



LD12 Leadership Overview Report

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Three Leadership Pillars

Leadership is the act of realizing a clear and compelling vision through others. The best leaders have a broad repertoire of skills to make good decisions and lead people. We believe these leadership skills fall into three domains: Leading Self, Leading Others, and Leading the Organization.

Leading Self

Leading Self describes skills that impact a leader on a personal level. Skills in this domain focus on how effectively a leader manages their time, energy, thinking, decision making, and overall reputation and brand.

Self Management

Self Management involves a range of skills that include your ability to exercise self awareness, your ability to engage in self care, your confidence, your resilience, and your ability to manage emotions.

Time and Energy

Time and Energy involve skills that optimize your ability to focus effort and attention, set priorities, manage time, and delegate to others.

Decision Making

Decision Making refers to the ability to seek out and synthesize information, solve problems, and ultimately make high-quality decisions.

Leadership Brand

Leadership Brand involves your ability to build a strong reputation in the organization, operate with executive presence, acquire job-relevant expertise, and proactively manage your career.

Leading Others

Leading Others involves achieving results with and through others. Skills in this domain involve the ability to build and maintain effective relationships, manage performance, and drive team performance.

Building Trust

Building Trust refers to the capacity to lead authentically and instill faith and followership in those you lead.

Social Acumen

Social Acumen involves your ability to demonstrate empathy, engage in active listening, manage conflict, exercise influence, and cultivate strong working relationships.

Managing Performance

Managing Performance involves a broad set of skills required to achieve performance objectives through others. These skills include accountability, coaching, and the ability to motivate, develop, and empower others.

Team Effectiveness

Team Effectiveness involves your ability to collaborate effectively, lead a team, and maximize team performance by attending to a team's productivity and culture.

Leading Organizations

Leading the Organization involves skills that shape the organization's future. Skills in this domain involve a leader's ability to set a vision, think strategically, manage change and build a great culture.

Visioning

Visioning concerns your ability to innovate, set a vision, and inspire buy-in from others.

Strategic Leadership

Strategic Leadership deals with your ability to formulate and implement strategy, as well as manage important stakeholder relationships required for successful strategy execution.

Driving Change

Driving Change refers to your ability to execute on a vision by applying change management skills and dynamic leadership that adjusts based on situational demands.

Culture Shaping

Culture Shaping describes the skills required to build a healthy organizational culture that is inclusive and aligned with the organization's mission.

You're one step closer to understanding your leadership skills.

This Leadership Overview Report provides a focused understanding of your leadership skills across the three domains of leadership: Leading Self, Leading Others, and Leading the Organization. The insights in this report, including your distinctive strengths as a leader and your areas of opportunity, can help you further unlock higher levels of leadership effectiveness.

-  **Leading Self**
-  **Leading Others**
-  **Leading Organizations**

Signature Skills

These are your standout leadership strengths. The skills below are your top strengths across all three leadership domains. We recommend leveraging these skills to harness your existing potential and further boost your leadership impact.

Executive Presence

Demonstrating self-confidence, poise, and authenticity that inspires confidence in others to believe in and follow your leadership.

Part of: **Leadership Brand**
Leading Self

Motivating others

Inspiring others' commitment to their work and organizational excellence.

Part of: **Managing Performance**
Leading Others

Self-care

Actively attending to one's own mental, emotional, and physical well-being personally and professionally.

Part of: **Self-Management**
Leading Self

Curiosity

The tendency to recognize and seek out novel and challenging information, ideas, and experiences.

Part of: **Decision Making**
Leading Self

Career Development

Identifying and implementing strategies for career growth.

Part of: **Leadership Brand**
Leading Self

Problem Solving

Synthesizing diverse data sources, analyzing cause-effect relationships, and engaging in critical thinking to make accurate assessments and implement effective solutions.

Part of: **Decision Making**
Leading Self

Areas of Opportunity

Every leader can improve on something. No one is perfect. Below are growth areas that you may want to invest more time and attention developing.

Trust

Conducting oneself in a way that demonstrates to others reliability and intention to do the right thing.

Part of: [Building Trust](#)
[Leading Others](#)

Stakeholder Management

Managing relationships, expectations, and information sharing with the key people who are crucial to the success of a project or initiative.

Part of: [Strategic Leadership](#)
[Leading the Organization](#)

Delegation

Getting work done by sharing responsibility for outcomes along with the agency to do what is needed to produce results.

Part of: [Time and Energy](#)
[Leading Self](#)

Culture Building

Introducing intentional practices to grow an organization's current culture to an ideal state.

Part of: [Culture Shaping](#)
[Leading the Organization](#)

Team Productivity

Focusing on the efficiency and productivity of a team.

Part of: [Team Effectiveness](#)
[Leading Others](#)

Emotion Management

The ability to be aware of and constructively manage positive and challenging emotions.

Part of: [Self-Management](#)
[Leading Self](#)

Skill Ranking

To further contextualize your leadership skill scores, below is a rank order of all 45 skills in your LD12 assessment. Seeing your highest scoring leadership skills all the way to your lowest can further help you identify leadership areas you may wish to further develop.

- Leading Self
- Leading Others
- Leading Organizations

1	Executive Presence	16	Strategic Management	31	Setting Vision
2	Motivating Others	17	Team Leadership	32	Gaining Expertise
3	Self Care	18	Inclusive Leadership	33	Influence
4	Curiosity	19	Accountability	34	Developing Talent
5	Career Development	20	Team Culture	35	Confidence
6	Problem Solving	21	Leadership Flexibility	36	Listening
7	Building Relationships	22	Prioritization	37	Decision Quality
8	Strategic Thinking	23	Coaching	38	Self-Awareness
9	Execution	24	Resilience	39	Innovation
10	Communication	25	Time Management	40	Emotion Management
11	Empathy	26	Collaboration	41	Team Productivity
12	Empowering Others	27	Authenticity	42	Culture Building
13	Inspiration	28	Strengthening Relationships	43	Delegation
14	Personal Brand	29	Focus	44	Stakeholder Management
15	Navigating Change	30	Managing Conflict	45	Trust

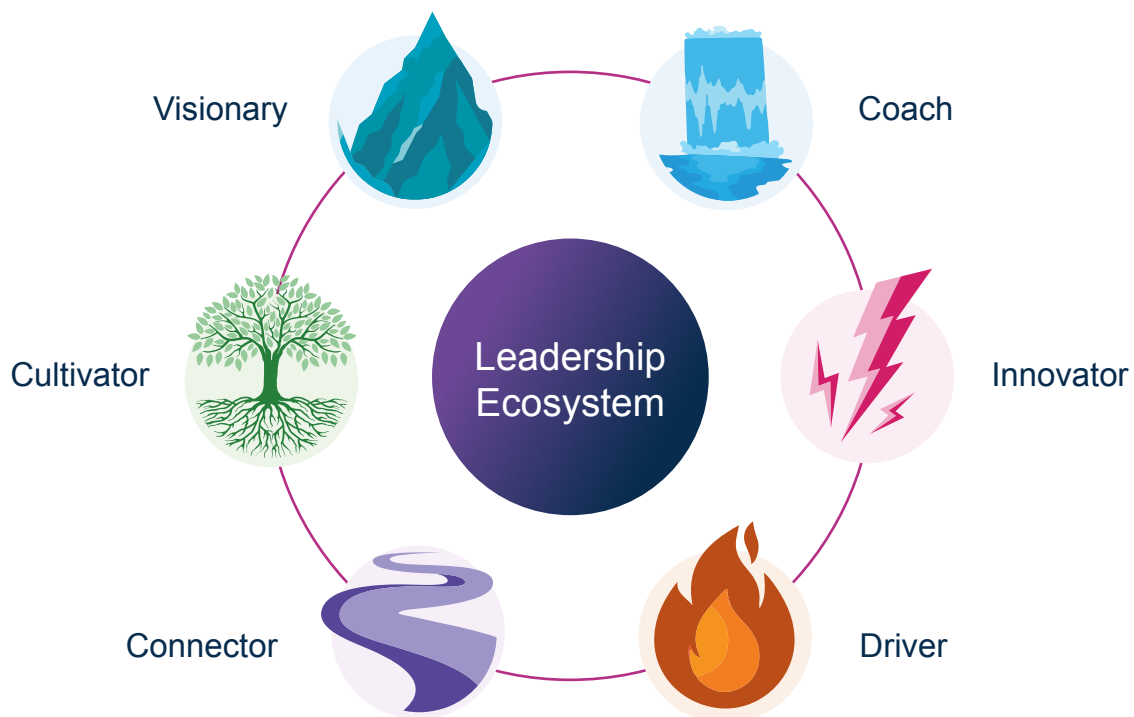
Archetype Report

Traditional leadership assessments measure how well you fit a fixed leadership profile. Your enhanced LD12™ with Leadership Archetypes goes beyond generic frameworks to reveal your specific leadership strengths and the unique ways you create impact.

Leadership Archetypes

The six archetypes below represent distinct patterns of leadership excellence. Your archetype reflects a specific combination of strengths and approaches that makes you particularly well-suited to certain contexts and challenges. There is no single 'best' type - different situations call for different kinds of leadership excellence.

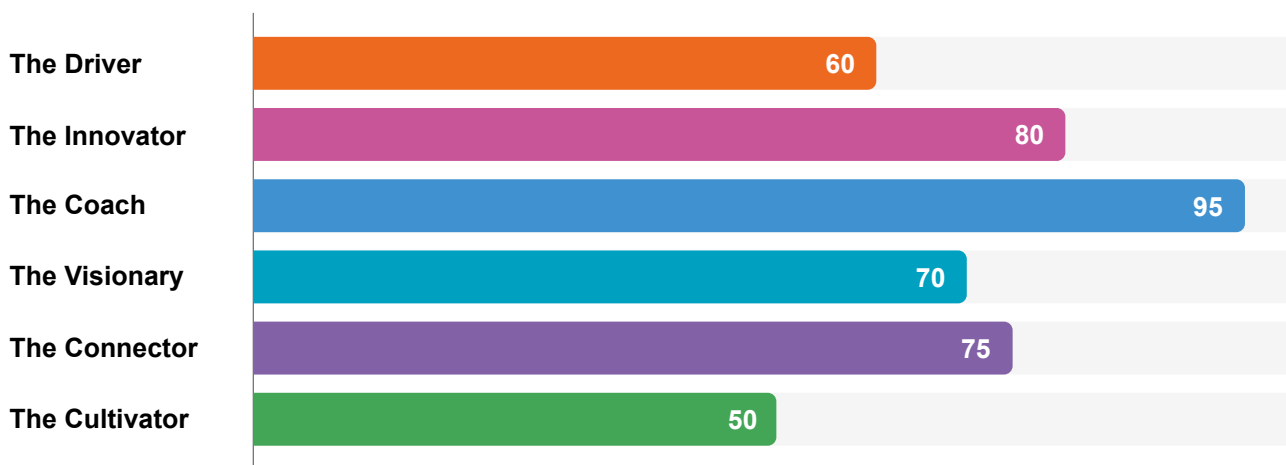
Understanding your unique leadership archetype helps you embrace your natural strengths, clarify where you thrive, and identify the roles or challenges where you can create your greatest impact.



Your Archetype Composition

UNDERSTANDING YOUR LEADERSHIP STYLE

Below, you'll discover your archetype results. You have one Primary archetype that defines your core leadership approach. You also possess elements from other archetypes because, as the most effective leaders draw from various styles depending on what each situation demands.



The Driver



Drivers maintain accountability and turn vision into reality by breaking complex initiatives into actionable tasks, making tough decisions quickly, and eliminating obstacles during crisis situations.

The Innovator



Innovators generate creative solutions and challenge established thinking to create competitive advantages. They approach persistent challenges from unconventional angles and solve problems through experimentation and calculated risk-taking.

The Coach



Coaches empower others through development and motivation, creating environments where talents flourish. They identify hidden potential and provide feedback that builds confidence while helping people realize new possibilities.

The Visionary



Visionaries offer strategic direction and inspiration that helps your organization navigate uncertainty toward compelling futures. They see patterns others miss and articulate futures that energize teams around shared purpose.

The Connector



Connectors build relationships and create collaboration pathways across your organization's boundaries. They identify common ground between departments, reconcile competing priorities, and break down silos to improve change adoption.

The Cultivator



Cultivators foster environments where people and ideas grow sustainably. They identify emerging talent early and build trust through dependable relationships that create lasting foundations.

The Driver

Propelling execution and delivering results through disciplined action

With the focused energy and momentum of fire, Driver leaders propel execution, maintain accountability, and provide the directed force needed to turn vision into reality through disciplined action and results delivery.



CORE STRENGTHS

Execution Excellence

Breaks complex initiatives into actionable tasks with clear ownership and deadlines. Maintains project momentum through consistent follow-up and progress tracking. Eliminates obstacles and bottlenecks that slow progress toward goals.

Accountability Systems

Establishes clear performance expectations that everyone understands and accepts. Addresses performance gaps quickly and directly before they impact team results. Creates measurement systems that provide transparency around individual and team contributions.

Decisive Leadership

Makes tough decisions quickly when consensus-building would delay critical progress. Prioritizes ruthlessly when resources are limited or competing demands arise. Takes responsibility for outcomes and doesn't avoid difficult conversations.

PRIMARY BUSINESS CONTEXTS

Turnaround/Crisis Management

Making tough decisions quickly and creating immediate organizational change when your organization faces financial distress or major operational breakdowns.

Example scenarios:

Financial restructuring programs

Operational turnaround projects

Crisis communication management

Pairs well with:



Visionary



Innovator

Rapid Growth Execution

Breaking ambitious growth targets into actionable milestones while eliminating bottlenecks during aggressive expansion or competitive market entry.

Example scenarios:

Geographic market entry

Post-acquisition integration projects

Sales team scaling

Pairs well with:



Coach



Visionary

THINGS TO BE MINDFUL OF

- > Make sure not to push teams too hard without allowing time for relationship-building or input gathering
- > Avoid missing important stakeholder concerns by moving too quickly to implementation
- > Ensure not to focus too heavily on short-term delivery at the expense of long-term organizational capability building

The Innovator

Catalyzing breakthrough changes that create competitive advantages

Like lightning that illuminates new pathways and sparks transformation, Innovator leaders generate creative solutions, challenge established thinking, and catalyze breakthrough changes that create competitive advantages



CORE STRENGTHS

Creative Problem Solving

Approaches persistent challenges from unconventional angles that others haven't considered. Combines ideas from different industries or disciplines to create novel solutions. Sees opportunities in constraints and failures that others view as roadblocks.

Experimentation & Iteration

Creates safe spaces for testing new approaches without fear of failure. Builds rapid prototyping processes that accelerate learning and refinement. Encourages calculated risk-taking that advances organizational capabilities.

Change Catalyst

Questions existing processes and assumptions that limit organizational growth. Introduces new technologies, methods, or frameworks that improve efficiency. Builds momentum for transformation by demonstrating early wins and possibilities.

PRIMARY BUSINESS CONTEXTS

Disruptive Innovation

Pioneering breakthrough solutions and challenging conventional thinking when your organization needs sustainable competitive advantages through creative exploration.

Example scenarios:

Breakthrough product development

Business model transformation

AI technology integration

Pairs well with:



Visionary



Driver

Digital Transformation

Experimenting with new approaches and creating safe testing environments during comprehensive technology overhauls or automation implementations.

Example scenarios:

Legacy system modernization

Workflow automation projects

Digital platform launches

Pairs well with:



Visionary



Connector

THINGS TO BE MINDFUL OF

- › Make sure not to become distracted by new possibilities before completing current initiatives
- › Avoid underestimating practical constraints that affect implementation in your organization
- › Ensure not to struggle with follow-through when execution requires sustained attention to detail

The Coach

Empowering others to reach their highest potential

Like waterfalls that energize and transform their surroundings, Coach leaders empower others through development and motivation, creating dynamic environments where individual talents flourish and your organization's capabilities multiply.



CORE STRENGTHS

Talent Development & Activation

Identifies hidden potential in team members before others recognize it. Creates personalized development plans that accelerate career growth. Provides feedback that builds confidence while addressing performance gaps.

Mentoring & Skill Building

Teaches leadership competencies through real-world application and reflection. Builds formal and informal learning structures that support ongoing growth. Transfers expertise through hands-on guidance rather than theoretical instruction.

Performance Enhancement

Helps high-performers reach new levels of effectiveness and impact. Addresses underperformance through skill development rather than replacement. Creates accountability systems that motivate sustained improvement.

PRIMARY BUSINESS CONTEXTS

Talent Development

Identifying hidden potential and accelerating skill development when your organization needs internal leadership capabilities faster than external hiring.

Example scenarios:

- Management skills training
- Cross-functional upskilling
- High-potential development programs

Pairs well with:



Cultivator



Driver

Succession Planning

Creating personalized development paths and preparing high-potential talent for increased responsibility during critical leadership transitions.

Example scenarios:

- C-suite transition planning
- Next-generation leader preparation
- Executive mentoring programs

Pairs well with:



Cultivator



Visionary

THINGS TO BE MINDFUL OF

- › Make sure not to delay difficult performance conversations to avoid damaging relationships
- › Avoid prioritizing individual development over immediate business results when both are critical
- › Ensure not to struggle with making tough personnel decisions that impact team members you've invested in

The Visionary

Providing strategic direction and inspiration for the future

Like mountain peaks that provide clear views of distant horizons, Visionary leaders offer perspective, strategic direction, and inspiration that helps your organization navigate through uncertainty toward compelling futures.



CORE STRENGTHS

Strategic Direction Setting

Sees patterns and opportunities that others miss in complex market conditions. Develops long-term roadmaps that balance ambitious goals with practical milestones. Anticipates industry shifts and positions organizations ahead of competitors.

Inspiration & Communication

Articulates compelling futures that energize teams around shared possibilities. Transforms abstract concepts into concrete visions people can understand and pursue. Maintains optimism and forward momentum during challenging periods.

Innovation Framework

Creates space for breakthrough thinking while maintaining strategic focus. Connects current capabilities to future market opportunities. Encourages calculated risk-taking that drives competitive advantage.

PRIMARY BUSINESS CONTEXTS

Strategic Transformation

Providing long-term perspective and inspirational direction when your organization navigates major industry shifts or repositions for future markets.

Example scenarios:

Industry disruption response

Strategic repositioning initiatives

Business model pivots

Pairs well with:



Innovator



Driver

Future-Focused Innovation

Articulating compelling futures and providing strategic focus when pioneering new market categories or developing breakthrough product offerings.

Example scenarios:

New market category creation

Emerging technology commercialization

Platform ecosystem development

Pairs well with:



Innovator



Connector

THINGS TO BE MINDFUL OF

- > Make sure not to communicate in concepts too abstract for practical implementation by your organization's teams
- > Avoid overlooking current operational needs while focusing on future possibilities
- > Ensure not to struggle with day-to-day management tasks that require attention to detail

The Connector

Building relationships and creating collaboration pathways

Like rivers that link diverse landscapes and bridges that join separate shores, Connector leaders excel at building relationships and creating pathways for collaboration across your organization's boundaries.



CORE STRENGTHS

Cross-Functional Relationship Building

Naturally identifies common ground between competing departments. Builds trust through active listening and understanding different perspectives. Creates informal networks that solve problems faster than formal processes.

Communication & Alignment

Translates complex initiatives into language that resonates with different audiences. Facilitates productive conversations between groups with competing priorities. Ensures all stakeholders understand how their work connects to larger goals.

Stakeholder Management

Maintains strong relationships with internal and external partners. Navigates organizational politics without taking sides. Mobilizes support for initiatives by showing mutual benefits.

PRIMARY BUSINESS CONTEXTS

Merger Integration

Building bridges between legacy teams and creating stakeholder alignment when combining organizations with different cultures and operating models.

Example scenarios:

M&A cultural integration

Cross-company team building

Stakeholder alignment initiatives

Pairs well with:



Cultivator



Coach

Cross-Functional Coordination

Breaking down organizational silos and creating collaboration pathways during complex projects requiring coordination across multiple business departments.

Example scenarios:

System implementations

Customer journey transformations

Product launch coordination

Pairs well with:



Driver



Visionary

THINGS TO BE MINDFUL OF

- › Make sure not to avoid making tough decisions when they could damage important relationships
- › Avoid spending excessive time building consensus when quick action is needed for your organization
- › Ensure not to compromise too much on critical standards to maintain harmony across competing interests

The Cultivator

Building environments where people and businesses grow sustainably

Like deep-rooted trees that create thriving ecosystems, Cultivator leaders build environments where people and businesses grow sustainably over time in your organization.



CORE STRENGTHS

Team Development & Retention

Spots talent early and creates clear growth paths. Builds trust through consistent one-on-one investment. Addresses performance issues with patience and skill-building focus.

Culture Building

Creates psychological safety where people speak up with ideas and concerns. Establishes systems that recognize diverse contributions. Maintains team cohesion during stressful periods.

Sustainable Growth

Balances short-term demands with long-term team health. Develops internal capability rather than constantly hiring externally. Creates resilient teams that perform well even when the leader is absent.

PRIMARY BUSINESS CONTEXTS

Sustainable Growth

Building internal capabilities and psychological safety when maintaining organizational culture and developing talent during stable expansion periods.

Example scenarios:

Geographic expansion planning

Talent retention programs

Operational excellence initiatives

Pairs well with:



Driver



Connector

Cultural Evolution

Creating inclusive environments where people feel valued when your organization needs culture changes to support new strategic directions.

Example scenarios:

Diversity and inclusion program

Values-based culture development

Employee engagement transformations

Pairs well with:



Coach



Connector

THINGS TO BE MINDFUL OF

- › Make sure not to be too patient when immediate performance improvements are required
- › Avoid addressing chronic underperformance to maintain team stability
- › Ensure not to prioritize long-term development over urgent business needs when both require attention

About AIIR Analytics

The best companies thrive through exceptional leadership. AIIR Analytics is a people insights company that empowers organizations to understand, build, and supercharge their leadership. Through our suite of tools and expertise, we help create the leadership pipeline that drives organizational success.

Learn more at aiiranalytics.com