or input from others. Sunny may also be relatively active in overseeing task execution, and may push back against organizational initiatives that she doesn't agree with.

[Find out more →](#)

DIGGING A LITTLE DEEPER

ENSURING RESULTS



POTENTIAL STRENGTHS

- Her orderly approach to work may reduce errors and stress on her team
- Probably willing to take chances in order to achieve outcomes that others might not manage
- Likely addresses significant inefficiencies that could impact team results as they arise

POTENTIAL CHALLENGES

- Could find it difficult to balance multiple urgent priorities at once
- May decide how to pursue outcomes unilaterally, without seeking other opinions
- Might struggle with knowing when to delegate implementation and minor decisions to others

QUESTIONS TO ASK SUNNY

Describe a situation in which you had to manage several urgent projects at the same time. How did you prioritize them and keep everything moving forward?

Listen for: the ability to split time between multiple priorities and advance them all, even if her preference is to work more methodically.

When presented with a significant new opportunity, is it more important to seize it quickly, or to pause and consider the best approach for maximizing the opportunity's potential?

Listen for: how she balances her preference for jumping in quickly with a willingness to pause and consider multiple options where appropriate.

What can you do as a leader to empower your team members and subordinates to feel a sense of agency in their work?

Listen for: how well she understands that leaders sometimes need to let others take the reins of projects and initiatives in order to build competent, high-performing teams.

INSPIRING PEOPLE

Creating clarity and unity around ideas is the core of inspiring people. Effective leaders communicate with contagious enthusiasm for new endeavors, and they convince peers, superiors, and subordinates of the merits of their cause or line of reasoning.

INSPIRING PEOPLE IS BASED ON:

Sociability

Desire for interaction with others



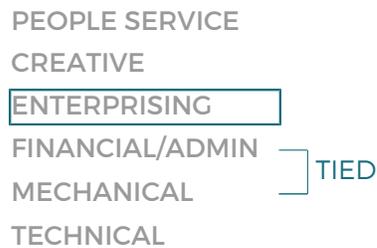
Outlook

Anticipation of outcomes and motives



Enterprising

Suggests the enjoyment of leadership, presenting ideas, and persuading others



SUNNY IN ACTION

Sunny tends to enjoy many aspects of leadership roles that involve persuading others and may feel energized by opportunities to argue for her viewpoint or build a coalition of support. She probably takes a measured approach when presenting new initiatives, offering a realistic perspective on both benefits and drawbacks. And when she communicates this information, Sunny may prefer having small-group or private conversations rather than engaging with a lot of people at once.

[Find out more →](#)

DIGGING A LITTLE DEEPER

INSPIRING PEOPLE



POTENTIAL STRENGTHS

- Probably inclined to actively participate in most debates and other opportunities to advocate for her viewpoint
- Her approval of new ideas may carry a lot of weight with others since she doesn't give it freely
- Likely comfortable approaching colleagues she knows well to generate support for new initiatives

POTENTIAL CHALLENGES

- Could sometimes push too hard or have trouble letting others take the lead when trying to motivate her team
- Might struggle to suppress doubts and present a positive front when needed
- May sometimes feel that she is imposing on others by reaching out to present her views outside of scheduled settings

QUESTIONS TO ASK SUNNY

Do you enjoy the process of convincing others to support projects or ideas? Have there ever been times when you've been too adamant or forceful? What did you learn from that?

Listen for: recognition that in some cases, a gentler approach is appropriate and that pushing too hard for her own agenda can sometimes backfire.

Describe a time when you had to rally people around an initiative about which you had reservations. How did you approach that?

Listen for: the ability to emphasize the positives when trying to motivate her team, even if she has some concerns.

Suppose you wanted to build support around an idea for a new project, but many of the key decision makers were people you didn't know well. How would you proceed?

Listen for: a willingness to set aside her natural reserve and make important connections throughout the organization.

BEING APPROACHABLE

By being approachable, leaders empower their team members to come forward to get clarification, address concerns, and present ideas. They are open to feedback and build morale by making others feel heard.

BEING APPROACHABLE IS BASED ON:

Assertiveness

Expression of opinions and need for control



Sociability

Desire for interaction with others



Accommodation

Inclination to tend to others' needs and ideas



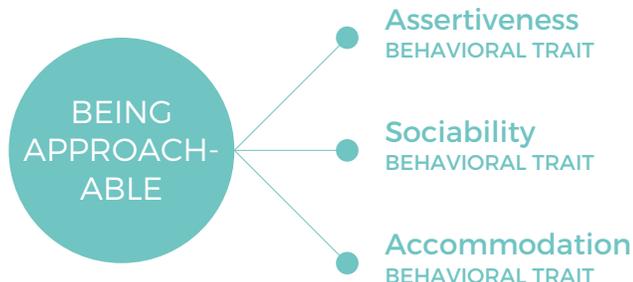
SUNNY IN ACTION

Sunny may feel more comfortable conducting important discussions in a scheduled or small-group context than in an informal or large-group one. At times, those providing critical feedback on her style or initiatives will probably need to present strong evidence in order for her to find their arguments persuasive. And when new concepts are presented to her, Sunny will likely give a relatively candid response, providing both positive and negative feedback to her team members.

[Find out more →](#)

DIGGING A LITTLE DEEPER

BEING APPROACHABLE



POTENTIAL STRENGTHS

- May be skilled at getting to know others in one-on-one settings
- Probably willing to put limits on her availability to others in order to balance it with her own responsibilities
- Her tendency to share honest feedback may promote a culture of openness on the team

POTENTIAL CHALLENGES

- May not proactively connect with colleagues at company events and social functions
- Might not be as open to critical feedback on her strategies as some leaders
- Her forthright delivery of opinions and feedback could sometimes be intimidating to less assertive team members

QUESTIONS TO ASK SUNNY

How would you characterize a leader's responsibility to get to know peers and team members on a personal level?

Listen for: an understanding of the importance of building relationships within the organization and the ability to be proactive in making it happen.

As a leader, how can you signal to your team that you are open to their input and critical feedback? Can you think of a time when you've done this successfully?

Listen for: a willingness to hear others out and seek feedback from her team, even when it relates to her own initiatives or performance.

Describe a situation in which you had to deliver critical feedback to someone who was likely to be sensitive to it. How did you approach doing so?

Listen for: the ability to adopt a diplomatic communication style when appropriate without compromising the quality of feedback.

MENTORING OTHERS

Effective leaders know that mentoring others is an investment in the future of the organization. They help team members develop the skills, connections, and confidence to do their jobs more effectively, growing the next generation of leaders in the process.

MENTORING OTHERS IS BASED ON:

Outlook

Anticipation of outcomes and motives



Accommodation

Inclination to tend to others' needs and ideas



People Service

Suggests the enjoyment of collaboration, compromise, and helping others



SUNNY IN ACTION

Sunny probably enjoys the process of working with team members to build their skills and advance within the organization. She may have some predetermined ideas about which tools or paths will be most valuable for her subordinates' development. And in general, Sunny might choose to primarily assist those who have already demonstrated significant competence in their roles.

[Find out more →](#)

DIGGING A LITTLE DEEPER

MENTORING OTHERS



POTENTIAL STRENGTHS

- Tends to derive satisfaction from helping team members grow in their roles and may consistently make it a priority to do so
- Likely willing to staunchly advocate for mentees if she feels they are being disadvantaged in some way
- Probably skilled at preparing team members to overcome obstacles by anticipating potential barriers they may encounter

POTENTIAL CHALLENGES

- May inadvertently inhibit the growth or autonomy of team members by being too proactive in offering assistance or solutions
- Could try to steer subordinates in directions that don't align with their own goals
- May sometimes have an overly pessimistic view of employees' potential and discourage them from pursuing ambitious goals

QUESTIONS TO ASK SUNNY

Describe a time when you noticed a colleague or subordinate struggling to solve a problem. How did you know whether to offer assistance or whether to step back and let them find the solution on his or her own?

Listen for: good judgment about how much to get involved in addressing problems or obstacles and how much to let team members work independently.

Imagine you're managing an employee who you think could benefit from a particular type of training. But he or she isn't interested in that path, and instead wants to build a different skill set. How would you respond?

Listen for: an inclination to support the employee's exploration of his or her preferred area to the extent appropriate, despite Sunny's own preference to recommend a different path.

As a leader, to what extent is it your responsibility to make sure that team members have access to training and development opportunities?

Listen for: an understanding that nearly all employees can benefit from mentorship opportunities to some extent, and an interest in playing a role in the growth of *all* members of her team.

WHERE TO GO FROM HERE

The information within this report gives you unique insights into the approach Sunny naturally brings to different leadership capabilities. Rather than giving a yes-or-no answer to the question, “can this person lead?” it instead seeks to answer, “how will this person lead?” The report can be used in hiring or developing individuals for leadership roles, either on its own or together with other reports in the PXT Select™ suite. You can use your expertise—and your knowledge of Sunny and the organization—to evaluate which information is most relevant, and how to use it. Below are some ideas to help you get started.

CANDIDATE SELECTION

Used in candidate selection, this report gives you a valuable perspective on Sunny’s leadership style, and, by extension, her fit within a designated role or organization. As with other PXT Select™ products, this information should account for no more than one-third of any hiring decision. Keep in mind that even candidates with very pronounced preferences might have the ability to adapt their approaches when appropriate, and discovering the extent to which Sunny can do this is part of the interview process.

Here are some questions to help you frame the selection process:

- Given the needs of the position and the organization, which Leadership Skills seem most relevant?
- What aspects of Sunny’s results in these skill areas stood out to you most?
- What follow-up questions do you have for Sunny?

COACHING AND DEVELOPMENT

In a coaching, mentoring, or development context, this report can be the start of a dialogue that helps Sunny learn to stretch beyond her comfort zone and natural tendencies and reach her leadership potential.

Here are some questions to guide your thinking as you begin this process:

- Based on your own knowledge, or on feedback from Sunny, which parts of the report seem especially accurate or relevant?
- Which skill area(s) will you focus on developing first?
- How can you and Sunny monitor her progress at regular intervals?
- What specific behavioral changes or signs of improvement will you look for?

Use this space to reflect on the relevant questions above or to make your own notes.