

Your leadership assessment insights

The GreyScale

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Yayak Satya
 satya@timesdoor.com

Authenticity Scale Dashboard

Completion
Repetitive Responses
Understanding Question
Random Responses
Overly Negative
Overly Positive

Our system has detected inconsistencies or unusual patterns in your answers. This may affect the accuracy of the assessment results. To obtain better results, we recommend that you retake the assessment.
 Retake Assessment

[← Back to Dashboard](#)

Your leadership assessment insights

Your dashboards offer valuable insights into your personal leadership style, shaped by a blend of dark personality traits and containment factors. They reveal how your personality influences the four psychological risks (ASCA) and illustrate their impact on people and performance.

Your leadership Assets, Achilles Heels and Impact

Specific combinations of your personality and containment factors (virtues and motivations) highlight your leadership 'Assets', which enhance your effectiveness, and leadership 'Achilles heels', which may indicate risky or ineffective behaviors.

Your Assets

Effective Elements of your Leadership Personality

Your Achilles Heel

Ineffective or risky Elements of your Leadership Personality

Fair Charmer

Your Score: 94

Learn More →

Chaotic Disruptor

Your Score: 100

Learn More →

Other Effective Elements

Cunning Chess Master

Conforming Collaborator

Other Ineffective Elements

Calculating Charmer

Connected Caregiver

How you impact other people's psychosocial risk factors (ASCA)

Stimulation

Your Impact on People

Key take away:
 confirm facts early, validate real fears to facts.

Learn More →

How you impact other people's psychosocial risk factors (ASCA)

Anxiety

Your Impact on People

Key take away:
 confirm facts early, validate real fears to facts.

Learn More →

How you impact other people's psychosocial risk factors (ASCA)

Stimulation

Your Impact on business problem-solving

Learn More →

How you impact other people's psychosocial risk factors (ASCA)

Anxiety

Your Impact on business problem-solving

Learn More →

Understanding leadership personality

Understanding assets and Achilles heels

Understanding ASCA and psychosocial risk

Understanding problem-solving impact

Your Leadership Personality

The black dot indicates your operating temperature for each personality trait across the Danger (Red), Dilution (Orange) and Dynamic (Green) zones

Learn More →

Borderline

Righteous Rockstar
Reliable Roadie

Machiavellian

Infatuated Influencer
Steady Statistician

Narcissist

Calculating Charmer
Connected Caregiver

Psychopath

Cunning Chess Master
Fortright Firefighter

Sociopath

Defiant Disruptor
Conscientious Collaborator

Your Containment Factors

Containment factors are 'fire-walls' to contain or moderate aspects of your leadership personality. Assessment levels = Green (low risk), Amber (medium risk), Red (high risk)

Learn More →

Strategies to Increase Your Leadership Effectiveness

Analyzing the results from your assessment and taking effective action.

The GreyScale | Home | About Us | Solutions | Science | Insight Library | Contact Us | Resources | **Yayak Satya** | satya@timedoor.com

Authenticity Scale Dashboard

Completion | Repetitive Responses | Understanding Question | Random Responses | Overly Negative | Overly Positive

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Authenticity Scale Dashboard

The GreyScale (TGS) assessment detects 99% of inauthentic responses. It combines 11 scales into six groups covering completion, repetitive responses, question understanding, random responses, and overly positive or negative responses to ensure the assessment cannot be gamed. If any of the scale group identifiers are red, this means that a particular scale in that group has deemed the assessment response inauthentic.

Authenticity Alert

If any two of the 11 scales identify an inauthentic response, this red bar will appear. It allows the user to retake the test one more time at no charge. If the test is deemed inauthentic a second time, then that test stands as final.

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Your Assets

Effective Elements of your Leadership personality

Fair Charmer

Your Score : 94

Learn More →

Other Effective Elements

How you impact other people's psychosocial risk factors (ASCA)

Stimulation

Your Impact on People

Key take away: confirm facts early, validate real fears to facts.

Learn More →

Your Impact on business problem-solving

Learn More →

How you impact other people's psychosocial risk factors (ASCA)

Click on each of the four ASCA factors below to find out how your leadership personality impacts the Anxiety, Stimulation, Conformity and Ambiguity of other people.

Anxiety

Learn More →

Stimulation

Learn More →

Conformity

Learn More →

Ambiguity

Learn More →

Your Achilles Heel

Ineffective or risky Elements of your Leadership Personality

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Your Impact on business problem-solving

Learn More →

Resource to Help You Interpret Your Result

Understanding leadership personality

Understanding assets and Achilles heels

Understanding ASCA and psychosocial risk

Understanding problem-solving impact

Your Achilles Heel

As a two-tailed assessment, The GreyScale evaluates combinations of personalities and containment factors, ranking them by effectiveness. 'Your Achilles Heel' identifies the most ineffective or risky leadership personality combination of your 'dark' personality traits – Borderline, Machiavellian, Narcissistic, Psychopathic, and Sociopathic, and the containment factors that either restrain or amplify these traits. The additional wheels at the bottom are other ineffective or risky leadership personality combinations as every individual has elements of all 5 dark personalities.

Your Assets

As a two-tailed assessment, The GreyScale evaluates combinations of dark personalities and containment factors, ranking them by effectiveness 'Your Assets' identifies the most effective leadership personality combination of your dark personality traits – Borderline, Machiavellian, Narcissistic, Psychopathic, and Sociopathic, and the containment factors that either restrain or amplify these traits. The additional wheels at the bottom are other effective leadership personality combinations as every individual has elements of all 5 'dark' personalities.

Your leadership assessment insights

Your dashboards offer valuable insights into your personal leadership style, shaped by a blend of dark personality traits and containment factors. They reveal how your personality influences the four psychological risks (ASCA) and illustrate your impact on people and performance.

Your Personality Impact on the Four Key Psychosocial Risk Factors (ASCA)

Four main forces impair team effectiveness: anxiety, stimulation, conformity, and ambiguity (ASCA). They each work in different ways to impact people and business performance effectiveness. The GreyScale assessment identifies the degree to which your leadership personality impacts each ASCA element in the workplace, positively (green) or negatively (red). TGS provides insights in how to enhance or mitigate their impact.

Your leadership Assets, Achilles Heels and Impact

Specific combinations of your personality and containment factors (virtues and motivations) highlight your leadership 'Assets', which enhance your effectiveness, and leadership 'Achilles heels', which may indicate risky or ineffective behaviors.

Your Assets
Effective Elements of your Leadership personality

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Other Effective Elements

How you impact other people's psychosocial risk factors (ASCA)

Click on each of the four ASCA factors below to find out how your leadership personality impacts the Anxiety, Stimulation, Conformity and Ambiguity of other people.

Anxiety

Authenticity, Optimism, Relaxation, Vulnerability vs. Apprehension, Nervousness, Repression, Excessive Worry

Learn More →

Stimulation

Calmness, Focus, Flow State, Energized vs. Agitation, Pressure, Overwhelmed, Underwhelmed

Learn More →

Conformity

Diversity, Debate, Collaboration, Alignment vs. Acquiescence, Capitulation, Avoidance, Abdication

Learn More →

Ambiguity

Clarity, Understanding, Certainty, Transparency vs. Acquiescence, Capitulation, Avoidance, Abdication

Learn More →

Your Achilles Heel
Ineffective or risky Elements of your Leadership Personality

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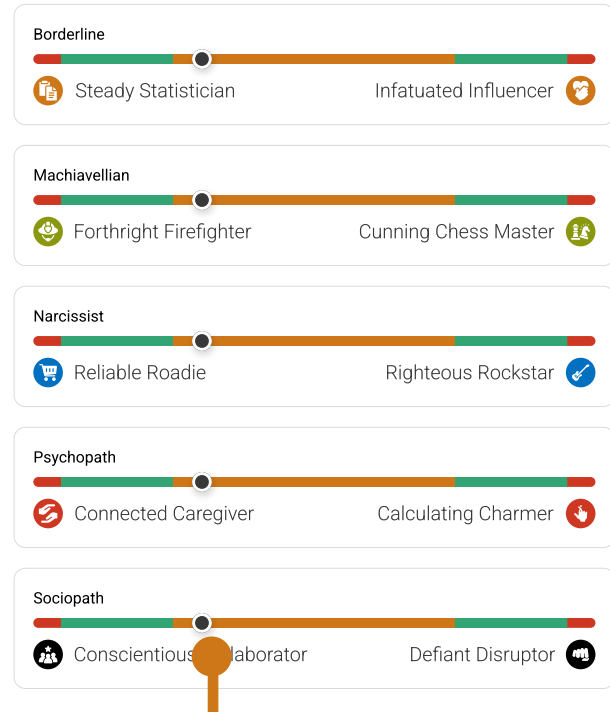
Learn More →

Your Impact on business problem-solving

Learn More →

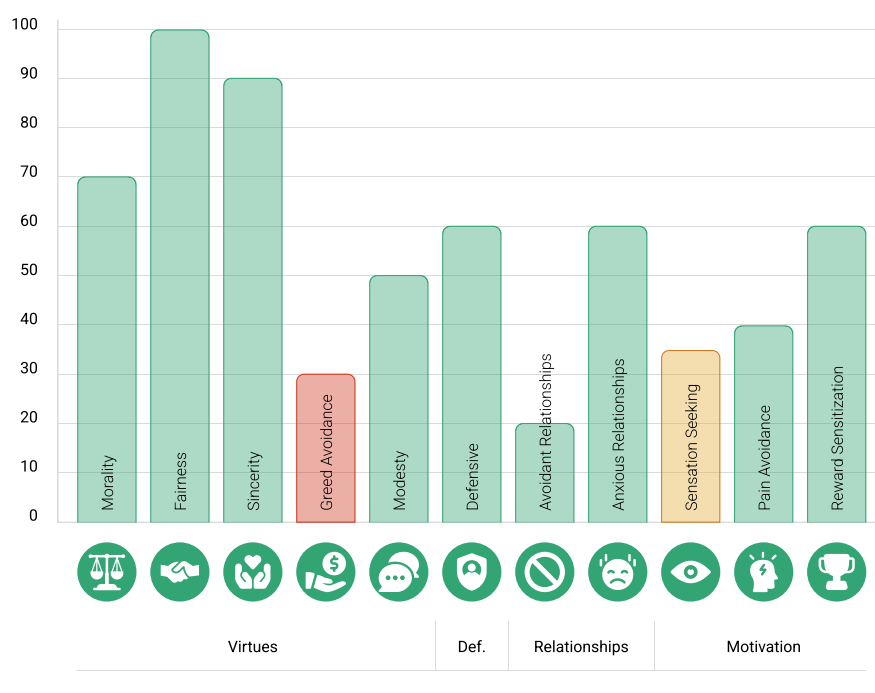
Your Leadership Personality

The black dot indicates your operating temperature for each personality trait across the Danger (Red), Dilution (Orange) and Dynamic (Green) zones



Your Containment Factors

Containment factors are 'fire-walls' to contain or moderate aspects of your leadership personality. Assessment levels = Green (low risk), Amber (medium risk), Red (high risk)



Your Containment Factors

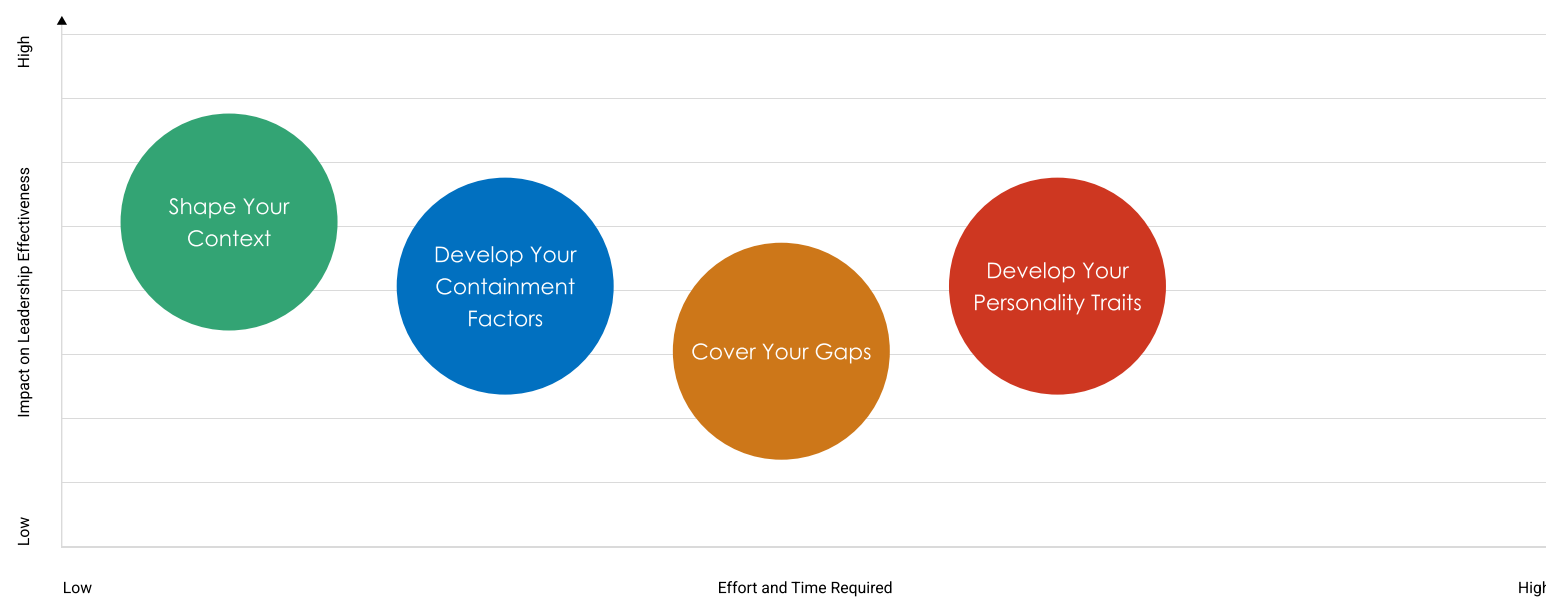
11 containment factors grouped into Defensiveness, Morality, Relationship Attachment, and Core Motivations impact leadership effectiveness. These factors are values and beliefs developed across an individual's life and moderate or amplify a leader's behavior, making them more or less effective or toxic in certain situations and shaping their impact on people and business performance. The bar chart identifies each containment factor as strong containment (green), medium containment (amber), and poor containment (red).

Your Leadership Personality

The personalities of Borderline, Machiavellianism, Narcissism, Psychopathy, and Sociopathy are crucial for effective leadership, providing traits that enable decisive action, strategic ruthlessness, charismatic confidence, and intense motivation. The GreyScale Assessment, a two-tailed test, identifies both high and low levels of personality traits as desirable for leadership effectiveness and categorizes these personalities as dynamically different/effective (green), diluted/ineffective (amber), or dangerously different/toxic (red). The labels such as Righteous Rockstar and Reliable Roadie represent the high and low of the two-tailed personality.

Strategies to Increase Your Leadership Effectiveness

Analyzing the results from your assessment and taking effective action.



Strategies to Increase Your Leadership Effectiveness

There are four key strategies to increase your leadership effectiveness, ranked by their impact on leadership effectiveness and the effort and time required. The strategy with the highest impact and lowest effort is 'Shape Your Leadership Context' which involves identifying and moving towards roles and situations that suit your natural leadership personality. The second key strategy is 'Develop Your Containment Factors' - developing the containment factors that can significantly enhance or contain your leadership personality, making you more effective. The third key strategy is 'Cover Your Gaps' - delegating and coaching others to take on activities and tasks that aren't suited to your leadership personality so you can spend more time in areas that are natural strengths. The fourth strategy is 'Developing Your Personality Traits' - investing in extensive coaching or counseling to develop your deeper personality traits.

Your Leadership Assets

[← Back to Dashboard](#)

Your Leadership Assets

Understand more about the effective elements of your leadership personality

Sincere Influencer ⊙

High Level of Borderline Contained by High Sincerity



Your leadership attributes

- You have a strong ability to promote ideas, products, and brands in a genuine way.
- You persuade and influence individuals and teams in a clear and authentic way.
- You are less likely to effectively promote things you don't believe in.

Roles and situations that suit you

- Roles where you work within a team to promote a product, solution, or idea you believe in.
- Situations where influence and persuasion rather than using authority is critical to success.
- Leadership roles in marketing, PR, promotions, community liaison, media representation.

Your leadership impact

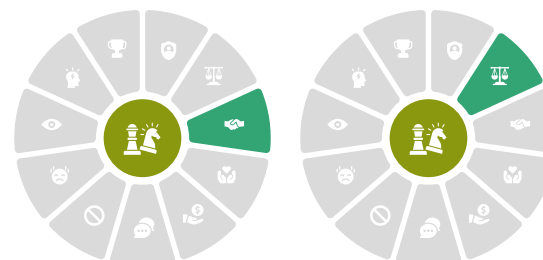
- Your genuine approach to influence and persuasion builds believability and receptivity.
- You will motivate change and action when there is skepticism and resistance.
- You are likely to stimulate individuals and teams to focus on identifying problems and opportunities for the business

Strategies for effective leadership

- Delegate tasks involving intense research and analysis requiring facts and data.
- Focus on promoting ideas and initiatives you are personally passionate about – this will enhance your influence and persuasion.
- Be careful of over-using binary labels like "love/hate", "best/worst", "always/never" particularly in relation to people and their ideas.

Other effective elements

Below are other effective combinations of your leadership personality. Click to find out more.



Fair Chess Master

[Learn More →](#)

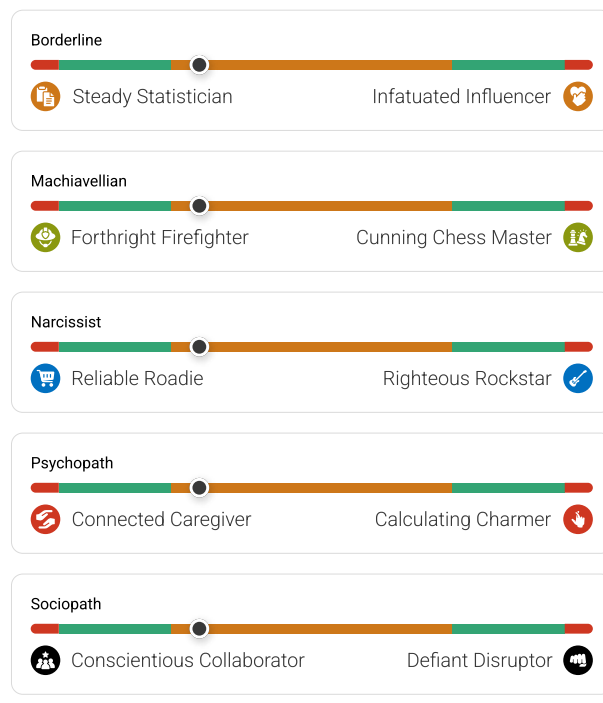
Moral Chess Master

[Learn More →](#)

Your Leadership Personality ⊙

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[Learn More →](#)



Your Containment Factors ⊙

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Fair Chess Master

[Learn More →](#)



Moral Chess Master

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Your Leadership Assets (and Achilles Heels)

This is the next information level after you click your most effective leadership personality combination in 'Your Assets' on the main dashboard. The sections 'Your Leadership Attributes' and 'Your Leadership Impact' provide more detail on your most effective leadership personality combination. The sections 'Roles and situations that suit you' and 'Strategies for Effective Leadership' offer guidance and insight on enhancing your leadership effectiveness. The bottom wheels are clickable to find information on other effective leadership personalities.

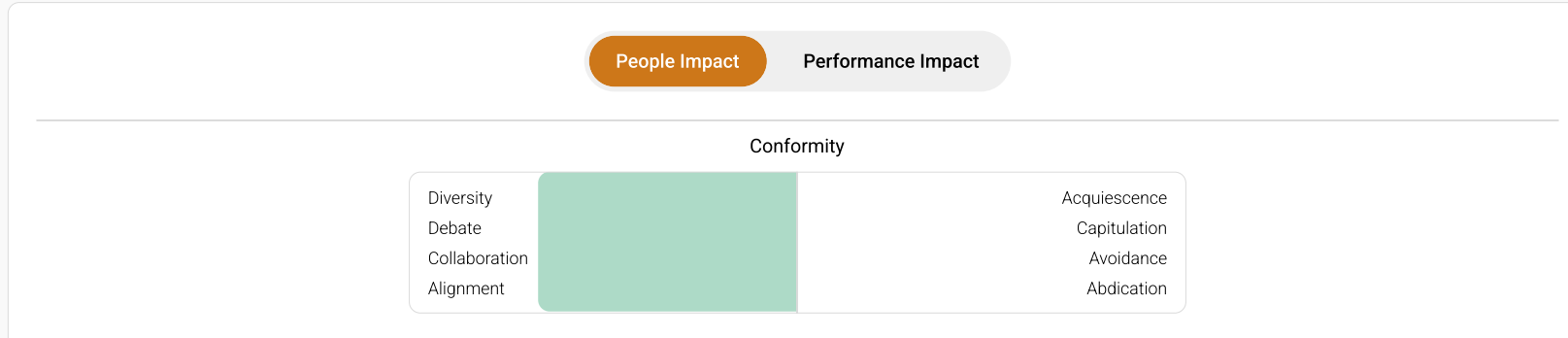
If you click 'Your Achilles Heels' on the main dashboard, you will be taken to a similar page and format, which provides more information, guidance, and insight into your most ineffective or risky leadership personality.

People Impact

[← Back to Dashboard](#)

How your personality impacts Conformity

Understand how your ASCA profile affects team interactions and performance in problem-solving. Get actionable tips to enhance effectiveness or reduce toxicity, boosting team morale and improving decision-making.



Your Impact on Conformity

Gain insight into how your ASCA profile positively or negatively impacts your interactions with team members and peers in situations such as team meetings, 1:1 meetings, strategic and project reviews.

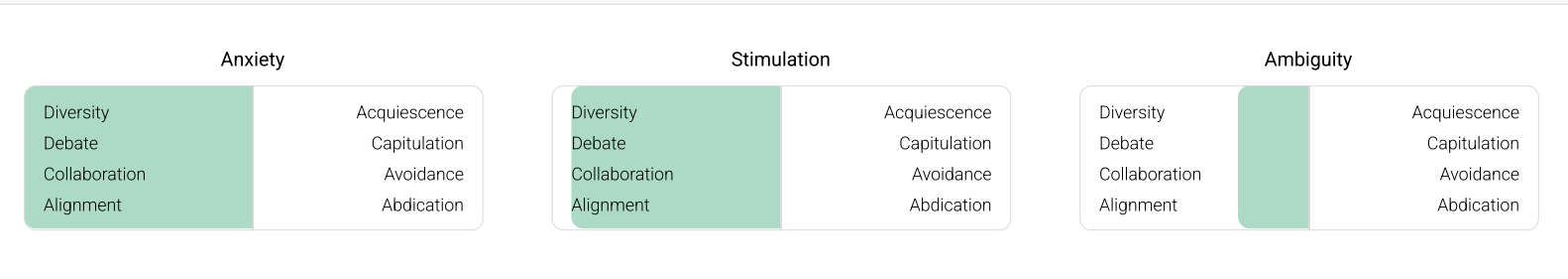
How You Impact Conformity

People provided with Facts When leaders don't provide facts, people tend to imagine the worst, not the best. Ensure you provide the known facts and get agreement on them before proceeding.	Worst case thinking is applied The mind is a problem-solving engine which goes into overdrive in response to fear of imagined worst-case scenarios and the absence of facts. As anxiety increases, worst-case scenarios are continually played out, amplifying the fear and sapping energy and focus. Address this by continually providing facts and validating fears arising from actual facts.
Alternate Facts de-valued If you do not provide facts, the alternative views created by individuals or the group will become valued and considered facts. Once they are valued, alternate facts are harder to debunk. Ask for people's views and clarify actual facts.	Action Paralysis If people become too filled with fear, they may not be able to tell real facts from alternate facts. This can cause them to feel any action is wrong, which can lead to action paralysis. It's essential to discuss which facts and solutions are real to keep everyone engaged and focused on real problems.
People experience normal fear Fear is a universal emotion, yet experiencing lots of fear in response to alternate facts is highly distracting and destructive. To address this, provide facts early, validate fear of actual facts, and debunk alternate facts to remove imagined fear.	Excessive worry is the norm Worry is the cognitive form of fear. It involves thinking about negative "What if...?" possibilities without considering "Is it probable?". Excessive worry does little to help actual problem-solving and solutions, so it's your job as a leader to help your team focus on the probable and less on negative, imagined possibilities.

Activities Requiring Psychosocial Safety

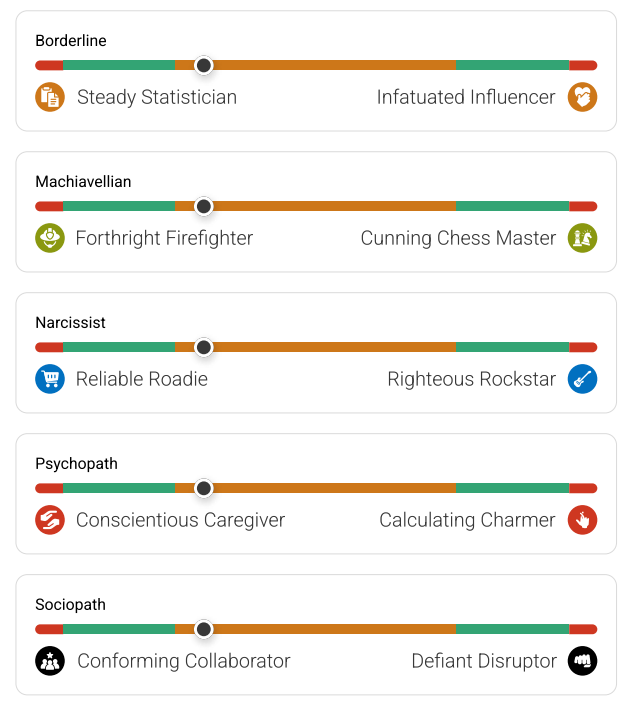
Team Meetings	1:1 Meetings	Strategic Reviews	Project Reviews
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Key take away: Confirm facts and debunk alternate facts, address real and reasonable worries of the team, and focus them on solving real problems



Your Leadership Personality

The black dot indicates your operating temperature for each personality trait across the Danger (Red), Dilution (Orange) and Dynamic (Green) zones



Your Containment Factors

Containment factors are 'fire-walls' to contain or moderate aspects of your leadership personality. Assessment levels = Green (low risk), Amber (medium risk), Red (high risk)



People Impact
Performance Impact

Conformity

Diversity Debate Collaboration Alignment	Acquiescence Capitulation Avoidance Abdication
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Your Impact on Conformity ⓘ

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How You Impact Conformity

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Activities Requiring Psychosocial Safety


 Team Meetings


 1:1 Meetings


 Strategic Reviews


 Project Reviews

Key take away:

Confirm facts and debunk alternate facts, address real and reasonable worries of the team, and focus them on solving real problems

People Impact

This is the next information level after you click one of the ASCA psychosocial risk factors (Anxiety, Stimulation, Conformity, and Ambiguity) on the main dashboard. The information links automatically to 'People Impact'. This dashboard provides more information on how your personality profile for the ASCA element selected impacts interactions with your team and peers, and offers guidance and insight on how to mitigate or enhance this impact.

People Impact
Performance Impact

Conformity

Diversity Debate Collaboration Alignment	Acquiescence Capitulation Avoidance Abdication
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Your Impact on Conformity ⓘ

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 1:1 Meetings


 Strategic Reviews


 Project Reviews

Key take away:

Confirm facts and debunk alternate facts, address real and reasonable worries of the team, and focus them on solving real problems

Your actions with your team

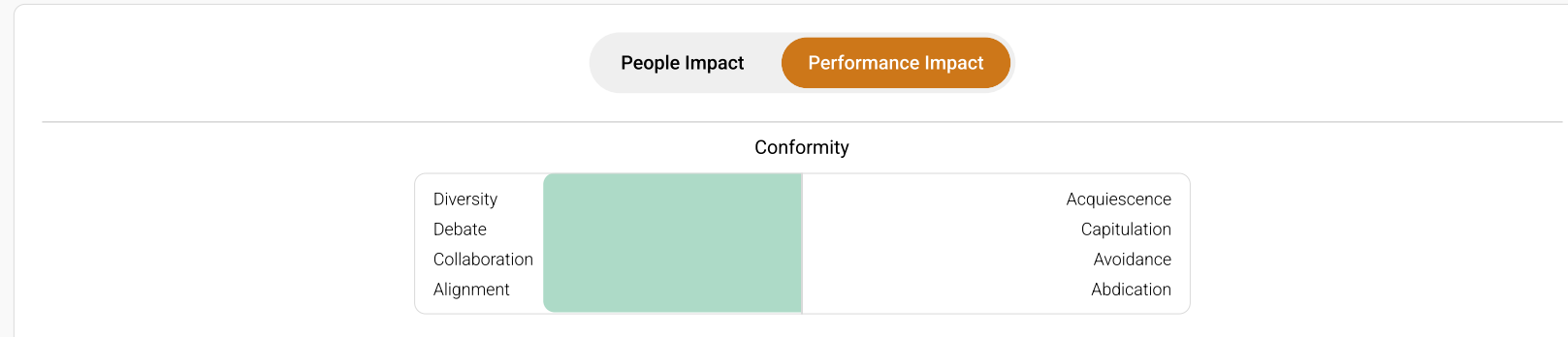
The section identifies the type of interactions you would have with your team on a daily basis and offers a key takeaway for you to action to mitigate or enhance the impact of your personality on the particular ASCA psychosocial risk factor selected.

Performance Impact

[← Back to Dashboard](#)

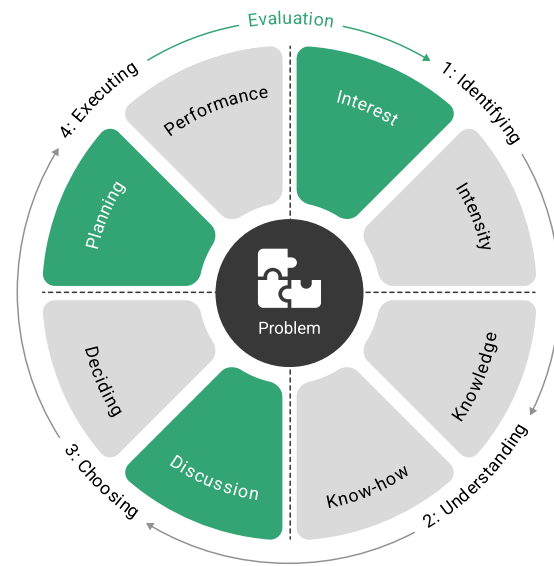
How your personality impacts Conformity

Understand how your ASCA profile affects team interactions and performance in problem-solving. Get actionable tips to enhance effectiveness or reduce toxicity, boosting team morale and improving decision-making.



Performance Impact

Click the green or red colored segment on the wheel to gain insight into how your ASCA profile positively or negatively impacts performance in the problem-solving process



The Problem-Solving Explained

Effective problem-solving involves five stages, with two steps per stage. A brief overview is provided below.

Stage 1: Identifying Identifying the correct problems is crucial in business. Leaders must foster interest, mitigate distractions and enable intense effort for effective problem-solving to maintain a competitive advantage.	Stage 2: Understanding Organisational success hinges on understanding problems. Identifying but not comprehending problems leads to costly mistakes. Effective leaders ensure teams combine knowledge and know-how to solve problems accurately.	Stage 3: Choosing Choosing the right solution involves understanding the problem and ensuring psychological safety in the decision-making process. Effective leaders encourage robust analysis, healthy conflict and foster alignment.	Stage 4: Executing Executing a chosen strategy is challenging due to external and internal pressures. Effective leaders employ planning and performance processes that are essential to managing these pressures and achieving success.
Step 1: Interest Interest is critical in problem-solving. Leaders must motivate teams to be genuinely interested in identifying and addressing issues, overcoming anxiety, conformity, and ambiguity to ensure effective solutions.	Step 3: Knowledge Using the right knowledge-gathering and evaluation system is crucial for problem understanding. Effective leaders minimise ambiguity and anxiety to ensure teams use accurate knowledge and avoid poor solutions.	Step 5: Discussion Choosing solutions starts with discussion. Effective teams have open and robust dialogue evaluating all options thoroughly. Anxiety, ambiguity, and conformity undermine discussions, leading to suboptimal decisions.	Step 7: Planning Planning requires clear objectives, detailed tasks, responsibilities, and success metrics, and considers changing conditions. Effective leaders manage ambiguity, anxiety, and conformity to ensure effective coordination.
Step 2: Intensity Intensity of effort is crucial for identifying problem causes. It requires energy and thorough examination. Stimulation, anxiety, and conformity can undermine this, leading to ineffective solutions and wasted resources.	Step 4: Know - how Know-how, based on skill and experience, complements knowledge. Its mastery requires practice and self-efficacy. Effective leaders manage conformity and stimulation to enhance team skills and performance.	Step 6: Deciding Deciding is the next step in choosing solutions. An effective decision-making process avoids 'analysis paralysis'. Conformity, stimulation and anxiety undermine alignment and can drive hasty or safe decisions.	Step 8: Performance Performance requires necessary skills, timely action, and continuous monitoring. Flexibility and adaptability are crucial as plans often change. Effective leaders manage all ASCA risks to ensure effective performance.

Stage 5: Evaluation

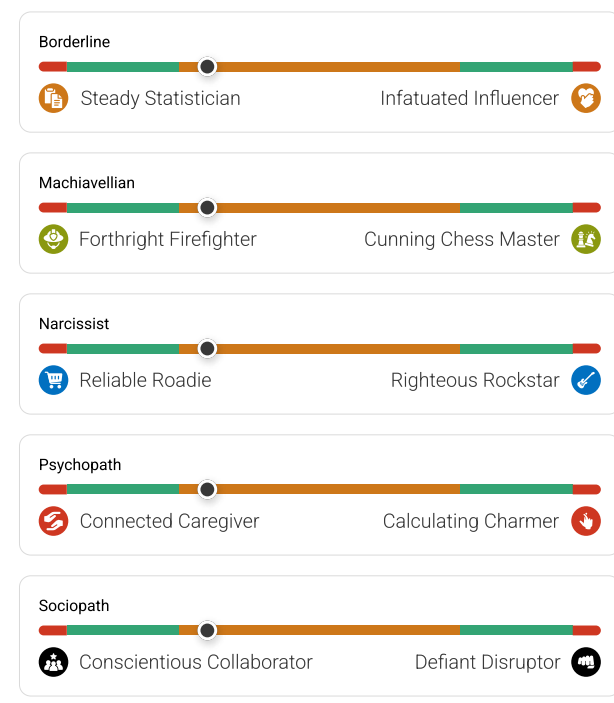
Effective evaluation involves accurate and valid measurement and comparison. Ambiguity and conformity risk invalid results, making precise evaluation crucial for effectively guiding future problem-solving iterations.

Evaluation begins after Step 8: Performance and feeds back into Step 1: Interest.

Your Leadership Personality

The black dot indicates your operating temperature for each personality trait across the Danger (Red), Dilution (Orange) and Dynamic (Green) zones

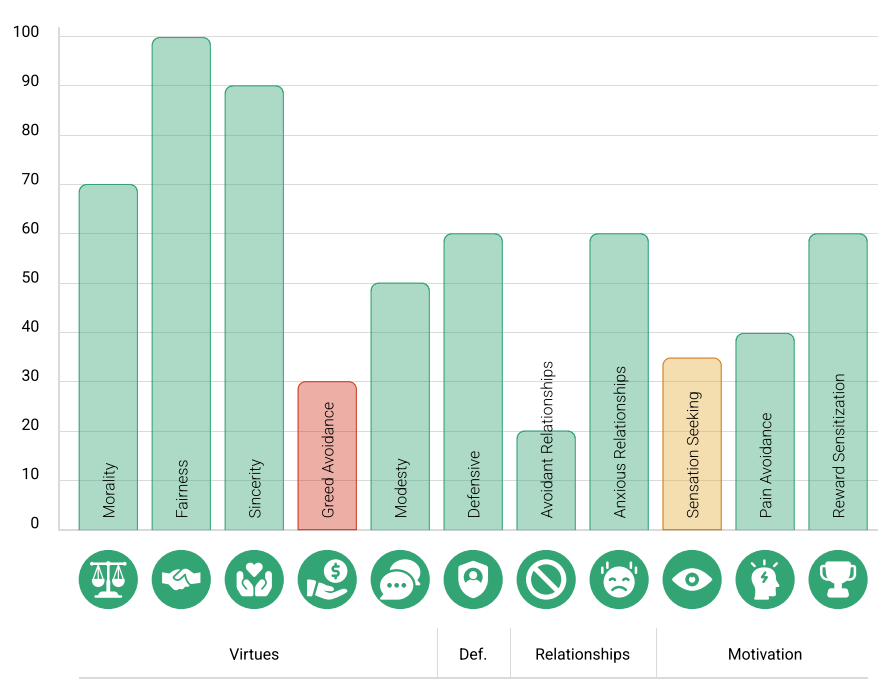
[Learn More →](#)



Your Containment Factors

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[Learn More →](#)



How your personality impacts Conformity

Understand how your ASCA profile affects team interactions and performance in problem-solving. Get actionable tips to enhance effectiveness or reduce toxicity, boosting team morale and improving decision-making.

People Impact Performance Impact

Conformity

Diversity
Debate
Collaboration
Alignment

Acquiescence
Capitulation
Avoidance
Abdication

Performance Impact ⊙

Gain insight into how your ASCA profile positively or negatively impacts performance in the problem-solving process.

The Problem-Solving Explained ⊙

Effective problem-solving involves five stages, with two steps per stage. A brief overview is provided below.

<p>Stage 1: Identifying</p> <p>Identifying the correct problems is crucial in business. Leaders must foster interest, mitigate distractions and enable intense effort for effective problem-solving to maintain a competitive advantage</p>	<p>Stage 2: Understanding</p> <p>Organisational success hinges on understanding problems. Identifying but not comprehending problems leads to costly mistakes. Effective leaders ensure teams combine knowledge and know-how to solve problems accurately.</p>	<p>Stage 3: Choosing</p> <p>Choosing the right solution involves understanding the problem and ensuring psychological safety in the decision-making process. Effective leaders encourage robust analysis, healthy conflict and foster alignment.</p>	<p>Stage 4: Executing</p> <p>Executing a chosen strategy is challenging due to external and internal pressures. Effective leaders employ planning and performance processes that are essential to managing these pressures and achieving success.</p>
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<p>Step 1: Interest</p> <p>Interest is critical in problem-solving. Leaders must motivate teams to be genuinely interested in identifying and addressing issues, overcoming anxiety, conformity, and ambiguity to ensure effective solutions</p>	<p>Step 3: Knowledge</p> <p>Using the right knowledge-gathering and evaluation system is crucial for problem understanding. Effective leaders minimise ambiguity and anxiety to ensure teams use accurate knowledge and avoid poor solutions</p>	<p>Step 5: Discussion</p> <p>Choosing solutions starts with discussion. Effective teams have open and robust dialogue evaluating all options thoroughly. Anxiety, ambiguity, and conformity undermine discussions, leading to suboptimal decisions</p>	<p>Step 7: Planning</p> <p>Planning requires clear objectives, detailed tasks, responsibilities, and success metrics, and considers changing conditions. Effective leaders manage ambiguity, anxiety, and conformity to ensure effective coordination</p>
<p>Step 2: Intensity</p> <p>Intensity of effort is crucial for identifying problem causes. It requires energy and thorough examination. Stimulation, anxiety, and conformity can undermine this, leading to ineffective solutions and wasted resources</p>	<p>Step 4: Know - how</p> <p>Know-how, based on skill and experience, complements knowledge. Its mastery requires practice and self-efficacy. Effective leaders manage conformity and stimulation to enhance team skills and performance.</p>	<p>Step 6: Deciding</p> <p>Deciding is the next step in choosing solutions. An effective decision-making process avoids 'analysis paralysis'. Conformity, stimulation and anxiety undermine alignment and can drive hasty or safe decisions</p>	<p>Step 8: Performance</p> <p>Performance requires necessary skills, timely action, and continuous monitoring. Flexibility and adaptability are crucial as plans often change. Effective leaders manage all ASCA risks to ensure effective performance</p>

Stage 5: Evaluation

Effective evaluation involves accurate and valid measurement and comparison. Ambiguity and conformity risk invalid results, making precise evaluation crucial for effectively guiding future problem-solving iterations.

Evaluation begins after Step 8: Performance and feeds back into Step 1: Interest.

Performance Impact

'Performance Impact' is the second part of the available information on your personality impact on a particular ASCA element. Effective leaders (when the ASCA is green) create psychologically safe environments that foster effective problem-solving. Conversely, toxic leaders (when the ASCA element is red) generate more problems than they resolve. The problem-solving wheel identifies the areas in which your personality is positively (highlighted green) or negatively (highlighted red) impacting the problem solving process. You can scroll over the highlighted segments to find out more information about your impact.

The Problem-Solving Explained

Effective problem-solving involves five stages, each with two steps (except evaluation): identifying the problem, understanding the problem and solutions, choosing a solution, executing the solution, and evaluating the outcome. The dashboard provides an overview of the stages and steps, and highlights where your personality is impacting problem solving positively (green) or negatively (red).