

**PAVE** LEADERSHIP  
SURVEY  
ASSESSMENT REPORT



## Sample Report

### PAVE Leadership Survey

Assessment answered on 20 Apr 2022

POWERED BY JOMBAY

## About the Tool

This report explores the leadership approach of an individual by tapping into aspects such as drive for achievement, ability to foster strong relationships, envisioning the big picture, and driving profitable endeavors. This tool draws inspiration from the Leadership Styles Theory presented by Daniel Goleman, a pioneer in the field of Leadership and Emotional Intelligence.

- **Pave** - This cluster taps into the ability to set challenging goals and drive adherence to set processes to achieve them.
- **Affiliative** - This cluster explores the inclination to nurture strong relationships founded on trust, empowerment, and affiliation.
- **Visionary** - This cluster provides an understanding of the ability to think big through innovative ideas, constant experimentation, and a proactive stance.
- **Enterprising** - This cluster delves into the proclivity to drive profitability through quick-thinking, productive synergy, and high quality standards.

### How to interpret the report

A **Pacesetter** Leader leads the group from the front, encouraging growth and development by serving as an example. Rules, operating procedures, and systems are considered to be the foundation of organizational growth and are followed diligently. A **Pacesetter** Leader regularly reviews and finetunes processes to ensure the efficiency of operations. High performance standards are set for oneself and one's team. Teams led by a **Pacesetter** Leader are constantly charged to create challenging goals and achieve them.

An **Affiliative** Leader believes in putting people first and creating meaningful emotional bonds with one's stakeholders. Emphasis is placed on maintaining harmony and positive internal and external relations, as a means to foster organizational growth. The **Affiliative** Leader may focus on building on the strengths of individuals. Teams led by an **Affiliative** Leader feel heard, supported, and accepted on their journey of professional growth.

A **Visionary** Leader believes in envisioning goals for the future. The goals set are innovative, revolutionary and positively geared towards development. A **Visionary** Leader designs goals and inspires others to charge toward them. The **Visionary** Leader leads with a clear vision, optimism, and experimentation. Teams led by a **Visionary** Leader often think of the big picture and are pushed to think innovatively and solve bigger problems.

An **Enterprising** Leader specializes in delivering growth and profitability for the organization. An **Enterprising** Leader emphasizes the importance of strong reasoning, thinking on the feet, solution-mindset, and customer-centrism to deliver growth. The **Enterprising** Leader demonstrates grit and resilience in changing market conditions, serving as an example to the team to follow suit. Teams led by an **enterprising** leader demonstrate the confidence to make quick, solution-oriented decisions.

## Overview of Clusters



### Pacesetting



### Affiliative



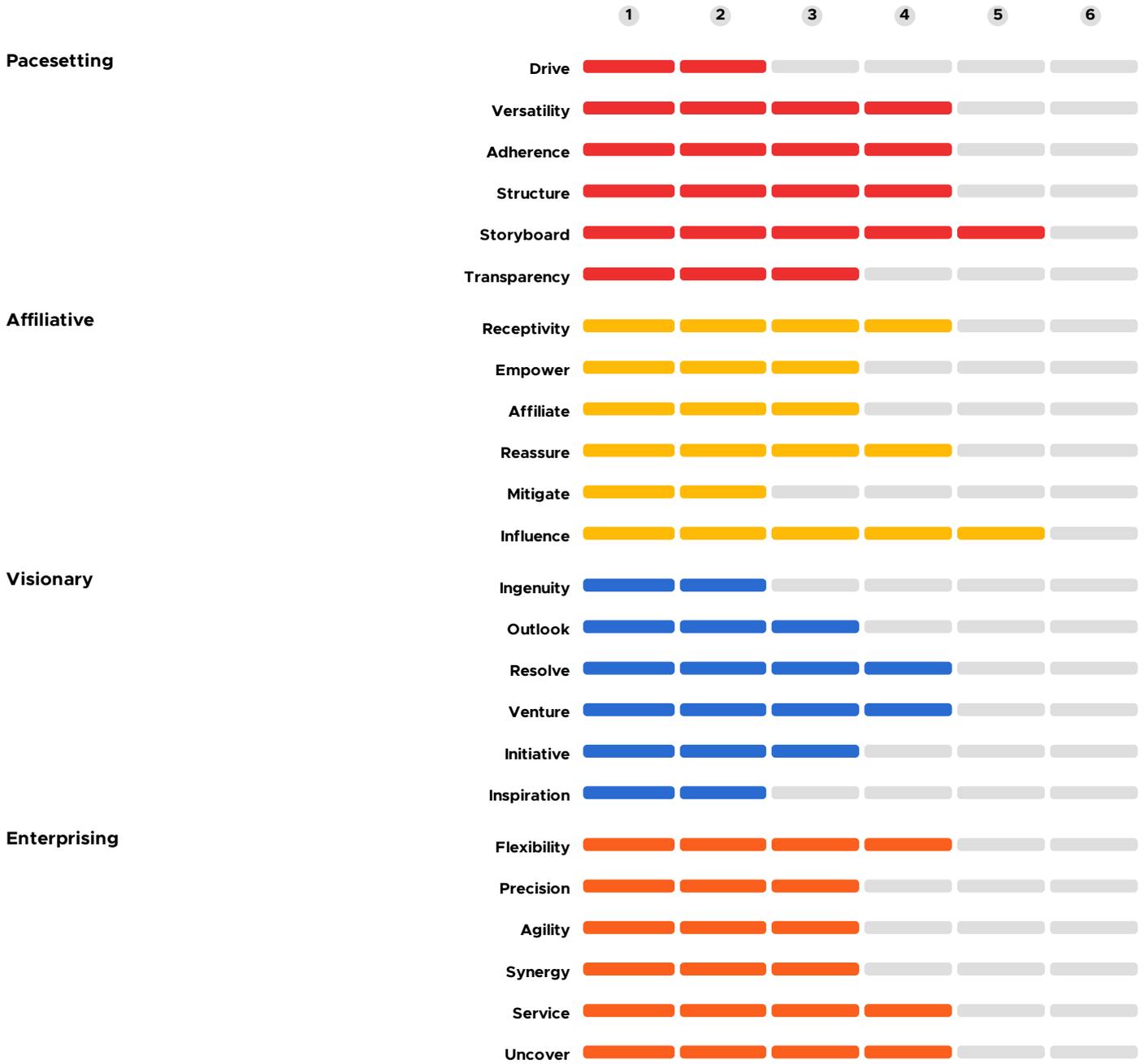
### Visionary



### Enterprising



## Cluster-wise Dimensions



## Dimensions in Depth

**Pacesetting: 4** | 

**Drive 2** | 

Sets goals that can be achieved with minimum effort. Less likely to take charge of motivating team members to achieve goals. Prefers to stay inside one's comfort zone when working to achieve targets.

**Versatility 4** | 

Handles multiple tasks at a time. Enjoys variety in tasks most of the times. Prefers moderately paced work environments.

**Adherence 4** | 

Abides by most processes and guidelines. Tends to bypass rules, on occasion, to save time and effort. Promotes adherence within the team, but allows misses at times. Enforces rules with exceptions.

**Structure 4** | 

Understands the importance of teamwork over individual work. Instills the spirit of shared responsibility at times. Approaches tasks in a slightly structured manner.

**Storyboard 5** | 

Provides a detailed outline of the nature of tasks and expectations. Leaves no scope for ambiguity by providing clear instructions. Ensures alignment in the team by regularly bringing everyone on the same page regarding their responsibilities.

**Transparency 3** | 

Attempts to give feedback regularly. Provides feedback on the negative aspects of performance while occasionally acknowledging the positives. Places less emphasis on giving constructive actionables to the team members.

## Dimensions in Depth

**Affiliative:** 3 | 

**Receptivity** 4 | 

Acknowledges others' emotions, thoughts, and circumstances. However, does not fully understand them. Heeds personal feelings and problems at work selectively.

**Empower** 3 | 

Attempts to encourage team members and keep them motivated. Entrusts others with responsibilities with a partial consideration of their strengths and interests. Considers it one's responsibility to empower team members to reach their potential.

**Affiliate** 3 | 

Attempts to move beyond professional interactions to achieve personal connections. Places trust in relationships to derive support for professional and personal endeavors. However, does not enforce interpersonal harmony adequately.

**Reassure** 4 | 

Promotes creative risk-taking only when the consequences are fairly certain. Considers creative thinking to be counterproductive in excess. Offers support along with occasional criticism when team members encounter failure.

**Mitigate** 2 | 

Displays discomfort with conflicts. Allows team members to resolve their interpersonal conflicts independently. Less likely to acknowledge the multiplicity of views. Tends to feel overwhelmed by opposing arguments.

**Influence** 5 | 

Uses logic and value propositions to drive ones' points to team members. Does not exploit one's hierarchical position as a leader to influence others. Backs one's arguments with impactful communication to garner support.

## Dimensions in Depth

**Visionary: 3** | 

**Ingenuity 2** | 

Inclined towards tried-and-tested methods. Less likely to encourage creative ideas. Places little emphasis on seeking ventures that offer opportunities for creative solutioning.

**Outlook 3** | 

Understands, incorporates, and communicates the big picture satisfactorily. However, less likely to balance the immediate short-term goals with the long-term growth.

**Resolve 4** | 

Takes ownership of one's decisions. However, tends to attribute negative outcomes to external causes. Expresses some disappointment at failed outcomes of one's decisions.

**Venture 4** | 

Demonstrates an inclination to take calculated risks. Responds to risky situations with composure. However, does not approach uncertainty with a positive outlook.

**Initiative 3** | 

Volunteers selectively in taking charge of responsibilities. Enjoys going beyond the assigned scope or taking up challenges. However, does not demonstrate the initiative to take up challenges.

**Inspiration 2** | 

Perceives performance at work as largely unrelated to one's passion and enthusiasm. Emphasizes the importance of intellect and hard work, as opposed to the individual's aspiration.

## Dimensions in Depth

**Enterprising: 3** |

**Flexibility 4** |

Demonstrates an inclination to effectively drive and monitor change. Attempts to clearly address the reasons for change. Deprioritizes the need to inspire commitment towards organizational changes from stakeholders.

**Precision 3** |

Attempts to set high-quality standards for oneself and others. Strives to keep a zero-error approach, but likely to compromise when working under constraints.

**Agility 3** |

Attempts to translate ideas into concrete actions swiftly. Drives execution of tasks but is likely to compromise on agility. Tries to take swift action during challenges.

**Synergy 3** |

Displays an openness to seizing collaborative opportunities to drive profitability. Pursues synergistic alignment among stakeholders. Attempts to establish common objectives and a shared mindset amongst stakeholders.

**Service 4** |

Strives to deliver quality output to stakeholders, but tends to be stifled by challenges. Has the ability to provide solutions in the face of challenges, but compromises on proactivity.

**Uncover 4** |

Recognizes the importance of diving deep to uncover the roots of a problem. Asks probing questions to unravel deeper insights. However, forms superficial insights that do not demonstrate comprehension of finer details.

## **Disclaimer**

This is a system-generated report. The results are based on a statistical computation of the responses that the respondent selected when completing the assessment.

It should be remembered that the information contained in this report is sensitive. Every effort should be made to ensure that its confidentiality is maintained.

It is recommended that the PAVE Assessment be used in combination with other assessment techniques to make a more informed employment decision.

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