

# PAPI 3+

## Leadership report

**Respondent**

Kit S

**Assessment Date**

10 June 2022

The information provided in this report is confidential.

## Introduction

**The information provided in this report is confidential and intended only to be used by the respondent, or the manager or recruiters responsible for the assessment process.**

This report is designed to help users understand how an individual may typically behave, or the preferences they are likely to exhibit, in a leadership role or one where there is an element of leadership.

This report is based on the responses given by Kit S to the PAPI 3+ questionnaire. The PAPI 3+ questionnaire asked him to describe his typical preferences and behaviour in a working environment. He was presented with a series of statements for which he indicated on a seven-point scale the degree to which the statement described him (ranging from Absolutely Disagree to Absolutely Agree).

The responses to the questionnaire provided by Kit S have been interpreted by comparing them with the responses provided by a large group of people who have also completed the same questionnaire. For this report, the comparison group used was Global - Senior Leader and Executive v3.0.

PAPI is a self-report measure and the accuracy of the results detailed in this report is dependent on the honesty and self-insight with which the individual completed the assessment. The report, therefore, should be used only as a guide and the results indicated are hypotheses only. The results should be explored in an interview with the individual.

This report has a shelf life of up to 12 months, depending on Kit S's working circumstances. If considerable changes in his role or personal life take place after this assessment, he should be asked to complete the questionnaire again.

## Contents

In this report, the individual's personality profile has been linked to Cubiks' Leadership Model which is divided into four broad dimensions of leadership, which are further divided into sub-dimensions. These are as follows:

- Setting direction:
  - o **Building a vision:** ensures that the organisation's strategy is communicated and understood, and builds engagement to it
  - o **External perspective:** takes a broad perspective, benchmarking externally and leveraging learning from a variety of sources to anticipate and respond to future trends
  - o **Defining priorities:** sets clear objectives and priorities, ensures the availability of appropriate resources and holds people to account
- Delivering results:
  - o **Judgement:** draws upon a wide range of information to make well-informed decisions even when faced with ambiguity and uncertainty
  - o **Drive and resilience:** is tenacious and committed, demonstrating accountability and ownership to ensure the delivery of results
  - o **Driving change:** manages and drives change to help the organisation achieve its goals, supporting people with the journey
- Building capability:
  - o **Developing talent:** develops and retains talent to ensure the long-term success of the organisation
  - o **Learning focus:** proactively develops self, quickly extracts and applies new learning and leverages stretch opportunities
- Inspiring others:
  - o **Collaboration:** builds and maintains strong relationships and networks that span boundaries, actively supporting collaboration to achieve wider organisational goals
  - o **Impact and influencing:** communicates with impact and is able to read emotional and political subtleties, navigating these effectively to influence and gain the commitment of others
  - o **Authenticity:** authentic and transparent as a leader, acting with integrity in the longer-term interest of the organisation




The content of this report has been designed for Level 4 leaders. This is classed as someone who architects business strategy, building critical networks and external partnerships whilst setting the standards of performance required to achieve sustainable success. They drive collaboration across boundaries and ensure that there is a culture which embraces change, diversity and innovation.

The report consists of the following information:

- An overview of each dimension, with one dimension identified as a relative strength and one as a relative development area
- Detailed information for each sub-dimension, including leveraging and development tips, with a five-point colour coded scoring key to indicate how well an individual's responses match the desired sub-dimension ranging from red to green, as below:



**Setting Direction**

 Building a Vision       External Perspective       Defining Priorities

**+ Strengths**




- Effective in formulating the overall business strategy, bringing innovation and creativity to the process.
- Demonstrates an understanding of the sector at a strategic level, adopting a creative approach to developments.

**- Development Areas**

- Broadly effective in setting long-term plans and goals, but could benefit from being more direct when holding others to account.

**Delivering Results**

 Relative strength

 Judgement       Drive and Resilience       Driving Change


**+ Strengths**

- Makes well-judged decisions, showing initiative whilst making good use of available guidance, and communicates these with impact.
- Effective in leading change, being positive about the potential for new and innovative approaches.

**- Development Areas**

- Broadly effective in delivering results, but could be more active in inspiring others to deliver.

**Building Capability**

 Developing Talent       Learning Focus

**+ Strengths**

- Effectively develops others, understanding colleagues' needs and preferences whilst ensuring they are motivated to develop themselves.
- Has a focus on self-development, using setbacks as learning opportunities.

**- Development Areas**

No specific areas for development have been identified for this dimension.

**Inspiring Others**

 Relative development area

 Collaboration       Impact and Influencing       Authenticity

**+ Strengths**

No specific areas of strength have been identified for this dimension.

**- Development Areas**

- Broadly effective in collaboration across the organisation, but may not have a strong network of contacts.
- Has some impact on others, but may not have sufficient contacts to be visible across the sector.
- May not feel a high level of commitment to the organisation and its values and decisions.

## Setting Direction

### Building a Vision

 Relative strength

- When developing strategy, vision, goals and priorities, Kit S is likely to consider the practical issues alongside a wider range of innovative and / or theoretical options.
- He may put some effort into inspiring and engaging those around him. He may therefore see a moderate level of buy in from his direct reports for the vision and strategy of the organisation.
- Whilst keen to influence team members, he will probably work to ensure that others agree with his own position on the organisation's strategy and how the work of his team should be aligned with it.

### External Perspective

- Kit S is likely to be moderately comfortable managing others and taking a lead in responding to developments in the industry or customer requirements.
- In responding to trends and developments at work, Kit S is likely to consider different angles and / or novel ideas.
- He has a concern for accuracy and quality but is probably able to leave the detail to others enabling him to take a broad perspective when considering trends and developments, both internal and external to the organisation.

### Defining Priorities

 Relative development area

- He is likely to approach this task with politeness and tact but may find it hard to provide openly critical feedback or challenges. As a result, his direct reports may not fully appreciate where their performance is inadequate or how important this may be.
- When planning, prioritising and considering goals, he will attend to the wider implications of decisions, abstract and theoretical concepts and how they relate to the over-arching goals and objectives.
- Whilst comfortable delegating thorough planning to others, he will still plan sufficiently to enable him to anticipate problems and consider long-term priorities.


## Leveraging tips and development tips

### Leveraging Tips

- In strategic decision making, is there a role for him as a neutral person who can balance and objectively evaluate the ideas of those with a more practical focus and those with a more creative and theoretical focus.
- Does he have access to more detailed and precise information if needed, such as information from colleagues who are experts in specific areas, allowing him to consider the broader overview more effectively?
- Can he help more junior colleagues to develop their strategic approaches to planning, encouraging them to leave more of the detail to others?

### Development Tips

- Are others motivated by the vision and overall strategy? Do they understand it? How can he communicate it more effectively and inspire them?
- How would taking more of a lead in pursuing new developments in the sector impact on the organisation's performance? What does he need to do to achieve this and are there colleagues who can mentor or coach him to support this?
- Encourage him to consider how he can get a direct and straightforward message to others who he needs to hold accountable. Are there ways he could achieve this that help him remain both assertive and confident? Perhaps he could agree at the outset an approach to achieve this with those involved.

 **Delivering Results** **Judgement** Relative strength


- When making decisions, Kit S is likely to take a broad, strategic view. He is also able to consider the practical details where required.
- He is prepared to work within the available guidance and rules where necessary, but can also show initiative. When making decisions, he is likely to operate confidently in the absence of precedents and guidelines.
- Whilst he is willing to be in control and will probably want to have a significant influence on others' decisions, he also is likely to listen to and value others' input in the process, being prepared to defer to them if appropriate.

 **Drive and Resilience**

- He is likely to be involved in motivating and inspiring those around him to achieve against demanding goals and objectives to some extent, though it may not be a priority for him. This could affect the commitment, energy, loyalty and resilience of those he works with.
- He is generally likely to cope with setbacks and he reports that he can bounce back fairly quickly.
- Kit S is likely to be enthusiastic about his work, putting in extra effort to ensure that he achieves demanding goals, whilst maintaining a perspective on the importance of his job in relation to other aspects of his life.

 **Driving Change** Relative strength

- In periods of change, Kit S is likely to consider new and innovative ideas and a wide range of options.
- He is likely to use his initiative when new situations arise for which guidance and precedents are not available. This should help him drive change successfully.
- While he may take some steps to encourage others to see the benefits of change or inspire them to take novel approaches to thinking and working, he is unlikely to do so consistently.

 **Leveraging tips and development tips****Leveraging Tips**

- Are there new techniques he can learn to further enhance his skills in influencing others? Would it be helpful to have a coach or mentor, or for colleagues to give him feedback on his approach and effectiveness?
- Identify which areas of his work he is particularly passionate about and pursue opportunities for him to work in this area. If these are areas that other colleagues find less engaging, he could work alongside them to maximise joint results.
- Can he use his preference for creativity and novelty to help the organisation keep up-to-date in changing markets and encourage others to see how innovations might benefit their teams or working lives?

**Development Tips**

- What would assist him in the task of motivating and inspiring others to achieve their challenging roles? Could a mentor help him develop the necessary skills and techniques or could a coach provide useful reflection and feedback?
- Does he know what the attitude of his team is to change and innovation? How might he explore this and use his findings to engage his team in the change process?



## Building Capability



### Developing Talent

- Kit S will be likely to put some effort into ensuring that colleagues are appropriately motivated towards development opportunities.
- Kit S's preference for forming reasonably close relationships with those he works with means he is likely to understand colleagues' development needs. He should be able to engage with them in a supportive way whilst retaining sufficient distance to provide objective guidance and feedback.
- Kit S is less likely to compete with his colleagues. Though this makes it more likely that he will share knowledge openly with his colleagues and provide them with opportunities to excel, it may at times mean that, by following his lead, others do not see the need to push themselves to compete for the best development opportunities.



### Learning Focus

- Kit S is probably motivated to set himself reasonably demanding work-based goals though success and personal achievement at work may not necessarily be his primary focus in life. Likely to make use of some opportunities to learn new skills, he might not feel the need to be constantly challenged and developed.
- He reports that he is able to cope reasonably well with setbacks and rejections and gets over problems quite quickly. He is likely to use setbacks as learning opportunities, reflecting on what went wrong and adjusting his approach accordingly.
- He is likely to be open to challenges and new experiences, roles and responsibilities and so may get to experience novel learning opportunities.



## Leveraging tips and development tips

### Leveraging Tips

- Are there new ways he could apply his understanding of, and sensitivity to, others in coaching and mentoring roles, within and beyond those he works directly with?
- Encourage him to consider setbacks he has faced and identify how he can use the learning from these experiences to make improvements in the team and the organisation.

### Development Tips

- How does his more cooperative approach impact on him competing for more limited development opportunities or resources for those he works with? How can he manage this to ensure that opportunities are not missed?
- What does he want to achieve as a leader in the organisation? What positive benefits would it have for his team, his colleagues, the organisation and himself? How can he best achieve this?



## Inspiring Others



### Collaboration



Relative development area

- Whilst prepared to meet new people and develop contacts outside of his current workgroup, Kit S may not always place sufficient emphasis on developing networks and partnerships.
- Likely to be seen as friendly and easy to get along with. He probably values harmonious working relationships and balances his own need for socialising with an appropriate focus on work objectives.
- While motivating and inspiring others at work to some extent, this is unlikely to be a priority for him. This could impact on his ability to enthuse others to maintain strong links inside and external to the organisation.



### Impact and Influencing

- He is likely to make use of some motivational and inspiring approaches to persuading and influencing others.
- He enjoys persuading and influencing others and is likely to be comfortable in roles in which he can have an impact on others.
- Kit S appears to place relatively little emphasis on meeting new people and developing a network. His opportunities to influence those in his sector and access to the insights they might provide into people's needs and drivers could therefore be limited by a lack of contacts.



### Authenticity



Relative development area

- He will be comfortable disagreeing with the organisation's values and decisions where they conflict with his own personal values. May not take sufficient time to align himself with and adequately represent the organisation's values.
- Likely to be tolerant of others' views whilst presenting his own with caution and tact. This approach may help create amicable working relationships, but could make it harder for colleagues to voice their disagreement. It could also be seen as lacking openness and transparency and others may be unsure of what he really thinks and feels.
- Once he has committed himself to a position, he generally has the confidence in himself and in his views to defend that position.



## Leveraging tips and development tips

### Leveraging Tips

- Think about how his ability to get on with others and help smooth out potential conflicts can be deployed more widely across the organisation to enhance the quality the organisation's work, such as by being a key contact person or liaison.
- Consider with what techniques and in which contexts he is best able to influence others. Identify new contexts where he can further apply these techniques.
- To what extent can he stand as a champion for the values he has? Can he help any of his colleagues to develop their confidence in presenting and standing by their views?

### Development Tips

- Consider how he might broaden his network to raise the profile of what he and his team can do. What are the barriers to this and what does he need to do to address them?
- How might broadening his network increase the flow of communication from him to others in his area? Can he use information he wants to communicate as a way of developing the network?
- Do colleagues working at the same level see his independence of thought as a strength or could he be seen as critical or disruptive? How can he address this to improve the way his challenges are received?