

CONSUMER FINTECH · LEADERSHIP BENCHMARKING

Reading a leadership bench, **trait by trait.**

How a high-growth consumer-fintech lender used the PMaps Leadership Behavioral Assessment to separate leadership-ready talent from development cases — across 13 behavioral competencies and 5 cognitive sections.

CLIENT |



Confidential · Consumer-Fintech Lender

78

LEADERS ASSESSED

57%

IDENTIFIED AS ROLE-FIT

13

BEHAVIORAL COMPETENCIES

153

ITEMS · 46-MINUTE DESIGN

01 · EXECUTIVE SUMMARY

A clear, objective read on leadership readiness.

A fast-scaling consumer-fintech lending platform needed to benchmark its leadership bench objectively — to know, beyond resumes and tenure, which leaders carried the behavioral and cognitive profile the next phase of growth demanded.

PMaps deployed a custom **Leadership Behavioral Assessment** — 153 items across a 128-question behavioral core and five cognitive sections, benchmarked at 60% on behavior. **78 senior leaders** were assessed; 77 produced clean, complete responses.

The result: a **57% fit rate** against benchmark, with sharp, repeatable patterns separating fit from unfit — in collaboration, cognition, engagement, and how efficiently each group worked.

AT A GLANCE

Client	Confidential
Industry	Consumer Fintech
Cohort	Senior leaders
Assessed	78 (77 clean)
Region	India
Instrument	Leadership Behavioral
Design	153 items • 46 min
Benchmark	60% behavioral

HEADLINE FINDINGS

FIT RATE

57%

Of leaders cleared benchmark; 43% flagged for development.

AVG TEST SCORE

66%

Across the full cohort of 77 clean responses.

ENGAGEMENT GAP

99 vs 86%

Completion rate — fit vs unfit candidates.

EFFICIENCY

30.6 vs 34.2m

Fit leaders finished faster than unfit leaders.

BEHAVIORAL CORE

128 items

Across 13 leadership competencies.

AVG DURATION

32 min

Of a 46-minute window — comfortably within time.



Fit leaders separated from the rest not on one trait but on a pattern — stronger cognition, cleaner collaboration, and visibly higher engagement throughout the assessment.

02 · THE CHALLENGE

Tenure and titles say little about who leads well.

The client's leadership bench was experienced on paper — senior, credentialed, long-tenured. But hyper-growth demanded a sharper question: which of these leaders actually carry the behavioral and cognitive profile to scale the business, and which need targeted development?



Experience ≠ readiness

Seniority alone gave no signal on leadership behavior



No common benchmark

No objective bar to measure leaders against



Subjective calls

Promotion and succession ran on opinion



Hidden development needs

No view of where to invest in coaching



Scaling pressure

Fintech growth raised the leadership bar fast



Time-bound

Decisions needed evidence, not lengthy panels

THE BRIEF

Benchmark the bench — objectively.

The client needed a single, standardized read on each leader's behavioral and cognitive profile against a defined benchmark — to guide succession, promotion, and development without bias.



Standardized

One benchmark, applied to every leader.



Evidence-based

Behavior + cognition, scored to data.



Actionable

Clear fit calls and development targets.

03 · THE SOLUTION

One instrument, behavioral core plus cognition.

PMaps built a custom Leadership Behavioral Assessment: a 128-item behavioral core benchmarked at 60%, paired with five short cognitive sections benchmarked at 40% — 153 items in a 46-minute design.

SECTION	FOCUS	ITEMS · TIME
• Behavioral Section	13 leadership competencies · benchmark 60%	128 · 25m
• Quantitative Aptitude	Numerical reasoning · benchmark 40%	5 · 5m
• Logical Reasoning	Pattern & inference · benchmark 40%	5 · 5m
• Verbal Ability	Comprehension & expression · benchmark 40%	5 · 5m
• General Intelligence	Applied problem solving · benchmark 40%	5 · 3m
• Attention to Detail	Accuracy under load · benchmark 40%	5 · 3m
Overall	Single blended leadership profile	153 · 46m

04 · HOW IT RAN

Virtual

Remote & standardized.

Every leader took the same assessment under the same conditions — no panel variance, no scheduling drag.

Benchmarked

A defined bar.

60% on the behavioral core, 40% on cognitive sections — fit or unfit, decided by data, not opinion.

Efficient

32 minutes, on average.

Leaders completed comfortably within the 46-minute window — a low-friction read on a busy cohort.

Clean data

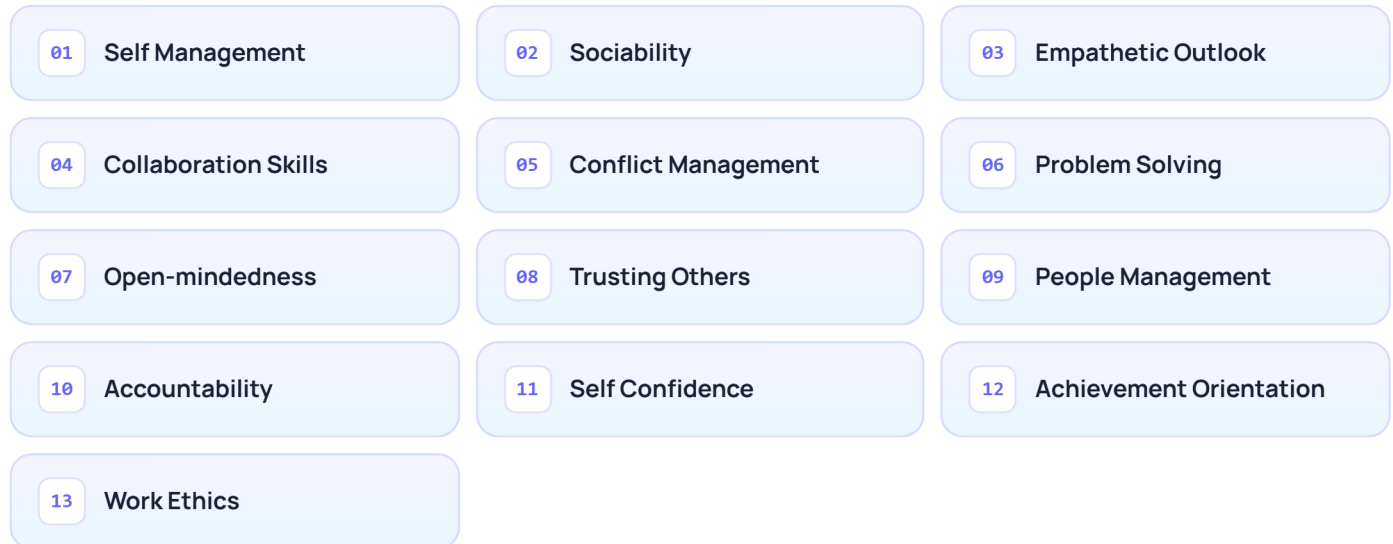
77 of 78 valid.

Only one response was excluded (zero-attempt), leaving a near-complete dataset to analyze.

05 · WHAT IT MEASURES

Thirteen behavioral competencies of leadership.

The 128-item behavioral core scores each leader across the traits that distinguish capable individual contributors from people who can lead, align, and scale teams.



PLUS FIVE COGNITIVE LENSES

Cognition

Reasoning under time.

Quantitative Aptitude, Logical Reasoning, and General Intelligence test how leaders think, not just what they know.

Communication

Clarity in language.

Verbal Ability gauges comprehension and expression — central to aligning and leading teams.

Precision

Accuracy at speed.

Attention to Detail measures composure and exactness when working under load.

Blended

One leadership profile.

Behavioral and cognitive scores combine into a single, benchmark-referenced read per leader.

Why both. Behavior shows how a leader operates with people; cognition shows how they handle complexity. Strong leaders need both — and the assessment scores them together.

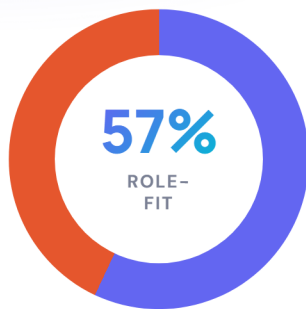
06 · THE FINDINGS

A 57 / 43 split – and what divides it.

Against the benchmark, 57% of leaders qualified as fit and 43% were flagged for development. The patterns separating the two groups were consistent and actionable.

COHORT FIT

77 clean responses, benchmarked.



- Fit — 57%** cleared the 60% behavioral benchmark and cognitive bars.
- Unfit — 43%** fell short on one or more dimensions — clear development targets.
- Avg score 66%** across the full cohort, average age 42.

WHERE THE GROUPS DIVERGE

Strength

Fit leaders excel at aptitude.

The fit group's standout edge was Quantitative Aptitude — cleaner numerical reasoning under time pressure.

Gap

Unfit struggle to collaborate.

Collaboration Skills was the clearest weak spot for unfit leaders — the priority area for coaching and development.

07 · ENGAGEMENT & EFFICIENCY

Fit leaders engage more – and work faster.

Beyond scores, behavior during the assessment itself separated the groups. Fit leaders attempted more of the test and finished it in less time — signals of confidence and readiness.

AVERAGE COMPLETION RATE

How much of the test each group attempted.

Overall completion · share of items attempted



AVERAGE TIME SPENT

Fit leaders finished sooner — overall and on the behavioral core.

Total test · of a 46-minute window



Behavioral section · 128 items

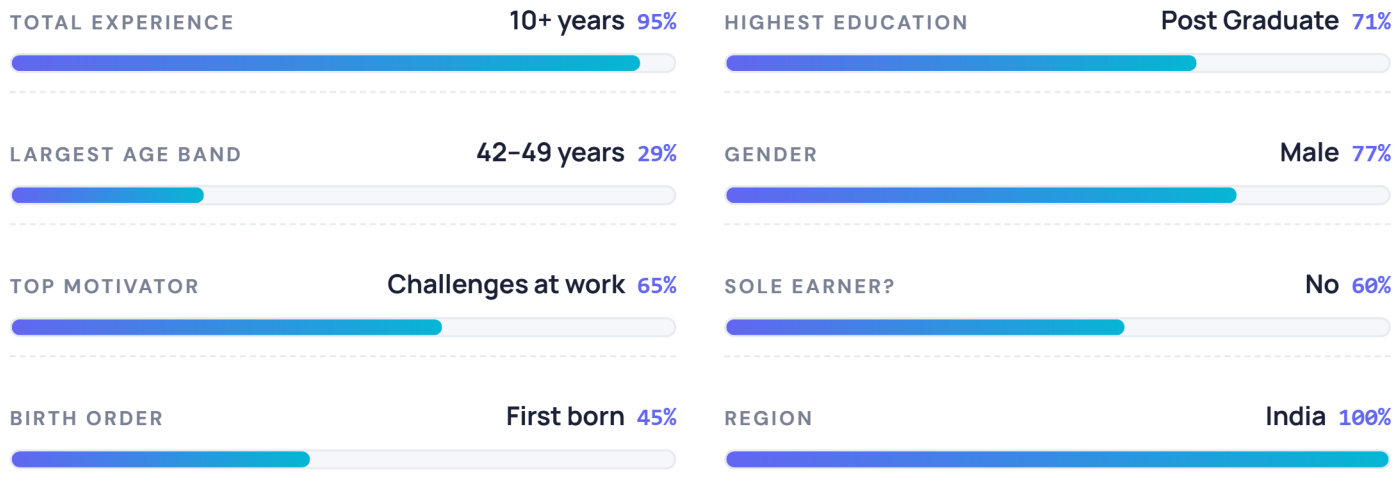


Read it as a signal. A 99% vs 86% completion gap and a ~4-minute speed edge point to fit leaders being more confident and decisive — engagement that mirrors their scores.

08 · THE COHORT

Who sat the assessment.

The cohort was senior and experienced — the profile you'd expect of a leadership bench, and useful context for reading the fit results.



A seasoned bench — 95% with 10+ years of experience and 71% post-graduate — driven most by challenge at work, not compensation.

Context for the results. Because the cohort is uniformly senior, the 57/43 fit split reflects genuine behavioral and cognitive differences — not gaps in experience or credentials.

THE TAKEAWAY

Leadership readiness, measured — not guessed.

One standardized assessment turned a senior, hard-to-read leadership bench into a clear picture: who's ready, who needs development, and exactly where. Behavior and cognition, scored to a benchmark — objective evidence for succession, promotion, and coaching.

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