



Pexitics.com
People excellence indicator test



Sample Limited
Assessments Reporting ~ Jul 2021

Objective of the Assessments

1. Junior managers who are HiPo and ready for movement to Middle Management positions
2. Middle managers who are HiPo and ready to movement to Leadership roles

Learning Needs Identification (LNI) recommendation per person

(Please note that a separate document has been provided for LNI recommendations & scores at an individual level)



TOTAL PARTICIPANT COUNT	55
Middle Managers	22
Junior Managers	33

GENERAL FINDINGS: COMPETENCY & LEADERSHIP ASSESSMENT (JULY 2021)

	(Org level)			Middle Managers			Junior Managers		
	Total Scores	Biological Age	Org Exp.	Total Scores	Biological Age	Org Exp.	Total Scores	Biological Age	Org Exp.
F & A	140.4	39.9	10.4	129.2	45.0	11.1	151.6	34.9	9.7
HR	146.7	39.2	7.6	149.1	43.7	1.7	145.8	37.4	10.0
Marketing	148.4	37.7	5.3	138.3	43.1	5.6	155.9	33.7	5.1
Production	158.0	39.5	7.3	155.1	47.1	8.8	159.5	35.4	6.5
QAD	139.7	39.6	6.0	148.4	46.2	6.2	128.0	30.7	5.9
GRAND AVG	150.5	39.0	6.9	146.4	45.3	7.0	153.2	34.8	6.8

Middle Managers are 40% of the overall total while Junior Managers are 60% in the participation count.

The department-wise count are as follows;

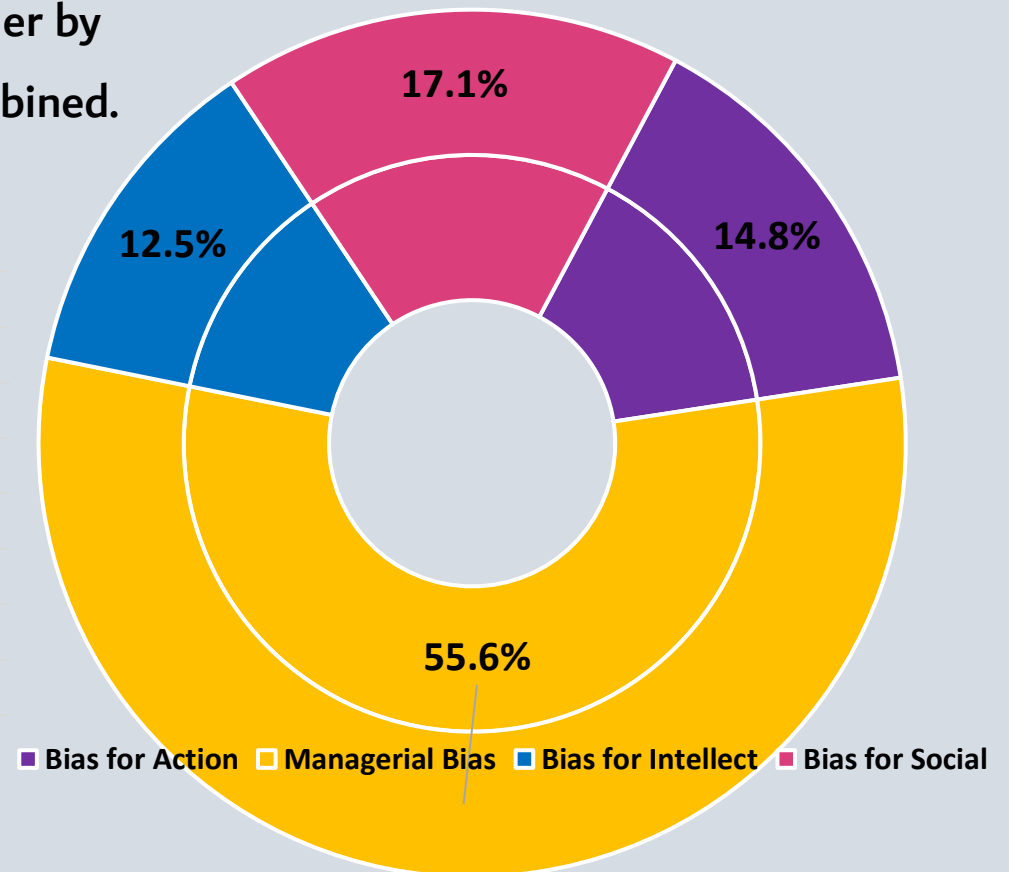
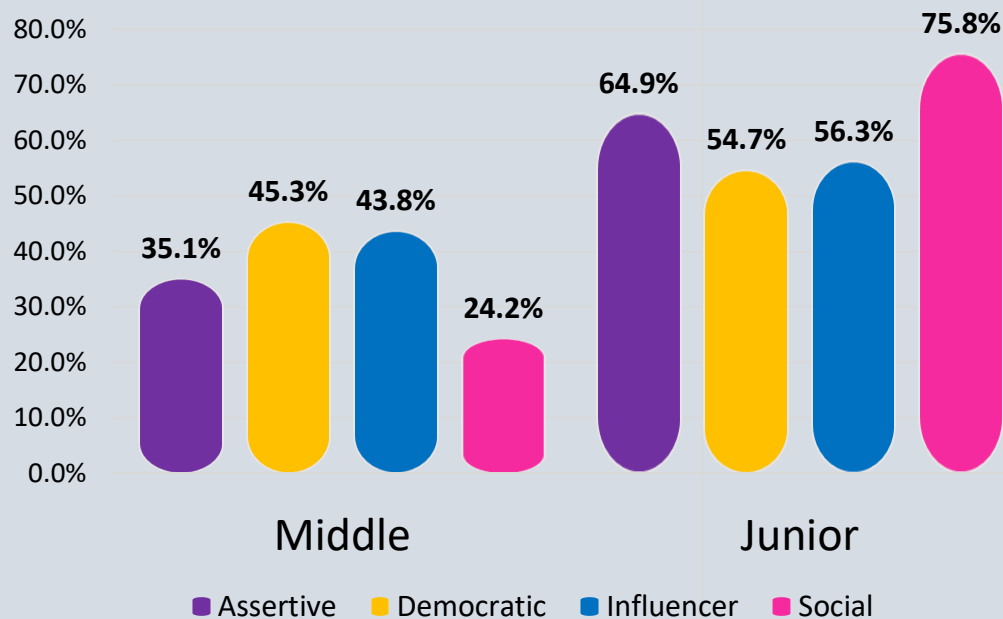
	TOTAL Employees	Middle Managers	Junior Managers
F & A	4.0	2.0	2.0
HR	7.0	2.0	5.0
Marketing	14.0	6.0	8.0
Production	23.0	8.0	15.0
QAD	7.0	4.0	3.0
TOTAL	55.0	22.0	33.0



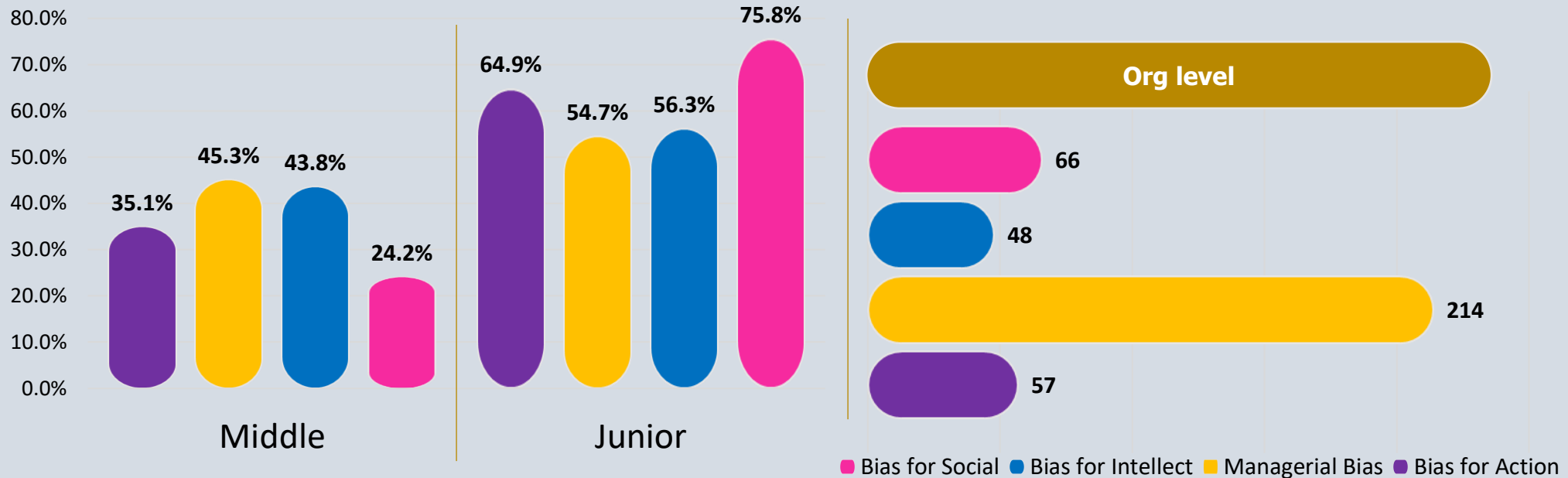
Organisational Leadership Index

A startup requires **Bias towards Action** while a growth-focused organisation requires lots of innovative and creative solutions, highlighting the need for **Bias towards Intellect**. A new product launch or sales-driven organisation requires a **Bias towards Social** approach to ensure every employee is driven towards a customer and market-centric approach and the same can also be found important while motivating or engaging employees on a regular basis. *On an everyday basis, the need for a balance of all the three biases can lead to a holistic leadership approach.*

Managerial Bias or 'maintain the status quo' is higher by 10% compared to the 3 key Leadership biases combined.



FINDINGS: LEADERSHIP INDEX



Middle Managers are 40% of the overall total while Junior Managers are 60% in the participation count.

Hence, scores above or below these 'base percentages' highlight a higher or lower share.

Juniors are more **Social** and **Action** oriented (Assertive), highlighting a higher desire to achieve and get tasks done.

Middle Managers love being **Democratic** to maintain the Status Quo. A higher **Influencer** is more desirable.

FINDINGS: PEOPLE TASK ORIENTATION AS PER SITUATIONAL LEADERSHIP II

Departments	All Org (PT Orientation)			
	Democratic	Assertive	Social	Influencer
F & A	2		1	1
HR	4	1	2	
Marketing	9	1	1	3
Production	16	2	4	1
QAD	6	1		
Total	37	5	8	5

Middle Junior			
Democratic	Assertive	Social	Influencer
2		1	1
1 3	1	2	
4 5	1	1	3
5 11	2	2 2	1
3 3	1		
13 24	3 2	4 4	2 3



// Start by rethinking your job descriptions. Focus on the results you'd like to see, rather than the type of qualifications that you think could deliver them. Highlighting the desired skills – the candidate's ability to perform certain tasks – gets to the same results without creating an unnecessary barrier to entry, like a requirement for a four-year degree. //

Ryan Roslansky, CEO of LinkedIn at HBR

FINDINGS: AGGRESSION QUOTIENT | INTERPERSONAL QUOTIENT

	(Org level)				Middle				Junior			
	Aggressive	Harmonious	Manipulative	Passive	Aggr	Hrmn	Mani	Pass	Aggr	Hrmn	Mani	Pass
F & A	3	1			1	1			2			
HR	3	1	3				2		3	1	1	
Marketing	3	4	4	3	2	3		1	1	1	4	2
Production	9	6	7	1	1	3	3	1	8	3	4	
QAD	1	4	1	1		2	1	1	1	2		
TOTAL	19	16	15	5	4	9	6	3	15	7	9	2

Scoring is based on the trait highlighting most frequently used Aggression Quotient by employees.

The highlighted scores in red denote a mismatch for the job role as defined under general conditions.

A high Harmonious score is desired across functions.

The Org level score for Interpersonal Quotient is at 73 out of 100, which is a high score.

A balance between all the four styles is an indicator of well-diversified Interpersonal Quotient, barring Passive style.

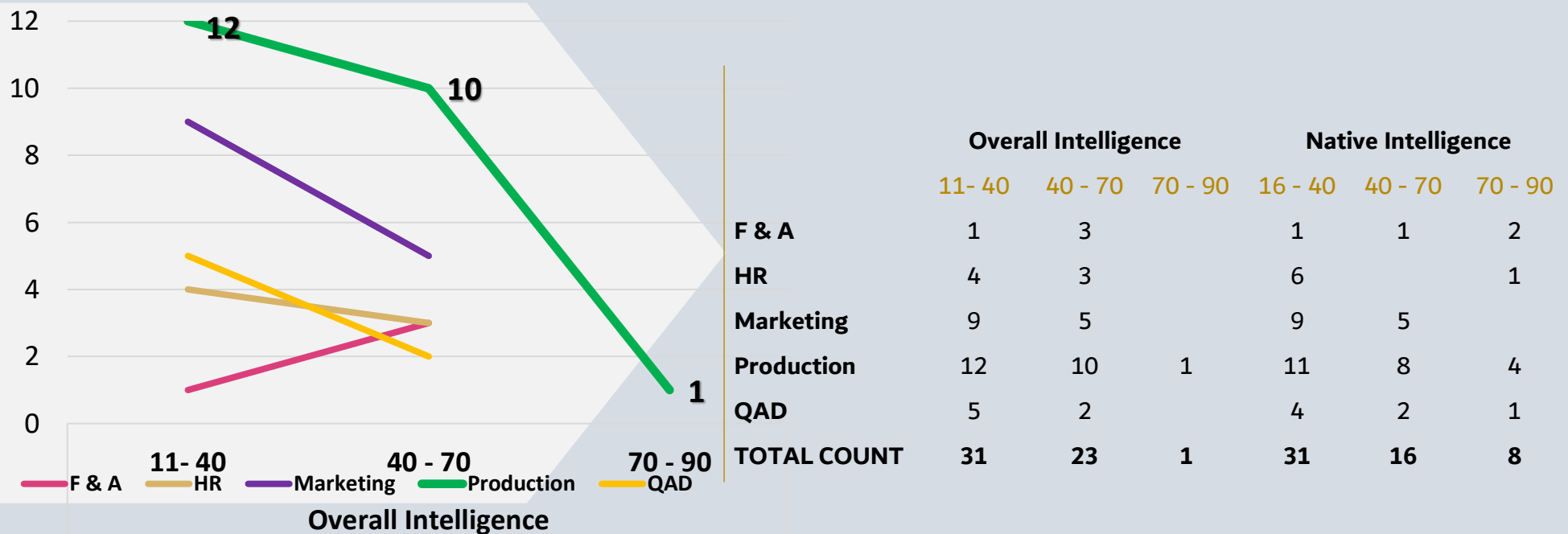
A high Interpersonal Score highlights a greater bomhomie and camaraderie among employees with increased engagement.

FINDINGS: AUTHENTIC LEADERSHIP TRAIT SCORES (ALT)

	All Org (55)				Middle Managers (22)				Junior Managers (33)			
	ALT Score	Morality	Balance	Transparency	ALT Score	Morality	Balance	Transparency	ALT Score	Morality	Balance	Transparency
F & A	68.3	73.0	64.8	68.0	65.0	73.0	59.5	63.0	71.5	73.0	70.0	73.0
HR	75.4	80.7	73.1	73.9	77.0	76.5	73.0	83.0	74.8	82.4	73.2	70.2
Marketing	76.0	81.6	73.1	74.6	76.3	80.8	67.5	81.5	75.8	82.3	77.4	69.5
Production	80.0	81.3	79.7	79.6	79.6	83.1	74.9	81.6	80.2	80.4	82.3	78.5
QAD	78.0	83.7	78.9	71.0	79.8	85.0	79.5	74.5	75.7	82.0	78.0	66.3
TOTAL	75.5	80.1	73.9	73.4	75.5	79.7	70.9	76.7	75.6	80.0	76.2	71.5

The ALT (Authentic Leadership Trait) is a definitive Leadership competency and used as a standalone score for Leadership. ALT is great tool for finding future leadership potential or current ability as a motivator and ability to influence teams. High scores across all the three traits are a key requisite for a well-formed and widely-accepted leader. The Org level score for ALT is at 75.5 out of 100, which is a good score. 80+ scores is desirable and effective. Middle Managers at Org seem lacking in the ability to balance between opinions and styles by a thin margin. Junior Managers hold high promise but are yet to cultivate high transparency between themselves and the others.

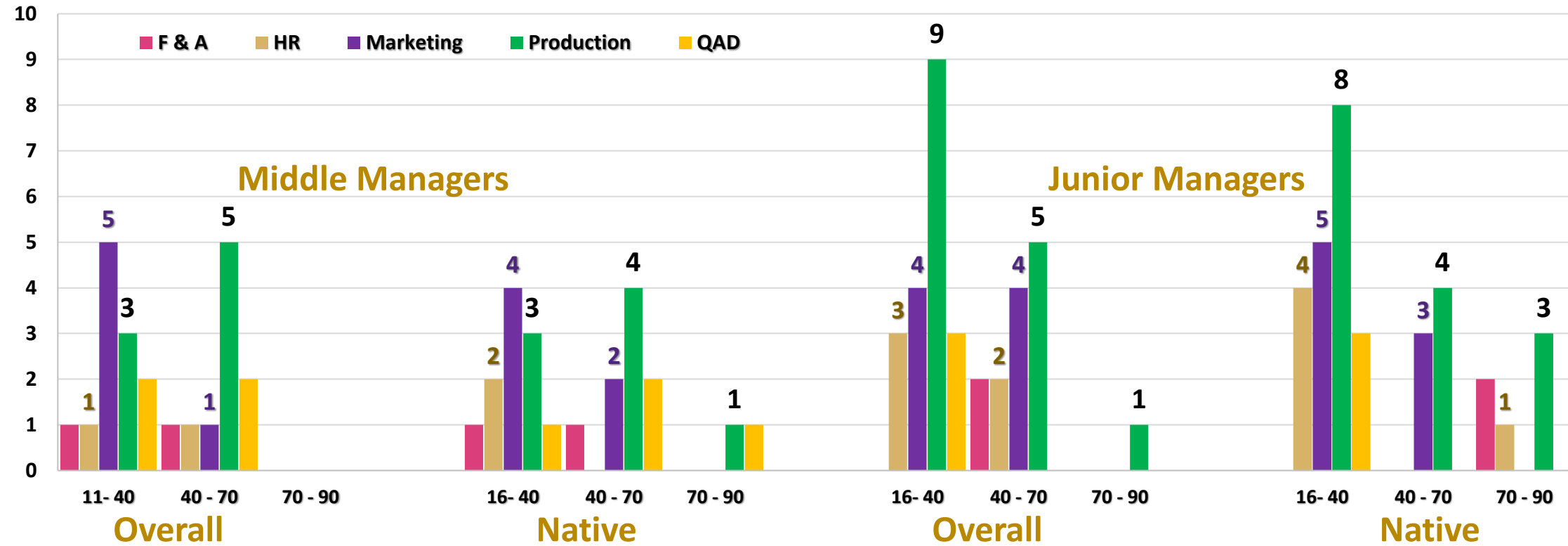
FINDINGS: INTELLIGENCE SCORES



The overall scores have been clustered into 3 segments for Intellect and are overall low, highlighting need for hiring standards. Only one person has scored above 70 for Overall Intelligence and belongs to the Junior Managers (Production). Notice the lines drooping southeast for each department, highlighting low counts in higher score segments (except F&A). As a department, Production excels among all of them across these scores, being present across all segments. There are low scores across the organisation for Verbal Intelligence, but this is due to English language skills. Numerical and Native Intelligence scores being low should be an area of high concern for any individual.



FINDINGS: INTELLIGENCE SCORES



Org	Overall	Verbal	Numerical	Native
Average	38.5	22.7	50.9	43.6
Minimum	11.0	5.0	5.0	16.0
Maximum	86.0	95.0	95.0	95.0

Departments	Overall	Verbal	Numerical	Native
F & A	48.5	19.0	37.5	89.0
HR	32.6	34.0	30.0	36.2
Marketing	37.8	12.0	66.3	35.0
Production	39.1	25.9	43.0	47.9
QAD	29.0	14.3	50.0	27.3

FINDINGS: MEMORY & BRAIN ORIENTATION

	(Org level)			Middle Managers			Junior Managers		
	Memory	Left	Right	Memory	Left	Right	Memory	Left	Right
F & A	23.3	25.3	74.8	23.5	18.0	82.0	23.0	32.5	67.5
HR	29.0	40.1	64.9	26.5	35.0	65.0	30.0	42.2	64.8
Marketing	26.0	29.7	54.8	17.2	33.2	69.0	32.6	27.1	44.1
Production	27.4	29.0	53.3	20.4	24.0	68.3	31.2	31.7	45.3
QAD	14.6	38.0	52.4	15.8	35.0	65.0	13.0	42.0	35.7
Grand Average	25.3	31.5	56.6	19.5	29.0	68.8	29.2	33.2	48.5

The Org average is 25.3 and needs significant improvement through memory improvement techniques.

13 employees have shown nil logical orientation (left); Middle 05 & Junior 07.

5 Employees have shown nil creative orientation (right); all of them are Juniors.

Middle Managers have an overall lower Memory score compared to Juniors.

A balance of both sides of the brain is a pre-requisite for sharper intellect based on cognition.

FINDINGS: INDIVIDUAL EXCELLENCE (ORG LEVEL)

TOTAL EMP COUNT: 25

All of the above employees have been chosen for scoring equal or above the Org average score of 150.5, highlighting them as HiPo potentials.

With a highest possible score of 305, the following scores include both Competency & Leadership scores to rate across the Organisation;

Name of Employee	Department	Department 1	Rating	Competency	Segment Score	Total Scores	Percentage
ML	CPPC	Production	A+	0.63	0.58	217.58	71.3%
KA	Yarn Mktg.	Marketing	A+	0.71	0.75	203.75	66.8%
MKT	Marketing - Ex (Plant)	Marketing	A+	0.65	0.62	188.62	61.8%
MAB	Denim Marketing	Marketing	A+	0.68	0.68	187.68	61.5%
APM	Spinning	Production	A	0.67	0.68	178.68	58.6%
JP	Spinning	Production	A	0.64	0.59	178.59	58.6%
ASC	HRD	HR	A+	0.66	0.67	173.67	56.9%
CKM	D Finishing	Production	A+	0.68	0.67	173.67	56.9%
GS	Spinning	Production	-	0.51	0.38	172.38	56.5%
VY	Spinning	Production	A+	0.63	0.61	171.61	56.3%
AKS	Engineering	Production	-	0.71	0.63	169.63	55.6%
SK	Maintenance	Production	A+	0.63	0.57	169.57	55.6%
AK	Commercial	F & A	A	0.64	0.64	168.64	55.3%
SS	Open End Spg.	Production	A	0.67	0.67	165.67	54.3%
MK	PPC	Production	A+	0.60	0.54	165.54	54.3%
AKS	Yarn Mktg.	Marketing	A	0.67	0.63	162.63	53.3%
AVH	Weaving	Production	A+	0.57	0.61	159.61	52.3%
GCS	HR Dept	HR	A	0.60	0.58	159.58	52.3%
PV	Yarn Mktg. - Export	Marketing	A	0.68	0.73	158.73	52.0%
OPS	Development	QAD	A	0.61	0.61	155.61	51.0%
RP	Finishing	Production	A+	0.52	0.58	155.58	51.0%
PG	P & A	HR	A	0.61	0.62	154.62	50.7%
KYP	Processing	Production	A+	0.69	0.74	152.74	50.1%
TPS	Spg. Mill	Production	A+	0.71	0.71	151.71	49.7%
RMS	Spinning	Production	-	0.63	0.60	150.60	49.4%

FINDINGS: INDIVIDUAL EXCELLENCE (MIDDLE MANAGER LEVEL)

TOTAL EMP COUNT: 09

All of the above employees have been chosen for scoring equal or above 50% of the total possible score of 305, highlighting them as HiPo potentials.

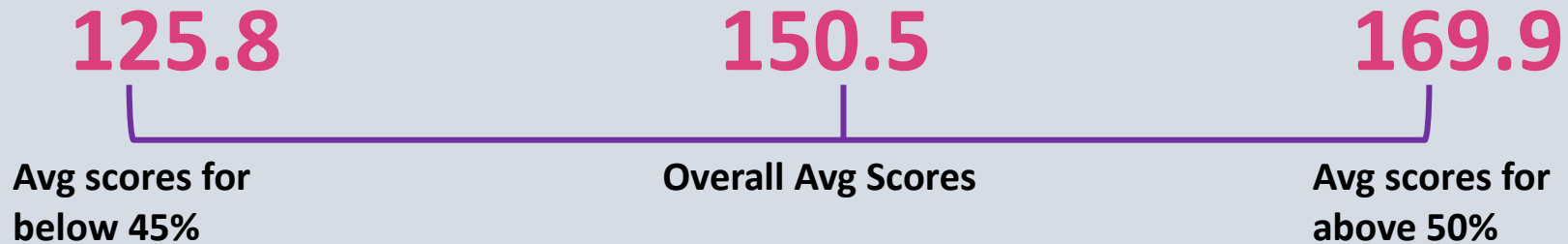
Name of Employee	Department	Department 1	Rating	Competency	Segment Scores	Total Scores	Percentage
MAB	Denim Marketing	Marketing	A+	0.7	0.7	187.7	61.5%
PM	Spinning 4 -5	Production	A	0.7	0.7	178.7	58.6%
VY	Spinning	Production	A+	0.6	0.6	171.6	56.3%
SS	Open End Spg.	Production	A	0.7	0.7	165.7	54.3%
AVH	Weaving	Production	A+	0.6	0.6	159.6	52.3%
OPS	Development	QAD	A	0.6	0.6	155.6	51.0%
RS	Finishing	Production	A+	0.5	0.6	155.6	51.0%
PKT	P & A	HR	A	0.6	0.6	154.6	50.7%
KYP	Processing	Production	A+	0.7	0.7	152.7	50.1%

INDIVIDUAL EXCELLENCE (JUNIOR MANAGER LEVEL)

TOTAL EMP COUNT: 14

Name of Employee	Department	Department 1	Rating	Competency	Segment Scores	Total Scores	Percentage
ML	CPPC	Production	A+	0.6	0.6	217.6	71.3%
KA	Yarn Mktg.	Marketing	A+	0.7	0.8	203.8	66.8%
MKT	Denim Marketing	Marketing	A+	0.7	0.6	188.6	61.8%
JAP	Spinning	Production	A	0.6	0.6	178.6	58.6%
ASC	HRD	HR	A+	0.7	0.7	173.7	56.9%
CKM	D Finishing	Production	A+	0.7	0.7	173.7	56.9%
GS	Spinning	Production	-	0.5	0.4	172.4	56.5%
AG	Engineering	Production	-	0.7	0.6	169.6	55.6%
SK	Maintenance	Production	A+	0.6	0.6	169.6	55.6%
AK	Commercial	F & A	A	0.6	0.6	168.6	55.3%
MK	PPC	Production	A+	0.6	0.5	165.5	54.3%
AKS	Yarn Mktg.	Marketing	A	0.7	0.6	162.6	53.3%
GCS	HR Dept	HR	A	0.6	0.6	159.6	52.3%
PV	Yarn Mktg. Export	Marketing	A	0.7	0.7	158.7	52.0%

FINDINGS: BENCHMARKING ANALYTICS

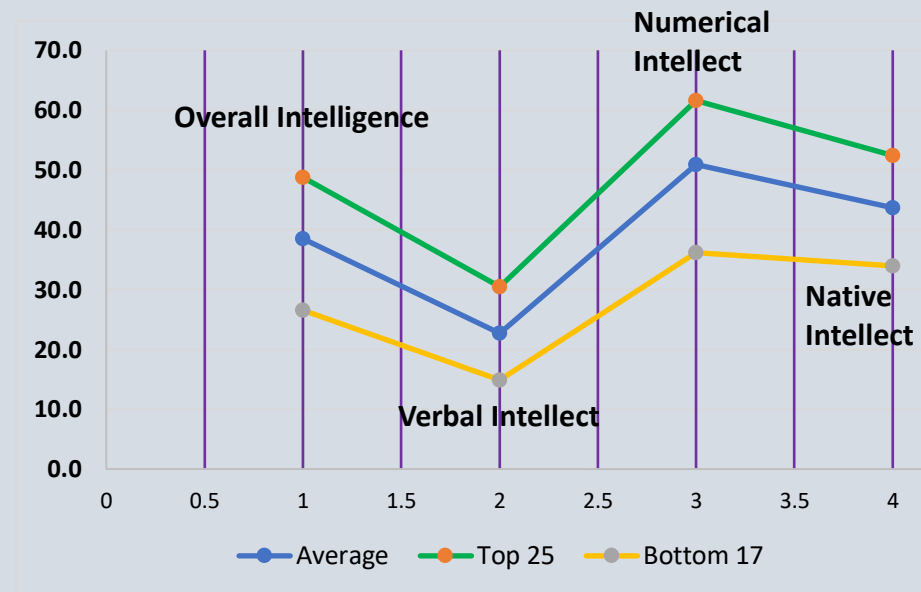


The Top 25 not only cuts through the group almost through the middle, it highlights that the top and the bottom share an almost equidistance from the Average.

So where are they making a difference?

Their Leadership scores are higher by a huge margin.

And within leadership, their Intelligence scores put them apart;



The Top 25 also have higher scores across the following competencies;

Competency Assessments	Bottom 17	Average	Top 25
People Management	0.66	0.68	0.72
Achieving Goals	0.53	0.58	0.63
Enterprising Qualities	0.57	0.64	0.67
Workplace Management	0.57	0.63	0.67

FINDINGS: BENCHMARKING ANALYTICS

The average score is 150.5 and is 50% of the highest possible score.

The highest score is 217.6 and is 71% of the highest possible score.

The lowest score is 110.7 and is 36% of the highest possible score but 73% of the average score.

This shows a high level of scrutiny applied while nominating employees to the program.

While we do not see wide gaps between the scores of Middle Managers vs. Junior Managers on an overall basis, we do notice areas of improvement;

	Middle Managers	Junior Managers	Overall
F & A	129.2	151.6	140.4
HR	149.1	145.8	146.7
Marketing	138.3	155.9	148.4
Production	155.1	159.5	158.0
QAD	148.4	128.0	139.7
GRAND Average	146.4	153.2	150.5

We believe that there is scope for improvement using training and other interventions to improve the potential to higher levels.

We also suggest using Pexitics Values Survey to fix expectation and values gaps between teams and hierarchies going forward.



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