MCT • LEADERSHIP COMPETENCE TEST (MCT)

LEADERSHIP COMPETENCE TEST REPORT (mCT)

Prepared from an assessment with a diagnostic tool: Leadership Competence Test (mCT)

PREPARED FOR:	REPORT CODE:	DATE:
Test techniczny mCT	MCT.D3B13C5855	11.11.2026

ORGANIZATION:
Advisio-demo

About the mCT Assessment

The Leadership Competence Test (mCT) is a standardized diagnostic tool based on the Situational Judgement Test (SJT) methodology. The assessment measures the level of 4 key managerial competencies (Motivating, Strategic thinking, Conflict solving, and Change management) across 20 realistic leadership decision-making scenarios. The percentage score shows the proportion of the maximum points available for a competency that was obtained according to the test's scoring key.

ANALYSIS OF COMPETENCIES, CONSIDERING:

1. **Motivating** (Monitoring and encouragement)
2. **Strategic thinking** (Innovation and pioneering)
3. **Conflict solving** (Identification and confrontation)
4. **Change management** (Engagement and support)

EVALUATION SCALE AND COMPETENCE LEVELS

Low: 0% – 33%
Area to grow

Medium: 40% – 67%
Area to improve

High: 73% – 100%
Strength

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Leadership Competency Profile

Overview of percentage scores across the 4 assessed leadership competency areas.

1. Motivating

13% Area to grow

0% 33% 67% 100%

Dimensions: Monitoring and encouragement

2. Strategic thinking

47% Area to improve

0% 33% 67% 100%

Dimensions: Innovation and pioneering

3. Conflict solving

27% Area to grow

0% 33% 67% 100%

Dimensions: Identification and confrontation

4. Change management

47% Area to improve

0% 33% 67% 100%

Dimensions: Engagement and support

How to Interpret Your Results

Area to grow — 0% – 33%

This is a low level of competence, meaning this domain is an area to grow. Focus on implementing the recommended development activities aimed at raising your currently low competence level.

Area to improve — 40% – 67%

This is a medium level of competence, meaning this domain is an area to improve. Check the recommended development activities aimed at increasing your current average competence level.

Strength — 73% – 100%

This is a high level of competence, meaning this domain is your strength. Apply the recommended development activities aimed at maintaining your currently high competence level.

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COMPETENCY 1 OF 4

Motivating

13% Area to grow

0% 33% 67% 100%

KEY COMPETENCY DIMENSIONS: MONITORING AND ENCOURAGEMENT

Motivating is understood in this test as a resultant of monitoring and encouragement. Monitoring is based on regular checking of the quality and results of your colleagues' work to ensure that they carry out the tasks assigned to them according to plan and guidelines. Encouragement means encouraging your colleagues first and foremost to self-assess the quality and results of their work, and to draw conclusions about the possibilities of their further development. The higher your score on the Motivating scale, the more you are willing to monitor and support.

Your Motivating competence level is currently 13%.

This is a low level, which means that your Motivating skills are an area to grow. Check below for recommended development activities aimed at raising the currently low competence level.

Recommended development activities:

1. Monitor your colleagues' results and quality regularly.
2. Adjust the frequency of your colleagues' work monitoring to the needs of the situation. Avoid too rare and too frequent intrusive monitoring.
3. Check that the tasks assigned to your colleagues are implemented according to plan and guidelines. If you discover discrepancies, think about why they happened, what to do with them now, and what to do to prevent them in the future.
4. Encourage colleagues to reflect on how to perform the tasks assigned to them and on opportunities to improve the quality and results of their work. Before you tell them something, give them a chance to reflect.
5. Encourage colleagues to do a better job, both in terms of quantity and quality, stressing their belief in their competences and ability to continuously improve themselves.

Make a plan to develop your potential. — Motivating

We would like you to carefully complete the following sentences.

Having found out the score of my Motivating competency assessment, I will focus on the development of the following skills:

1. _____
2. _____
3. _____

Taking into account the score and feedback on my Motivating skills:

- **I will start** _____
- **I will more often** _____
- **I will avoid** _____

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COMPETENCY 2 OF 4

Strategic thinking

47% Area to improve

0% 33% 67% 100%

KEY COMPETENCY DIMENSIONS: INNOVATION AND PIONEERING

Strategic thinking is understood in this test as a resultant of innovation and pioneering. Innovation means prioritising the development of new solutions (product / service concepts) also targeted at new customer groups (i.e. other than the existing ones). Pioneering includes searching for and using new market niches where currently there is no competition. The higher your score on the Strategic Thinking scale, the more you are inclined towards innovation and pioneering.

Your Strategic thinking competence level is currently 47%.

This is a medium level, which means that your Strategic thinking skills are an area to improve. Check below for recommended development activities aimed at increasing the current average competence level.

Recommended development activities:

1. Try not only to improve the existing solutions, but also to think of completely new, different ways of accomplishing specific tasks or goals - ways that are significantly better, simpler, more accessible than before.
2. Inspire yourself with new needs and aspirations of existing or new customer groups. Try to understand what they need or want and offer them adequate solutions.
3. Be interested in changes around you. Try to notice every change, also ones referred to as a crisis which stand for an opportunity for yourself. Think of the new possibilities that are just emerging.
4. Think of potentially attractive market niches, currently unnoticed by others. Think about how you can best handle these niches for the benefit of both potential customers and yourself (your company).
5. Make it your habit to regularly reflect on where you could use your resources with a better result. Think in terms of optimal allocation.

Make a plan to develop your potential. — Strategic thinking

We would like you to carefully complete the following sentences.

Having found out the score of my Strategic thinking competency assessment, I will focus on the development of the following skills:

1. _____
2. _____
3. _____

Taking into account the score and feedback on my Strategic thinking skills:

- **I will start** _____
- **I will more often** _____
- **I will avoid** _____

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COMPETENCY 3 OF 4

Conflict solving

27% Area to grow

0% 33% 67% 100%

KEY COMPETENCY DIMENSIONS: IDENTIFICATION AND CONFRONTATION

Conflict solving is understood in this test as the resultant of identification and confrontation. Identification means direct engagement in conflict resolution within your team. Confrontation is associated with the readiness to use conflict when it occurs, to improve the work of the team. The higher your score on the Conflict Solving scale, the more likely you are to identify and confront.

Your Conflict solving competence level is currently 27%.

This is a low level, which means that your Conflict solving skills are an area to grow. Check below for recommended development activities aimed at raising the currently low competence level.

Recommended development activities:

1. Notice interpersonal conflicts and differences of opinion on a regular basis. Do not ignore them. Do not wait for them to solve themselves.
2. Confront conflicting colleagues or people with different opinions. Give them a chance to communicate, at least to express their opinions in a calm, factual way.
3. Take responsibility for resolving conflicts in your team. Initiate processes to solve them.
4. Use conflicts if appropriate in a given situation, to initiate a debate on subjects important for the team.
5. Look at conflicts, if they occur, as a source of energy and opportunity to introduce important changes in the way the team works.

Make a plan to develop your potential. — Conflict solving

We would like you to carefully complete the following sentences.

Having found out the score of my Conflict solving competency assessment, I will focus on the development of the following skills:

1. _____
2. _____
3. _____

Taking into account the score and feedback on my Conflict solving skills:

- I will start _____
- I will more often _____
- I will avoid _____

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COMPETENCY 4 OF 4

Change management

47% Area to improve

0% 33% 67% 100%

KEY COMPETENCY DIMENSIONS: ENGAGEMENT AND SUPPORT

Change management is understood in this test as a resultant of engagement and support. Engagement means that colleagues are encouraged to actively participate in the process of determining the direction of changes and the manner of implementing them. Support is related to helping colleagues adapt to changes (e.g. new requirements, rules or procedures). The higher your score on the Change Management scale, the more you are willing to engage and support.

Your Change management competence level is currently 47%.

This is a medium level, which means that your Change management skills are an area to improve. Check below for recommended development activities aimed at increasing the current average competence level.

Recommended development activities:

1. Involve colleagues in the process of selecting or at least defining (clarifying) the direction of changes and the manner of implementing them. Do not surprise them with your ideas. Discuss them beforehand.
2. Beware of changes that are not at least understood by the team.
3. Give every colleague an opportunity to comment planned changes. Try to get the opinion of every colleague on these changes.
4. Support your colleagues in implementing changes. Instead of demanding and assessing them, instruct them, give them advice, demonstrate, set an example.
5. Make it easier to implement changes. Try to make the change process as simple as possible. Provide your colleagues with the necessary resources to ensure that change implementation is available to everyone regardless of their skill level.

Make a plan to develop your potential. — Change management

We would like you to carefully complete the following sentences.

Having found out the score of my Change management competency assessment, I will focus on the development of the following skills:

1. _____
2. _____
3. _____

Taking into account the score and feedback on my Change management skills:

- **I will start** _____
- **I will more often** _____
- **I will avoid** _____

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