FICTIONAL DEMONSTRATION. NOT A REAL CUSTOMER REPORT.

CEO Leadership Intelligence

Your self view, tested against your own evidence

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Seven areas | 37 ratings | 14 evidence prompts

Basis: your ratings of 37 statements and your written answers to 14 evidence prompts, ten of which feed the seven areas and the rest of which are read in the looking ahead section without being scored. A development tool, not a validated psychometric instrument, not a 360 review and not an assessment of your board or team.

SECTION 01
Executive summary

How to read this	Each area has four layers: what you rated, what your written evidence shows, our interpretation, and a recommendation that you validate before acting. Where your rating and your evidence disagree, the report says so. That is a question for you, not a verdict.
Possible blind spots	Personal leadership effectiveness (rated 2.67); Decision architecture (rated 2.67)
Self identified priority gaps	Succession (rated 2.2)
Start with	Personal leadership effectiveness, then Decision architecture. Review last month's calendar and mark each hour as work only you can do, or work others could do.

What the evidence says when read together

Two of your own examples point the same way: a period when bids stalled while you were away, and a list of decisions that others might have made. Together they raise a hypothesis that some decisions still wait for you. They do not establish it, because one absence and one list are a small sample. To test it: classify each decision on your list with two colleagues, and review what waited during your last three absences.

Succession may be linked, as a business that depends on its CEO for decisions gives a successor little practice at deciding. This is a possibility to explore, not a finding. A decision map is a sensible first step for both questions.

Your example in the governance area shows challenge changing a decision. That is a useful piece of evidence, from one occasion, and worth protecting.

SECTION 02
Your seven areas at a glance

Area	Your rating	Evidence	Status
Personal leadership effectiveness	2.67 out of 5	Contradicts	Possible blind spot
Succession	2.2 out of 5	Mixed	Priority gap (self reported)
Decision architecture	2.67 out of 5	Contradicts	Possible blind spot
Governance and challenge	3.6 out of 5	Mixed	Developing
Mindset and human barriers	3.17 out of 5	Supports	Developing
Risk appetite	3.0 out of 5	Supports	Developing
Financial command	4.6 out of 5	Supports	Strength with an example

Statuses compare your rating with your evidence. 'Reported strength not yet evidenced' means a high rating without a supporting example. 'Possible blind spot' means your rating and your own example point in different directions.



SECTION 03

Evidence and contradictions

Where your words and your ratings differ, we show both side by side.

Personal leadership effectiveness

Your rating	2.67 out of 5
Your words	*"In March I was away for nine days on a family matter and three client proposals waited for my sign off. Two went out late and we lost one worth about 120 thousand pounds a year. The team told me afterwards they had not felt able to send them without me, even though two were standard renewals."*
Comparison	Contradicts: business stalled while absent.
Evidence base	1 of 1 evidence prompts answered with enough detail. Self reported, not yet checked by anyone else.
Working interpretation (to verify)	Your rating and your one example point in different directions. That does not show that either is wrong. To verify: check your calendar and ask two people who report to you.

Succession

Your rating	2.2 out of 5
Your words	*"Our operations director, Chris, could cover me for a few weeks and the clients trust him. I do not know whether he wants the top job, and I have never asked. He would need to win the confidence of the two largest clients and build a relationship with our bank. I have not discussed any of this with the board of three, which is mostly me and two long standing friends."*
Comparison	Mixed: no name, or large conditions on the name.
Evidence base	1 of 1 evidence prompts answered with enough detail. Self reported, not yet checked by anyone else.
Working interpretation (to verify)	You identify succession as a gap. It is also one of the areas boards and lenders ask about first.

Decision architecture

Your rating	2.67 out of 5
Your words	*"Last month I approved: four expense claims over 500 pounds, two junior hires, a discount of 8 per cent for a returning client, a change to our proposal template, the choice of venue for the team day, and a new supplier for printing. At least five of those could have been decided by someone else." "The decision to open a second office took nine weeks because three directors each wanted different data about demand. I did not decide who owned the question, so we each kept asking for more numbers. In the end I made the call myself in one evening."*
Comparison	Contradicts: few decisions listed; a recent significant decision was slow.
Evidence base	2 of 2 evidence prompts answered with enough detail. Self reported, not yet checked by anyone else.
Working interpretation (to verify)	You rate decision making highly, but your own list of decisions others could have made is long and one recent significant decision was slow. A list can include decisions that properly belong to a CEO, and one slow decision may have had good reasons. To verify: classify each item with two colleagues.

Governance and challenge

Your rating	3.6 out of 5
Your words	*"Last autumn our non executive adviser challenged the plan to double headcount within a year. I had been convinced. He asked what would happen to quality if two new hires in five did not work out. I paused the plan for a quarter and tightened the hiring criteria."*
Comparison	Mixed: general rather than specific.
Evidence base	1 of 1 evidence prompts answered with enough detail. Self reported, not yet checked by anyone else.
Working interpretation (to verify)	Some real challenge exists and some is polite.

Mindset and human barriers

Your rating	3.17 out of 5
Your words	*"I need to tell Lena, one of my senior consultants and a friend of many years, that her utilisation has been below target for eighteen months. I have been putting it off since January because I am afraid of damaging the friendship and because I partly feel responsible."*
Comparison	Supports: the delayed conversation is named and your own rating agrees.
Evidence base	1 of 1 evidence prompts answered with enough detail. Self reported, not yet checked by anyone else.
Working interpretation (to verify)	A mixed picture, with strong habits in some situations and not in others.

Risk appetite

Your rating	3.0 out of 5
Your words	*"I invested in a new methodology two years ago, after the board discussed it, and would do it again. I turned down a chance to acquire a smaller rival last year because I was worried about the culture clash. I now question that, because they were acquired by a competitor and are winning work from us."*
Comparison	Supports: a specific, recent example.
Evidence base	1 of 1 evidence prompts answered with enough detail. Self reported, not yet checked by anyone else.
Working interpretation (to verify)	Risk is discussed informally. An agreed, written appetite is the gap.

Financial command

Your rating	4.6 out of 5
Your words	*"Gross margin 58 per cent last year, 55 per cent three years ago." "About 70 days." "Cash balance, utilisation by consultant and pipeline value for the next two quarters. The pipeline number changed my decision in June, when I delayed two hires because it was too thin."*
Comparison	Supports: a specific number was given; a specific number was given; a specific, recent example.
Evidence base	2 of 3 evidence prompts answered with enough detail. Self reported, not yet checked by anyone else.
Working interpretation (to verify)	You can state your margin and cash position and a number has changed a recent decision.

SECTION 04

Your priorities

1. Personal leadership effectiveness

Status	**Possible blind spot**
Practical steps	**1.** Review last month's calendar and mark each hour as work only you can do, or work others could do. **2.** Choose three recurring tasks to hand over completely, including the right to do them differently. **3.** Take a planned week away with a written handover, and review what stalled.
Validate first	• Check last month's calendar against your three stated priorities. • Ask two people who report to you what they would like you to stop doing.

2. Decision architecture

Status	**Possible blind spot**
Practical steps	**1.** Write down the twenty decisions you take most often and classify each: keep, delegate with limits, delegate fully. **2.** Delegate the first five with written limits and a weekly report. **3.** Start a decision log with owner, date raised and date closed.
Validate first	• Ask the people closest to those decisions whether they feel able to take them. • Check the dates on your last five significant decisions.

3. Succession

Status	**Priority gap (self reported)**
Practical steps	**1.** Name an interim and a longer term successor for your own role, and write down what each would need. **2.** Name a cover person for each member of your leadership team. **3.** Put CEO succession on the board or owners' agenda this half year.
Validate first	• Ask the named person whether they see themselves as ready, and what they would need. • Check when the board or owners last discussed succession, from the minutes.

SECTION 05

Human barriers

The barriers below are hypotheses, not findings. They show only where your lowest self ratings in the mindset area point, with no behavioural evidence yet. To verify, ask two people who work with you whether each matches what they see.

The Conversation You Have Been Avoiding	You rated this 2 out of 5: difficult conversations postponed.
The Energy Drain	You rated this 3 out of 5: time and energy not protected for the work that matters.

A mixed picture, with strong habits in some situations and not in others.

SECTION 06
Remaining areas

Governance and challenge (Developing)

Some real challenge exists and some is polite.
First step: Ask each member of your leadership team to bring one thing they disagree with you about to the next meeting.

Mindset and human barriers (Developing)

A mixed picture, with strong habits in some situations and not in others.
First step: Hold the conversation you have been postponing this week, with a clear purpose and specific examples.

Risk appetite (Developing)

Risk is discussed informally. An agreed, written appetite is the gap.
First step: Write a one page risk appetite statement and agree it with your board or owners.

Financial command (Strength with an example)

You can state your margin and cash position and a number has changed a recent decision.
First step: Write down gross margin now and three years ago, and days of cash cover. Note any you had to look up.

SECTION 07
Looking ahead

These answers were not scored. This section reads what you wrote, links it to your ratings where relevant, and suggests a next step. Each reading is a working view to test in the session, not a finding.

Succession continuity

If you could not lead for three months	“If I were out for three months, Chris would hold day to day authority and could approve spend up to 25 thousand pounds. The board knows this informally but we have never written it down, and I am not sure the clients would accept anyone but me on the two largest accounts.”
Working reading	Your answer says what they could decide, says the arrangement is not yet written or agreed. Your succession rating is 2.2 out of 5 (Priority gap (self reported)).
Next step	Write a one page continuity note: who holds authority, which decisions they may take alone, which need the chair, and who they can call. Share it with the person named and the chair.
Your own eventual transition	“I would like to step back from running the business in about seven years and stay as chair. I have not said this to anyone yet. At the moment I am not developing anyone deliberately for the role. The directors are good, but they have not been given real accountability for results.”
Working reading	You mention timing. You describe developing others. Succession is one outcome of your leadership, not the whole of it.
Next step	Decide, with your chair or owners, a transition horizon you could say out loud, then list the two leadership capabilities the business will need that you currently supply, and who is developing them.

Strategy and reinvention

What you told us	“Two larger firms have started to offer fixed fee packages and a new entrant uses AI to produce first draft reports at a much lower price. Our premium positioning depends on senior advice, and clients may begin to question the fee for the research behind it. We are trialling a tiered offer, but I have not tested it with clients.”
Working reading	You name external pressures. You describe action already under way. Your risk appetite rating is 3.0 out of 5.
Next step	Name the two assumptions your strategy most depends on. Test one against customer or market evidence within 30 days, and decide in advance what result would change your plan.

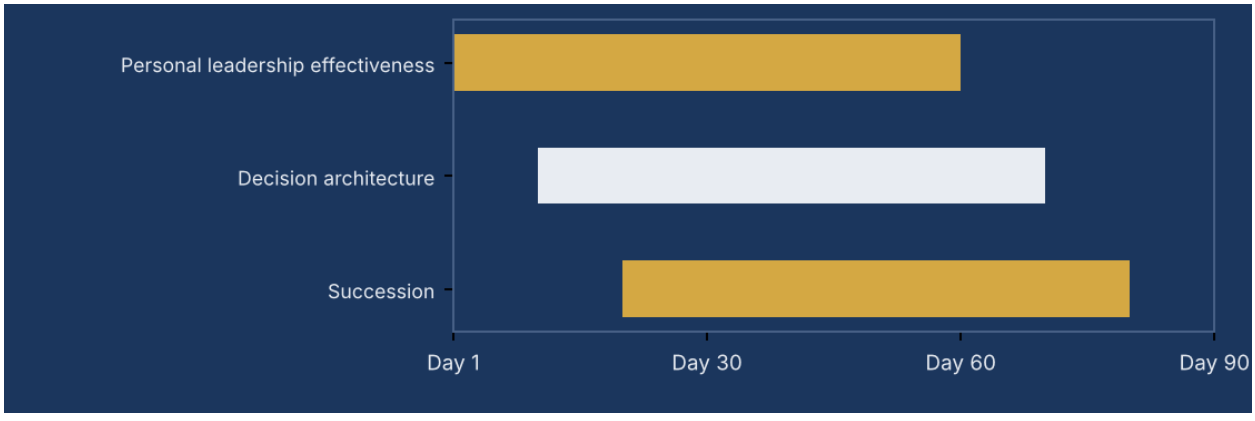
AI leadership

What you told us	“We use AI informally for drafting and research summaries. The opportunity is faster first drafts and better use of senior time. We have no written policy. The risks I worry about are client confidentiality and accuracy, and I am not sure the team knows the rules. We have not measured any return.”
Mentioned in your answer	Opportunities, Risks
You say is not yet in place	Governance, Measuring value
Not mentioned	Readiness of people and data
Next step	Close the gaps in one page, starting with: governance, measuring value, readiness of people and data. Start with one use that has a baseline measure, a named owner and a human check on the output. Extend only if the measure moves.

This is a keyword reading of one written answer and can miss nuance, so Vijay checks it before release. It is not an AI maturity score and no maturity level is claimed. AI should support your judgement and your people's, not replace it.

SECTION 08

Your 30, 60 and 90 day plan



Days 1 to 30	Days 31 to 60	Days 61 to 90
• Personal leadership effectiveness: Review last month's calendar and mark each hour as work only you can do, or work others could do.	• Personal leadership effectiveness: Choose three recurring tasks to hand over completely, including the right to do them differently.	• Personal leadership effectiveness: Take a planned week away with a written handover, and review what stalled.
• Decision architecture: Write down the twenty decisions you take most often and classify each: keep, delegate with limits, delegate fully.	• Decision architecture: Delegate the first five with written limits and a weekly report.	• Decision architecture: Start a decision log with owner, date raised and date closed.
• Succession: Name an interim and a longer term successor for your own role, and write down what each would need.	• Succession: Name a cover person for each member of your leadership team.	• Succession: Put CEO succession on the board or owners' agenda this half year.
• Write and share the one page continuity note.	• Agree AI governance in one page: allowed uses, human checks, owner and measure.	• Review one AI use against its measure and decide whether to extend it.
	• Test your most important strategic assumption against market or customer evidence.	• Agree your transition horizon with your chair or owners and name the capabilities being developed.
		• Review progress and decide the next 90 days.

SECTION 09

Preparing for your 45 minute session

1	Which finding surprised you most, and which did you expect?
2	Where your rating and your own example disagree, which do you trust, and what would settle it?
3	What would you need to see in the next 90 days to believe this report was useful?

SECTION 10

Methodology and limitations

What this is. A structured comparison of what you report and what you evidence, across seven areas.

Four layers. Self rating and evidence classification are rule based. Interpretation and recommendation are drafts that Vijay reviews, and you validate with people who know your work.

Limits. The report reflects what you chose to report. It is not a 360 degree review, not a validated psychometric instrument and does not assess your board or team. Thresholds are provisional.

CLOSING

Where this leaves you

Your Leadership Operating System starts with you: how you spend your time, who could take your place, how decisions are made, how you are challenged, how you handle risk and how well you know the numbers. This report shows where yours is working and where your own evidence suggests a closer look.

Vijay Mistri
Leadership Operating System Architect

Clarity first. IMPACT fast.