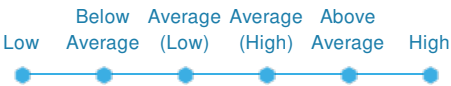


Sample Report

Assessment: Leadership  
Assessment Answered On: 20/03/2018

Aggregate Score	Average (Low)
Score Rating	AMBER

Overview of Competencies / Values Measured



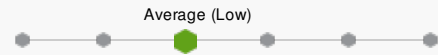
Strategic Agility



Stakeholder Management



Execution Agility



Collaboration and Influencing



## Competencies / Values Measured



Favorable



Less Favorable

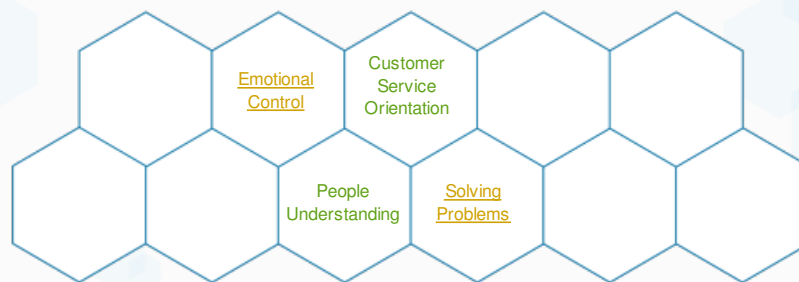
## Strategic Agility

Below Average



## Stakeholder Management

Average (Low)



## Execution Agility

Average (Low)



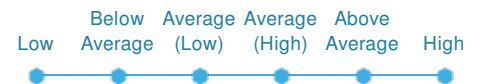
## Collaboration and Influencing

Average (High)



## Scores of Factors measured under different Competencies / Values

Expected Score    Favorable    Less Favorable



## Strategic Agility

Below Average

**Strategic Outlook**

Less likely to think of the future in terms of making and carrying out plans of action, might not always be prepared for foreseeable difficulties in tasks, can formulate simplistic strategies to achieve attainable goals, less likely to be able to pinpoint implications of a decision

 **Decision-Making**

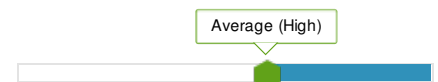
Might require a second opinion before making any decision, less likely to consider all available information before making a choice, may require more time to zero down on a conclusion

 **Planning and Prioritization**

Tends to plan and organize tasks selectively; sometimes sets priorities for tasks according to their relative importance; may need a push to sort piled up tasks; occasionally needs to take further efforts to systematize his/her work efficiently

 **Adaptability**

Often open to change; often flexible at work; may occasionally take time to get accustomed to changes; less likely to be uncomfortable with change

 **Navigating Ambiguity**

Prefers to have a method/ structure in place for every task, less inclined towards working with vague information or absence of instructions, can find it challenging to take risks in uncertain situations, might require assistance to draw the most meaning out of ambiguity



## Stakeholder Management

Average (Low)

**Customer Service Orientation**

Usually good at understanding and catering to client demands; may not find it easy to establish a good rapport with all customers; generally takes efforts to help customers, but might not go out of his/her way; less likely to shy away from dealing with demanding clients

 **Solving Problems**

Less likely to identify problems correctly; thus may have difficulty coming up with resourceful solutions; may not improve upon predetermined solutions; less likely draw analogies and perceive connections among situations and problems



## Scores of Factors measured under different Competencies / Values

Expected Score    Favorable    Less Favorable



## Stakeholder Management

Average (Low)

**People Understanding**

Likely to come across as approachable; often interprets body language and emotional cues correctly; tends to build good rapport with others; less likely to connect with people on a deeper level

Average (High)

**Emotional Control**

Might be able to manage his/her feelings but sometimes may fail to do so; likely to express the right emotions at the right time in most situations; might find it difficult at times to maintain interpersonal relationships with everyone

Average (Low)

## Execution Agility

Average (Low)

**Planning and Prioritization**

Tends to plan and organize tasks selectively; sometimes sets priorities for tasks according to their relative importance; may need a push to sort piled up tasks; occasionally needs to take further efforts to systematize his/her work efficiently

Average (Low)

**Decision-Making**

Might require a second opinion before making any decision, less likely to consider all available information before making a choice, may require more time to zero down on a conclusion

Below Average

**Responsibility of Outcomes**

May selectively take responsibility for the consequences of any work undertaken; less likely to blame others for team mistakes when working collaboratively; often takes responsibility for tasks but may not prefer to take sole responsibility for critical outcomes

Average (High)

**Solving Problems**

Less likely to identify problems correctly; thus may have difficulty coming up with resourceful solutions; may not improve upon predetermined solutions; less likely draw analogies and perceive connections among situations and problems

Below Average

**Target Orientation**

May have a selective preference for targets; might opt for easier targets when given a choice; performance likely to improve with slightly flexible deadlines; may need encouragement to go the extra mile to reach a set goal

Average (Low)

## Scores of Factors measured under different Competencies / Values

Expected Score    Favorable    Less Favorable



## Execution Agility

Average (Low)

**Desire for Perfection**

Often tries to be attentive to details, but might occasionally miss out on minor aspects of a task; may not have a very critical eye for errors, but might take efforts to identify them; likely to aim for perfection while getting work done

Average (High)

## Collaboration and Influencing

Average (High)

**Assertiveness**

Less likely to be frank and insistent; tends to be indirect when expressing feelings, needs and ideas; more likely to avoid confrontation; may not feel the need to express his/her opinions in most situations; less likely to voice his/her criticism

Low

**Mentoring**

Often willing to help others by sharing his/her knowledge and expertise; may sometimes hesitate taking initiative in coaching juniors at work; more likely to be perceived as approachable; may selectively show interest and extend guidance to juniors when they ask for help

Average (High)

**People Understanding**

Likely to come across as approachable; often interprets body language and emotional cues correctly; tends to build good rapport with others; less likely to connect with people on a deeper level

Average (High)

**Delegation**

Likely to delegate tasks, but may occasionally be selective in sharing the responsibilities; likely to distribute work among team members, but may not always depend on them to achieve expected results; less likely to end up with extra work as he/she is open to delegation

Average (High)













**Team Player**

Likely to be enthusiastic when assigned team goals; may sometimes seek out individual recognition in a group task; tends to enjoy sharing his/her knowledge and experience with team members; occasionally emphasizes team success over individual success

Average (High)

## Interview Questions

 Favorable
  Less Favorable

 <b>Decision-Making</b>	Give an example of a critical decision you had to take independently in your previous organization. (See if he/she is able to identify all possible choices. Check if he/she uses methods like pros and cons lists, grid analysis etc, and how effective the methods are.)
 <b>Strategic Outlook</b>	Share an example of a strategy from your previous organization that did not work out. Can you pinpoint the reasons for its failure? (Check if he/she can clearly list the reasons and has learnt from them.)
 <b>Solving Problems</b>	Describe an experience when you were struggling with the same problem/ obstacle for a long time. How was it finally solved? (Ask if he/she solved it on their own. If yes, how? Check if he/she is able to look at a problem from a completely new viewpoint.)
 <b>Navigating Ambiguity</b>	What tasks have you taken up which did not give you the complete picture/sufficient information? How did you handle those tasks? (Check if he/she delayed work by waiting for more information to come up. If he/she has not handled such situations before, you may offer a current example from your organization.)
 <b>Emotional Control</b>	Describe a work related situation where you couldn't control your emotions.
 <b>Target Orientation</b>	If you are not assigned any targets, would you still set them for yourself? How do you think having goals or targets affects your work?
 <b>Planning and Prioritization</b>	Describe a situation when you had to handle multiple responsibilities at the same time. How did you prioritize your tasks? What challenges did you face?
 <b>Assertiveness</b>	Describe a situation where your colleague did not agree to your opinion. How did you convince him/her?
 <b>Mentoring</b>	If a junior's performance needs improvement, would you assign them a mentor or guide them yourself? Why? (Observe if they express interest in being the mentor themselves)
 <b>Delegation</b>	How comfortable are you distributing work responsibilities amongst team members? Given a choice, would you rather do everything yourself? (Ask for reasons for their answers)
 <b>People Understanding</b>	How well do you think you understand your team members' emotions? What makes you think so? (Please ask for examples)
 <b>Team Player</b>	Could you share your most successful team task? What according to you were the main reasons the results were so successful here (Notice whether he/she talks about the contributions of every person in the team or highlights his performance only. Also you could notice whether he is enthusiastic when talking about the incidence and what part of the team task he emphasizes on)

## Interview Questions

 Favorable  Less Favorable**Desire for Perfection**

Given a choice, which aspect of a task do you prefer to focus on - completing the task or spending time perfecting it? Why?

**Customer Service Orientation**

There are limits to how far an employee should go to try to satisfy customer demands and requests. Describe the criteria you use to decide when that limit has been reached.

**Responsibility of Outcomes**









How much control do you think you have on failure in your life? Why do you think so?

**Adaptability**

Give us an example where you had to face frequent changes. How did you deal with it?

## Development Guide for the Assessment Taker

 Favorable
  Less Favorable

 <b>Decision-Making</b>	You can try to break up the decision making process into stages. The first stage would be to get a clear picture. Then you can list out the stakeholders who will be affected by the decision or would be involved in implementing it. Predicting possible outcomes of your decision can help build your confidence further.
 <b>Strategic Outlook</b>	Before making major decisions, you may want to research the market, industry, customers, competitors and new technologies that influence your business. You could share your inputs with seniors and ask for their advice. Playing games such as chess, monopoly, etc. could help you enhance your strategic thinking ability.
 <b>Solving Problems</b>	You might want to ensure that you identify the problem correctly before working on the solution. Discussing the nature of the problem with the team may help you understand different points of view. This will help you get clarity on the problem as well as improve your problem solving skills. You could strengthen these skills by solving mazes, jigsaws, puzzles, etc.
 <b>Navigating Ambiguity</b>	In situations that present insufficient data, you could consider teaming up with your manager/colleagues to decide a course of action. To avoid making mistakes you can seek guidance from seniors who are good at dealing with uncertainty. You may want to focus on the available information rather than the unknown factors.
 <b>Emotional Control</b>	You could try to observe your own emotional reactions in various situations and seek feedback. You can also try to maintain a log of situations where one column records your actual reaction and another column shows how you think you should have acted.
 <b>Target Orientation</b>	You could try taking up more challenging and difficult goals. You may want to advertise your goal and its deadline to people you interact regularly with. You could also consider pinning up your goal along with a deadline at your workstation such that it is always visible.
 <b>Planning and Prioritization</b>	You could try maintaining an updated to-do list. You may discuss and prioritize tasks with the help of a colleague. Try to observe, understand and decrease the discrepancies in your and your colleagues priority list for you.
 <b>Assertiveness</b>	You may want to express your opinion individually in every group conversation. You can avoid giving in easily if you believe in something. Before you agree to something, come up with a justification for why you should agree. You could try to maintain eye contact when communicating.



## Development Guide for the Assessment Taker



Favorable

Less Favorable**Mentoring**

You could consider helping your colleagues to enhance their mentorship skills. You could also have an open-door policy where you are easily accessible to your colleagues.

**Delegation**

You could consider delegating tasks to others in the team in different workplace situations. Their capability of doing well in different tasks will make you more comfortable in delegating.

**People Understanding**

You may consider increasing your interaction with different kinds of people in varied situations. You could try to observe their expressions, body language, etc. with an aim to understand them better.

**Team Player**

You could try to keep the team goals in mind while working on individual tasks. You could try to be prepared to pitch in whenever there is a team task in hand.

**Desire for Perfection**

You could try to reduce the amount of time you spend in perfecting a task. You could also help your colleagues and team members who have difficulty in achieving perfection in their tasks.

**Customer Service  
Orientation**

Continue to please your customers with the best of your service. However, you may want to make sure you do not promise beyond what you can provide. You should also make sure to follow up and take feedback wherever necessary.

**Responsibility of  
Outcomes**









You may want to ensure that you do not stress yourself out by holding yourself accountable for everything beyond a point. One should accept that some things are beyond one's control.

**Adaptability**

You could consider taking up opportunities that involve change and adaptation. However, avoid submitting to change without considering it holistically.









## Guidelines for Assessment Taker's Manager

 Favorable
  Less Favorable

 <b>Decision-Making</b>	You can help enhance his/her decision making skills by taking a step by step approach. You can start by asking him/her to isolate the area of concern. The next step would be to come up with alternatives and analyse them. You could support his/her choice and be ready to intervene if necessary.
 <b>Strategic Outlook</b>	You could involve him/her in developing long term plans. You may want to share your insights, methods and reasons behind big decisions wherever necessary. You could also encourage him/her to study strategies outlined by experts.
 <b>Solving Problems</b>	You can ensure that he/she gets the team's inputs in identifying the problem. You could also ask him/her to make a brief presentation on the problem and the possible solutions. Here you can assess if he/she has identified the problem correctly and provide specific feedback. You can try to connect him/her to subject matter experts.
 <b>Navigating Ambiguity</b>	You may try to conduct regular exercises that require him/her to take the limited knowledge available and make decisions. It would be better to raise the level of ambiguity as he/she gets better. This would help him/her get comfortable in dealing with work that involves incomplete information.
 <b>Emotional Control</b>	You could give him/her responsibilities that involve moderate amount of people interaction. This could help him/her understand his/her emotional reactions while interacting with people.
 <b>Target Orientation</b>	You could try to appreciate every target he/she achieves (small or big). You may also encourage him/her to take on more challenging goals.
 <b>Planning and Prioritization</b>	You could consider reviewing his/her task lists and status updates regularly and ensure that you provide constructive feedback. This could help him/her improve his/her organizational skills.
 <b>Assertiveness</b>	You could consider encouraging him/her to speak up his/her mind, defend opinions in groups to help gain confidence.

## Guidelines for Assessment Taker's Manager

 Favorable
  Less Favorable

 <b>Mentoring</b>	You could try to assign him/her to tasks that requires motivating and helping employees in improving their efficiency at work.
 <b>Delegation</b>	You could consider reviewing his/her ideas of what tasks he/she would want to delegate to others.
 <b>People Understanding</b>	You could consider introducing him/her to more diverse and challenging group interactions as it could help him/her get better at understanding people.
 <b>Team Player</b>	You could conduct a session to help him/her understand how team success benefits every team member. You may also assign him/her to more team tasks which could help enhance his/her team player skills.
 <b>Desire for Perfection</b>	You may consider assigning him/her to tasks where attention to detail is important. However, you may want to ensure that he/she does not over-spend time and efforts perfecting any task. Pairing him/her with employees who are not so detail oriented could be a good idea.
 <b>Customer Service Orientation</b>	You may consider conveying appreciation and positive feedback from customers in front of other team members - this will encourage him/her to continue his/her efforts. You could consider assigning him/her customers who you feel could be difficult to attend to. This would ensure high customer satisfaction, as well as allow others to learn how to deal with difficult situations.
 <b>Responsibility of Outcomes</b>	You could assign him/her tasks which need to be carried out responsibly. However, try to ensure that he/she does not hold himself/herself accountable for everything beyond a certain point.
 <b>Adaptability</b>	He/she could be more effective in dynamic environments as compared to others. Hence, you could consider assigning to him/her such projects or responsibilities as they come by.



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