PXT Select™
Leadership Report

Oliver Chase
CONFIDENTIAL
Assessment taken: 02.14.24 Printed: 06.16.26

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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 Oliver Chase's leadership potential and provide insight into how Oliver 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 Oliver'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 Oliver 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 Oliver may approach them.
- Consider Oliver's potential strengths and challenges, and what these may say about Oliver's 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 Oliver to have or develop and focus your attention there.

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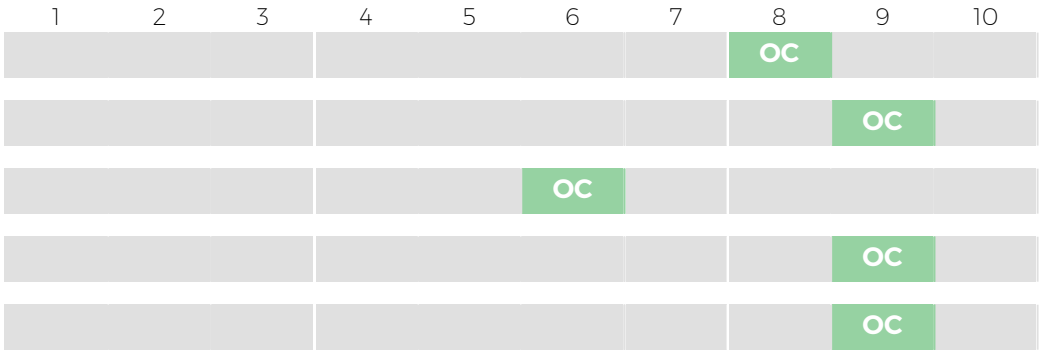
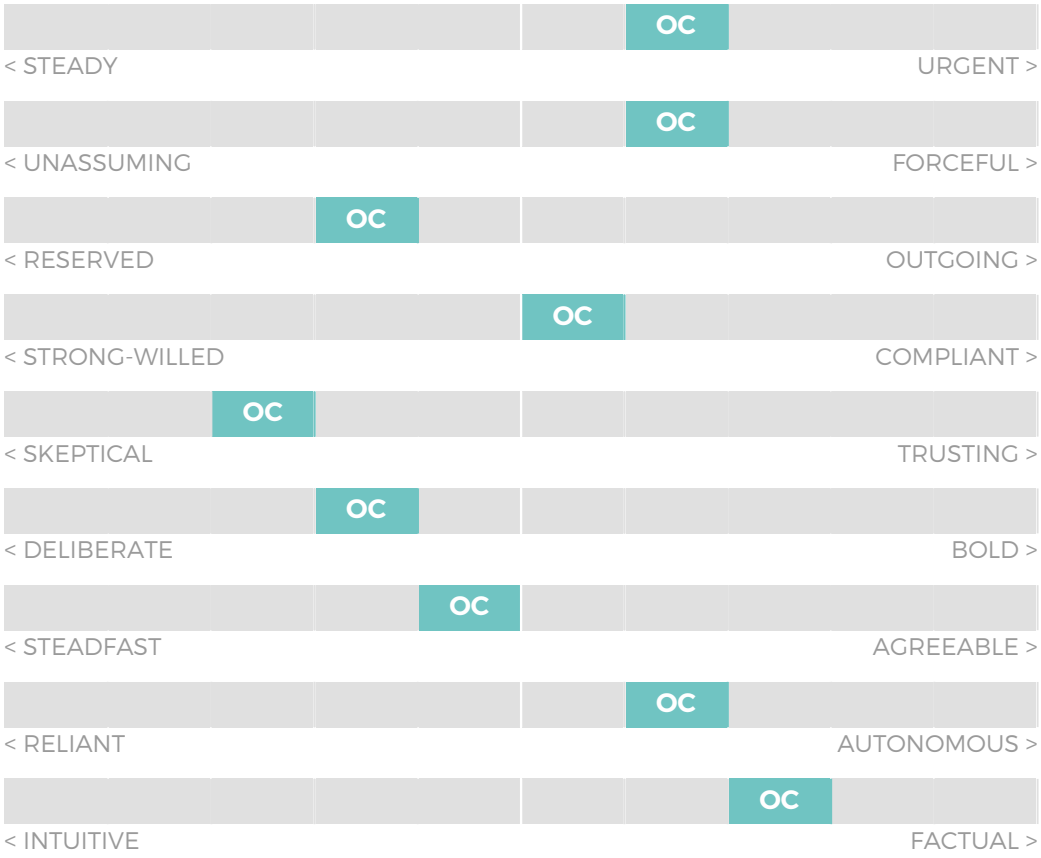
RESULTS SUMMARY

THINKING STYLE



BEHAVIORAL TRAITS



INTERESTS

Oliver's Interests in rank order

TECHNICAL
CREATIVE
FINANCIAL/ADMIN] TIED
ENTERPRISING
PEOPLE SERVICE
MECHANICAL

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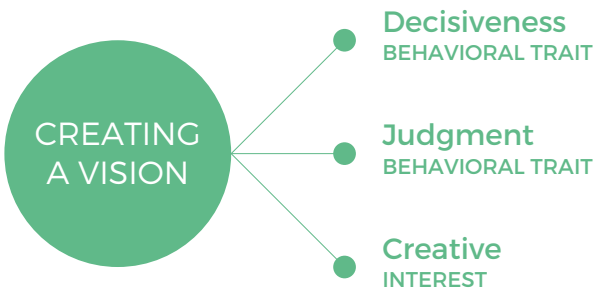
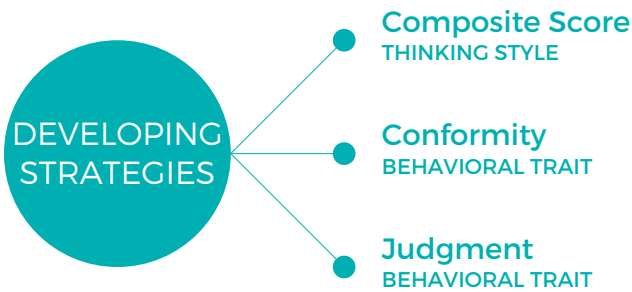
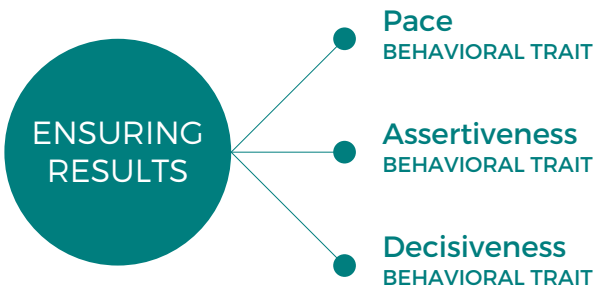
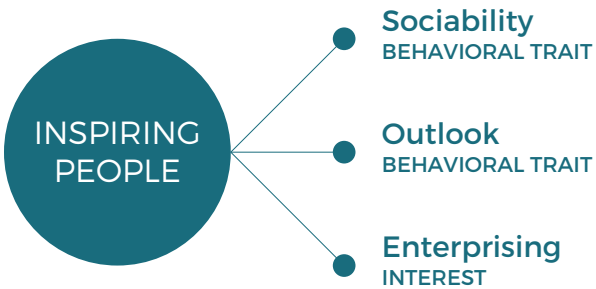
LEADERSHIP SKILLS

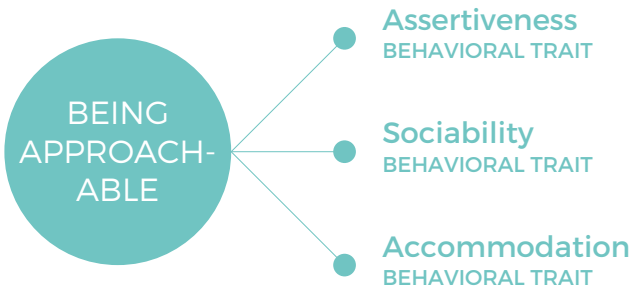
Leading a team or an organization is a complex undertaking that often demands a diverse set of capabilities. Below are six skills commonly required of organizational leaders. Each is linked to the results used to inform Oliver's possible approach to that skill.











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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

TECHNICAL
CREATIVE
FINANCIAL/ADMIN
ENTERPRISING
PEOPLE SERVICE
MECHANICAL

TIED

OLIVER IN ACTION

When envisioning new directions for the team or organization, Oliver tends to consider a variety of different options before making a decision, and probably prefers to consult with others in many cases. Oliver 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, Oliver may find certain aspects of the creative process inherently rewarding and may enjoy producing innovative concepts.

Find out more →

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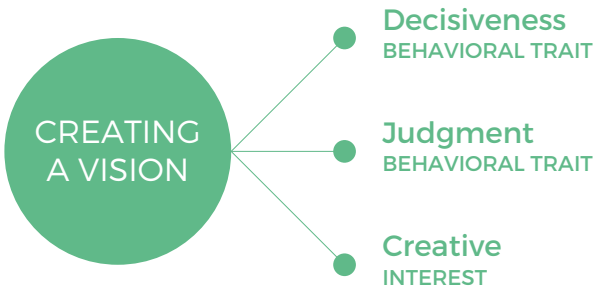
DIGGING A LITTLE DEEPER

CREATING A VISION



POTENTIAL STRENGTHS

- Probably considers different possibilities and their potential consequences when generating ideas
- Tends to base ideas on objective assessments of current circumstances without being distracted by emotion
- Likely supports the process of creating unique approaches and solutions on the team

POTENTIAL CHALLENGES

- May be biased toward ideas that generate consensus or mitigate risk
- Might struggle to set new directions in cases where facts are inconclusive or unavailable
- Could sometimes favor new ideas because of their novelty rather than considering their actual viability

QUESTIONS TO ASK OLIVER

Describe a time when you strongly favored a course of action for your team that others disagreed with or felt was risky. How did you proceed, and what was the consequence?

Listen for: a willingness to assume responsibility for risk taking without relying on others' opinions when appropriate.

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 instincts and make intuitive leaps, even if a logic-based approach is typically preferred.

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.

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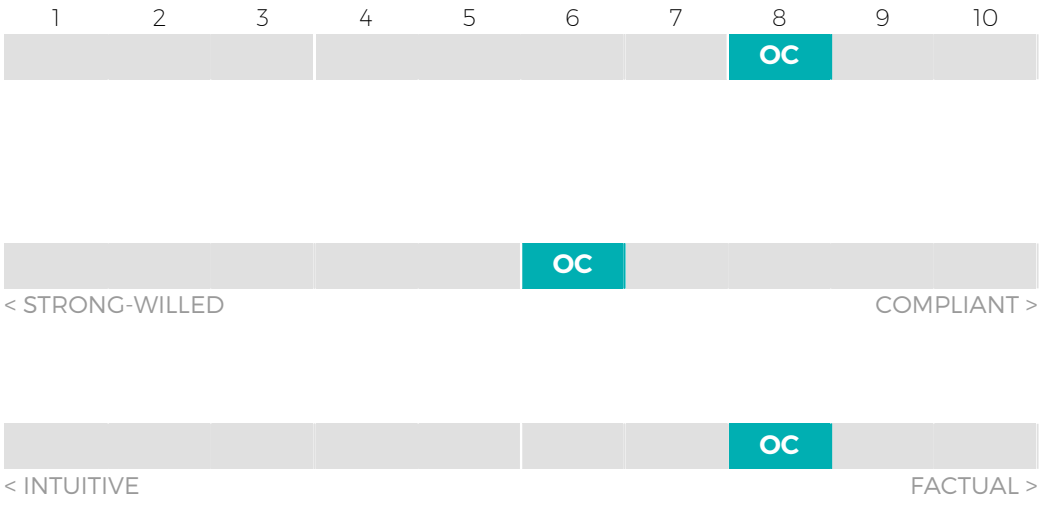
DEVELOPING STRATEGIES

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:



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

Conformity
Attitude on policies and supervision

Judgment
Basis for forming opinions and making decisions

OLIVER IN ACTION

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

Find out more →

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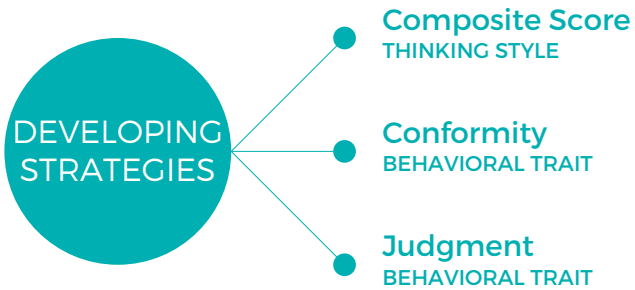
DIGGING A LITTLE DEEPER

DEVELOPING STRATEGIES



POTENTIAL STRENGTHS

- Probably able to see underlying patterns and find subtle connections that others might miss
- Generally willing to accept limitations on 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 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

QUESTIONS TO ASK OLIVER

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 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 when appropriate, while still advocating for a reasoned methodology.

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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

OLIVER IN ACTION

Oliver will likely encourage the team to work at a relatively urgent pace, emphasizing the importance of balancing multiple priorities when possible. Oliver will probably consider consequences and consult with others before giving directions to the team or responding to changes midstream. Oliver may also be relatively active in overseeing task execution, and may push back when disagreeing with organizational initiatives.

Find out more →

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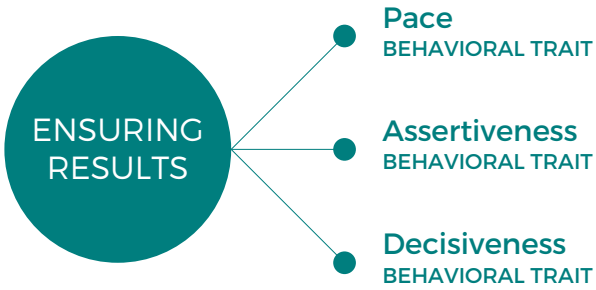
DIGGING A LITTLE DEEPER

ENSURING RESULTS



POTENTIAL STRENGTHS

- May work well under deadlines and encourage team members to stay focused on outcomes
- May carefully weigh pros and cons before recommending changes, which could reduce missteps
- Likely addresses significant inefficiencies that could impact team results as they arise

POTENTIAL CHALLENGES

- Could set an unsustainable pace during busy periods that causes stress for everyone involved
- May be slower than some others in reacting to roadblocks that arise during execution
- Might struggle with knowing when to delegate implementation and minor decisions to others

QUESTIONS TO ASK OLIVER

When dealing with colleagues or subordinates who prefer a slower, more methodical pace of work than you do, how can you keep everyone working together effectively and efficiently?

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

Think of a project or initiative you've managed that encountered an unexpected obstacle, forcing you to think on your feet. What did you do, and what was the outcome?

Listen for: indications of the ability to adapt to changing conditions and react quickly when needed.

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: understanding that leaders sometimes need to let others take the reins of projects and initiatives in order to build competent, high-performing teams.

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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

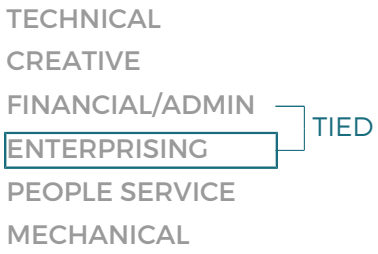
Desire for interaction with others

Outlook

Anticipation of outcomes and motives

Enterprising

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



OLIVER IN ACTION

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

Find out more →

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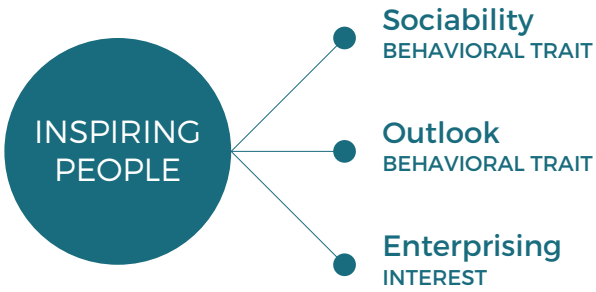
DIGGING A LITTLE DEEPER

INSPIRING PEOPLE



POTENTIAL STRENGTHS

- Probably inclined to actively participate in most debates and other opportunities to advocate for a viewpoint
- Approval of new ideas may carry a lot of weight with others since it's not given freely
- Likely comfortable approaching familiar colleagues 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 the team
- Might struggle to suppress doubts and present a positive front when needed
- May sometimes worry about imposing on others by reaching out to present views outside of scheduled settings

QUESTIONS TO ASK OLIVER

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 an 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 the team, even if concerns exist.

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 natural reserve and make important connections throughout the organization.

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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

OLIVER IN ACTION

Oliver 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 Oliver's style or initiatives will probably need to present strong evidence in order to make a persuasive argument. And when new concepts are presented, Oliver will likely give a relatively candid response, providing both positive and negative feedback to team members.

Find out more →

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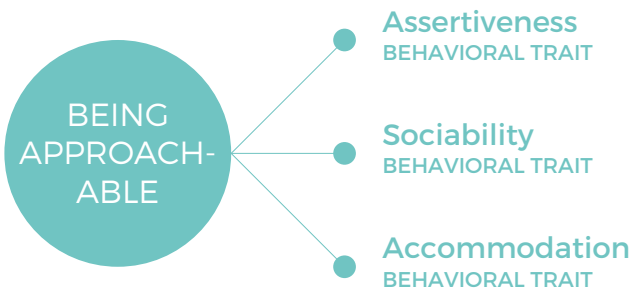
DIGGING A LITTLE DEEPER

BEING APPROACHABLE



POTENTIAL STRENGTHS

- May be skilled at getting to know others in one-on-one settings
- Probably willing to put limits on availability to others in order to balance it with personal responsibilities
- 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 strategies as some leaders
- Forthright delivery of opinions and feedback could sometimes be intimidating to less assertive team members

QUESTIONS TO ASK OLIVER

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 the team, even when it relates to personal 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.

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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

TECHNICAL
CREATIVE
FINANCIAL/ADMIN
ENTERPRISING
TIED
PEOPLE SERVICE
MECHANICAL

OLIVER IN ACTION

Oliver probably enjoys the process of mentoring team members less than some other leadership responsibilities but may still see the value in doing so. Oliver may have some predetermined ideas about which tools or paths will be most valuable for subordinates' development. And in general, Oliver might choose to primarily assist those who have already demonstrated significant competence in their roles.

Find out more →

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DIGGING A LITTLE DEEPER

MENTORING OTHERS

POTENTIAL STRENGTHS

- Tends to take a reasonably pragmatic approach when considering which tools and trainings would most benefit the team
- Likely willing to staunchly advocate for mentees if 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 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
- May sometimes have an overly pessimistic view of employees' potential and discourage them from pursuing ambitious goals

QUESTIONS TO ASK OLIVER

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 Oliver 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 they aren't interested in that path, and instead want to build a different skill set. How would you respond?

Listen for: an inclination to support the employee's exploration of a preferred area to the extent appropriate, despite Oliver'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 the team.

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WHERE TO GO FROM HERE

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

COACHING AND DEVELOPMENT

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

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

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

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