



**Pexitics.com**  
People excellence indicator Analytics

# Transforming



## People Productivity Management

**Create your own People Productivity Lab**



**“In the past, a leader was a boss. Today’s leaders can no longer lead solely based on positional power.” – Ken Blanchard**

Adapting business tools do not sufficiently answer our need for solutions to addressing productivity gap in a **SUSTAINABLE** and **CONTINUOUS** manner. It becomes imperative to transform and adopt processes and tools to understand how each person’s brain works and which triggers could lead to improve efficiency at decision making ; also, these should help us identify and develop talent - for today and tomorrow.



## EXECUTIVE SUMMARY

*The workplace is getting more complex problems to manage with an ever-growing crisis: of finding capable people to join in, engage further and to retain them for handling future challenges.*

*But many young people do not have the appropriate skills or there is a silent laziness to adapt newer tools and technology to solve such critical gaps between what education provides versus what employers require.*

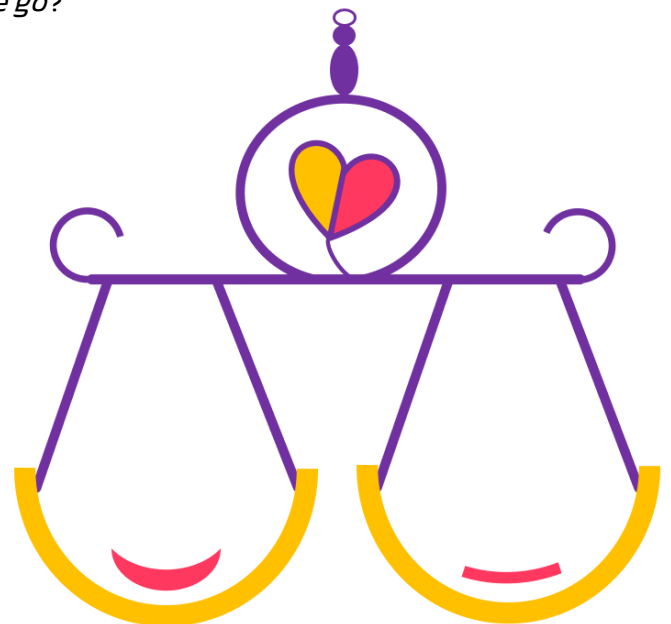
### So where is the gap?

As we experience work cultures across organisations large and small, the common factor between the ones doing good and those struggling to keep up with Talent challenges rests with the approach of Senior Management.

@ Notably, the busyness of business often makes Senior Management neglect the importance of hiring the right talent as the first right thing to do. This would of course require sparing time to spend with the Talent Acquisition Manager and interviewing candidates, but organisations seem too busy chasing clients rather than finding the right talent to do the talking and churning.

@ The education system is the second culprit and seems too lazy to train students on employability skills rather than theoretical academics. This phenomenon can be observed across professions, where a doctor would also want their children to be one, a Civil servant would want their ward to be a senior Diplomat and a teacher would love to see their best students, turn into academicians.

@ Finally, organisations rarely want to spend to find the current gaps of existing employees to realign processes and career development plans based on such gaps. All of this becomes the Reporting Manager's job and they randomly nominate people without assessing the true level and potential. This leads to the Peter Principle at a much early stage. Also, the benchmarking exercise can be done as a simultaneous affair, but who cares to *bell the cat and groom it in a single go?*



# 1

## BEGIN WITH BENCHMARKING

The workplace is a mixed bag of competencies and talent across multiple skills with hidden values and psychological needs. Humans aren't machines with lights glowing red and beeping to let us know something's amiss.

An assessment done annually once does not cost a fortune and can deliver key indicators for organizational talent health indicators plus use the same to develop benchmarks for annual hiring at the start of every fiscal.

These numbers help the L&D Manager decide the required trainings as per skillsets and competencies rather than the odd nomination, which does a very shoddy job in reducing talent gaps.

Have you ever seen a child who hates maths, doing it without the requisite intervention of motivation or expectation?

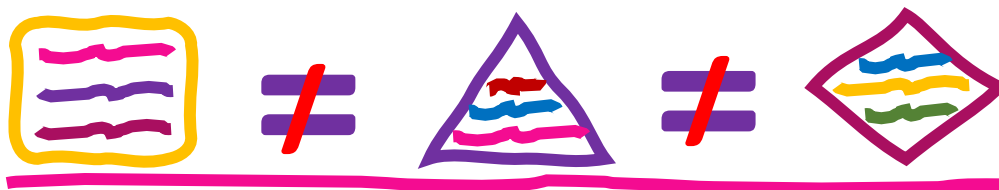
### So why benchmark internal employees only?

There is a growing fancy to look at the external industry and determine the gaps. This is the most dangerous precedent we can set for ourselves, and specifically with talent.

Every organisation has its own ways of doing things, which we call culture and which gets determined by the set of values we imbibe as a part of the organizational culture. If this is determined based on external benchmarks or other organisations, we either do not need a set of values and mission statements which is exclusively ours or are simply trying to ape our competition to imbibe and this way of managing talent can only lead us to be unconscious of our own uniqueness!

Assessing our own set of employees tells us our own levels across hierarchies, departments and locations. It tells us why we are lacking, where the gaps are prominent and how to deal with them effectively. This is an exercise which needs the seriousness of a monk in meditation, rather than using the concept of randomized sampling and determining the mean.

Remember, you are not them. And they are not benchmarking themselves against you!



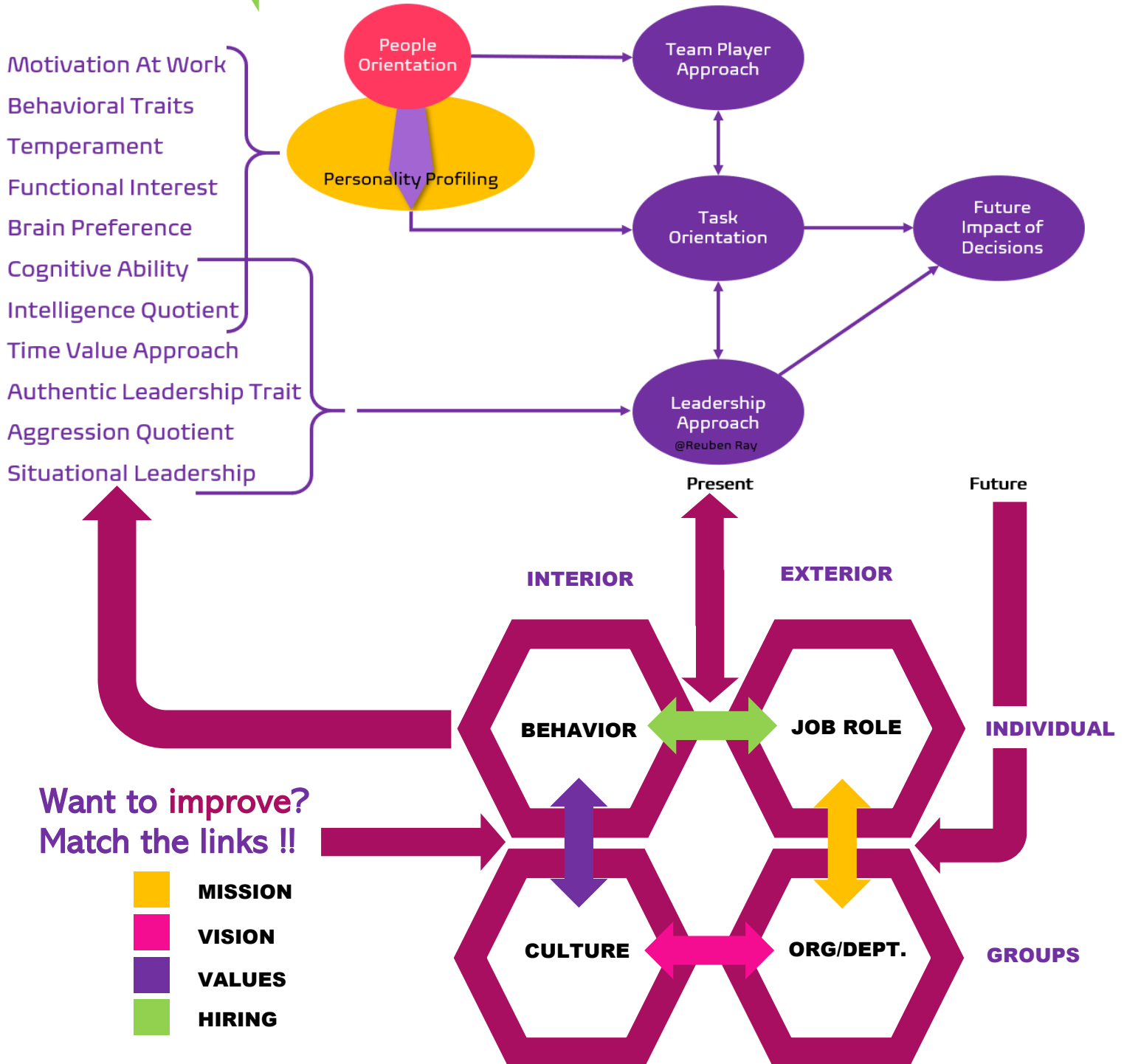
**“Quality is free. It’s not a gift, but it’s free. It is the ‘unquality’ things that cost money.”**  
– Phil Crosby

# 2

## BENCHMARKING LEADERSHIP

The first aspect is to find the benchmarks for leaders. Because we must begin from the top. The top is where pruning and cleaning makes it look healthier; be it a tree or a haircut for a face. Begin always from the top.

Leadership is often confused using typecasting; use of the Big Five or using similar profiling assessments are an incomplete way to judge potential. If everyone is measured against A, B, C & D, the factor of E & F may never emerge or be understood for its ability to influence the person's behavioral strengths and gaps.



# So what to look for in a leadership role?

## The ability to lead teams

The specific areas of interest or type of teams one prefers to lead

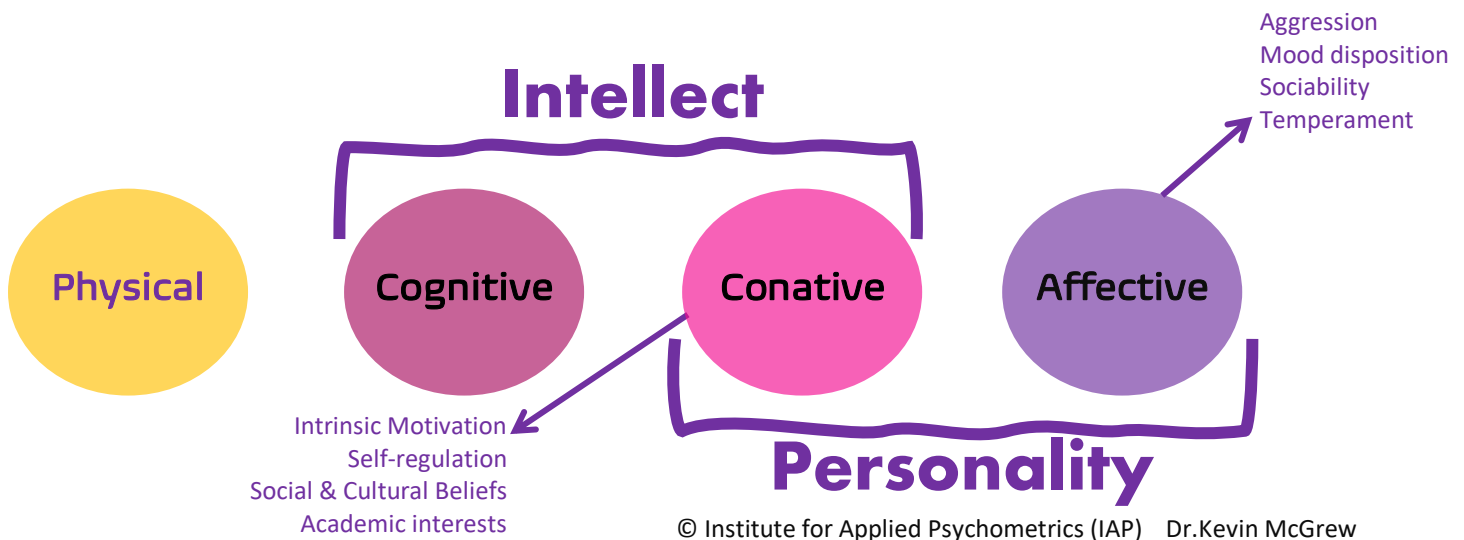
The maturity level as a leader or future potential as a leader

**Ability:** The ability to lead can be forecasted using the Big Five or any other fancy assessment inventory, but few tools look beyond the factor of ability. To lead is all about our propensity to react to external triggers and our behavioral inclinations are a good place to look for. But our levels of intellect, our biases towards our preferences end up playing a more crucial role in our leadership gaps. The ability to lead itself is becoming infructuous nowadays as employees expect leaders to be *People Scalers* rather than leaders to scale the teams into higher echelons of growth and success.

**Interest:** Our interests and preferences are based on our expectations as a motivational preference, beginning with our academic inclinations. The Institute of Applied Psychometrics mentions four core areas of influence on our choices; **Physiology** or the physical preferences and limitations, **Cognitive** or the problem solving approach, **Conative** or how we have been guided or imbibed our interests based on factors like academics or social cultures, and **Affective** or traits which affect or limit us like temperament or sociability or aggression quotient.

**Maturity:** Our ability and preferences create a framework for us to develop certain levels of maturity for handling larger roles and responsibilities as a People Manager or People Scaler to ensure the right quality of interactive knowledge is delivered for the team beneath us to groom faster and scale higher. This is where the diagnostic tool of People-Task orientation has been found to be an excellent tool for assessment.

Let it be known that Pexitics Leadership Assessment covers all three areas in a single report !



# 3

## ASSESSMENTS WITH A PURPOSE

Assessments can be designed with a specific outcome in mind, like a Cognitive assessment versus a Competency Assessment. While most assessments have moved into such specific and attribute based functionality, a legacy assessment can still be limited to helping in the discovery of A, B & C attributes but miss out on D, E & F traits, which might be equally important. Analysing the job role to create a customized assessment with a clear end purpose is a painstaking exercise which few organisations seek to embark upon.

### So what lies beyond purpose?

**The data approach for benchmarking**

**The customization for purpose and outcome**

**Looking across and beyond potential**

**Data approach:** The ability to fetch data for further analysis and analytics approach can be a big payoff in the long term. Organisations with key metrics at their command do better with Talent Management, as do every organisation with the right metrics and related data points to derive meaning and outcome.

**Customisation:** Legacy assessment firms are bound by licensing and founding principles to limit assessing for specific attributes rather than a customized approach. The dynamics of market-led economies demand assessments and Surveys to be customizable, in multiple languages and covering every new attribute rather than being limited to 4-5 key factors, as often noticed.

**Potential:** Should an assessment have the ability to denote potential for today? Albeit yes. But should it also capture the potential for tomorrow? While many may claim that future potential is difficult to predict, using predictive analytics, Pexitics Assessments and Surveys are able to provide a higher level of intelligence for organisations and Talent Managers to benefit from.



**DETERMINE  
COMPETENCIES**

**MEASURE  
AGAINST  
BENCHMARKS**

**UNCOVER  
THE RIGHT FITS**

**COMPETENCY  
PROFICIENCY**



Match roles to people **great for today** and **potential for tomorrow**.

**EVOLVE**

**Pexitics does it for you.  
Real-time, consistently.**

9% of jobs in 2030 do not exist today.  
37% would be deployed in jobs with  
radically changed skillsets.  
Skillset based industries like services  
and manufacturing will contribute to  
90% of India's GDP by 2030.






“

Any organisation or teams within the organisation needs the balance of the brain and the leadership of the heart to take it forward in the right direction.

”



Pexitics helps you create your very own **People Productivity Lab**, with Processes and Tools for Sustainable Talent Acquisition, Engagement and Growth.

*Our Solutions will help you save ~30% in time and costs and ensure digital management with a **People touch**.*

# 4

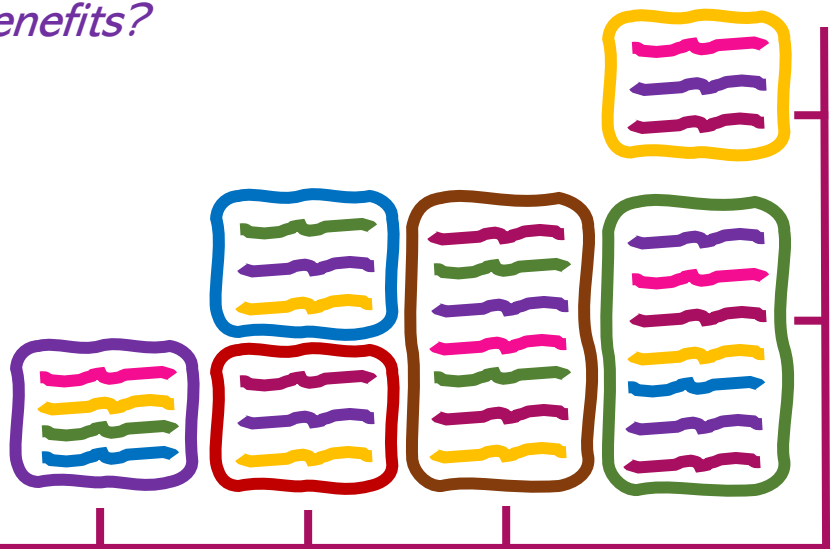
## WHY PEXITICS ASSESSMENTS ?

Assessments have a huge emphasis on behavior, and which isn't incorrect. Behaviors are the external predictors of one's mental choices and preferences. But what causes such behaviors in the first place is a bit finer and deeper than the average Joe would inform or explain.

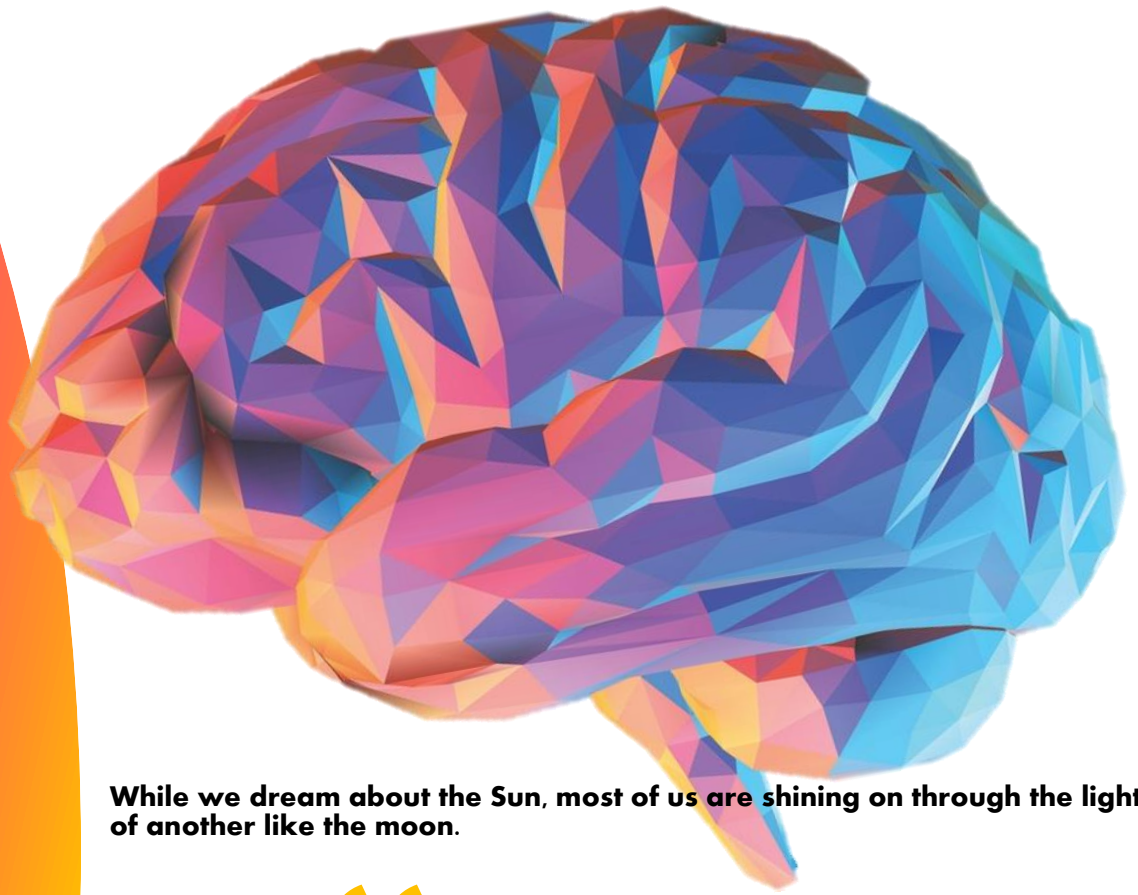
Behaviors are adaptations of our learnings and socio-economic influences like culture and practices alongwith cognitive influences. We have noticed the high influence of assessing traits rather than the disclosure of attributes beneath such traits and thus helping the assessor understand the individual better. This leads to the following outcomes;

- *The deeper attribute level influences can be explored*
- *Multiple new traits can be tested using a combination of such attributes*
- *The power to discover and determine lies with the assessor*

*What about the other benefits?*



- *Can be used across multiple levels within the Organisation*
- *Offers assessments for every trait and factor for Talent Management*
- *Can be customized based on Organisation policy and need*
- *Scores available at data levels for creating Benchmarks & analytics*
- *Optimises cost and time for Hiring team by providing shortlisting*
- *Available in a host of international, local and regional languages*
- *Most competitively priced product for any organisation*



**While we dream about the Sun, most of us are shining on through the light of another like the moon.**

**“ Can we be a better Moon instead ? ”**

**Our tools cover Industry benchmarks and customized solutions for your organization leading to faster results and lowered process sustainability costs.**

**Together let's build the People Productivity Lab – *what's right for you!***



# 5

## SURVEYS: A COMPREHENSIVE COLLABORATION

Many organisations conduct Surveys because they 'need to'. It is amazing that the need to collate the data and work further to improve the scope of organizational growth using such Surveys is rarely felt by such Managers and further rarely questioned by Business Managers. This needs to change.

Surveys provide us with two critical insights above anything else;

Gaps in collaboration

Gaps in employee attitudes

### *Willing to find more insights?*

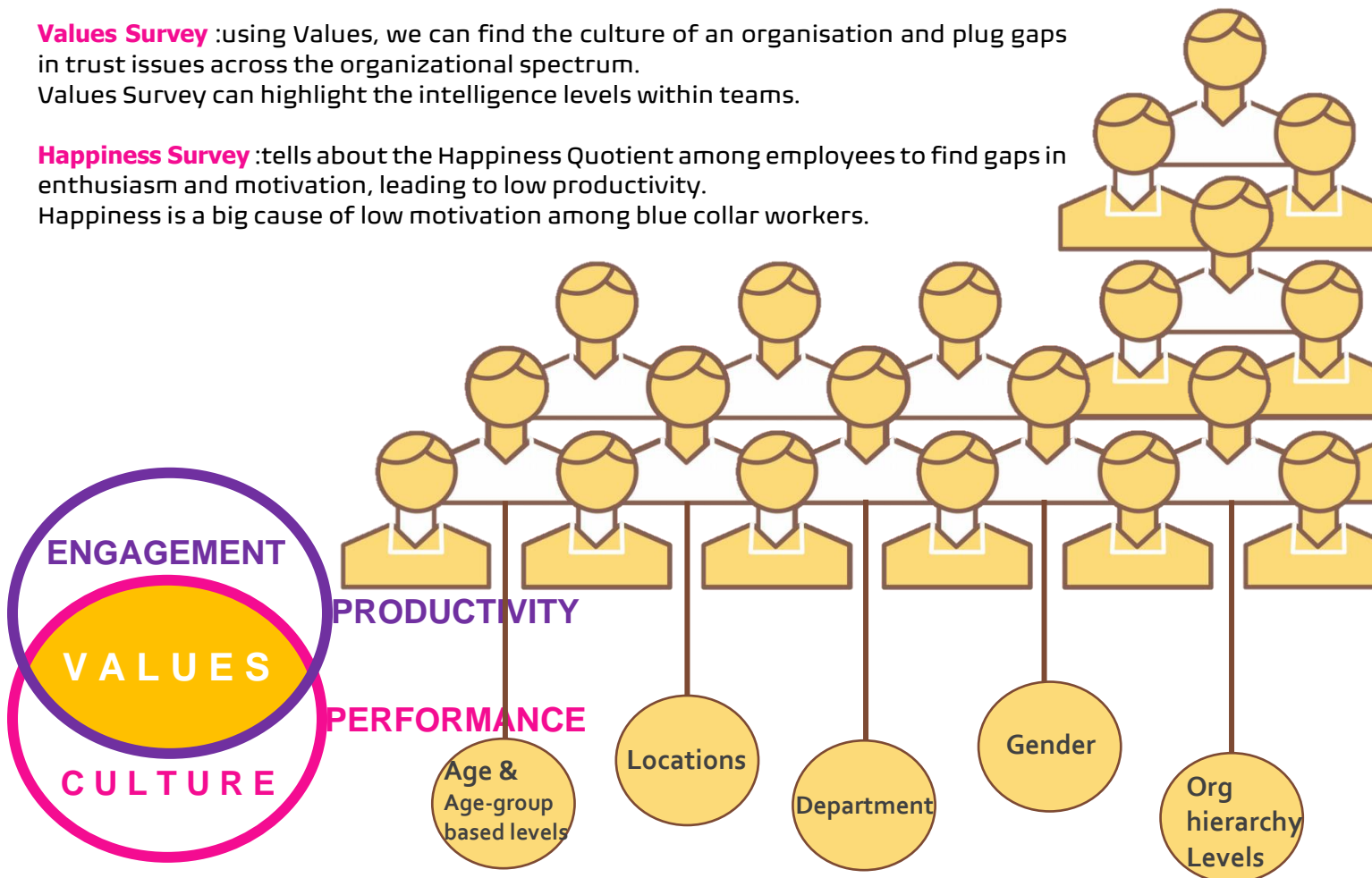
**360° Surveys** :find what everyone else thinks about everyone for a certain factor, attribute or policy across levels, locations, demographic slices. Also tells us about their willingness to collaborate and attitudes towards the factor.

**Needs Surveys** :helps discover gaps across psychological needs of employees which is often not expressed and denotes missing or coveted values. Needs Survey combined with Engagement helps uncover engagement gaps better.

**Competency Surveys** :helps in uncovering the gaps in Competency levels across employees as perceived by evaluators nominated to assess. Competency Surveys are great in predicting performance and Leadership potential.

**Values Survey** :using Values, we can find the culture of an organisation and plug gaps in trust issues across the organizational spectrum. Values Survey can highlight the intelligence levels within teams.

**Happiness Survey** :tells about the Happiness Quotient among employees to find gaps in enthusiasm and motivation, leading to low productivity. Happiness is a big cause of low motivation among blue collar workers.



# Pexitics Surveys uses Analytics to showcase;

- Who are the most collaborative employees at different demographic levels within the organisation;
- What are the drivers of engagement found common at a department level;
- What are the drivers found common at the organizational level;
- Which locations share common needs and which don't;
- Do employees at a certain band/level exhibit affinity towards some select attributes;
- What levels of trust and confidence exist between employees as departmental or locational clusters;
- Finally it will showcase alignment to the organization for **cultural fitment and engagement practices.**

### BUSINESS ACUMEN

Demonstrating broad understanding of the marketplace and STC's business model and employ business planning and analysis to grow the organization's contribution to STC's business performance.

### LEVEL-INTERMEDIATE

- Demonstrates solid understanding of the Digital Industry and STC's business model.
- Develops, manages and cascades business plans that take into account short-term and longer-term activities, challenges or opportunities
- Maintains and develops effective business networks that provide market intelligence and emergent opportunities.
- Understands the organization value chain and aligns role to strategic objectives.
- Demonstrates a broad understanding of the profit and loss balance within own department.

Please evaluate **Fahad Murdhi Aldossry** for **Business Acumen**

Score : 3.7

Fahad is a good resource when it comes to Business Acumen. However, there is scope to improve when it comes to understanding overall business profitability.

Next

SUMMARY OF THE DEPARTMENT Human Resources and Logistics Support

**OVERALL AGGREGATE SCORE** ★★★★★

4

LEVEL WISE SCORES

3.9

Managers

4.1

Directors

The aggregate scores across the two HR talent levels within the Sector.

TOP 5 PERFORMER COUNTS

13

The aggregate scores across the two HR talent levels within the Sector.

4+ SCORES

20

Average count of 4+ scores awarded by evaluators, highlighting their confidence in them.

LEADERSHIP COMPETENCY ATTRIBUTE AGGREGATES ACROSS SECTOR PARTICIPANTS

|                    |     |
|--------------------|-----|
| DIGITAL LEADERSHIP | 3.9 |
| PARTNERSHIP        | 4.1 |
| STRATEGIC THINKING | 3.9 |
| TALENT ENABLEMENT  | 4.1 |
| PERFORMANCE DRIVE  | 4   |
| BUSINESS ACUMEN    | 4   |



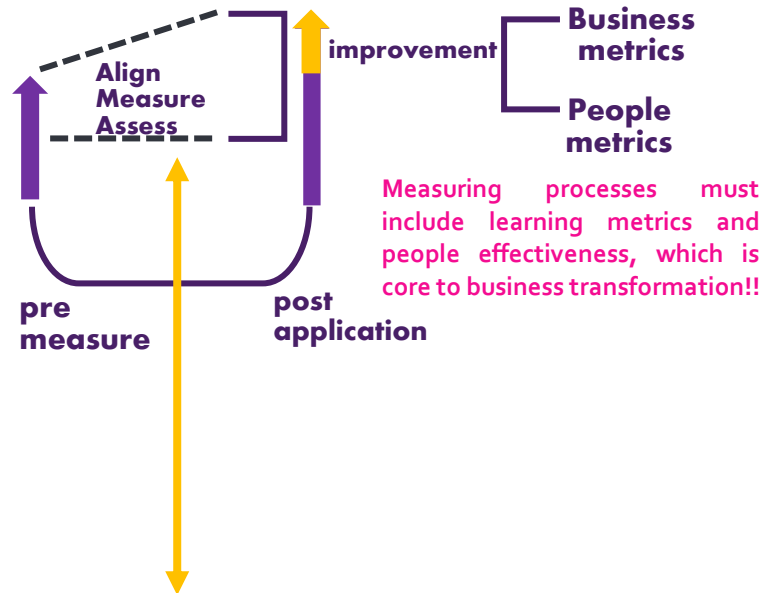
*The fact that data can make both processes and people transparent is key to effect productivity efficiency at the workplace and for organisational aspirations post COVID. Even during team re-sizing, which is important at this juncture to find factors best suited to enhance fitment for job roles to serve the organisation at an enhanced efficiency is a blessing in disguise. And in real time metrics support.*

*Based on the right size, core strengths, speed of purpose optimised for highest adaptability towards enhancing factors of efficiency, our team uses analytics and people processes to fix the gap and address your business and people issues.* ”

# Pexitics Analytics for aligning business with improvement

Measuring business processes and further improving efficiencies can help achieve the higher alignment of org objectives with outcome-based work practices as a good beginning place for most organisations where work roles and levels are not clear, leading to process and business alignment issues.

Once implemented, it brings higher clarity from individual to demographic clusters to job families, aligned towards integrating org objectives with individual talent and potential.



## Prioritising the Important from the Urgent: Job Role levelling within the organisation

|                       |                    |   |
|-----------------------|--------------------|---|
| <b>Priority One</b>   | <b>Departments</b> | Assess the gap between the current job descriptions and the aspirations of departments to find if there are changes and level anomalies identified by the flagbearers for every level and location of the organisation for ideal flagbearers.   |
| <b>Priority Two</b>   | <b>Data</b>        | Collecting the data from people who own the roles and their inputs for re-scripting the Job Descriptions in a new and common global language for ease of alignment and levelling. The org structure will also help address the list of levels required and creating list of job families with high count of incumbents. |
| <b>Priority Three</b> | <b>Process</b>     | The roadmap and clustering of data to create job families and levels for processing individual to demographic career structures will be put in place based on job family wise level count for faster and unique identification.   |
| <b>Priority Four</b>  | <b>Individual</b>  | There would be individual issues to be dealt with specific nature which can need consulting or mentoring efforts. Some of them could also be cases of unique job roles and addressed through manual allocations.  |

Define business problem and outcome metrics to be measured post application period.

Use a closed user group to measure pre and post learning scores.

Embed learning curves to measure variables and effectiveness of process and alignment.

Collect scores and feedback from both participant and RM at pre and post stages.

Measure processes that link clearly with business metrics within defined time period.

Collect participant feedback on learning recall for both pre and post application period.

Keep measuring **throughout** rather than just at the **tail-end** of application period.

provides feedback on what can be improved within the flow

provides metrics on process effectiveness



We are a small bunch of bright bulbs based out of Bengaluru, India. Supported by mentors across the globe, we have become much more than just an idea and are growing and learning every day working with organisations of varying sizes in multiple geographies. Pexitics is an unconventional HR Analytics firm that has built its own patented assessment platform that generates the Pexitics Assessment Reports alongwith its Surveys platform. Our analytics engines can power your HR teams with People Analytics and Advisory Services along with Online Pre-Hiring Solutions to catapult your business into the future before your competition even thinks about getting there. Check out our Assessments & Surveys framework at Pexitics.com | Pexitest.com

## MEDIA LINKS

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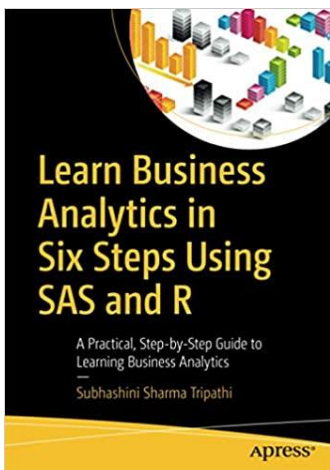
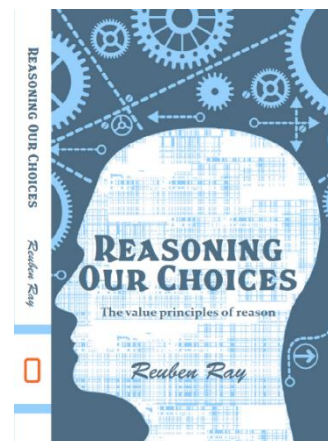
**TALENT HUB.ZM**  
ZAMBIA/AFRICA

## Founder cum Author profiles

### Reuben Ray: Chief Everything Officer & Co-founder, PexiScore.com

Reuben has 20+ years of experience as an Entrepreneur, Consultant and Business Development Leadership with a focus on Psychology and Data decisions. (Check out: <https://www.linkedin.com/in/reubenray/>)

He has authored a book on Value Principles titled **REASONING OUR CHOICES** can be reached at reuben@pexitics.com



### Subhashini Sharma Tripathi: Chief Data Scientist & Co-founder, Pexitics.com

Subhashini has 19+ years of experience in Analytics and Data Science and is an Author titled *Learning Business Analytics in Six Steps using SAS & R* - Apress.

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## WE WISH TO WORK WITH YOU.

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