



360° Leadership Assessment



Empowering You with Holistic Insights

We are often like the hardworking ant, tirelessly marching north on the back of an elephant heading south. The ant represents your conscious mind, focused on planning and achieving goals, while the elephant symbolises your unconscious mind – the deeper forces driving your behaviours and patterns.

Leadership is often shaped by these unseen dynamics and misalignments.

Synthosys 360° Leadership Assessment helps you uncover hidden blind spots by offering a unique lens to better understand yourself through others' perceptions. While feedback reflects others' perceptions of reality rather than reality itself, it provides invaluable insights into how your leadership is experienced. This understanding empowers you to align your behaviours with your goals and achieve sustainable growth.

Using the ROGUE model, developed by Dr Tarek Jomaa and published in The Coaching Psychologist, this report offers structure and guidance for reflection. It helps you identify patterns, uncover actionable insights, and align your leadership approach with your personal and organisational goals.

Confidential Report

Prepared exclusively for XXXXXX

Date of Generation: 2026-XX-XX

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How to Read This Report

This 360° assessment compares how you see your leadership with how others experience it.

The value of this report is not in individual scores, but in patterns.

As you review the results, consider:

- Where self-perception aligns with others
- Where gaps may indicate blind spots
- Where different groups experience you differently
- Which behaviours are strengths, and which may need recalibration

Throughout this report, you are invited to reflect using the **ROGUE** framework introduced earlier — using awareness and observation to guide intentional growth.

Leadership Styles

"Leaders who have mastered four or more — especially the authoritative, democratic, affiliative, and coaching styles — have the best climate and business performance."

— Daniel Goleman, Leadership That Gets Results

Your leadership style is the **pattern people experience** in how you communicate, make decisions, and respond under pressure.

No single style is “best.” Strong leaders **shift style** depending on the situation and the needs of the team.

This section shows how your leadership style is perceived by:

- **You**
- **Peers**
- **Direct reports**
- **Manager(s)**

The value is in the comparison. **Alignment** suggests consistency and self-awareness. **Gaps** may point to blind spots or mixed signals.

The six leadership styles in this report

- 1. Authoritative**
Sets a clear vision and inspires others with confidence and direction.
- 2. Affiliative**
Focuses on building trust and fostering harmony within the team.
- 3. Democratic**
Encourages collaboration and values team input in decision-making.
- 4. Pacesetter**
Leads by example with high standards and expectations for performance.
- 5. Coercive**
Uses authority to drive compliance and ensure immediate results.
- 6. Coaching**
Develops individuals by helping them grow and achieve their goals.

What to Look At in Your Results

As you review your leadership style profile, focus on the overall pattern rather than individual numbers.

- Which styles are most dominant in your profile?
- Which style appears least visible?
- Where is the largest difference between how you see yourself and how others see you?
- Do peers, direct reports, and managers experience you in a similar way?

Notice the patterns first before deciding what they mean.

Your Leadership Style Results

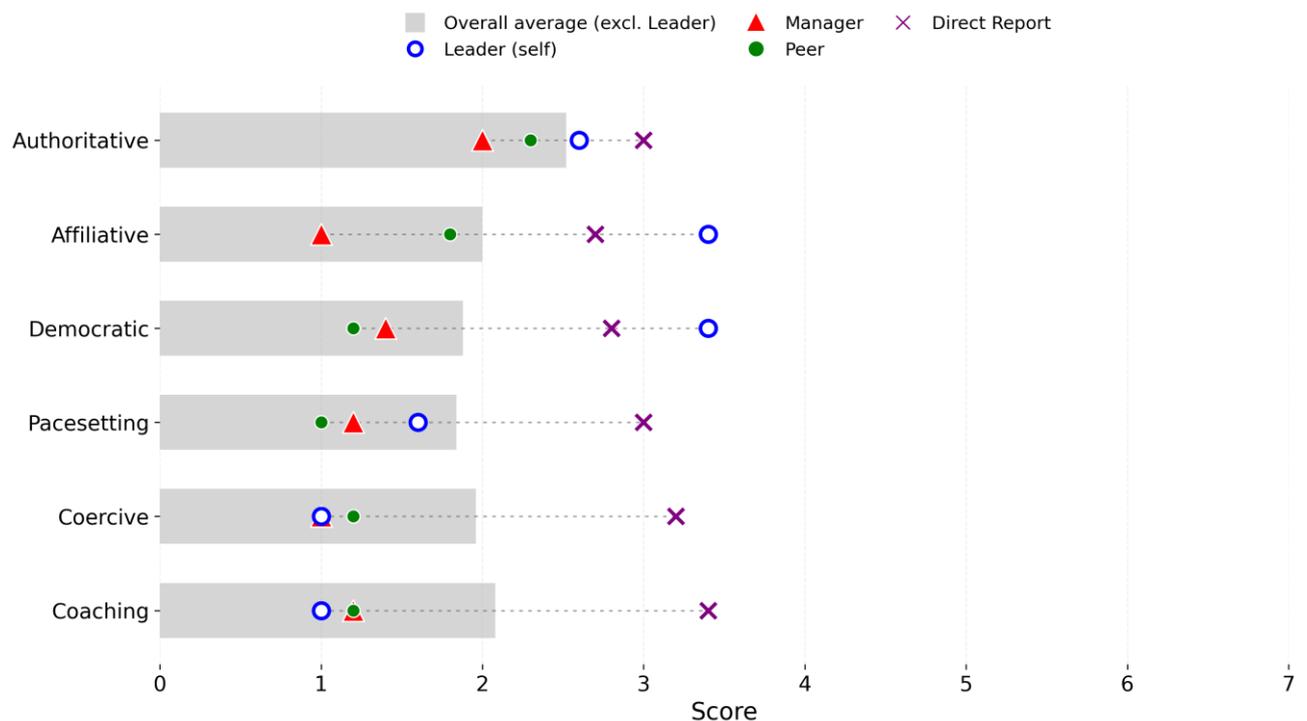


Figure 1: Your Leadership styles

Discretionary Leadership

Discretionary leadership reflects how you choose to invest your time, attention, and authority.

Leadership impact is shaped not only by how you lead, but where you focus your energy.

This section compares:

- How you believe you allocate your leadership time
- How others experience your level of involvement and focus

The comparison highlights whether your perceived priorities align with how your role is experienced by those around you.

The aim is not to judge activity, but to understand whether your leadership effort is positioned at the right level.

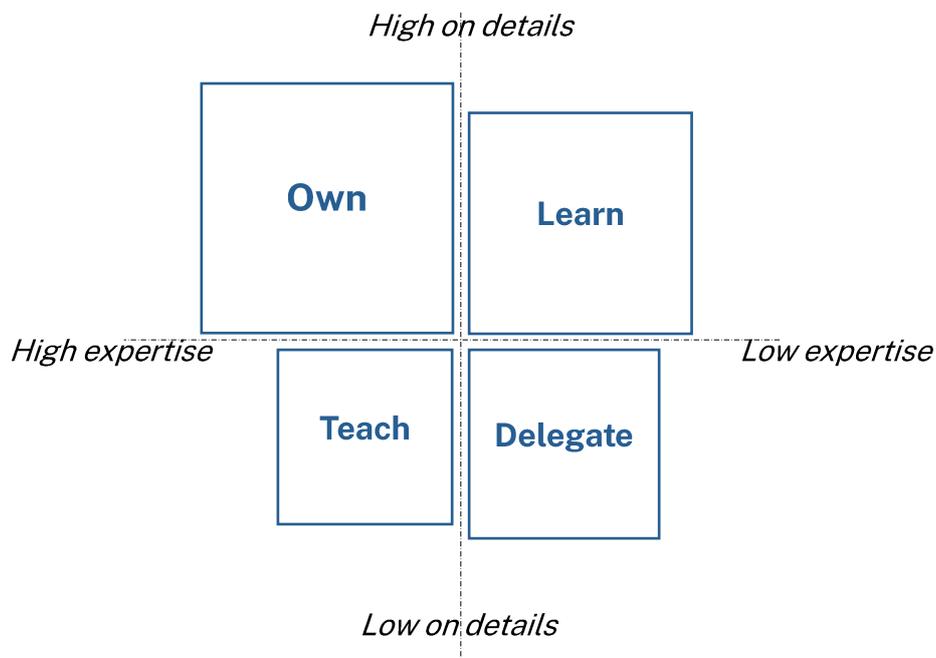


Figure 2: Generic Discretionary Leadership Matrix

The Four Focus Areas

- 1. Own**
Where you are directly involved in execution or operational tasks.
- 2. Teach**
Where you actively lead, guide, and provide direction based on your expertise.
- 3. Learn**
Where you step back to listen, observe, and strengthen your understanding.

4. Delegate

Where responsibility is entrusted to others to operate independently.

What to Look At in Your Results

As you review your discretionary leadership profile, focus on where your time and authority appear most concentrated.

- Where do you believe most of your leadership effort is invested?
- Do others experience your level of involvement in the same way?
- Is your focus balanced across direction, learning, delegation, and execution?
- Does your current allocation of attention reflect the level of leadership your role requires?

Notice the overall pattern before interpreting individual percentages.

These observations will support the development of your leadership roadmap later in the report.

Your Discretionary Leadership Results

■ Leader (self)
 ■ Manager
 ■ Team average (Peers + Direct Reports)

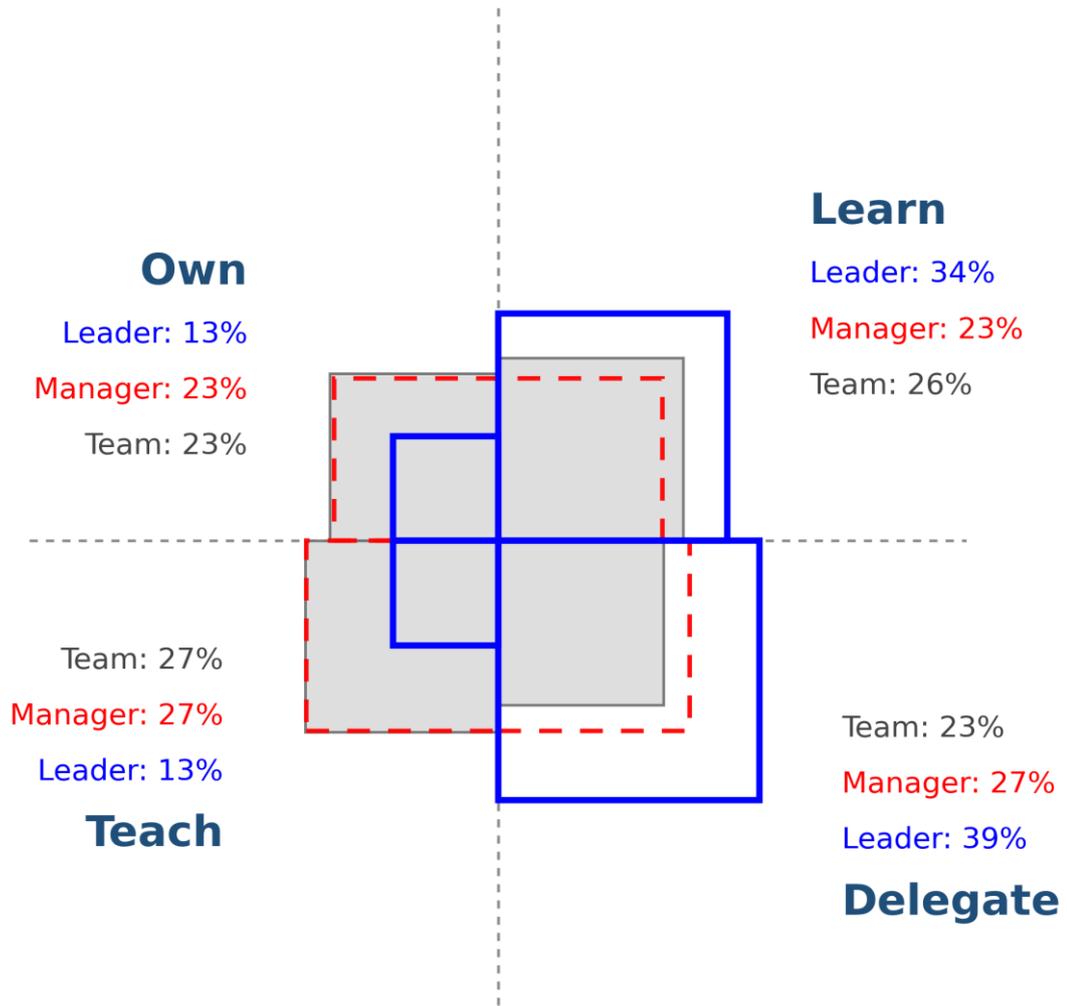


Figure 3: Your Discretionary Leadership Results

TIC Leadership Model

The TIC model provides a structured lens to understand your leadership impact across three interconnected dimensions: **Team, Individual, and Culture**.

Effective leadership requires balance across all three.
Overemphasis in one area can weaken the others.

This section compares how you see your leadership impact across these dimensions and how others experience it.

Team

Leadership at the team level focuses on cohesion, clarity, and collaboration. It reflects how effectively you align people, manage dynamics, and create a shared sense of purpose.

Individual

Leadership at the individual level reflects how you support, challenge, and adapt to different people. It captures how well you enable growth, accountability, and performance at a personal level.

Culture

Leadership at the cultural level reflects how you shape values, standards, and behavioural norms. It shows how your leadership aligns the team with organisational direction and broader expectations.

The three dimensions are interdependent.
An imbalance in one can affect the others.

For example:

- A leader may build strong team cohesion but overlook individual development.
- A leader may support individuals well but struggle to align the team collectively.
- A leader may protect the team effectively but lose connection with wider organisational priorities.

What to Look At in Your Results

As you review your profile, consider:

- Which dimension appears strongest in your leadership?
- Which dimension is least visible?
- Do others experience your balance in the same way you do?
- Is your leadership impact evenly distributed, or concentrated in one area?

Notice the overall balance before interpreting individual scores.

These insights will contribute to your leadership roadmap later in the report.

Your TIC Profile

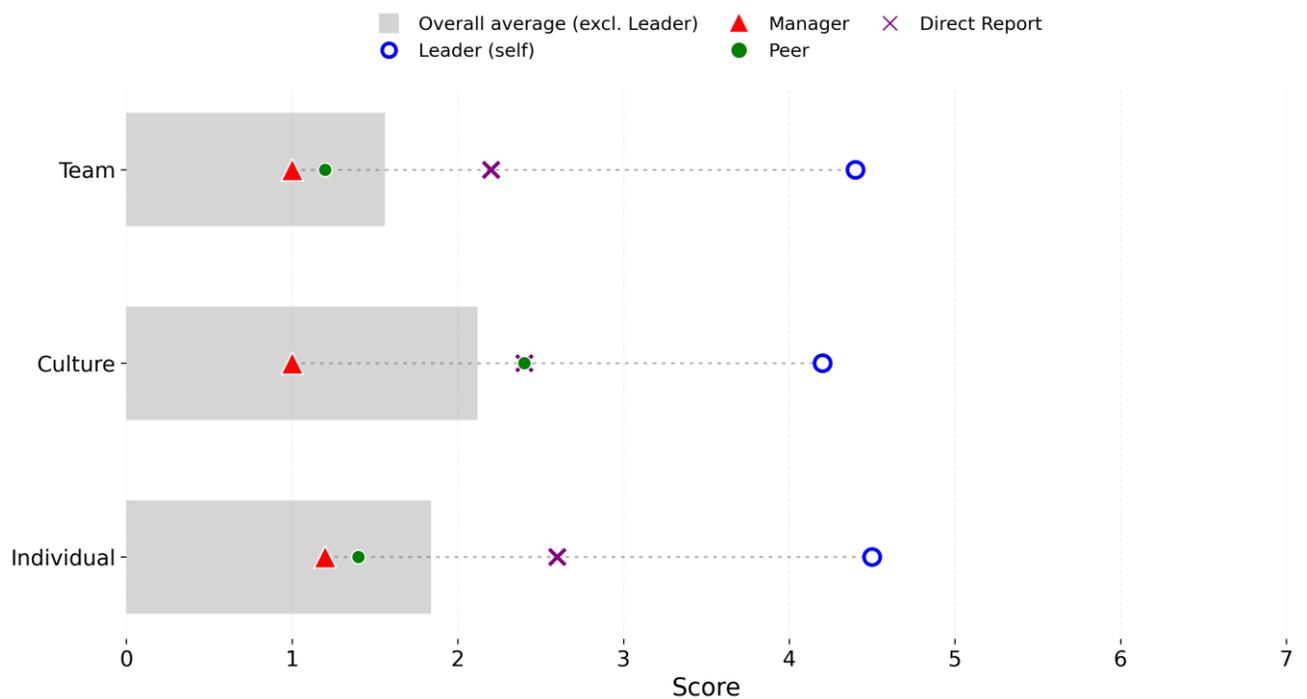


Figure 4: Your TIC Model Profile

The Leader's Role in Shaping Culture

Building on the Culture dimension of the TIC model, this section explores how your leadership influences organisational culture through the 4C framework: **Compete, Connect, Control, and Create.**

Every leader reinforces certain cultural patterns through the behaviours they prioritise. This section highlights which cultural dynamics are most visible in your leadership and how others experience them.

1. **Compete**

Leaders inclined toward Compete emphasise performance, targets, and measurable results.

They create urgency, accountability, and a strong focus on achievement.

2. **Connect**

Leaders inclined toward Connect prioritise trust, collaboration, and shared purpose.

They strengthen relationships and encourage open communication.

3. **Control**

Leaders inclined toward Control provide structure, clarity, and consistency.

They reinforce standards, defined processes, and operational reliability.

4. **Create**

Leaders inclined toward Create encourage innovation, adaptability, and new thinking.

They promote experimentation and forward-looking ideas.

These dimensions are not mutually exclusive.

Effective leadership requires awareness of which cultural signals are strongest – and which may be less visible.

What to Look At in Your Results

As you review your cultural profile, consider:

- Which cultural dimension appears most dominant in your leadership?
- Which dimension is least reinforced?
- Do others experience your cultural influence in the same way you do?
- Does your cultural emphasis align with the needs of your organisation?

Notice the overall pattern before drawing conclusions.

These insights will inform your leadership roadmap later in the report.

Your Culture Results

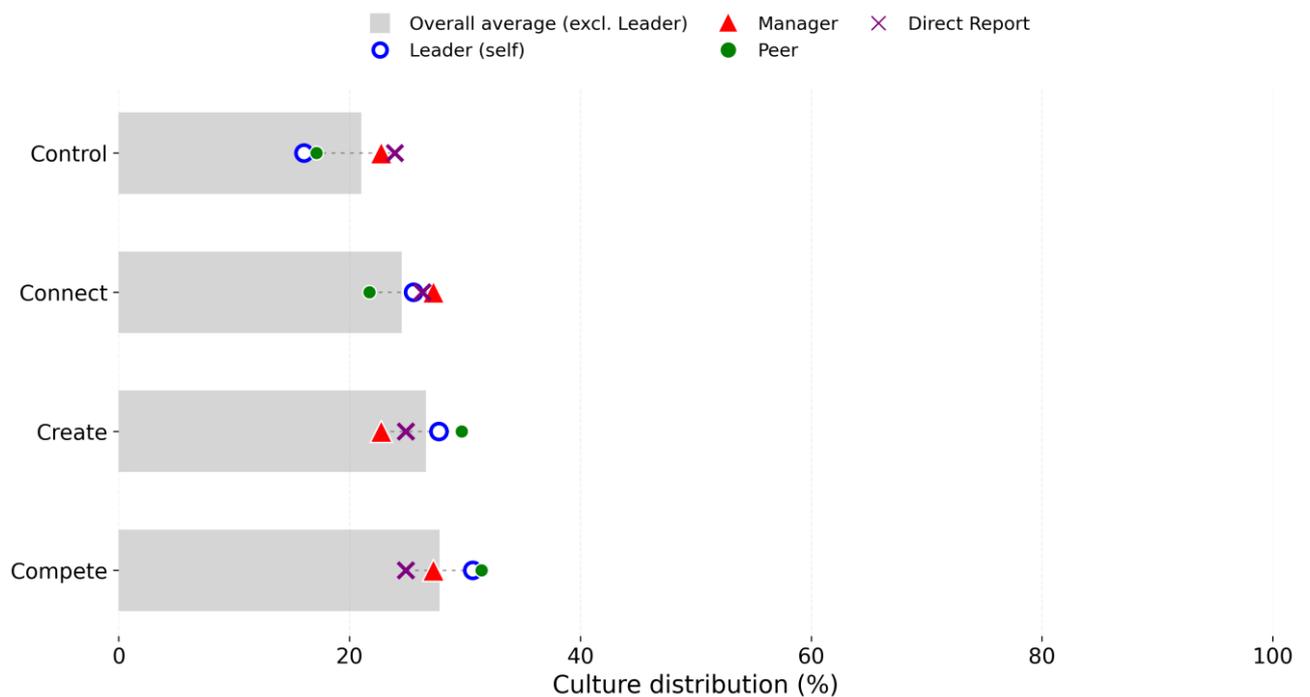


Figure 5: Your Culture styles

Leadership in the Era of AI

AI is increasingly shaping how organisations operate, make decisions, and design strategy. Regardless of sector, leaders are now expected to combine technological awareness with strong human judgment.

This section focuses on four core leadership capabilities that support effective performance in fast-moving, data-informed environments: **Attention, Social Cognition, Decision-Making, and Creativity.**

It compares how you assess these capabilities in your leadership and how others experience them.

1. Attention

The ability to prioritise what matters most while staying aware of the wider organisational context.

It reflects focus, clarity of direction, and disciplined use of time.

2. Social Cognition

The ability to understand relationships, emotions, and group dynamics.

It reflects how effectively you build trust, read situations, and respond to people.

3. Decision-Making

The ability to evaluate information critically and make balanced, timely decisions.

In AI-informed environments, this includes integrating data insights with sound human judgment.

4. Creativity

The ability to think innovatively and approach challenges with curiosity.

It reflects openness to new ideas and adaptability in changing conditions.

What to Look At in Your Results

As you review your profile, consider:

- Which capability appears strongest in your leadership?
- Which capability is less visible?
- Do others experience these capabilities in the same way you do?
- Are these strengths aligned with the current demands of your role?

Focus on overall patterns rather than individual scores.

These observations will contribute to your leadership roadmap later in the report.

Your Leadership in the Era of AI Results

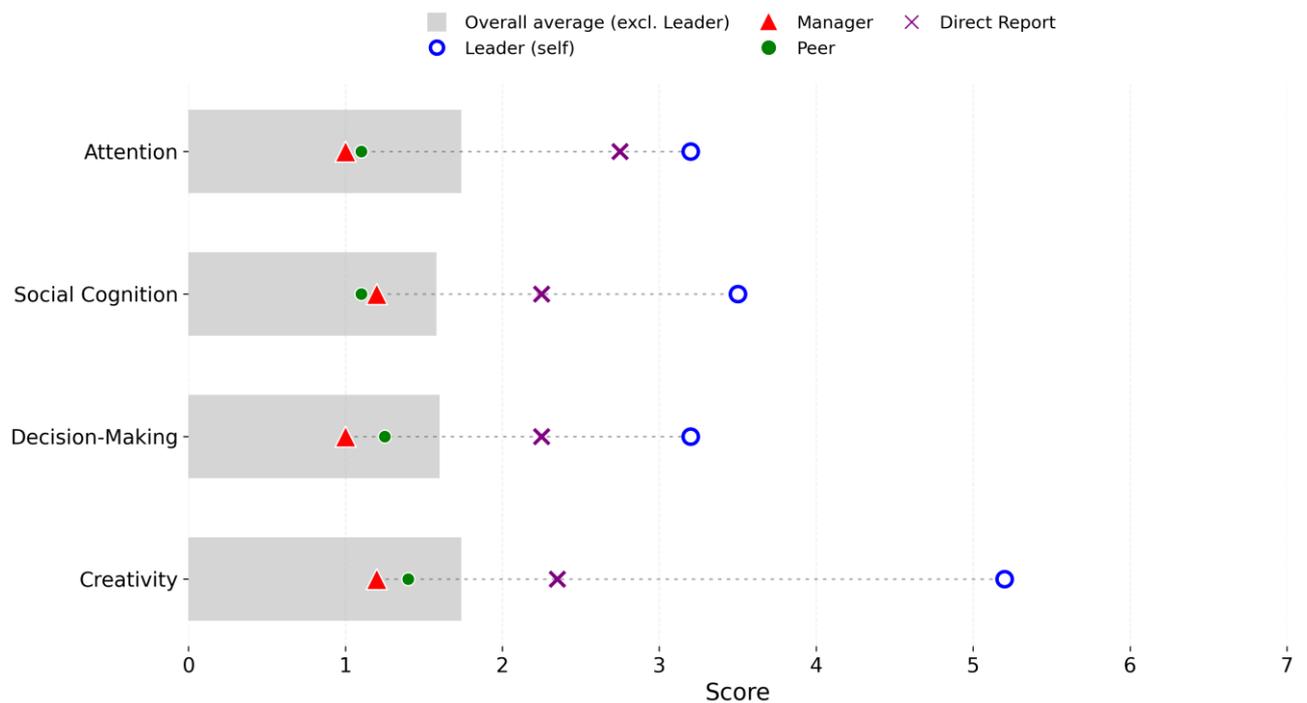


Figure 6: Your Skills in the Era of AI

Leadership Behaviours

Leadership is experienced through observable behaviours. These behaviours influence trust, performance, and alignment within your team.

The Synthosys 360° Leadership Assessment evaluates these behaviours through feedback from peers, direct reports, and managers. Results highlight both alignment and variation in how your leadership is experienced.

Standard Deviation (SD) is used to measure the level of agreement among respondents.

- **SD in the Chart:** SD is represented by the black horizontal line on each bar. A larger SD indicates greater variation in responses, meaning your behaviour may be experienced differently across groups. A smaller SD indicates stronger alignment and consistent perception.
- **Single Respondents:** When only one respondent provides feedback within a category, SD is not calculated, as variation cannot be measured.

What to Look At in Your Results

Leadership behaviours are experienced, not intended.

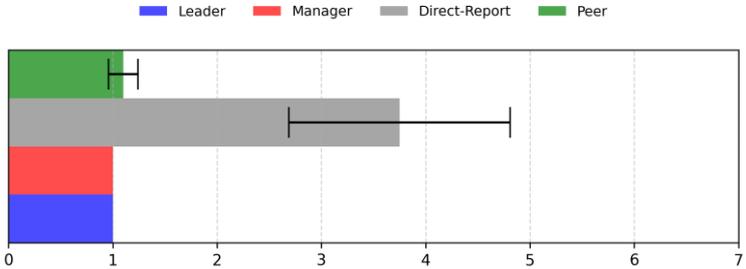
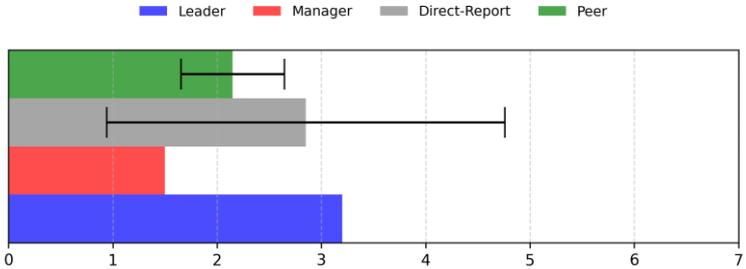
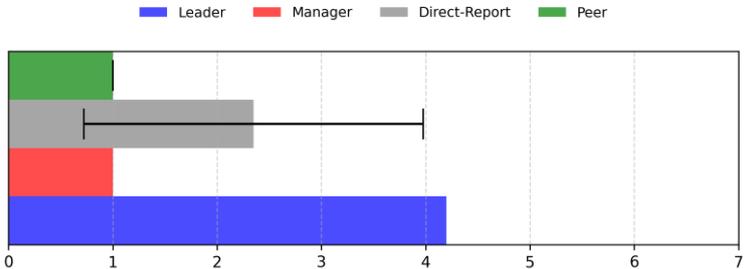
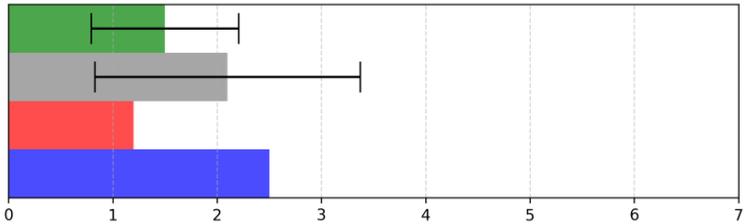
As you review your profile, reflect on:

- Where are your behaviours consistently experienced as you expect?
- Where might variation suggest mixed signals or situational shifts in your leadership?
- If others experience you differently than you intend, what might be driving that gap?
- Which behaviours strengthen trust and clarity — and which may unintentionally create friction?

Rather than focusing only on scores, consider the story your behavioural pattern tells about how you lead.

These insights will form the foundation of your leadership roadmap later in the report.

Your Leadership Behaviours

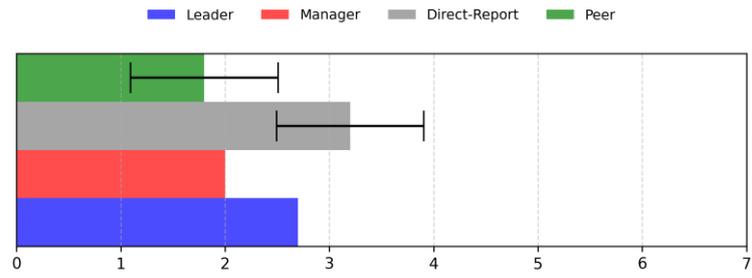
Behaviours	Results										
<p>Accountability Demonstrates ownership by taking responsibility for critical decisions, outcomes, and tasks. Ensures that key objectives are met effectively and consistently steps in to address challenges directly.</p>	 <p>Legend: Leader (Blue), Manager (Red), Direct-Report (Grey), Peer (Green)</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>1.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.8</td> </tr> <tr> <td>Peer</td> <td>1.1</td> </tr> </tbody> </table>	Category	Score	Leader	1.0	Manager	1.0	Direct-Report	3.8	Peer	1.1
Category	Score										
Leader	1.0										
Manager	1.0										
Direct-Report	3.8										
Peer	1.1										
<p>Alignment Ensures team efforts align with organisational values and vision. Bridges cultural gaps within the team and creates a shared purpose to drive unified goals.</p>	 <p>Legend: Leader (Blue), Manager (Red), Direct-Report (Grey), Peer (Green)</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>3.2</td> </tr> <tr> <td>Manager</td> <td>1.5</td> </tr> <tr> <td>Direct-Report</td> <td>2.9</td> </tr> <tr> <td>Peer</td> <td>2.2</td> </tr> </tbody> </table>	Category	Score	Leader	3.2	Manager	1.5	Direct-Report	2.9	Peer	2.2
Category	Score										
Leader	3.2										
Manager	1.5										
Direct-Report	2.9										
Peer	2.2										
<p>Collaboration Builds trust and fosters teamwork by encouraging input, facilitating dialogue, and involving others in decision-making. Promotes cross-functional connections and manages team dynamics effectively.</p>	 <p>Legend: Leader (Blue), Manager (Red), Direct-Report (Grey), Peer (Green)</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>4.2</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>2.3</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Category	Score	Leader	4.2	Manager	1.0	Direct-Report	2.3	Peer	1.0
Category	Score										
Leader	4.2										
Manager	1.0										
Direct-Report	2.3										
Peer	1.0										
<p>Critical Thinking Makes well-informed decisions by analysing relevant data, balancing risks, and evaluating outcomes to ensure sound judgment in complex situations.</p>	 <p>Legend: Leader (Blue), Manager (Red), Direct-Report (Grey), Peer (Green)</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>2.5</td> </tr> <tr> <td>Manager</td> <td>1.2</td> </tr> <tr> <td>Direct-Report</td> <td>2.1</td> </tr> <tr> <td>Peer</td> <td>1.5</td> </tr> </tbody> </table>	Category	Score	Leader	2.5	Manager	1.2	Direct-Report	2.1	Peer	1.5
Category	Score										
Leader	2.5										
Manager	1.2										
Direct-Report	2.1										
Peer	1.5										

<p>Decisiveness Acts with confidence and clarity under pressure, making timely decisions to achieve immediate results while maintaining focus on long-term goals.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>1.5</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.0</td> </tr> <tr> <td>Peer</td> <td>1.8</td> </tr> </tbody> </table>	Role	Score	Leader	1.5	Manager	1.0	Direct-Report	3.0	Peer	1.8
Role	Score										
Leader	1.5										
Manager	1.0										
Direct-Report	3.0										
Peer	1.8										
<p>Empathy Builds emotional bonds by understanding and addressing individual needs. Listens actively, fosters trust, and creates harmony within the team to ensure well-being and inclusivity.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>4.2</td> </tr> <tr> <td>Manager</td> <td>1.2</td> </tr> <tr> <td>Direct-Report</td> <td>3.1</td> </tr> <tr> <td>Peer</td> <td>1.8</td> </tr> </tbody> </table>	Role	Score	Leader	4.2	Manager	1.2	Direct-Report	3.1	Peer	1.8
Role	Score										
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Direct-Report	3.1										
Peer	1.8										
<p>Empowerment Delegates tasks effectively, provides autonomy, and trusts team members to deliver results. Encourages ownership and supports others in realising their potential.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>2.2</td> </tr> <tr> <td>Manager</td> <td>1.2</td> </tr> <tr> <td>Direct-Report</td> <td>3.0</td> </tr> <tr> <td>Peer</td> <td>1.4</td> </tr> </tbody> </table>	Role	Score	Leader	2.2	Manager	1.2	Direct-Report	3.0	Peer	1.4
Role	Score										
Leader	2.2										
Manager	1.2										
Direct-Report	3.0										
Peer	1.4										
<p>Focus Prioritises tasks by filtering distractions and maintaining clarity on what is most critical to achieving goals and objectives.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>2.8</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>2.2</td> </tr> <tr> <td>Peer</td> <td>1.8</td> </tr> </tbody> </table>	Role	Score	Leader	2.8	Manager	1.0	Direct-Report	2.2	Peer	1.8
Role	Score										
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Manager	1.0										
Direct-Report	2.2										
Peer	1.8										
<p>Growth Mindset Continuously seeks learning and development opportunities. Approaches challenges with curiosity, flexibility, and openness to new solutions.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>3.8</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>2.8</td> </tr> <tr> <td>Peer</td> <td>1.6</td> </tr> </tbody> </table>	Role	Score	Leader	3.8	Manager	1.0	Direct-Report	2.8	Peer	1.6
Role	Score										
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Holistic Thinking
Balances attention to detail with an understanding of the broader organisational context, ensuring a comprehensive approach to decision-making and problem-solving.



Inspiration
Motivates others by setting a compelling vision and driving progress toward long-term goals. Encourages belief in a shared purpose and collective success.



Psychological Safety
Creates an inclusive environment where team members feel valued, respected, and safe to express their thoughts, take risks, and contribute fully.



Recognition
Acknowledges and celebrates individual contributions, fostering confidence and motivation within the team.



Results Orientation
Focuses on achieving measurable outcomes by balancing high performance with adaptability to evolving market and organisational needs.



<p>Role Model Leads by example through personal integrity, accountability, and high standards. Inspires others by consistently embodying the behaviours expected of the team.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score (approx.)</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>1.0</td> </tr> <tr> <td>Manager</td> <td>1.2</td> </tr> <tr> <td>Direct-Report</td> <td>2.8</td> </tr> <tr> <td>Peer</td> <td>3.0</td> </tr> </tbody> </table>	Category	Score (approx.)	Leader	1.0	Manager	1.2	Direct-Report	2.8	Peer	3.0
Category	Score (approx.)										
Leader	1.0										
Manager	1.2										
Direct-Report	2.8										
Peer	3.0										
<p>Self-Awareness Reflects on personal strengths and challenges, seeking feedback to grow and improve leadership effectiveness.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score (approx.)</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>1.8</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>2.0</td> </tr> <tr> <td>Peer</td> <td>2.8</td> </tr> </tbody> </table>	Category	Score (approx.)	Leader	1.8	Manager	1.0	Direct-Report	2.0	Peer	2.8
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Manager	1.0										
Direct-Report	2.0										
Peer	2.8										
<p>Structure Maintains order and stability through clear expectations and systematic approaches, ensuring accountability and consistency in achieving objectives.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score (approx.)</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>1.8</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>2.8</td> </tr> <tr> <td>Peer</td> <td>1.4</td> </tr> </tbody> </table>	Category	Score (approx.)	Leader	1.8	Manager	1.0	Direct-Report	2.8	Peer	1.4
Category	Score (approx.)										
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Manager	1.0										
Direct-Report	2.8										
Peer	1.4										
<p>Support Invests in the development of others through mentorship, personalised feedback, and guidance. Encourages long-term growth and skill-building for team members.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score (approx.)</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>1.5</td> </tr> <tr> <td>Manager</td> <td>1.5</td> </tr> <tr> <td>Direct-Report</td> <td>3.8</td> </tr> <tr> <td>Peer</td> <td>1.4</td> </tr> </tbody> </table>	Category	Score (approx.)	Leader	1.5	Manager	1.5	Direct-Report	3.8	Peer	1.4
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Peer	1.4										

Open feedback

Feedback from peers, direct reports, and managers provides qualitative insight into how your leadership is experienced beyond scores and charts.

Use the quadrant below to organise your reflection.

Strengths <ul style="list-style-type: none">○ What strengths are consistently recognised in your leadership?○ How do these strengths contribute to your impact??	Maintain <ul style="list-style-type: none">○ Which behaviours are creating positive outcomes and should be sustained?
Reduce <ul style="list-style-type: none">○ Are there behaviours that may be limiting your effectiveness or creating unintended impact?	Develop <ul style="list-style-type: none">○ What capabilities or behaviours could strengthen your leadership further?

Pay Attention To

1. Unexpected Insights:

Did any feedback surprise you or challenge your self-perception?

2. Alignment:

Where does feedback confirm your view of yourself, and where does it differ?

Take time to absorb the feedback before moving to action. Patterns matter more than isolated comments.

These reflections will support the development of your leadership roadmap in the next section.

Your Feedback

Strengths

(What are the leader's greatest strengths?)

- XXXXX

Maintain

(What should the leader continue doing to maintain their positive impact?)

- XXXXX

Reduce

(What could the leader stop doing or do less of?)

- XXXXX

Develop

(What additional skills or behaviours would you like to see the leader develop?)

- XXXXX

Leadership Growth: Reflection & Roadmap

This Leadership Growth Roadmap integrates insights from your Synthosys 360° Leadership Assessment into a structured path for development.

Built around the **ROGUE Reflection Framework**, it supports you in translating awareness into intentional growth.

You may apply ROGUE to your overall results or focus on specific sections for deeper reflection.

Reality	<ul style="list-style-type: none">○ What was your perception of your leadership before completing this assessment?○ How did you expect others to experience your behaviours and impact?
Outcome	<ul style="list-style-type: none">○ What themes stand out most in the feedback?○ Which insights confirm your expectations, and which challenge them?
Gap	<ul style="list-style-type: none">○ Where are the most significant differences between your perception and others' feedback?○ What might be contributing to these gaps?
Understand	<ul style="list-style-type: none">○ What do these gaps or patterns reveal about your leadership approach?○ How might these tendencies be shaping team performance or relationships?
Evaluate	<ul style="list-style-type: none">○ What specific actions will strengthen your leadership impact?○ How will you measure progress and sustain change?

This **Leadership Growth Roadmap** helps you turn assessment insights into clear, actionable goals, ensuring a structured and meaningful path toward leadership excellence.

- **Focus Area:**
Identify the specific dimension or behaviour you want to strengthen (e.g., Culture, Decision-Making, Delegation).
- **Action Plan:**
Define concrete steps you will take.
- **Desired Outcome:**
Clarify what improvement will look like in practice.
- **Measurement:**
Determine how you will track progress (e.g., follow-up feedback, behavioural indicators, performance results).
- **Timeline:**
Set a realistic timeframe for review and adjustment.

FOCUS AREA	ACTION PLAN	DESIRED OUTCOME	MEASUREMENT	TIMELINE
<i>E.g. Empathy</i>	<i>Intentionally pause and summarise team input before final decisions in meetings.</i>	<i>Team members feel heard and involved in decision-making.</i>	<i>Direct feedback from team and observation of engagement levels.</i>	<i>Review in 3 months.</i>
<i>E.g. Culture</i>	<i>Increase cross-team visibility by aligning quarterly objectives across functions.</i>	<i>Stronger alignment and reduced silo behaviour.</i>	<i>Cross-functional project outcomes and stakeholder feedback.</i>	<i>Within 6 months.</i>

Continuing Your Development

If you would like to deepen the impact of this assessment, Synthosys offers structured pathways designed to build resilient, high-performing leadership and culture.

1. Executive Coaching & Supervision

Individual or group-based reflective development grounded in the ROGUE framework. Designed to strengthen self-awareness, relational intelligence, and decision-making under pressure.

2. Team & Culture Development

Application of the 4C Assessment and TIC framework to build aligned, anti-fragile team dynamics and sustainable performance.

3. Targeted Leadership Programmes

Focused development experiences addressing contemporary leadership challenges — including inclusive leadership, women in leadership, mental fitness, and AI-era capability building.

For further information, please contact: info@synthosys.co.uk

Appendix: Statement Ratings and Insights

This appendix provides a detailed breakdown of the individual feedback statements from your Synthosys 360° Leadership Assessment, including bar charts for each item.

These charts allow you to explore specific patterns in how your leadership behaviours are experienced across respondent groups.

Standard Deviation (SD) is included to indicate the level of agreement among respondents.

- A larger SD suggests greater variation in how the statement is experienced.
- A smaller SD indicates stronger consistency in perception.

Where only one respondent provided feedback within a category, SD is not calculated, as variation cannot be measured.

Statement	Score															
Clearly communicates an inspiring vision for the future.	<p>A horizontal bar chart showing average scores and standard deviations for four respondent groups: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis represents the Average Score from 0 to 7. Error bars indicate the standard deviation for each group.</p> <table border="1"> <thead> <tr> <th>Respondent Group</th> <th>Average Score</th> <th>Standard Deviation (SD)</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>1.0</td> <td>0.0</td> </tr> <tr> <td>Manager</td> <td>3.0</td> <td>0.5</td> </tr> <tr> <td>Direct-Report</td> <td>4.0</td> <td>1.0</td> </tr> <tr> <td>Peer</td> <td>2.5</td> <td>0.8</td> </tr> </tbody> </table>	Respondent Group	Average Score	Standard Deviation (SD)	Leader	1.0	0.0	Manager	3.0	0.5	Direct-Report	4.0	1.0	Peer	2.5	0.8
Respondent Group	Average Score	Standard Deviation (SD)														
Leader	1.0	0.0														
Manager	3.0	0.5														
Direct-Report	4.0	1.0														
Peer	2.5	0.8														
Provides direction that aligns tasks with the organisation's broader goals.	<p>A horizontal bar chart showing average scores and standard deviations for four respondent groups: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis represents the Average Score from 0 to 7. Error bars indicate the standard deviation for each group.</p> <table border="1"> <thead> <tr> <th>Respondent Group</th> <th>Average Score</th> <th>Standard Deviation (SD)</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>3.0</td> <td>0.5</td> </tr> <tr> <td>Manager</td> <td>2.0</td> <td>0.5</td> </tr> <tr> <td>Direct-Report</td> <td>2.5</td> <td>1.0</td> </tr> <tr> <td>Peer</td> <td>4.5</td> <td>1.5</td> </tr> </tbody> </table>	Respondent Group	Average Score	Standard Deviation (SD)	Leader	3.0	0.5	Manager	2.0	0.5	Direct-Report	2.5	1.0	Peer	4.5	1.5
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Manager	2.0	0.5														
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Peer	4.5	1.5														
Empowers team members by offering autonomy within defined expectations.	<p>A horizontal bar chart showing average scores and standard deviations for four respondent groups: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis represents the Average Score from 0 to 7. Error bars indicate the standard deviation for each group.</p> <table border="1"> <thead> <tr> <th>Respondent Group</th> <th>Average Score</th> <th>Standard Deviation (SD)</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>2.0</td> <td>0.5</td> </tr> <tr> <td>Manager</td> <td>2.0</td> <td>0.5</td> </tr> <tr> <td>Direct-Report</td> <td>3.0</td> <td>1.0</td> </tr> <tr> <td>Peer</td> <td>1.5</td> <td>0.8</td> </tr> </tbody> </table>	Respondent Group	Average Score	Standard Deviation (SD)	Leader	2.0	0.5	Manager	2.0	0.5	Direct-Report	3.0	1.0	Peer	1.5	0.8
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Consistently demonstrates confidence and optimism about the team's potential.



Motivates team members by clearly articulating how their work contributes to organisational success.



Actively fosters a culture of psychological safety where team members feel comfortable expressing concerns and sharing ideas without fear of judgment.



Balances emotional support with constructive feedback, ensuring both well-being and continuous professional development.



Builds deep emotional connections with team members, regularly checking in on their well-being and offering personalised support.

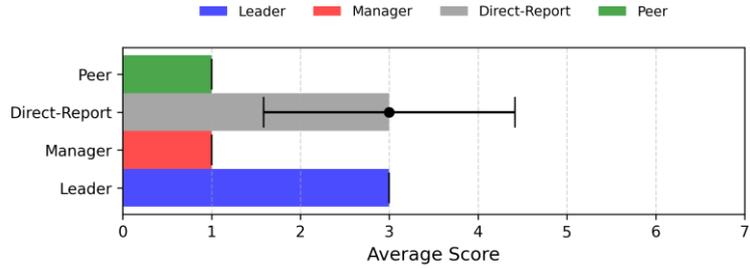


Encourages a positive, inclusive team culture by proactively addressing conflicts with empathy and emotional intelligence.

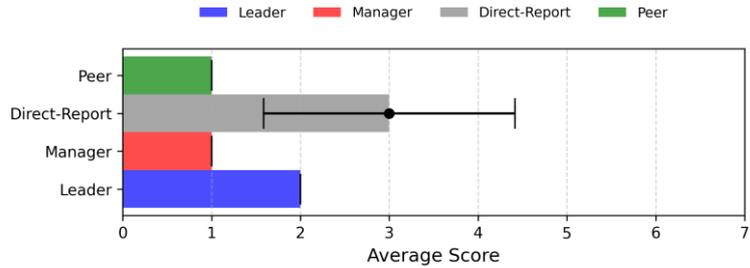


<p>Recognises and celebrates individual and team achievements, reinforcing a sense of belonging and shared success.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>4.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.0</td> </tr> <tr> <td>Peer</td> <td>1.5</td> </tr> </tbody> </table>	Role	Average Score	Leader	4.0	Manager	1.0	Direct-Report	3.0	Peer	1.5
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<p>Regularly seeks input from the team before making key decisions.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>3.0</td> </tr> <tr> <td>Manager</td> <td>2.0</td> </tr> <tr> <td>Direct-Report</td> <td>2.5</td> </tr> <tr> <td>Peer</td> <td>2.0</td> </tr> </tbody> </table>	Role	Average Score	Leader	3.0	Manager	2.0	Direct-Report	2.5	Peer	2.0
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<p>Creates an environment where team members feel their ideas are genuinely valued and considered.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>3.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>2.5</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Role	Average Score	Leader	3.0	Manager	1.0	Direct-Report	2.5	Peer	1.0
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<p>Facilitates open discussions that encourage collective decision-making.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>4.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.0</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Role	Average Score	Leader	4.0	Manager	1.0	Direct-Report	3.0	Peer	1.0
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<p>Actively listens to team members' opinions and demonstrates adaptability based on their input.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>4.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.0</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Role	Average Score	Leader	4.0	Manager	1.0	Direct-Report	3.0	Peer	1.0
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<p>Ensures team members have clarity on why decisions are made and how their contributions matter.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>3.0</td> </tr> <tr> <td>Manager</td> <td>2.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.0</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Role	Average Score	Leader	3.0	Manager	2.0	Direct-Report	3.0	Peer	1.0
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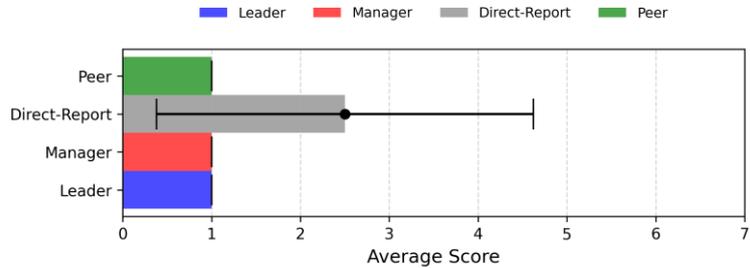
Consistently sets exceptionally high-performance standards and leads by example.



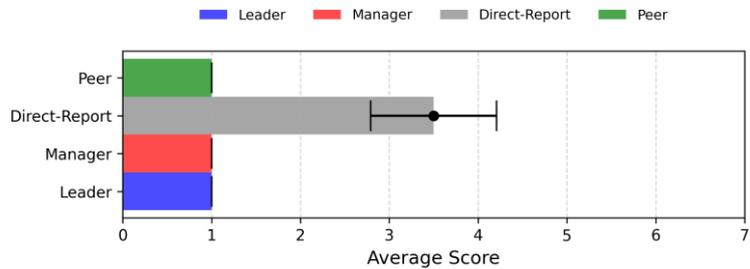
Focuses on execution and speed, often preferring to do things themselves rather than delegate especially if standards aren't met.



Moves quickly to address underperformance or inefficiencies to maintain quality and results.



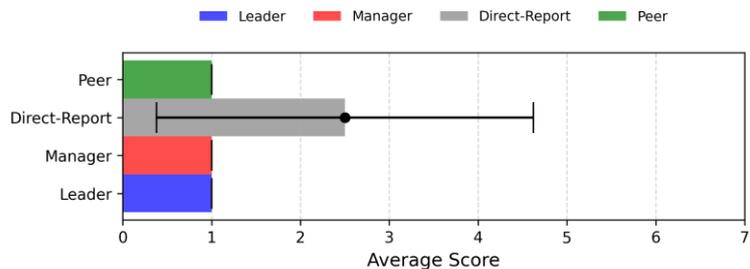
Has little patience for mistakes or slow progress.



Clearly communicates expectations for exceptional results, encouraging others to elevate their performance.



Gives clear, direct instructions to ensure tasks are completed immediately and accurately.



<p>Uses authority decisively in situations requiring swift action or crisis management.</p>	<table border="1"> <thead> <tr> <th>Perspective</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Peer</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.5</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Leader</td> <td>1.0</td> </tr> </tbody> </table>	Perspective	Average Score	Peer	1.0	Direct-Report	3.5	Manager	1.0	Leader	1.0
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<p>Holds team members strictly accountable to clearly communicated standards.</p>	<table border="1"> <thead> <tr> <th>Perspective</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Peer</td> <td>1.5</td> </tr> <tr> <td>Direct-Report</td> <td>3.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Leader</td> <td>1.0</td> </tr> </tbody> </table>	Perspective	Average Score	Peer	1.5	Direct-Report	3.0	Manager	1.0	Leader	1.0
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<p>Takes decisive control in high-pressure situations to ensure immediate action and compliance.</p>	<table border="1"> <thead> <tr> <th>Perspective</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Peer</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>4.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Leader</td> <td>1.0</td> </tr> </tbody> </table>	Perspective	Average Score	Peer	1.0	Direct-Report	4.0	Manager	1.0	Leader	1.0
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<p>Provides direct and corrective feedback to address performance issues without delay.</p>	<table border="1"> <thead> <tr> <th>Perspective</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Peer</td> <td>1.5</td> </tr> <tr> <td>Direct-Report</td> <td>3.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Leader</td> <td>1.0</td> </tr> </tbody> </table>	Perspective	Average Score	Peer	1.5	Direct-Report	3.0	Manager	1.0	Leader	1.0
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<p>Regularly supports team members in identifying their strengths and development opportunities.</p>	<table border="1"> <thead> <tr> <th>Perspective</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Peer</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Leader</td> <td>1.0</td> </tr> </tbody> </table>	Perspective	Average Score	Peer	1.0	Direct-Report	3.0	Manager	1.0	Leader	1.0
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<p>Offers personalised feedback and clear guidance tailored to individual growth.</p>	<table border="1"> <thead> <tr> <th>Perspective</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Peer</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.5</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Leader</td> <td>1.0</td> </tr> </tbody> </table>	Perspective	Average Score	Peer	1.0	Direct-Report	3.5	Manager	1.0	Leader	1.0
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<p>Encourages reflection and self-assessment to foster continuous learning within the team.</p>	<p>A horizontal bar chart with four categories: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis is labeled 'Average Score' and ranges from 0 to 7. The bars are stacked vertically from bottom to top: Leader (score 1), Manager (score 1), Direct-Report (score 3), and Peer (score 2). A black dot is placed at the end of the Peer bar (score 2), and a horizontal line with vertical end-caps extends from the dot to the right, ending at approximately 3.5.</p>
<p>Invests time in mentoring team members, actively helping them achieve professional goals.</p>	<p>A horizontal bar chart with four categories: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis is labeled 'Average Score' and ranges from 0 to 7. The bars are stacked vertically from bottom to top: Leader (score 1), Manager (score 2), Direct-Report (score 5), and Peer (score 1). A black dot is placed at the end of the Direct-Report bar (score 5), and a horizontal line with vertical end-caps extends from the dot to the right, ending at approximately 7.</p>
<p>Demonstrates patience and persistence when supporting individuals through developmental challenges.</p>	<p>A horizontal bar chart with four categories: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis is labeled 'Average Score' and ranges from 0 to 7. The bars are stacked vertically from bottom to top: Leader (score 1), Manager (score 1), Direct-Report (score 2.5), and Peer (score 1). A black dot is placed at the end of the Direct-Report bar (score 2.5), and a horizontal line with vertical end-caps extends from the dot to the right, ending at approximately 3.5.</p>
<p>Actively takes responsibility for ensuring critical tasks are completed to a high standard.</p>	<p>A horizontal bar chart with four categories: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis is labeled 'Average Score' and ranges from 0 to 7. The bars are stacked vertically from bottom to top: Leader (score 1), Manager (score 1), Direct-Report (score 5), and Peer (score 1). A black dot is placed at the end of the Direct-Report bar (score 5), and a horizontal line with vertical end-caps extends from the dot to the right, ending at approximately 7.</p>
<p>Sets clear personal examples of accountability, directly handling challenging issues.</p>	<p>A horizontal bar chart with four categories: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis is labeled 'Average Score' and ranges from 0 to 7. The bars are stacked vertically from bottom to top: Leader (score 1), Manager (score 1), Direct-Report (score 2.5), and Peer (score 1). A black dot is placed at the end of the Direct-Report bar (score 2.5), and a horizontal line with vertical end-caps extends from the dot to the right, ending at approximately 3.5.</p>
<p>Demonstrates ownership by consistently delivering on promises and commitments.</p>	<p>A horizontal bar chart with four categories: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis is labeled 'Average Score' and ranges from 0 to 7. The bars are stacked vertically from bottom to top: Leader (score 1), Manager (score 1), Direct-Report (score 4.5), and Peer (score 1). A black dot is placed at the end of the Direct-Report bar (score 4.5), and a horizontal line with vertical end-caps extends from the dot to the right, ending at approximately 5.5.</p>

<p>Maintains high attention to detail and quality when personally involved in tasks.</p>	<p>A horizontal bar chart with four categories: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis is labeled 'Average Score' and ranges from 0 to 7. The bars show scores of approximately 1.0 for Leader, 1.0 for Manager, 2.0 for Direct-Report, and 1.0 for Peer.</p> <table border="1"> <thead> <tr> <th>Source</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>1.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>2.0</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Source	Average Score	Leader	1.0	Manager	1.0	Direct-Report	2.0	Peer	1.0
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<p>Regularly dedicates time to coaching team members, enhancing their skills and capabilities.</p>	<p>A horizontal bar chart with four categories: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis is labeled 'Average Score' and ranges from 0 to 7. The bars show scores of approximately 1.0 for Leader, 1.0 for Manager, 4.0 for Direct-Report, and 1.0 for Peer. Error bars are present for the Direct-Report and Peer categories.</p> <table border="1"> <thead> <tr> <th>Source</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>1.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>4.0</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Source	Average Score	Leader	1.0	Manager	1.0	Direct-Report	4.0	Peer	1.0
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<p>Provides personalised feedback and guidance to support the professional growth of others.</p>	<p>A horizontal bar chart with four categories: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis is labeled 'Average Score' and ranges from 0 to 7. The bars show scores of approximately 1.0 for Leader, 1.0 for Manager, 2.5 for Direct-Report, and 1.5 for Peer. Error bars are present for the Direct-Report and Peer categories.</p> <table border="1"> <thead> <tr> <th>Source</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>1.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>2.5</td> </tr> <tr> <td>Peer</td> <td>1.5</td> </tr> </tbody> </table>	Source	Average Score	Leader	1.0	Manager	1.0	Direct-Report	2.5	Peer	1.5
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<p>Identifies and proactively creates growth opportunities tailored to individual team members.</p>	<p>A horizontal bar chart with four categories: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis is labeled 'Average Score' and ranges from 0 to 7. The bars show scores of approximately 1.0 for Leader, 2.0 for Manager, 3.5 for Direct-Report, and 2.5 for Peer. Error bars are present for the Direct-Report and Peer categories.</p> <table border="1"> <thead> <tr> <th>Source</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>1.0</td> </tr> <tr> <td>Manager</td> <td>2.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.5</td> </tr> <tr> <td>Peer</td> <td>2.5</td> </tr> </tbody> </table>	Source	Average Score	Leader	1.0	Manager	2.0	Direct-Report	3.5	Peer	2.5
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<p>Actively shares expertise and insights to strengthen the team's overall performance.</p>	<p>A horizontal bar chart with four categories: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis is labeled 'Average Score' and ranges from 0 to 7. The bars show scores of approximately 2.0 for Leader, 1.0 for Manager, 3.5 for Direct-Report, and 2.0 for Peer. Error bars are present for the Direct-Report and Peer categories.</p> <table border="1"> <thead> <tr> <th>Source</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>2.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.5</td> </tr> <tr> <td>Peer</td> <td>2.0</td> </tr> </tbody> </table>	Source	Average Score	Leader	2.0	Manager	1.0	Direct-Report	3.5	Peer	2.0
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<p>Consistently seeks feedback from diverse sources to refine leadership practices.</p>	<p>A horizontal bar chart with four categories: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis is labeled 'Average Score' and ranges from 0 to 7. The bars show scores of approximately 3.0 for Leader, 1.0 for Manager, 3.5 for Direct-Report, and 2.5 for Peer. Error bars are present for the Direct-Report and Peer categories.</p> <table border="1"> <thead> <tr> <th>Source</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>3.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.5</td> </tr> <tr> <td>Peer</td> <td>2.5</td> </tr> </tbody> </table>	Source	Average Score	Leader	3.0	Manager	1.0	Direct-Report	3.5	Peer	2.5
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<p>Openly demonstrates curiosity, continuously pursuing new ideas and approaches.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>5.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.0</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Category	Average Score	Leader	5.0	Manager	1.0	Direct-Report	3.0	Peer	1.0
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<p>Actively reflects on past experiences to identify lessons and enhance future outcomes.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>1.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>2.5</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Category	Average Score	Leader	1.0	Manager	1.0	Direct-Report	2.5	Peer	1.0
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<p>Adapts leadership style flexibly in response to new challenges and changing circumstances.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>3.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>4.5</td> </tr> <tr> <td>Peer</td> <td>1.5</td> </tr> </tbody> </table>	Category	Average Score	Leader	3.0	Manager	1.0	Direct-Report	4.5	Peer	1.5
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<p>Clearly communicates expectations and responsibilities when delegating tasks.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>3.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>2.5</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Category	Average Score	Leader	3.0	Manager	1.0	Direct-Report	2.5	Peer	1.0
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<p>Confidently steps back, trusting team members to take ownership and achieve results independently.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>3.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>4.0</td> </tr> <tr> <td>Peer</td> <td>1.5</td> </tr> </tbody> </table>	Category	Average Score	Leader	3.0	Manager	1.0	Direct-Report	4.0	Peer	1.5
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<p>Matches tasks thoughtfully with individual strengths, enabling effective autonomy.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>5.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>1.5</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Category	Average Score	Leader	5.0	Manager	1.0	Direct-Report	1.5	Peer	1.0
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<p>Provides supportive oversight without micromanaging, allowing the team freedom to execute their tasks.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>3.0</td> </tr> <tr> <td>Manager</td> <td>2.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.5</td> </tr> <tr> <td>Peer</td> <td>2.0</td> </tr> </tbody> </table>	Role	Average Score	Leader	3.0	Manager	2.0	Direct-Report	3.5	Peer	2.0
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<p>Effectively maintains strategic focus, clearly prioritising actions aligned with organisational goals.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>3.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.5</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Role	Average Score	Leader	3.0	Manager	1.0	Direct-Report	3.5	Peer	1.0
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<p>Quickly recognises and filters out distractions to concentrate on key priorities.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>3.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>2.0</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Role	Average Score	Leader	3.0	Manager	1.0	Direct-Report	2.0	Peer	1.0
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<p>Consistently demonstrates awareness of how individual tasks contribute to the broader organisational vision.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>3.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>2.0</td> </tr> <tr> <td>Peer</td> <td>1.5</td> </tr> </tbody> </table>	Role	Average Score	Leader	3.0	Manager	1.0	Direct-Report	2.0	Peer	1.5
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<p>Balances immediate tasks and long-term objectives, without losing sight of either.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>4.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.5</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Role	Average Score	Leader	4.0	Manager	1.0	Direct-Report	3.5	Peer	1.0
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<p>Accurately recognises and effectively responds to the emotional and interpersonal needs of team members.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>3.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>1.5</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Role	Average Score	Leader	3.0	Manager	1.0	Direct-Report	1.5	Peer	1.0
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<p>Demonstrates awareness of underlying team dynamics and proactively manages tensions.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>4.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.0</td> </tr> <tr> <td>Peer</td> <td>1.5</td> </tr> </tbody> </table>	Category	Average Score	Leader	4.0	Manager	1.0	Direct-Report	3.0	Peer	1.5
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<p>Establishes strong relationships through empathy, active listening, and emotional intelligence.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>4.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>1.5</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Category	Average Score	Leader	4.0	Manager	1.0	Direct-Report	1.5	Peer	1.0
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<p>Creates an inclusive environment where individuals feel psychologically safe and valued.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>3.0</td> </tr> <tr> <td>Manager</td> <td>2.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.0</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Category	Average Score	Leader	3.0	Manager	2.0	Direct-Report	3.0	Peer	1.0
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<p>Effectively integrates data-driven insights with sound personal judgment in decision-making processes.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>4.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>1.5</td> </tr> <tr> <td>Peer</td> <td>1.5</td> </tr> </tbody> </table>	Category	Average Score	Leader	4.0	Manager	1.0	Direct-Report	1.5	Peer	1.5
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<p>Quickly evaluates complex information, identifying key factors critical to decision outcomes.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>3.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.0</td> </tr> <tr> <td>Peer</td> <td>1.5</td> </tr> </tbody> </table>	Category	Average Score	Leader	3.0	Manager	1.0	Direct-Report	3.0	Peer	1.5
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<p>Actively seeks diverse perspectives before making important decisions.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>3.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>1.5</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Category	Average Score	Leader	3.0	Manager	1.0	Direct-Report	1.5	Peer	1.0
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<p>Maintains clarity and decisiveness even under pressure or ambiguity.</p>	<p>A horizontal bar chart with four categories: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis is labeled 'Average Score' and ranges from 0 to 7. The y-axis lists the categories. The scores are: Leader (3.0), Manager (1.0), Direct-Report (3.0), and Peer (1.0). Error bars are present for the Direct-Report and Peer categories, extending from their respective scores to approximately 5.8 and 5.8 respectively.</p>
<p>Approaches challenges with curiosity, consistently exploring new and innovative solutions.</p>	<p>A horizontal bar chart with four categories: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis is labeled 'Average Score' and ranges from 0 to 7. The y-axis lists the categories. The scores are: Leader (4.0), Manager (1.0), Direct-Report (1.5), and Peer (1.5). Error bars are present for the Direct-Report and Peer categories, extending from their respective scores to approximately 2.2 and 2.2 respectively.</p>
<p>Encourages and actively promotes experimentation and creative problem-solving within the team.</p>	<p>A horizontal bar chart with four categories: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis is labeled 'Average Score' and ranges from 0 to 7. The y-axis lists the categories. The scores are: Leader (5.0), Manager (1.0), Direct-Report (3.0), and Peer (1.0). Error bars are present for the Direct-Report and Peer categories, extending from their respective scores to approximately 5.8 and 5.8 respectively.</p>
<p>Demonstrates flexibility in adapting strategies when faced with evolving circumstances or unexpected challenges.</p>	<p>A horizontal bar chart with four categories: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis is labeled 'Average Score' and ranges from 0 to 7. The y-axis lists the categories. The scores are: Leader (6.0), Manager (1.0), Direct-Report (2.0), and Peer (2.0). Error bars are present for the Direct-Report and Peer categories, extending from their respective scores to approximately 3.5 and 3.5 respectively.</p>
<p>Proactively seeks opportunities to foster a culture of innovation and continuous improvement.</p>	<p>A horizontal bar chart with four categories: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis is labeled 'Average Score' and ranges from 0 to 7. The y-axis lists the categories. The scores are: Leader (6.0), Manager (2.0), Direct-Report (3.0), and Peer (1.0). Error bars are present for the Direct-Report and Peer categories, extending from their respective scores to approximately 5.8 and 5.8 respectively.</p>
<p>Proactively addresses team conflicts or tensions to maintain harmony and effective collaboration.</p>	<p>A horizontal bar chart with four categories: Leader (blue), Manager (red), Direct-Report (grey), and Peer (green). The x-axis is labeled 'Average Score' and ranges from 0 to 7. The y-axis lists the categories. The scores are: Leader (4.0), Manager (1.0), Direct-Report (1.5), and Peer (1.0). Error bars are present for the Direct-Report and Peer categories, extending from their respective scores to approximately 2.2 and 2.2 respectively.</p>

<p>Successfully builds trust and cohesion within the team, promoting collective accountability</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>3.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.5</td> </tr> <tr> <td>Peer</td> <td>1.5</td> </tr> </tbody> </table>	Role	Average Score	Leader	3.0	Manager	1.0	Direct-Report	3.5	Peer	1.5
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<p>Understands and manages team dynamics to promote a healthy work environment.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>5.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>1.5</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Role	Average Score	Leader	5.0	Manager	1.0	Direct-Report	1.5	Peer	1.0
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<p>Aligns team efforts to foster shared purpose.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>5.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>3.5</td> </tr> <tr> <td>Peer</td> <td>1.5</td> </tr> </tbody> </table>	Role	Average Score	Leader	5.0	Manager	1.0	Direct-Report	3.5	Peer	1.5
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<p>Actively fosters an environment where team members openly share ideas and collaborate effectively</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>5.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>1.0</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Role	Average Score	Leader	5.0	Manager	1.0	Direct-Report	1.0	Peer	1.0
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<p>Tailors guidance and feedback to individual needs, enabling personalised development.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>5.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>4.0</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Role	Average Score	Leader	5.0	Manager	1.0	Direct-Report	4.0	Peer	1.0
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<p>Effectively balances support with constructive challenges to help individuals realise their potential.</p>	<table border="1"> <thead> <tr> <th>Role</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Leader</td> <td>5.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>1.0</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> </tbody> </table>	Role	Average Score	Leader	5.0	Manager	1.0	Direct-Report	1.0	Peer	1.0
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Actively recognises and celebrates individual contributions and achievements.



Provides opportunities and resources that empower each team member to grow professionally.



Clearly communicates organisational values, aligning team behaviours and decisions accordingly.



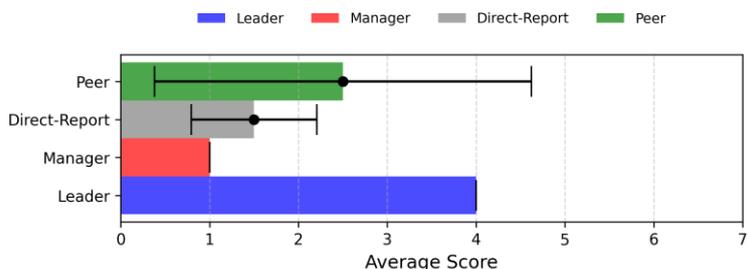
Consistently models organisational culture through personal actions and leadership practices.



Balances performance expectations with adaptability, effectively responding to organisational changes.



Encourages behaviours that strengthen connections across different teams and organisational units.



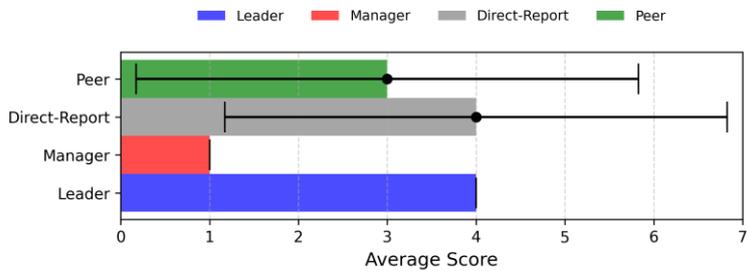
Naturally emphasises achieving ambitious goals and measurable outcomes.



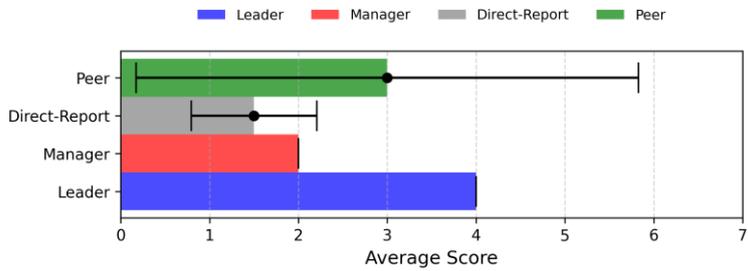
Frequently motivates the team by referencing external benchmarks and market success.



Demonstrates a clear preference for driving urgency, competitiveness, and high performance.



Regularly sets performance expectations designed to encourage continuous improvement and excellence.



Regularly encourages experimentation and embraces new ideas or approaches.



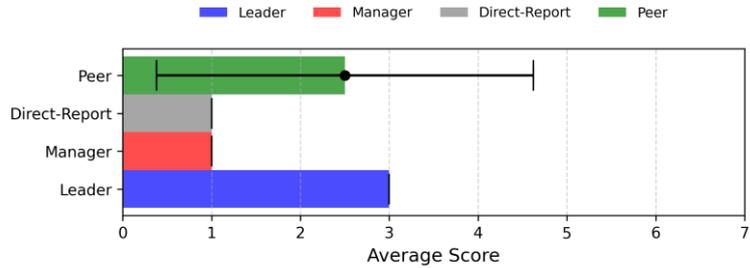
Naturally demonstrates openness to change and actively seeks innovation.



Often fosters curiosity by challenging conventional methods and thinking creatively.



Comfortably adapts strategies or plans in response to evolving situations or unexpected challenges.



Naturally fosters strong relationships built on trust and open communication.



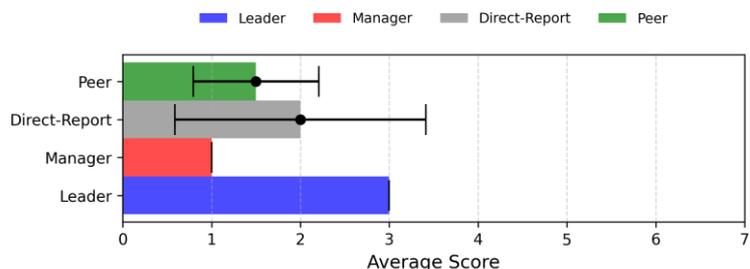
Consistently prioritises psychological safety and team cohesion.



Emphasises collaborative decision-making and encourages open dialogue.



Often invests personal effort into ensuring team members feel valued, included, and heard.



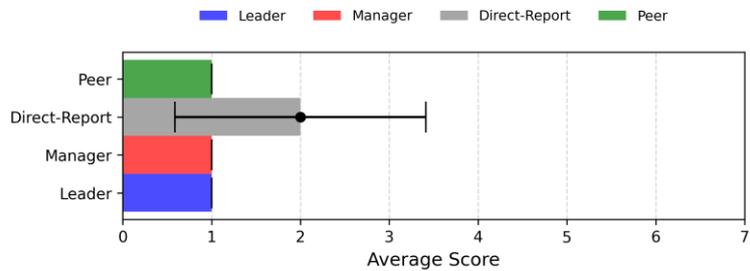
Typically prefers structured processes, clear roles, and well-defined expectations.



Naturally establishes and reinforces standards to maintain consistency and reliability.



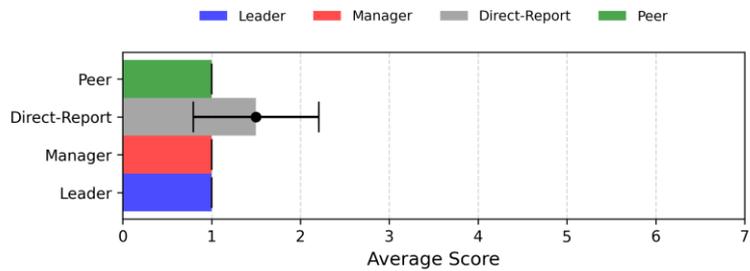
Regularly ensures clarity and accountability within team responsibilities and outcomes.



Demonstrates a strong preference for order, predictability, and clearly established routines.



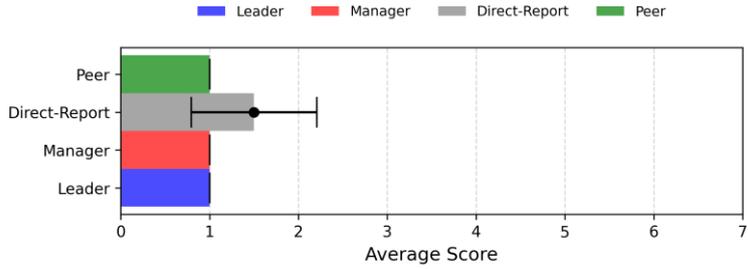
Makes well-informed decisions by analysing relevant data, balancing risks, and evaluating outcomes



Leads by example through personal integrity, accountability, and high standards.



Actively seeks feedback, coaching, or structured support to enhance interpersonal skills.



Actively ensures team members understand how their individual roles contribute to the broader organisational purpose



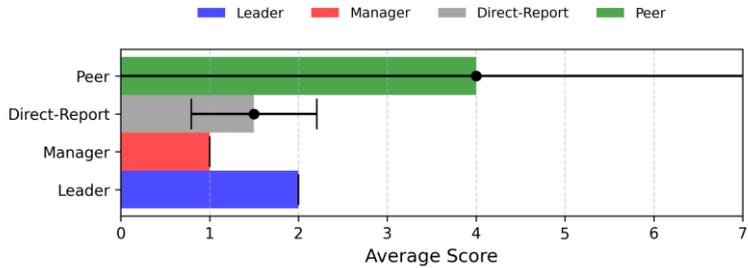
Confidently commits to decisions once made, clearly communicating them to ensure timely and effective implementation.



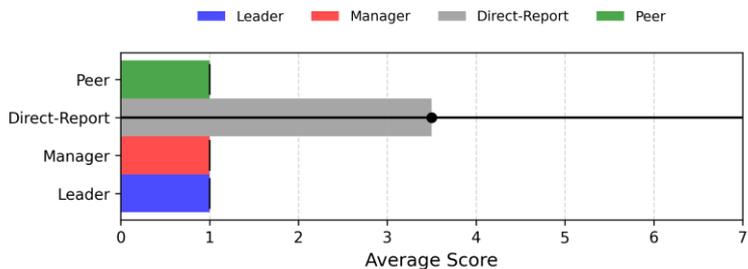
Actively encourages team members to make independent decisions, reinforcing confidence in their judgment and capabilities.



Maintains clarity of purpose, consistently aligning daily actions with key strategic priorities.



Regularly considers the broader organisational impact when making team-level decisions



<p>Effectively integrates insights from multiple perspectives to address complex organisational challenges.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Peer</td> <td>4.5</td> </tr> <tr> <td>Direct-Report</td> <td>1.5</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Leader</td> <td>1.0</td> </tr> </tbody> </table>	Category	Average Score	Peer	4.5	Direct-Report	1.5	Manager	1.0	Leader	1.0
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<p>Proactively evaluates potential long-term implications before implementing significant changes.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Direct-Report</td> <td>3.5</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Leader</td> <td>1.0</td> </tr> </tbody> </table>	Category	Average Score	Direct-Report	3.5	Peer	1.0	Manager	1.0	Leader	1.0
Category	Average Score										
Direct-Report	3.5										
Peer	1.0										
Manager	1.0										
Leader	1.0										
<p>Serves as an influential example, inspiring team members to embody organisational principles.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Direct-Report</td> <td>2.0</td> </tr> <tr> <td>Peer</td> <td>1.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Leader</td> <td>1.0</td> </tr> </tbody> </table>	Category	Average Score	Direct-Report	2.0	Peer	1.0	Manager	1.0	Leader	1.0
Category	Average Score										
Direct-Report	2.0										
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Manager	1.0										
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<p>Actively models the values and ethics expected within the team and broader organisation.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Peer</td> <td>4.5</td> </tr> <tr> <td>Direct-Report</td> <td>3.5</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Leader</td> <td>1.0</td> </tr> </tbody> </table>	Category	Average Score	Peer	4.5	Direct-Report	3.5	Manager	1.0	Leader	1.0
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<p>Consistently demonstrates behaviours that set a positive standard for team conduct and professionalism.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Peer</td> <td>1.0</td> </tr> <tr> <td>Direct-Report</td> <td>1.5</td> </tr> <tr> <td>Manager</td> <td>2.0</td> </tr> <tr> <td>Leader</td> <td>1.0</td> </tr> </tbody> </table>	Category	Average Score	Peer	1.0	Direct-Report	1.5	Manager	2.0	Leader	1.0
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Peer	1.0										
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<p>Regularly highlights team members' unique strengths, clearly communicating appreciation for their contributions.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>Peer</td> <td>4.5</td> </tr> <tr> <td>Direct-Report</td> <td>2.0</td> </tr> <tr> <td>Manager</td> <td>1.0</td> </tr> <tr> <td>Leader</td> <td>2.0</td> </tr> </tbody> </table>	Category	Average Score	Peer	4.5	Direct-Report	2.0	Manager	1.0	Leader	2.0
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Peer	4.5										
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Consistently makes efforts to ensure team members feel their achievements are visible and valued throughout the organisation.



Demonstrates awareness of personal strengths and limitations, openly acknowledging areas for personal improvement.



Proactively tracks progress toward goals, ensuring measurable outcomes are consistently achieved.

