PXT SELECT™

A Wiley Brand

Leadership Capability Report

RESULTS SUMMARY
LEADERSHIP SKILLS

PROVIDED BY

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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 **Adam Byerly's** leadership potential and provide insight into how he might confront the complexities of a leadership role.

WHAT'S IN THIS REPORT?

Results Summary	Leadership Skills	Skill Pages
Results are presented for the individual's Thinking Style, Behavioral Traits, and Interests.	Six essential leadership capabilities are illustrated, along with the scales, traits, and interests that drive each one.	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 **Adam**'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 **Adam** may enjoy various types of activities.

HOW TO GET THE MOST OUT OF THIS REPORT

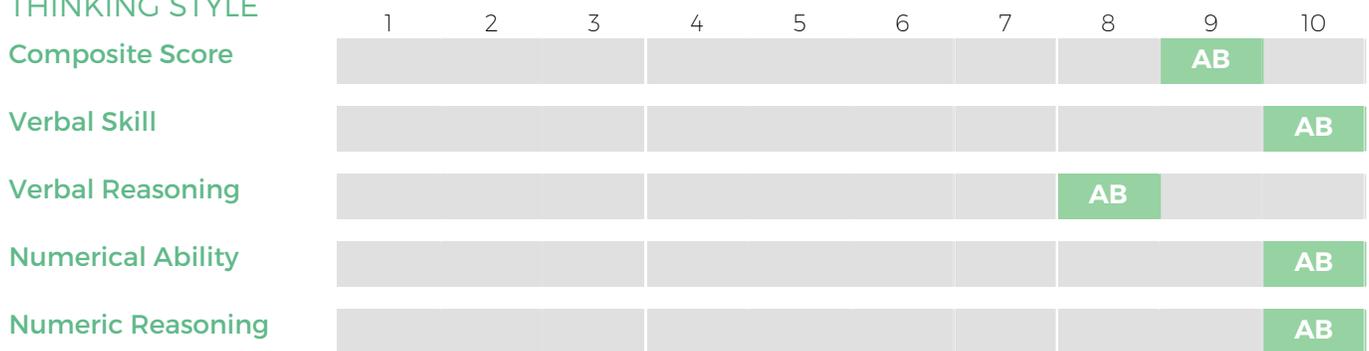Understand the Results Summary and the Leadership Skills

- 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 **Adam** may approach them.
- Consider **Adam**'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.
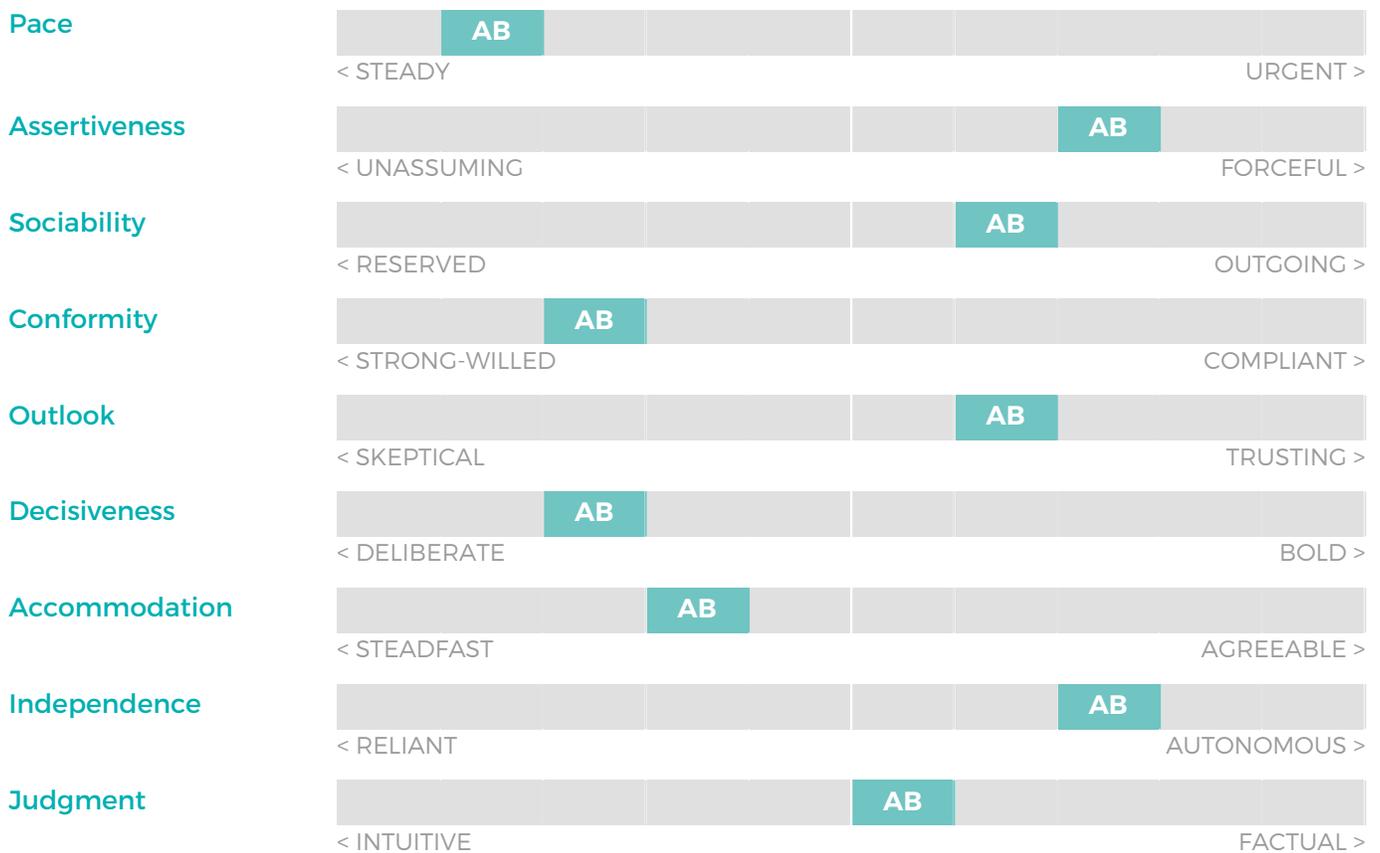
Think About Your Organization

- 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 **Adam** to have or develop and focus your attention there.

RESULTS SUMMARY

THINKING STYLE

	1	2	3	4	5	6	7	8	9	10
Composite Score									AB	
Verbal Skill										AB
Verbal Reasoning								AB		
Numerical Ability										AB
Numeric Reasoning										AB

BEHAVIORAL TRAITS

Pace

AB (position 2)

< STEADY   URGENT >

Assertiveness

AB (position 7)

< UNASSUMING   FORCEFUL >

Sociability

AB (position 5)

< RESERVED   OUTGOING >

Conformity

AB (position 3)

< STRONG-WILLED   COMPLIANT >

Outlook

AB (position 5)

< SKEPTICAL   TRUSTING >

Decisiveness

AB (position 3)

< DELIBERATE   BOLD >

Accommodation

AB (position 4)

< STEADFAST   AGREEABLE >

Independence

AB (position 8)

< RELIANT   AUTONOMOUS >
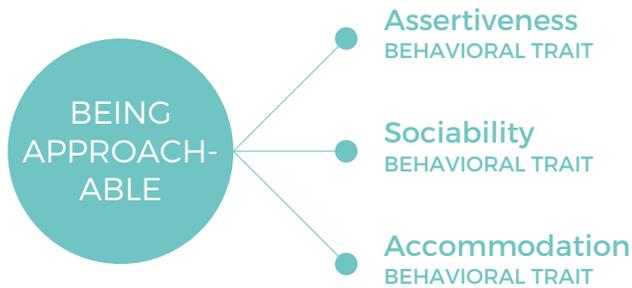
Judgment

AB (position 6)

< INTUITIVE   FACTUAL >

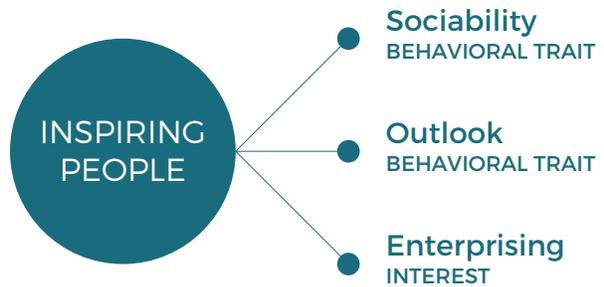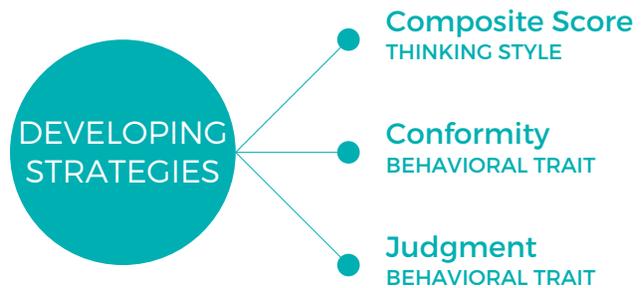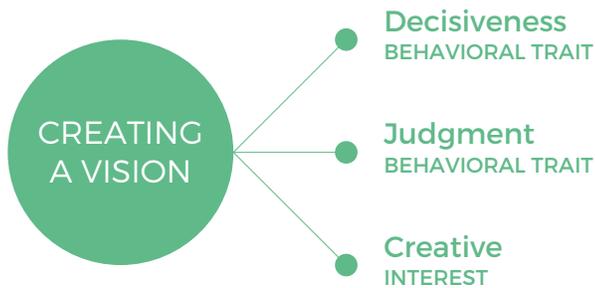## INTERESTS

Adam's Interests in rank order

TECHNICAL
FINANCIAL/ADMIN
MECHANICAL
ENTERPRISING
PEOPLE SERVICE
CREATIVE

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 **Adam**'s possible approach to that skill.

CREATING A VISION
- **Decisiveness** BEHAVIORAL TRAIT
- **Judgment** BEHAVIORAL TRAIT
- **Creative** INTEREST

DEVELOPING STRATEGIES
- **Composite Score** THINKING STYLE
- **Conformity** BEHAVIORAL TRAIT
- **Judgment** BEHAVIORAL TRAIT

ENSURING RESULTS
- **Pace** BEHAVIORAL TRAIT
- **Assertiveness** BEHAVIORAL TRAIT
- **Decisiveness** BEHAVIORAL TRAIT

INSPIRING PEOPLE
- **Sociability** BEHAVIORAL TRAIT
- **Outlook** BEHAVIORAL TRAIT
- **Enterprising** INTEREST

BEING APPROACH-ABLE
- **Assertiveness** BEHAVIORAL TRAIT
- **Sociability** BEHAVIORAL TRAIT
- **Accommodation** BEHAVIORAL TRAIT

MENTORING OTHERS
- **Outlook** BEHAVIORAL TRAIT
- **Accommodation** BEHAVIORAL TRAIT
- **People Service** INTEREST

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

	AB				

< DELIBERATE   BOLD >

Judgment
Basis for forming opinions and making decisions

		AB		

< INTUITIVE   FACTUAL >

Creative
Suggests the enjoyment of imaginative and artistic activities

TECHNICAL
FINANCIAL/ADMIN
MECHANICAL
ENTERPRISING
PEOPLE SERVICE
CREATIVE

ADAM IN ACTION

When envisioning new directions for his team or organization, **Adam** tends to consider many different options before making a decision, and probably prefers to consult with others. He probably generates ideas that reflect the concrete facts of the situation, without much consideration for instinct or intuition. Additionally, **Adam** may regard the creative process more as a means to an end of producing innovative concepts and may prefer to devote more energy to other leadership activities.

Find out more →

DIGGING A LITTLE DEEPER
CREATING A VISION

CREATING A VISION

Decisiveness
BEHAVIORAL TRAIT

Judgment
BEHAVIORAL TRAIT

Creative
INTEREST

POTENTIAL STRENGTHS

- Probably considers various possibilities and potential consequences carefully when generating ideas

- Tends to base ideas and recommendations primarily on objective assessments of current circumstances

- Likely remains 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 undervalue information that is hard to measure when contemplating different possibilities

- Could be disinclined to devote much time to activities that require a creative approach or attention to aesthetics

QUESTIONS TO ASK ADAM

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 there ever been times when your instinct has overruled the facts of a situation?

Listen for: the ability to trust his instincts and consider values-based reasoning as appropriate, even if he typically prefers a logic-based approach.
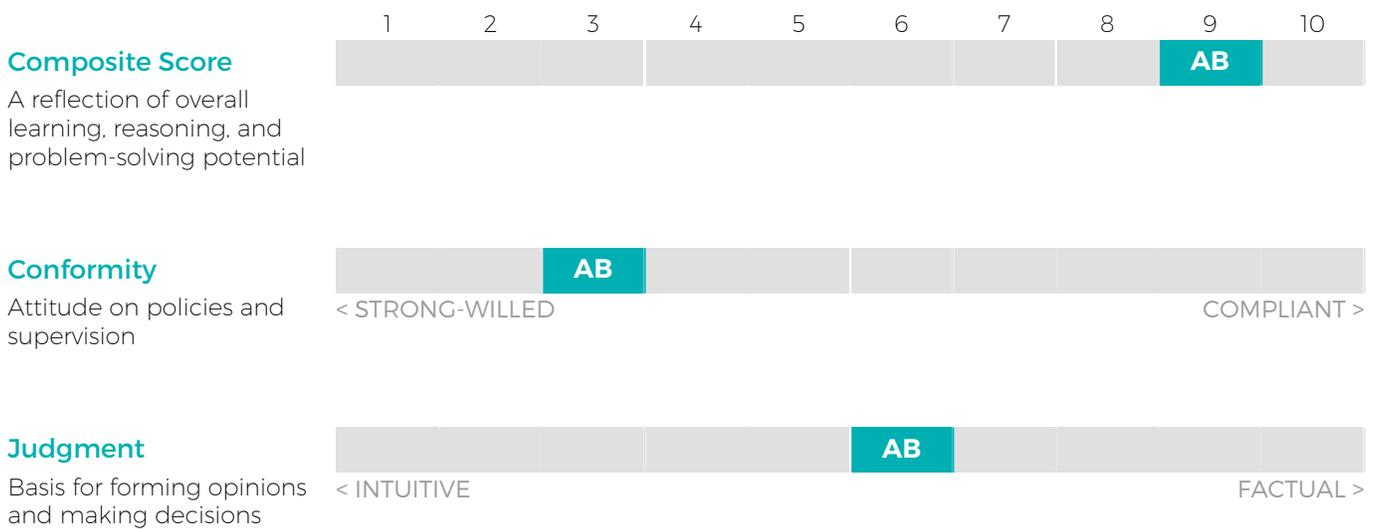
Do you enjoy the process of developing new solutions and offerings? Which parts? Which aspects would you prefer to delegate to someone else?

Listen for: an inclination to generate ideas that is consistent with the requirements of the position.

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:

	1	2	3	4	5	6	7	8	9	10

Composite Score

A reflection of overall learning, reasoning, and problem-solving potential

Score: AB at 9

Conformity

Attitude on policies and supervision

< STRONG-WILLED   AB at 3   COMPLIANT >

Judgment

Basis for forming opinions and making decisions

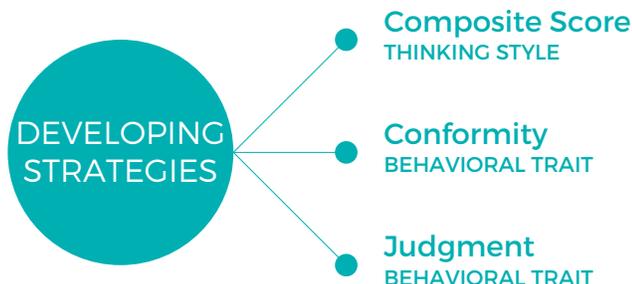< INTUITIVE   AB at 6   FACTUAL >

ADAM IN ACTION

When developing strategies for his team or organization, **Adam** can likely take a large or complex set of variables into account. He 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 him. **Adam** also tends to be somewhat pragmatic when creating plans and will probably focus his efforts on strategies that seem achievable in most cases.

Find out more →

DIGGING A LITTLE DEEPER

DEVELOPING STRATEGIES

DEVELOPING
STRATEGIES

- **Composite Score**
  THINKING STYLE

- **Conformity**
  BEHAVIORAL TRAIT

- **Judgment**
  BEHAVIORAL TRAIT

POTENTIAL STRENGTHS

- Probably able to see underlying patterns and find subtle connections that others might miss

- Probably willing to push back forcefully against groupthink or outdated assumptions

- Likely takes a fairly systematic approach to evaluating circumstances before making most recommendations

POTENTIAL CHALLENGES

- Could at times focus on non-essential complexities or nuances of his plans at the expense of the overall picture

- Might be reluctant to work within designated parameters or limitations when proposing strategy

- May sometimes be reluctant to advocate for change until there is concrete proof that it is necessary

QUESTIONS TO ASK ADAM

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 a company initiative that you didn't agree with? How did you handle that?

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

Imagine you're managing a team that includes some people who factor emotion and values heavily into their opinions, and others who only want to consider facts and figures. How could you make sure everyone works together effectively?

Listen for: a recognition that both types of perspectives are valuable and the ability to harness the relative strengths of both sides.

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

	AB					

< STEADY   URGENT >

Assertiveness
Expression of opinions and need for control

< UNASSUMING   FORCEFUL >

Decisiveness
Use of speed and caution to make decisions

< DELIBERATE   BOLD >

ADAM IN ACTION

Adam will likely encourage his team to work at a 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. **Adam** may also want to actively oversee task execution, and may push back against organizational initiatives that he doesn't agree with.

Find out more →

ENSURING RESULTS

ENSURING RESULTS

Pace
BEHAVIORAL TRAIT

Assertiveness
BEHAVIORAL TRAIT

Decisiveness
BEHAVIORAL TRAIT

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 inefficiencies directly at all stages of the execution process

POTENTIAL CHALLENGES

- Could find it difficult to balance multiple urgent priorities at once

- May sometimes be too cautious in reacting to roadblocks that arise during execution

- Might have trouble letting go of control and delegating implementation to others when appropriate

QUESTIONS TO ASK ADAM

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 his preference is to work more methodically.

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

			AB	

< RESERVED   OUTGOING >

Outlook
Anticipation of outcomes and motives

			AB	

< SKEPTICAL   TRUSTING >

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

TECHNICAL
FINANCIAL/ADMIN
MECHANICAL
ENTERPRISING
PEOPLE SERVICE
CREATIVE

ADAM IN ACTION

Making persuasive arguments may be less enjoyable for **Adam** than other leadership responsibilities, so he may limit his efforts to situations in which it might be most valuable. 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, **Adam** may be reasonably comfortable addressing large groups of people, sharing his viewpoint without hesitation in most cases.

Find out more →

DIGGING A LITTLE DEEPER

INSPIRING PEOPLE

INSPIRING PEOPLE

Sociability
BEHAVIORAL TRAIT

Outlook
BEHAVIORAL TRAIT

Enterprising
INTEREST

POTENTIAL STRENGTHS

- Probably takes a judicious approach to debating others and pushing for his viewpoint

- May have a naturally positive outlook that could motivate others to embrace new ideas

- Likely comfortable approaching colleagues across the organization in order to generate support for new initiatives

POTENTIAL CHALLENGES

- Could find the task of unifying people around organizational goals tiring rather than energizing

- Might not always be regarded as a reliable judge of whether new projects are truly beneficial or manageable

- May sometimes be reluctant to support unpopular policies if he fears it could damage his interpersonal relationships

QUESTIONS TO ASK ADAM

Have past roles required you to spend much time convincing others to support projects or ideas? Did you enjoy this? What were some of the strategies you used?

Listen for: enthusiasm for persuading people and specific strategies that he has found effective in the past.

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.

Do you ever have trouble advocating for ideas or initiatives that are unpopular within your organization? Why might that be difficult for you? How do you handle it?

Listen for: a willingness to champion relevant organizational policies regardless of the impact on his personal network.

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

					AB	

< UNASSUMING FORCEFUL >

Sociability
Desire for interaction with others

			AB			

< RESERVED OUTGOING >

Accommodation
Inclination to tend to others' needs and ideas

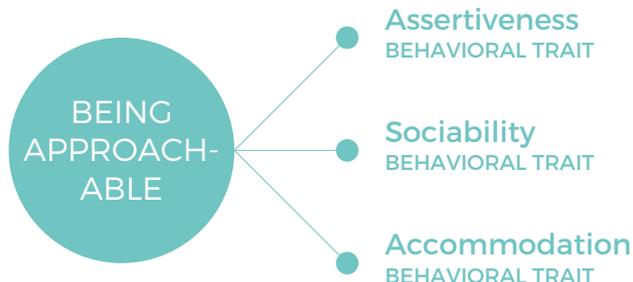|	AB					

< STEADFAST AGREEABLE >

ADAM IN ACTION

Adam may take the lead in getting to know his subordinates and colleagues, often initiating conversations outside of scheduled settings. At times, those providing critical feedback on his style or initiatives will probably need to present strong evidence in order for him to find their arguments persuasive. And when new concepts are presented to him, **Adam** will likely give a candid response, providing feedback in a frank and straightforward manner.

Find out more →

BEING APPROACHABLE

BEING
APPROACH-
ABLE

Assertiveness
BEHAVIORAL TRAIT

Sociability
BEHAVIORAL TRAIT

Accommodation
BEHAVIORAL TRAIT

POTENTIAL STRENGTHS

- Likely enjoys attending company events and uses them to connect with others

- Probably willing to put limits on his availability to others in order to balance it with his own responsibilities

- His tendency to share both positive and negative feedback in a direct manner may encourage others to do the same

POTENTIAL CHALLENGES

- May sometimes prioritize working with large groups over connecting with peers or subordinates one-on-one

- Might not be as open to critical feedback on his strategies as some leaders

- His forthright delivery may discourage some team members from coming forward with new ideas

QUESTIONS TO ASK ADAM

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

Listen for: an understanding of the importance of forming meaningful working relationships with team members as individuals, even if they aren't as outgoing as he is.

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 his team, even when it relates to his own initiatives or performance.

Describe a situation in which you had to work with or manage someone with a less assertive communication style than you have. How did you handle that?

Listen for: an understanding that not everyone responds well to blunt communication and a willingness to adopt a more diplomatic style when needed.

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

			AB	

< SKEPTICAL   TRUSTING >

Accommodation
Inclination to tend to others' needs and ideas

	AB		

< STEADFAST   AGREEABLE >

People Service
Suggests the enjoyment of collaboration, compromise, and helping others

TECHNICAL
FINANCIAL/ADMIN
MECHANICAL
ENTERPRISING
PEOPLE SERVICE
CREATIVE

ADAM IN ACTION

Adam 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 have some predetermined ideas about which tools or paths will be most valuable for his subordinates' development. And in general, because **Adam** 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

- **Outlook**
  BEHAVIORAL TRAIT

MENTORING OTHERS

- **Accommodation**
  BEHAVIORAL TRAIT

- **People Service**
  INTEREST

POTENTIAL STRENGTHS

- Tends to take a reasonably pragmatic approach when considering which tools and trainings would most benefit his team

- Likely willing to staunchly advocate for mentees if he feels they are being disadvantaged in some way

- 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 try to steer subordinates in directions that don't align with their own goals

- Might not always anticipate possible barriers that could arise in his team's training or development

QUESTIONS TO ASK ADAM

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.

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 Adam's own preference to recommend a different path.

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 **Adam** 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 **Adam** 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 **Adam**'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 **Adam** 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 **Adam**'s results in these skill areas stood out to you most?
- What follow-up questions do you have for **Adam**?

COACHING AND DEVELOPMENT

In a coaching, mentoring, or development context, this report can be the start of a dialogue that helps **Adam** 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 **Adam**, which parts of the report seem especially accurate or relevant?
- Which skill area(s) will you focus on developing first?
- How can you and **Adam** 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.