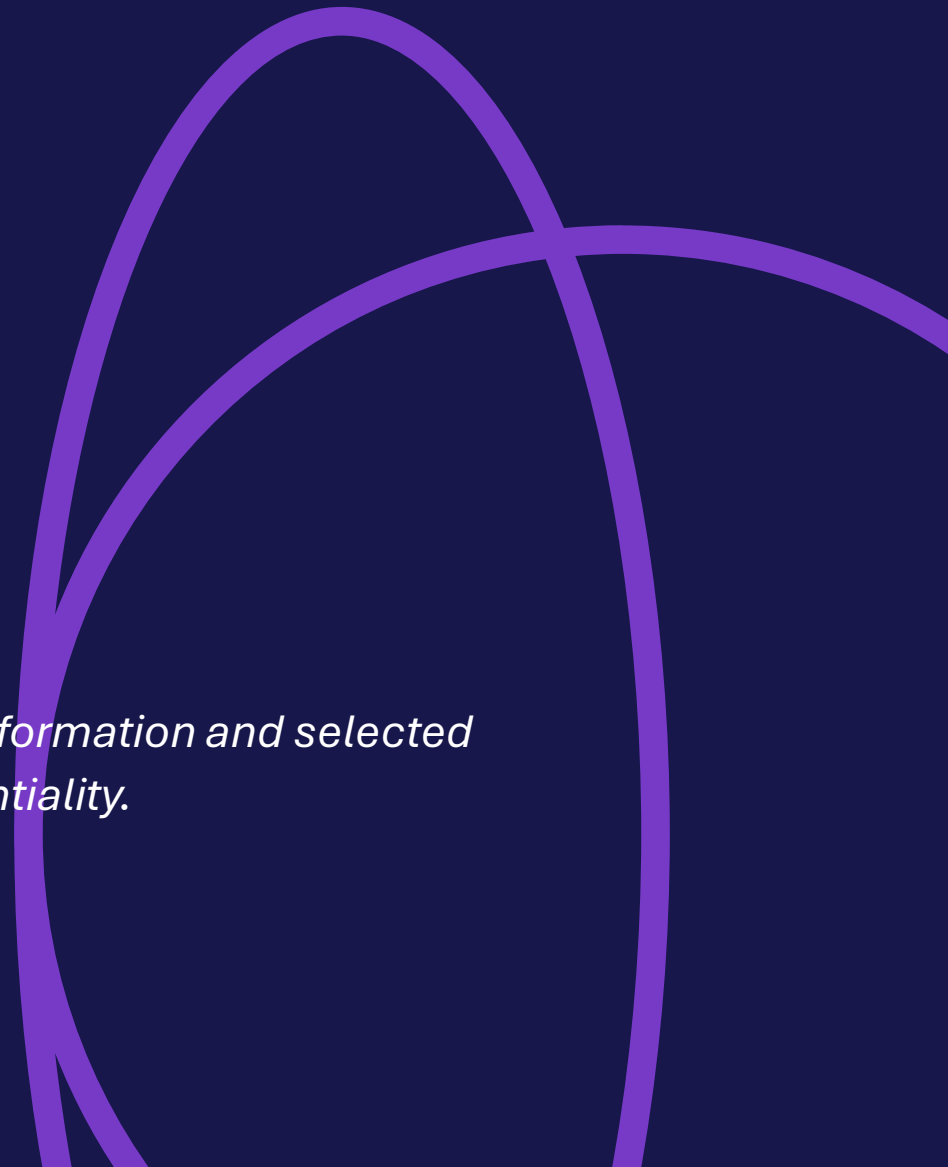


ANONYMIZED SAMPLE

Leadership Assessment Report

“The Leader”

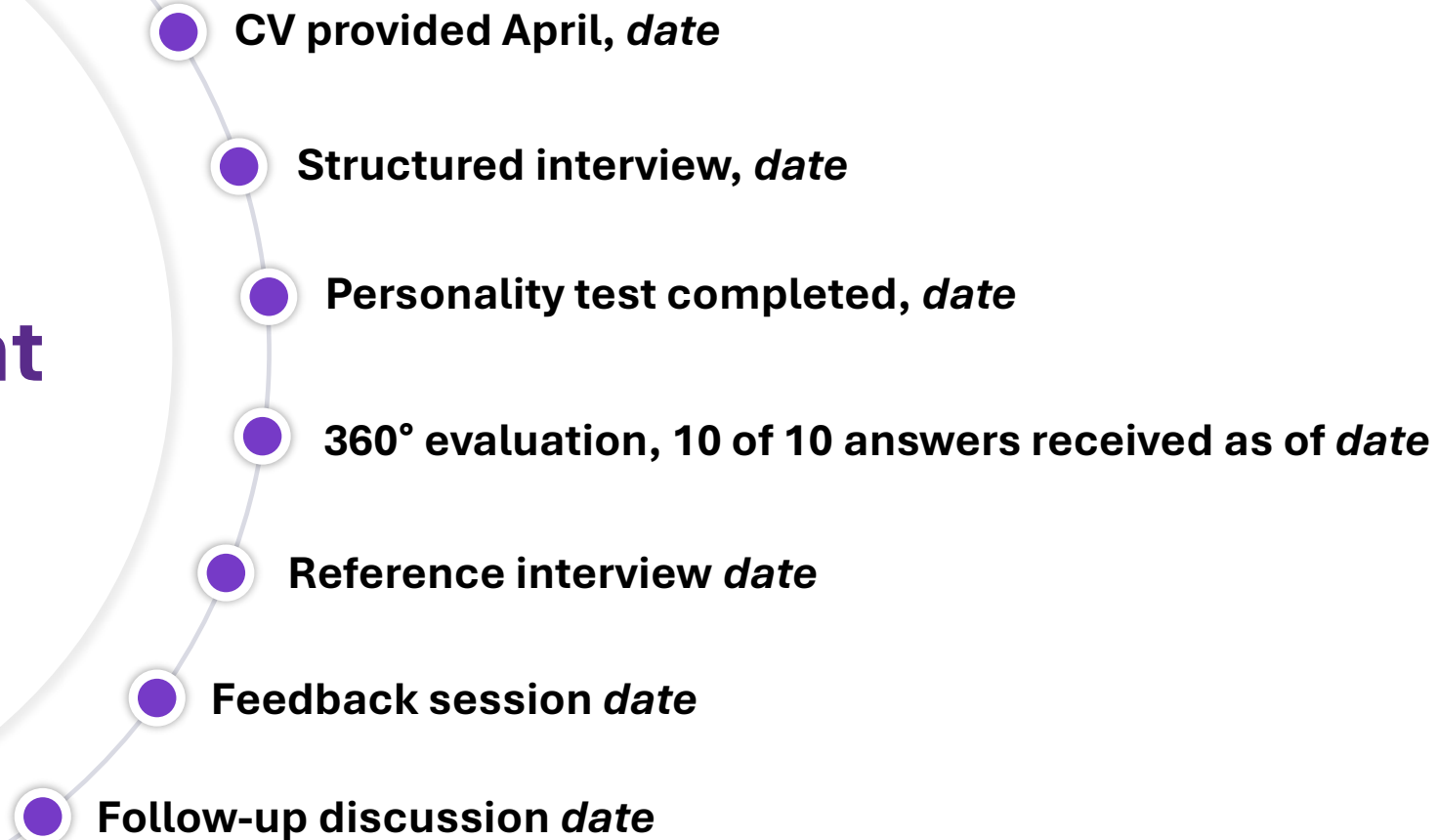
This report is based on an actual leadership assessment. Identifying information and selected background details have been removed or modified to protect confidentiality.

Two large, overlapping, light purple arcs are positioned on the right side of the slide, creating a decorative graphic element.

Contents

- **Leadership Assessment Process**
- **The Leader's Story**
CV and interview
- **How Others See the Leader**
360° feedback & references
- **The Leader as a Leader**
Integrated leadership assessment across all available information
- **The Way Forward**
Reflections, opportunities & focus going forward

Leadership Assessment Process



The Leader's Story



The leader has built a long career within finance, progressing from specialist and analytical roles into increasingly senior positions with responsibility for both people and broader business support functions.

His early career was not the result of a predetermined plan. He describes himself as relatively relaxed during his school years, with more interest in sports and friends than in academic achievement. He nevertheless progressed through university and entered working life in a finance-related role, where he gradually developed his professional expertise through experience and increasing responsibility.

A significant part of his career has been spent in an international organization, where he moved through analytical, planning and finance management positions before taking on senior finance leadership responsibility. His career has also included an international assignment in another market, where he was responsible not only for finance but contributed to the development of processes across several support functions. These experiences exposed him to different organizational and cultural environments and required him to adapt how he worked and led.

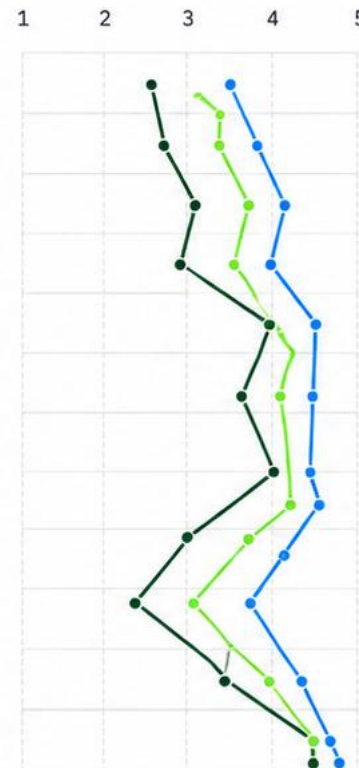
A recurring theme throughout his career is his preference for understanding how things work, anticipating what may happen and creating structure around complexity. He describes himself as someone who likes to plan ahead and establish effective processes rather than operate in unnecessary chaos. At the same time, his career demonstrates considerable adaptability. He has taken on new responsibilities, moved between countries and stepped into challenging situations when required.

His view of leadership is similarly pragmatic. Reliability and consistency matter to him. He believes leaders should do what they say, follow through on decisions and provide direction while allowing people to develop their own ways of working. He recognizes that others may know more than he does in particular areas and appears comfortable giving capable people responsibility.

When reflecting on his own leadership, he sees resilience, execution and the ability to create stability in uncertain situations as strengths. At the same time, he recognizes that he can sometimes be too quiet. He sees an opportunity to become more influential by speaking up earlier, sharing more of his experience and engaging more broadly across the organization.

How Others See The Leader

SUMMARY PER AREA	Self	Peer and Superior	Direct Reports
Strategic Mindset	2.8	3.3	3.6
Innovation & Change	2.9	3.4	3.8
Judgement & Decision-Making	3.1	3.6	4.0
Direction & Prioritization	3.0	3.5	4.0
Planning & Organization	4.3	4.5	4.7
Execution & Follow-through	4.1	4.4	4.6
Results Orientation	4.0	4.3	4.5
Collaboration & Relationships	4.2	4.4	4.6
Influence & Communication	3.3	3.8	4.3
Courage & Assertiveness	2.7	3.2	3.6
Adaptability	3.6	3.9	4.2
Integrity & Trust	4.6	4.7	4.8
Average	3.5	3.8	4.2



—●— Self —●— Peer and Superior —●— Direct Reports

RECURRING STRENGTHS

Trust & reliability

Consistently seen as honest, dependable and credible. Others trust him to follow through on commitments and act with integrity.

Planning & execution

Strong ability to anticipate, create structure, organize resources and ensure that work gets completed.

Collaboration & relationships

Approachable, patient and easy to work with. Creates constructive relationships and handles difficult situations in a calm manner.

Results orientation

Takes responsibility for delivery and maintains focus on achieving agreed objectives.

RECURRING DEVELOPMENT THEMES

Assertiveness & courage

Could take stronger positions, challenge more directly and be more willing to deliver difficult messages when required.

Strategic visibility

Others may not always see the full extent of his thinking. Greater visibility of his ideas and perspectives would allow him to contribute more strategically.

Innovation & challenge

Could challenge existing solutions more actively and create more room for experimentation and alternative approaches.

Influence & communication

Could increase his impact by speaking up more, sharing his experience and engaging more broadly outside his immediate area.

How Others See The Leader

“Calm, collected and objective. Someone you can rely on to deliver.”

“Very good at anticipating what may happen and planning ahead.”

“A highly trusted and respected leader who works well with his team.”

“Could be more demanding at times and make his own views more visible.”

“There is more knowledge and strategic thinking there than he always shows.”

RECURRING THEMES

Trust & reliability. Consistently seen as honest, dependable and credible. Others trust him to follow through on commitments and act with integrity.

Planning & execution. Strong ability to anticipate, create structure, organize resources and ensure that work gets completed.

Collaboration & relationships. Approachable, patient and easy to work with. Creates constructive relationships and handles difficult situations calmly.

Assertiveness & courage. Could take stronger positions, challenge more directly and be more willing to deliver difficult messages when required.

Strategic visibility. There appears to be more strategic thinking than others consistently see. Greater visibility of his ideas and perspectives would increase his contribution.

Innovation & challenge. Could challenge existing solutions more actively and create greater room for experimentation and alternative approaches.

The Leader as a Leader

The leader emerges as a **calm, dependable and highly conscientious leader who creates stability through preparation, structure and follow-through**. He combines strong analytical capability with considerable professional experience and is trusted by those around him to take responsibility and deliver.

His leadership style is considered rather than forceful. He listens, thinks ahead and prefers to understand a situation before acting. He gives people room to operate and appears comfortable recognizing when others have greater expertise than he does. This contributes to an environment characterized by trust, professionalism and relatively low interpersonal friction.

Across the different sources, **planning and anticipation emerge particularly strongly**. He naturally looks ahead, identifies potential problems and puts structures and processes in place to reduce uncertainty. This is valuable in complex environments where reliability, discipline and execution matter.

There is, however, a recurring leadership tension. **The same qualities that make him calm, thoughtful and collaborative can sometimes reduce the visibility and force of his leadership**. He may compromise when a stronger position would be useful, wait rather than challenge, or keep valuable thinking to himself. His strategic capability may therefore be greater than what others consistently experience.

This does not appear to be primarily a question of capability. The assessment instead suggests an opportunity to **use existing capability more visibly and deliberately**: taking clearer positions, challenging others when necessary, sharing his thinking earlier and increasing his influence beyond his immediate area of responsibility.

DEPENDABLE. Takes responsibility, follows through and creates confidence through consistency.

ANALYTICAL. Thinks carefully, understands complexity and anticipates what may happen.

COLLABORATIVE. Listens, builds constructive relationships and works effectively with others.

STRUCTURED. Creates order, plans ahead and brings discipline to execution

A POTENTIAL LEADERSHIP TENSION

Stability ≠ caution. His ability to create stability through preparation and careful consideration is a clear strength. The potential risk is that these same qualities can sometimes limit challenge, decisiveness and the visibility of his own views.

The opportunity is to retain the calmness and reliability others value while taking clearer positions, speaking up earlier and challenging more when the situation requires it.

The Way Forward

USE THE TEAM CHANGE AS A DEVELOPMENT OPPORTUNITY

The upcoming reorganization of his team provides a practical opportunity to coach more actively, develop others and share more of his knowledge and experience.

BECOME MORE VISIBLE

He would benefit from making more of his thinking visible, speaking up more and sharing his knowledge and ideas more openly. This would allow others to make better use of capabilities he already has.

BROADEN HIS ORGANIZATIONAL EXPOSURE

More cross-functional networking and broader exposure would strengthen his influence beyond finance and give him opportunities to contribute more widely across the organization.

DECIDE HOW FAR HE WANTS TO GO

He is already seen as a highly valuable contributor and can continue successfully in similar roles. At the same time, the assessment indicates potential to take further steps. The question is therefore increasingly what direction and level of ambition he wants for the next stage of his career.

Untapped potential rather than fundamental gaps. He is already a trusted, skilled and reliable leader. The opportunity is to make more of what he already has available to the organization through greater visibility, knowledge sharing, coaching and broader organizational engagement.

The bigger question is not “*Can he take the next step?*” but “*How far does he want to go, and in which direction?*”