

PXT Select™

Leadership Report

John Fit

CONFIDENTIAL

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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 John Fit's leadership potential and provide insight into how he 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 John'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 John may enjoy various types of activities.

HOW TO GET THE MOST OUT OF THIS REPORT

Understand the Results Summary and the Leadership Skills

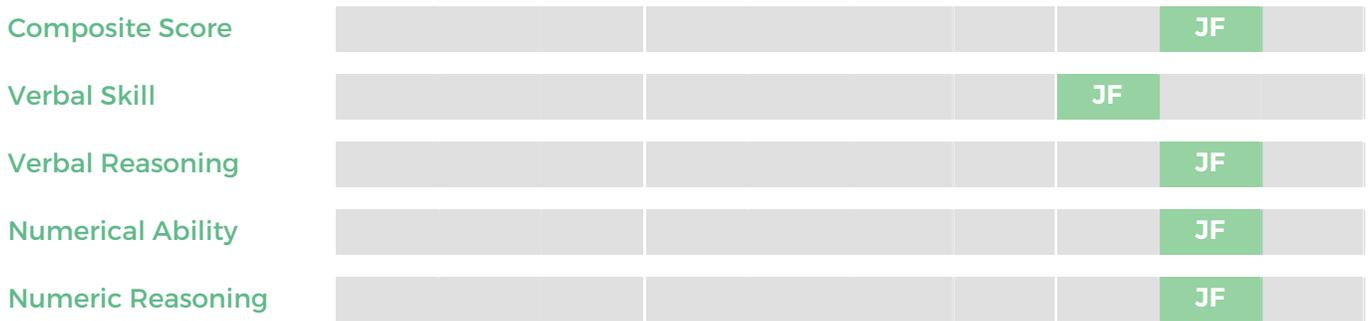
- Just as there is no one-size-fits-all description of a perfect leader, there is no set of results or end of a behavioral continuum that is inherently better than any other.
- Review the six skills that are key to being a successful leader and see how John may approach them.
- Consider John's potential strengths and challenges, and what these may say about his 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

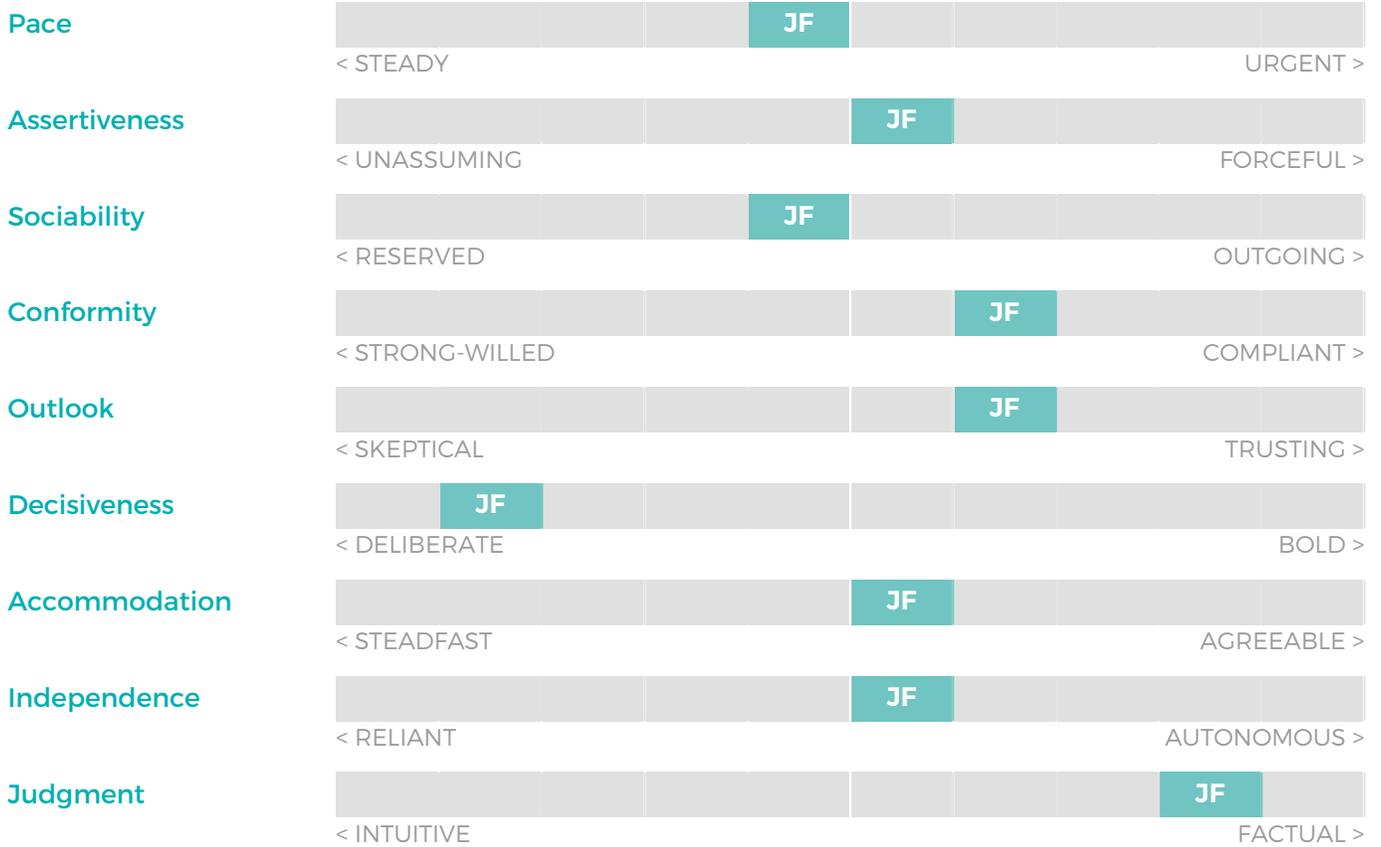
- As you look through this report, keep in mind the specific needs of the role, your organization, and your industry.
- Consider which Leadership Skills may be most relevant for John to have or develop and focus your attention there.

RESULTS SUMMARY

THINKING STYLE



BEHAVIORAL TRAITS



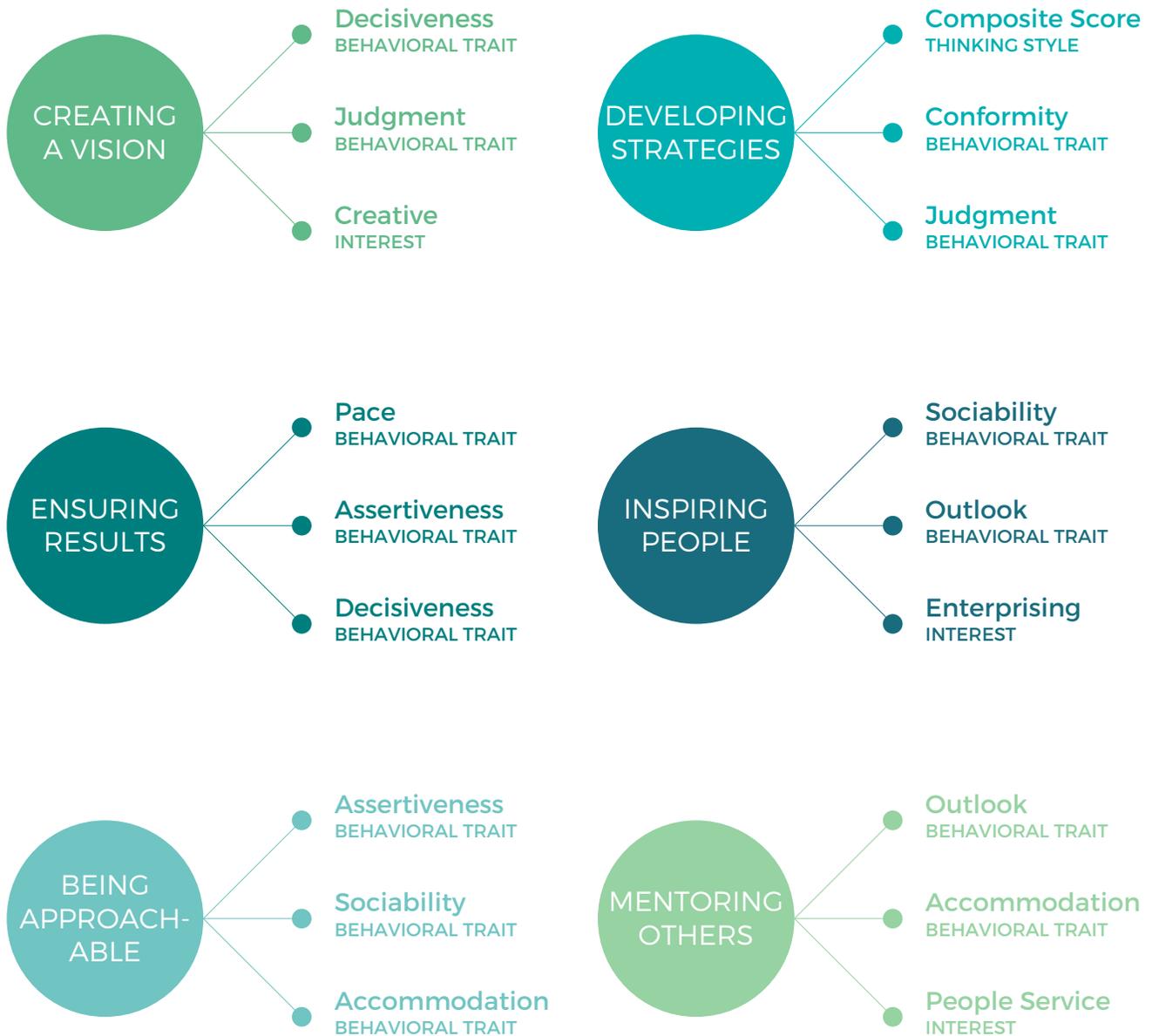
INTERESTS

John's Interests
in rank order

- TECHNICAL MECHANICAL] TIED
- FINANCIAL/ADMIN
- ENTERPRISING
- CREATIVE
- PEOPLE SERVICE

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 John'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



JOHN IN ACTION

When envisioning new directions for his team or organization, John tends to consider many different options before making a decision, and probably prefers to consult with others. He probably generates ideas that reflect only the concrete facts of the situation and may not consider possibilities that seem to be based on intuition or hunches. Additionally, John may find some aspects of the creative process inherently rewarding, but may generally regard it more as a means to an end of producing innovative concepts.

[Find out more →](#)

DIGGING A LITTLE DEEPER

CREATING A VISION



POTENTIAL STRENGTHS

- Probably considers various possibilities and potential consequences carefully when generating ideas
- Tends to base ideas on objective assessments of current circumstances without being distracted by emotion
- Might remain focused on the underlying purpose or need behind generating creative new directions

POTENTIAL CHALLENGES

- May envision paths for the future that place too much emphasis on mitigating risk
- Might struggle to set new directions in cases where facts are inconclusive or unavailable
- Could sometimes find the process of imagining new possibilities draining rather than enjoyable

QUESTIONS TO ASK JOHN

Describe a time you had to choose between two paths: one that was safer but potentially less rewarding, and one riskier, but with greater potential. How did you make your decision, and what was the consequence?

Listen for: a willingness to take some risks in the name of innovation, even if his preference is to follow established practices.

In leadership situations, what role does intuition play in your decision making? Have you ever needed to simply trust your gut in situations where not all facts were available?

Listen for: the ability to trust his instincts and make intuitive leaps, even if he typically prefers a logic-based approach.

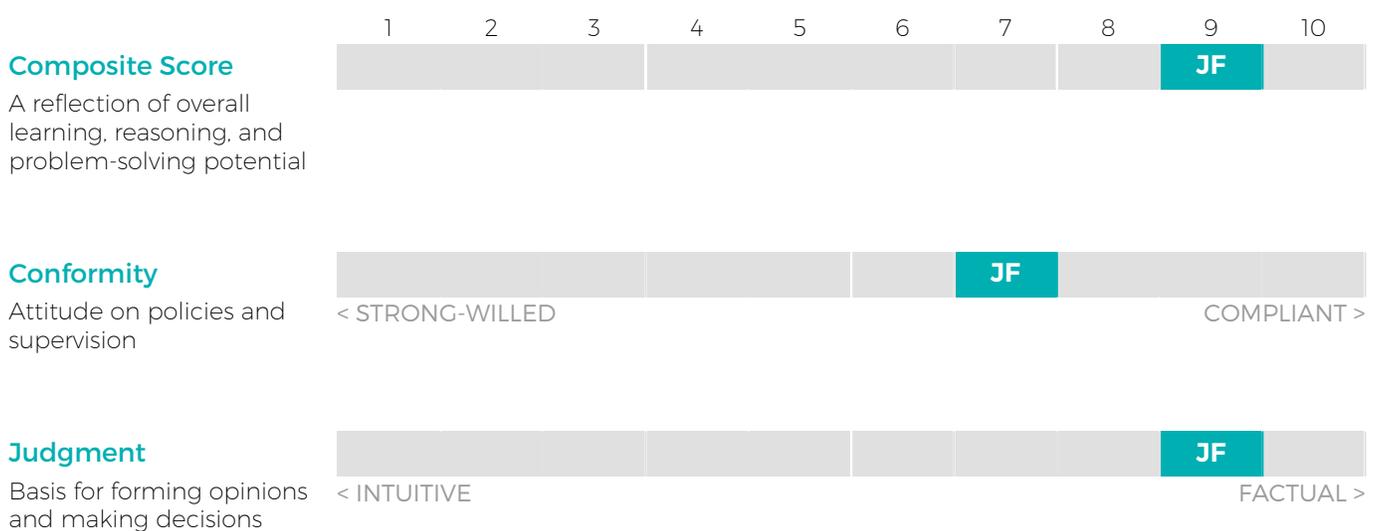
How do you balance innovation with practicality when developing new solutions or offerings? What is a leader's role in driving motivation?

Listen for: an understanding of when innovation is necessary and a willingness to encourage it on his team.

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:



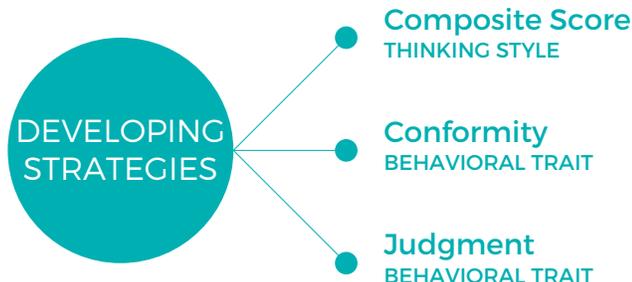
JOHN IN ACTION

When developing strategies for his team or organization, John can likely take a large or complex set of variables into account. He may be content to continue existing practices, and may not challenge organizational assumptions unless he strongly disagrees with them. John also tends to be highly pragmatic when creating plans and will probably focus his efforts on strategies that seem realistically achievable.

[Find out more →](#)

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DEVELOPING STRATEGIES



POTENTIAL STRENGTHS

- Probably able to see underlying patterns and find subtle connections that others might miss
- Generally willing to accept limitations on his decision-making power or autonomy
- Likely takes a systematic approach to evaluating current circumstances before making recommendations

POTENTIAL CHALLENGES

- Could at times focus on non-essential complexities or nuances of his plans at the expense of the overall picture
- Might sometimes over-rely on existing practices or fail to offer solutions that challenge the status quo
- May reject other people's arguments out of hand if they don't seem sufficiently fact-based to him

QUESTIONS TO ASK JOHN

When trying to solve a problem, have you ever lost sight of the big picture or created solutions more complex than the situation warranted? What did you learn from that experience?

Listen for: an understanding of when to keep proposed solutions simple and when deeper thought or analysis is needed.

Have you ever been asked to implement an initiative that you felt strongly was a mistake? How did you handle that?

Listen for: the ability to push back and register his objections, even if the project was ultimately carried out.

Imagine that you're working with peers or subordinates who place greater importance on instinct or previous experience than you do. How could you make sure everyone works together effectively?

Listen for: a willingness to listen to those who bring a different approach to problem-solving than he does when appropriate, while still advocating for a reasoned methodology.

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



JOHN IN ACTION

John will likely encourage his team to work at a fairly steady pace, emphasizing the importance of taking a methodical approach. He will probably be reluctant to give directions to his team or respond to changes midstream without carefully considering possible consequences. John may also be relatively active in overseeing task execution, and may push back against organizational initiatives that he doesn't agree with.

[Find out more →](#)

DIGGING A LITTLE DEEPER

ENSURING RESULTS



POTENTIAL STRENGTHS

- His orderly approach to work may reduce errors and stress on his team
- Probably solicits multiple opinions before recommending a change of course
- Likely addresses significant inefficiencies that could impact team results as they arise

POTENTIAL CHALLENGES

- Could be reluctant to urge team members to work at a more rapid pace during busy periods
- May sometimes be too cautious in reacting to roadblocks that arise during execution
- Might struggle with knowing when to delegate implementation and minor decisions to others

QUESTIONS TO ASK JOHN

Imagine you're managing team members who prefer a slow, methodical pace of work, but you have several projects that need to move forward quickly. How would you handle this?

Listen for: a willingness to emphasize the importance of moving forward and meeting deadlines, while still accommodating others' preferences when possible.

When presented with an opportunity that has a limited time window, 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 he balances his preference for considering multiple options with a willingness to move quickly when 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 he 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



JOHN IN ACTION

John tends to enjoy many aspects of leadership roles that involve persuading others and may feel energized by opportunities to argue for his viewpoint or build a coalition of support. He probably has a fairly upbeat take on new projects and initiatives in most cases, often emphasizing potential benefits over possible drawbacks. And when he communicates this information, John 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 his viewpoint
- May have a naturally positive outlook that could motivate others to embrace new ideas
- Likely comfortable approaching colleagues he 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 his team
- Might not always be regarded as a reliable judge of whether new projects are truly beneficial or manageable
- May sometimes feel that he is imposing on others by reaching out to present his views outside of scheduled settings

QUESTIONS TO ASK JOHN

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 his own agenda can sometimes backfire.

Describe a time when you had to address other people's concerns about a project or initiative. How did you go about that?

Listen for: the ability to address concerns with a realistic response, even if his natural tendency is to focus on the positive.

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 his 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



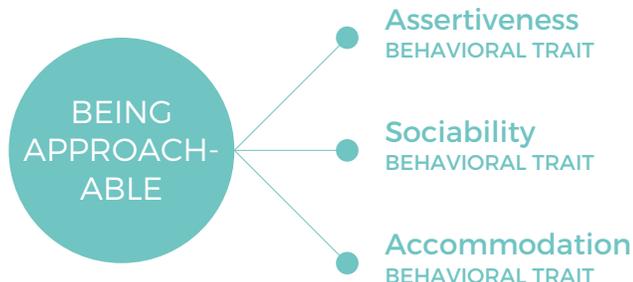
JOHN IN ACTION

John may feel more comfortable conducting important discussions in a scheduled or small-group context than in an informal or large-group one. He will probably make it a priority to hear others out and provide clarity around projects and initiatives. And when new concepts are presented to him, John will likely give a relatively candid response, providing both positive and negative feedback to his 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 cares about listening to others and addressing their concerns
- His 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 find it stressful to set limits on his time or availability to others
- His forthright delivery of opinions and feedback could sometimes be intimidating to less assertive team members

QUESTIONS TO ASK JOHN

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.

In past leadership roles, how have you balanced the need to make yourself available to help or supervise your team with finding the time to attend to your own responsibilities?

Listen for: the ability to divide his time and attention between his individual job responsibilities and his role in helping and guiding others.

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



JOHN IN ACTION

John probably enjoys the process of mentoring team members less than some other leadership responsibilities but may still see the value in doing so. He may begin with concrete suggestions for skill development but will likely be open to letting subordinates chart their own paths and areas of interest. And in general, because John likely sees the best in his team members, he might want to make development opportunities widely available across his team.

[Find out more →](#)

DIGGING A LITTLE DEEPER

MENTORING OTHERS**POTENTIAL STRENGTHS**

- Tends to take a reasonably pragmatic approach when considering which tools and trainings would most benefit his team
- Likely fairly receptive to mentees' requests for training when it is relevant to their roles
- Probably offers encouragement to his team and typically has confidence in their potential

POTENTIAL CHALLENGES

- May not always proactively reach out to offer support to team members
- Could find it difficult or uncomfortable to call out unproductive behaviors on his team
- Might not always anticipate possible barriers that could arise in his team's training or development

QUESTIONS TO ASK JOHN

How did you benefit from mentorship opportunities early in your career? How might you play a similar role in the careers of younger colleagues?

Listen for: whether he prioritizes developing talent within the organization and takes steps to make it happen.

What do you consider to be a mentor's role in providing critical feedback to his or her mentee? Have you ever needed to do this in the past?

Listen for: a recognition that part of mentorship is helping others to be more aware of their blind spots, and a willingness to aid in this process.

Have you ever needed to assess which types of training or educational resources would or wouldn't be appropriate for a team? How did you go about this?

Listen for: the ability to channel resources appropriately and to be thoughtful and strategic about fostering growth on his team, accounting for possible budget or logistical limitations.

WHERE TO GO FROM HERE

The information within this report gives you unique insights into the approach John 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 John 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 John’s leadership style, and, by extension, his 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 John 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 John’s results in these skill areas stood out to you most?
- What follow-up questions do you have for John?

COACHING AND DEVELOPMENT

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

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

- Based on your own knowledge, or on feedback from John, which parts of the report seem especially accurate or relevant?
- Which skill area(s) will you focus on developing first?
- How can you and John monitor his 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.