FICTIONAL DEMONSTRATION. NOT A REAL CUSTOMER REPORT.

Leadership Progression Intelligence

Your leadership development profile

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Head of Operations | Head of function | Private company | Ambition: becoming a more capable and influential executive

Self reported signal 65 out of 100 | Director core areas 39 out of 100

Basis: your answers to 32 habit and scenario questions across eight areas (two habit and two scenario questions in each), your written examples and your stakeholder map. A development tool, not a prediction of promotion and not a validated psychometric test.

SECTION 01
Executive summary

Where you are	Head of function in a private company, 11 to 15 years in management roles. Your aim: becoming a more capable and influential executive.
Strongest areas	People development and collective intelligence (92); Decision making and accountability (92); Communication and influence (92)
Priority development areas	Financial and commercial judgement (25); Governance and director level readiness (33); Human barriers and behavioural obstacles (58)
Senior leadership core	Strategic thinking, financial and commercial judgement, and governance average 39 out of 100. These are areas that senior roles often call on, shown for comparison across respondents. Your ambition sets the order of priorities below.
Visibility	You report that 2 of the senior stakeholders you listed have seen your judgement or would speak for you. You do not yet have a CEO or Chair who has seen your judgement. That is a priority.
Starting move this week	For your next business case, show the numbers with and without the largest single dependency.

Habits, judgement and evidence

The report keeps three things apart. **Habits** are how often you say you do something. **Judgement** is what you chose in realistic scenarios. **Evidence** is the examples you gave in your own words. Where they differ, the report says so rather than averaging them away.

SECTION 02
How to read your results

Score out of 100	Reading
75 and above	**Strong signal**. A strong self reported pattern, subject to evidence.
50 to 74	**Developing**. A mix of strengths and gaps.
Below 50	**Priority development**. The most useful place to invest.

Each area rests on two habit questions and two scenarios, so one answer can move an area across a band. The scenario scoring key is private and provisional. A high score does not guarantee promotion, and a low score does not rule it out.

SECTION 03

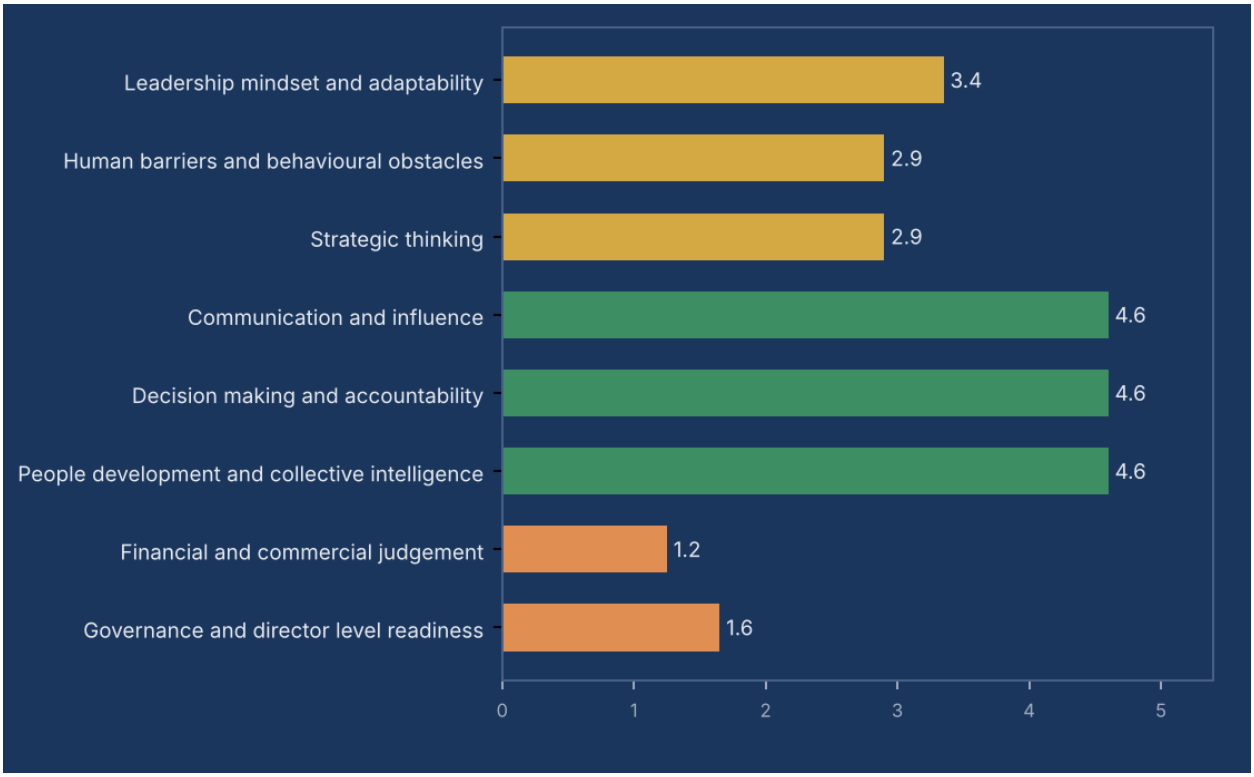
Your readiness heat map



Each cell is a score out of 100. Habits show what you report doing. Scenarios show what you chose when facing a realistic situation.

SECTION 04

Your capability profile



Bars show each area's combined score on a five point scale for comparison (100 equals 5).

Area	Combined	Reading
Leadership mindset and adaptability	67	Developing
Human barriers and behavioural obstacles	58	Developing
Strategic thinking	58	Developing
Communication and influence	92	Strong signal
Decision making and accountability	92	Strong signal
People development and collective intelligence	92	Strong signal
Financial and commercial judgement	25	Priority development
Governance and director level readiness	33	Priority development

SECTION 05

Evidence and contradictions

Where your habits and your judgement point in different directions, that is a question, not a verdict.

Strategic thinking	habits reported strongly, but scenario choices were less strong; explore with an example.

Where your written examples and your scores differ

Question	Financial and commercial judgement: your written commercial example describes careful judgement, but your combined score in this area is low. One example does not settle which is typical; bring a second example to the session.

In your own words

A decision you made

Last winter our main distribution partner failed an audit two weeks before our busiest period. I had to choose between switching to a more expensive backup carrier at roughly 180 thousand pounds extra cost, or staying and risking a missed peak. I did not have their full audit report. I switched, told the CEO and the sales director the same day what I knew and did not know, and accepted that margin would take the hit. We hit 97 per cent of peak orders on time. I gave up the cost saving and the carrier relationship. The partner later passed re audit, so I still do not know whether switching was strictly necessary.

A time you influenced without authority

I wanted to retire an old planning system that the commercial director championed. He had commissioned it and defended it strongly. Before the meeting I spent two weeks collecting the actual forecast errors by product family, and I asked two of his own team what slowed them down. In the meeting I did not argue against the system. I showed the cost of forecast misses on three product lines and asked what accuracy he would need to be satisfied. He agreed to a six month trial of a simpler method on one line. It reduced error by about a third and he asked me to extend it. The change of mind came from his own numbers, not my opinion.

A time you developed someone

One of my shift managers, Dana, was technically excellent but avoided any conversation with people above her. I did not coach her to be more confident in general. I gave her the monthly service review with the commercial team to run, sat in the first two with her, and agreed beforehand what she would say first. After six months she ran it alone, and she has since been promoted to site manager. What made the difference was a specific, bounded responsibility and a short debrief after each session, not general encouragement. I also had to stop stepping in when she hesitated.

A commercial or financial judgement

I led the decision to consolidate two regional warehouses into one, which cut handling cost by about 410 thousand pounds a year against a one off cost of 640 thousand. I built the business case and sensitivity on volume and rent, and tested a downside where our largest customer reduced volume by 20 per cent, which still gave payback inside three years. What I cannot show is the effect on overall margin, because finance holds the allocations and I have not seen them. I know the saving, not how it reached the profit and loss account.

Something you think is overlooked about you

Senior people see me as dependable and operationally strong. I think what is overlooked is that I understand the commercial side better than my title suggests, and that I can hold a difficult conversation. The CEO has told me I should be more visible at board level and that the finance director does not really know my work. Nobody has said I lack ability. They have said they do not see me in the rooms where strategy is discussed.

Using AI at work

I used an AI tool to summarise six months of customer complaint logs and suggest themes. It grouped them well but said late deliveries were the main cause. When I checked a sample against the carrier data, the lateness was caused by wrong address data at order entry, not the carriers. I rewrote the summary with that finding. I now use AI to find patterns but I check a sample against source records before I tell anyone.

Working under pressure

During the warehouse consolidation I worked very long weeks for about four months. I protected two things: Sunday afternoons off and a weekly walk with my deputy, where we talked through the plan. I handed the daily firefighting to two shift managers. I also kept saying yes to extra requests longer than I should have. Next time I would agree my limit with the CEO at the start and say no to one project earlier.

Evidence classification and interpretation of these examples are completed by Vijay before delivery.

AREA
Leadership mindset and adaptability

What this measures	How you take feedback, stretch beyond what you already do well and recover from setbacks.
Self reported score	67 out of 100 (habits 67, scenarios 67). Developing.
Your answers	When I receive critical feedback from someone more senior, I ask for specific examples and act on at least one point within a month. **(Often)** I take on assignments where I am unlikely to succeed at first, because I want to learn something new. **(Often)** Scenario: You have led a major project for eight months, and the sponsor tells you it is being cancelled because priorities have changed. **You chose:** Hold a team session to acknowledge the disappointment, capture what was learned, agree what is worth keeping and explain what happens to each person next. Scenario: You are asked to take over a function in a sector you do not know, with six weeks to prepare. **You chose:** Rely on my general management experience and learn the detail on the job.
Reading	Working reading from four answers, to be tested with an example: The pattern here is a learning habit that is strong in places and inconsistent in others.
To verify	What recent example from your own work would show how you take feedback, stretch beyond what you already do well and recover from setbacks?

Three practical steps

1. Ask your manager for two specific examples of where your leadership could be sharper, and act on one within a month.

2. Take one assignment this quarter where success is uncertain, and write down what you expect to learn.

3. After the next setback, hold a short review with your team that captures what was learned and what happens next.

AREA
Human barriers and behavioural obstacles

What this measures	How you handle uncomfortable conversations, your own focus and energy under pressure.
Self reported score	58 out of 100 (habits 50, scenarios 67). Developing.
Your answers	When I disagree with a senior colleague in a meeting, I say so at the time, respectfully, rather than afterwards. **(Sometimes)** When I notice I am spending my time on interesting but lower priority work, I stop and return to the work that matters most. **(Often)** Scenario: A high performer in your team has been dismissive of colleagues for months. **You chose:** Raise it this week in a private conversation, using specific examples and agreeing what needs to change. Scenario: You have worked at a very high pace for several months and notice that your energy and patience are falling. **You chose:** Ask a colleague to present on my behalf.
Reading	Working reading from four answers, to be tested with an example: The pattern here is a tendency to soften or postpone difficult issues, or to push through pressure rather than manage it.
To verify	What recent example from your own work would show how you handle uncomfortable conversations, your own focus and energy under pressure?

Three practical steps

1. Name one conversation you have been postponing and hold it this week with specific examples.

2. List your work by importance, and stop or hand over one item that is interesting but low priority.

3. Tell your manager honestly what your capacity is before the next high pressure period.

AREA

Strategic thinking

What this measures	How you test assumptions, choose priorities and turn strategy into objectives.
Self reported score	58 out of 100 (habits 100, scenarios 17). Developing.
Your answers	I regularly spend time with customers, competitors' offerings or market data to challenge my assumptions about where the organisation should go. **(Consistently)** When I propose something new, I can say clearly what we should stop doing to make room for it. **(Consistently)** Scenario: The executive team is debating whether to enter a new market. **You chose:** Support the proposal, since growth opportunities are scarce and my team can deliver. Scenario: Your organisation's strategy is to grow profitably. **You chose:** Ask the executive team to define the objectives and wait for them.
Reading	Working reading from four answers, to be tested with an example: The pattern here is strong delivery thinking with less attention to where the organisation is heading and what to stop.
To verify	What recent example from your own work would show how you test assumptions, choose priorities and turn strategy into objectives?

Three practical steps

1. Spend two hours this month with customers or market data to test one assumption you hold.

2. For your next proposal, write down what you would stop doing to make room for it.

3. Turn your next objective into numbers: what it is worth, for which customers, and how you will know.

AREA
Communication and influence

What this measures	How you prepare for important conversations, explain complex matters and bring difficult news.
Self reported score	92 out of 100 (habits 83, scenarios 100). Strong signal.
Your answers	Before important meetings, I find out what the key people already think and want, and I prepare for it. **(Consistently)** I can explain complex financial or technical matters in plain language so that non specialists act on them. **(Often)** Scenario: You must tell a respected senior colleague that their flagship project is behind plan and over budget. **You chose:** Prepare the facts and options, speak to them directly and early, and ask how they would like to take it forward before it goes further. Scenario: You have five minutes alone with the CEO and want their support for a proposal that needs a decision this quarter. **You chose:** Ask about their priorities this quarter, link the proposal to one of them in two sentences and ask for a short follow up.
Reading	Working reading from four answers, to be tested with an example: You prepare for what others think, explain clearly and bring difficult news early.
To verify	What recent example from your own work would show how you prepare for important conversations, explain complex matters and bring difficult news?

Three practical steps

1. Before your next important meeting, find out what two key people already think and want.

2. Practise explaining one technical or financial matter to a non specialist in three sentences.

3. Bring one piece of difficult news early and directly, with facts and options.

AREA
Decision making and accountability

What this measures	How you decide with incomplete information and how you own decisions that turn out wrong.
Self reported score	92 out of 100 (habits 83, scenarios 100). Strong signal.
Your answers	I write down the reasons for important decisions at the time I take them, so that I can learn from the outcome. **(Consistently)** When I realise I was wrong about something, I change course visibly, even when it is uncomfortable. **(Often)** Scenario: A supplier problem will delay a key customer's delivery by three weeks. **You chose:** Tell the customer now what we know and do not know, commit to a time for the next update and agree interim options. Scenario: A decision you made six months ago, backed by your whole team, now looks wrong. **You chose:** Collect the evidence, explain to the sponsor and the team what has changed, and propose how to reverse it at least cost.
Reading	Working reading from four answers, to be tested with an example: You act with incomplete information, communicate early and own decisions openly, which is what boards look for.
To verify	What recent example from your own work would show how you decide with incomplete information and how you own decisions that turn out wrong?

Three practical steps

1. Pick one decision you have been deferring and make it with the information you have, stating your assumptions.

2. Keep a short decision log for a month: what you decided, why, and what you would change.

3. When something looks wrong, tell your sponsor early with evidence and a least cost way to reverse.

AREA

People development and collective intelligence

What this measures	How you develop people, handle disagreement and bring energy into teams.
Self reported score	92 out of 100 (habits 83, scenarios 100). Strong signal.
Your answers	In the last year I have given someone a stretch role that I could have done better myself. **(Often)** I can describe each direct report's strengths, ambitions and next development step without notes. **(Consistently)** Scenario: Two of your strongest team members disagree strongly about how to approach a client problem. **You chose:** Meet them separately to understand each view, then together to agree shared criteria, test both approaches against those criteria and decide, explaining my reasoning. Scenario: You inherit a team in which most people have held the same role for many years. **You chose:** Talk to each person about what they are proud of, what frustrates them and what they would like to learn, then agree two or three changes with the team.
Reading	Working reading from four answers, to be tested with an example: You resolve disagreement constructively and develop people individually, which multiplies your influence.
To verify	What recent example from your own work would show how you develop people, handle disagreement and bring energy into teams?

Three practical steps

1. Have one development conversation with each direct report: what they are proud of, what frustrates them, what they want to learn.

2. Next time two strong people disagree, agree shared criteria first, then test both options against them.

3. Choose one person to develop towards a bigger role and agree a specific stretch assignment.

AREA
Financial and commercial judgement

What this measures	How you judge business cases, risk and the margin impact of your own area.
Self reported score	25 out of 100 (habits 17, scenarios 33). Priority development.
Your answers	I regularly read management accounts and can explain the main reasons profit or cash moved last quarter. **(Rarely)** I challenge the assumptions behind forecasts and business cases that come to me, including my own. **(Sometimes)** Scenario: A business case shows a project with a three year payback, but 70 per cent of the benefit depends on one customer renewing. **You chose:** Ask for the numbers to be rechecked for errors and decide afterwards. Scenario: Revenue is growing 12 per cent but margin has fallen for three quarters. **You chose:** Wait for finance to identify the cause before commenting.
Reading	Working reading from four answers, to be tested with an example: The pattern here is accepting numbers at face value or leaving margin questions to finance.
To verify	What recent example from your own work would show how you judge business cases, risk and the margin impact of your own area?

Three practical steps

1. For your next business case, show the numbers with and without the largest single dependency.

2. Ask finance for the margin and cost of your own area, and find one thing it tells you that is unflattering.

3. Learn how your function's work affects pricing and cost, and be ready to explain it to the CEO.

AREA
Governance and director level readiness

What this measures	How you handle information, board relationships and the interests of the whole organisation.
Self reported score	33 out of 100 (habits 17, scenarios 50). Priority development.
Your answers	I read the papers for senior meetings in advance and prepare questions about risk and the wider organisation, not only my own area. **(Sometimes)** When I hold sensitive information, I am clear about who may know it and why, and I keep to that. **(Rarely)** Scenario: You report to the CEO. **You chose:** Politely decline and suggest they ask the CEO. Scenario: You sit on a cross functional committee. **You chose:** Represent my function’s interests firmly, since I was asked to join in order to speak for it.
Reading	Working reading from four answers, to be tested with an example: The pattern here is a function first view or an uncertain approach to board level information.
To verify	What recent example from your own work would show how you handle information, board relationships and the interests of the whole organisation?

Three practical steps

1. Learn your organisation's rule for sharing information with directors and follow it consistently.

2. In your next cross functional decision, state the organisation's interest first and your function's second.

3. Ask a director or Chair how they judge readiness for a board level role, and listen.

SECTION 07

Decision making, accountability and visibility

Role	Contact	Awareness of you
Chief Executive	Quarterly	Knows my outputs
My manager	Weekly	Has seen my judgement in action
Finance Director	Rarely or never	Does not know my work
Another executive or director	Monthly	Would actively speak for me
Major customer or client	Quarterly	Has seen my judgement in action
Chair or non executive director	Rarely or never	Does not know my work

Senior colleagues shape how your work is seen. Influence depends on whether they have seen your judgement, not only your results. Stakeholders with low awareness of your work: Chief Executive, Finance Director, Chair or non executive director. Choose one and create a reason to show your judgement within 30 days.

Your priority is executive capability and influence. Strategic thinking, communication and governance understanding are weighted first in the order of priorities.

SECTION 08

Practical development priorities

Rank	Area	Why now	First step
1	Financial and commercial judgement	25 out of 100	For your next business case, show the numbers with and without the largest single dependency.
2	Governance and director level readiness	33 out of 100, central to your stated ambition	Learn your organisation's rule for sharing information with directors and follow it consistently.
3	Strategic thinking	58 out of 100, central to your stated ambition	Spend two hours this month with customers or market data to test one assumption you hold.
4	Human barriers and behavioural obstacles	58 out of 100	Name one conversation you have been postponing and hold it this week with specific examples.
5	Leadership mindset and adaptability	67 out of 100	Ask your manager for two specific examples of where your leadership could be sharper, and act on one within a month.

Areas most relevant to your stated ambition are weighted slightly higher in the order. The weighting changes the order of priorities only, never a score.

SECTION 09

Your ambition, AI capability and resilience

This section uses your stated ambition and your own examples. The ambition changes the emphasis and the plan. It does not change any score. The AI and resilience readings come from two short written answers, so they are a working reading to test in the session, not a measure of capability.

Your stated ambition	Become a more capable and influential executive.
What it means for this report	Your priority is executive capability and influence. Strategic thinking, communication and governance understanding are weighted first in the order of priorities.

Using AI with judgement

What you told us	“I used an AI tool to summarise six months of customer complaint logs and suggest themes. It grouped them well but said late deliveries were the main cause. When I checked a sample against the carrier data, the lateness was caused by wrong address data at order entry, not the carriers. I rewrote the summary with that finding. I now use AI to find patterns but I check a sample against source records before I tell anyon...”
Working reading	Used AI and described a check. You described checking the output. The next step is to make that check explicit and repeatable, and to note the kinds of task where it caught errors.
Linked scores	Decision making and accountability 92; strategic thinking 58; communication and influence 92 (each out of 100). The weaker of these is where an unchecked AI output would do most harm to your credibility.
Next step	Pick one regular task. Use AI to draft, then write down what you checked and what you changed. Do this for four weeks. Keep the human decisions, such as what to recommend and what to tell people, for yourself.

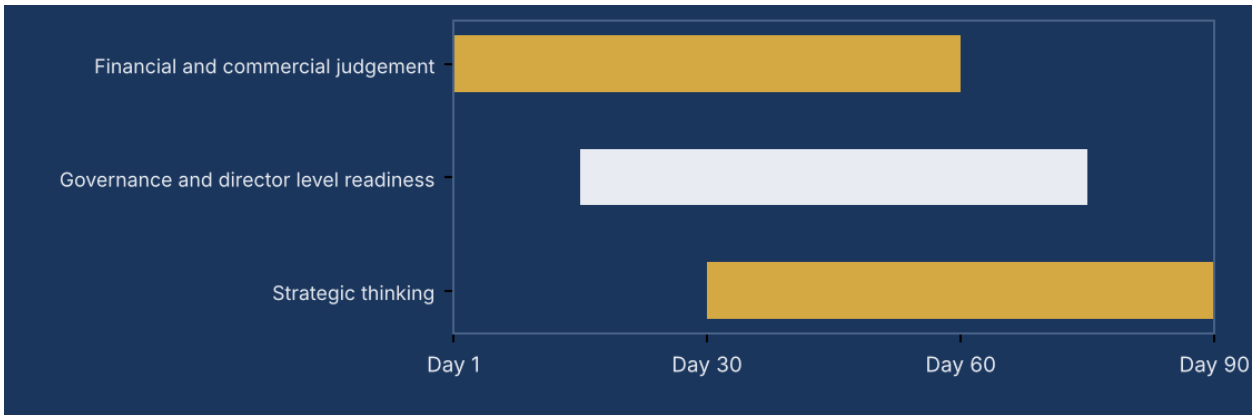
Resilience under pressure

What you told us	“During the warehouse consolidation I worked very long weeks for about four months. I protected two things: Sunday afternoons off and a weekly walk with my deputy, where we talked through the plan. I handed the daily firefighting to two shift managers. I also kept saying yes to extra requests longer than I should have. Next time I would agree my limit with the CEO at the start and say no to one project earlier.”
Working reading	You described: protecting rest and recovery, planning time deliberately.
Linked score	Human barriers and behavioural obstacles 58 out of 100, including how you manage your own capacity under pressure.
Next step	Choose one protective habit from your own answer, make it a calendar commitment for four weeks, and note what it protects.

Nothing in this section is a diagnosis or a measure of wellbeing. If pressure is affecting your health, please speak to a doctor or a trusted professional.

SECTION 10

Your 90 day plan



Days 1 to 30	Days 31 to 60	Days 61 to 90
• Financial and commercial judgement: For your next business case, show the numbers with and without the largest single dependency.	• Financial and commercial judgement: Ask finance for the margin and cost of your own area, and find one thing it tells you that is unflattering.	• Financial and commercial judgement: Learn how your function's work affects pricing and cost, and be ready to explain it to the CEO.
• Governance and director level readiness: Learn your organisation's rule for sharing information with directors and follow it consistently.	• Governance and director level readiness: In your next cross functional decision, state the organisation's interest first and your function's second.	• Governance and director level readiness: Ask a director or Chair how they judge readiness for a board level role, and listen.
• Strategic thinking: Spend two hours this month with customers or market data to test one assumption you hold.	• Strategic thinking: For your next proposal, write down what you would stop doing to make room for it.	• Strategic thinking: Turn your next objective into numbers: what it is worth, for which customers, and how you will know.
• Choose one cross functional issue and write a one page view on what the organisation should do and why.	• Present that view to a senior colleague and record what changed in their thinking.	• Agree one standing forum where you contribute beyond your own function.
		• Review progress and decide the next 90 days.

SECTION 11

Preparing for your 45 minute strategy session

Bring these to the session.

1	Which two findings surprised you, and which did not?
2	One recent example for each priority area, so we can test the reading against evidence.
3	The name of the senior person who should see your judgement first, and an opportunity to show it.
4	What would make your stated ambition realistic in the next twelve months, and what would get in the way?
5	I would like to leave with a clear view of which two things would most change how the executive team sees me, and a plan for the next six months. In twelve months I want to be invited to contribute to strategy discussions, not only to report on delivery.

Your questions about your ambition are for the session. This report does not assess whether it is realistic, and nothing in it promises promotion, appointment, succession readiness or a particular result.

SECTION 12

Methodology and limitations

What this is. A structured reading of 32 questions: for each of eight areas, two habit questions and two scenario questions, giving 16 habit and 16 scenario questions in all.

Scoring. Habits score from Rarely to Consistently. Scenarios are scored against a private key that rates each option on a four point scale. The key is provisional and reviewed by Vijay.

Evidence. Written examples and stakeholder information are shown alongside scores and are interpreted by Vijay, not scored by a formula.

Ambition and short answers. Your stated ambition changes the emphasis and the plan, never a score. The AI and resilience readings come from two short written answers and are a working reading, not a measure of capability. **Limits.** The report reflects what you chose to report. It is not a validated psychometric instrument, does not predict promotion and does not replace feedback from people who work with you.

APPENDIX
Your answers

Area	Habit 1	Habit 2	Scenario 1	Scenario 2
Leadership mindset and adaptability	C	C	A	A
Human barriers and behavioural obstacles	B	C	A	D
Strategic thinking	D	D	A	D
Communication and influence	D	C	A	B
Decision making and accountability	D	C	B	C
People development and collective intelligence	C	D	C	C
Financial and commercial judgement	A	B	D	B
Governance and director level readiness	B	A	C	A

CLOSING
Where this leaves you

Your Leadership Operating System starts with you: how you decide, how you are seen, and how you build the judgement a board looks for. This report shows where yours is strong and where it needs work first.

Use the 90 day plan, bring your evidence to the session, and decide which two priorities matter most.

Vijay Mistri
Leadership Operating System Architect

Clarity first. IMPACT fast.