

Leadership Genome Report

SUCCESS PROFILE

CHRO at Theracell Oncologics



THE SIGNIFICANCE OF LEADERSHIP

Strong leaders are often described as having magnetic, larger-than-life personalities, and in the best cases draw more dedication and passion from their followers than even they knew they possessed. But just what constitutes a great leader, and what cues can be derived from a potential leader's current behavior to predict their future performance? This is a question of utmost importance, as even small changes at or near the top of a company hierarchy will magnify in effect as they radiate throughout the organization.

Yet despite frequent attempts to address it over the course of many decades, much disagreement over the subject of leadership still exists. One thing can be said, however, with absolute certainty:

The presence of strong leadership is an important but not sole determiner of market success, but the absence of such leadership is a near guarantee of mediocrity, or worse, a complete breakdown in the ability to meet the demands of a fluid and dynamic marketplace.

WHAT IS LEADERSHIP?

At the highest level, leadership may be characterized as the ability to translate a vision for an organization into reality by making high-quality decisions, and crucially, leveraging the talent of others in the organization to aid in realizing these decisions. At AIIR, we have derived a framework consistent with this definition which is motivated by three key ideas:

Nurture not nature

Leadership, while influenced by innate characteristics and other aspects of personality, is fundamentally a learned trait, and amenable to improvement by careful attention to the components needed to function as an exemplary leader.

Skills as basis for these components

These components are a discrete set of skills that range from pure problem solving, interaction and consideration for others, to innovation within the marketplace of ideas, and may be organized into three broad categories:

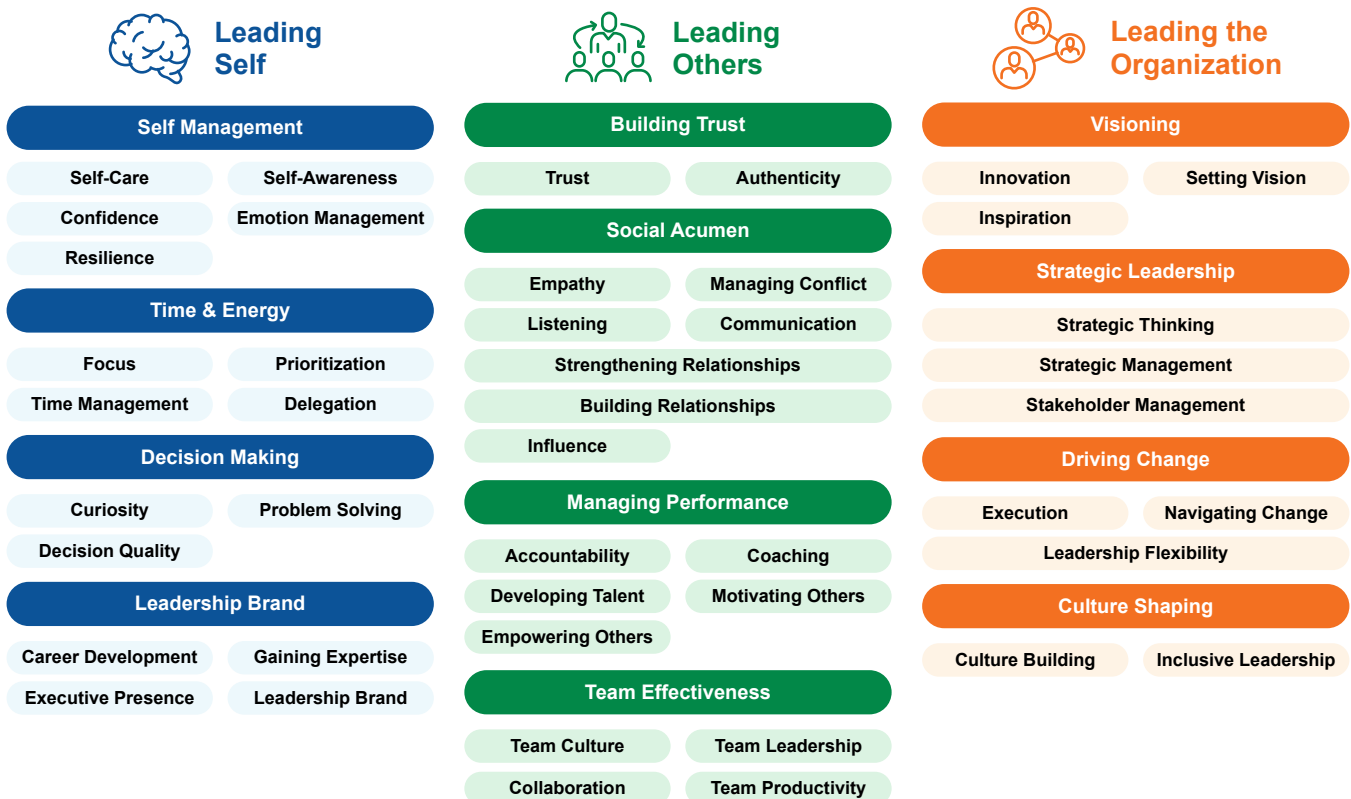
- a. Those that center around cognitive and emotional aspects of the self
- b. Those that center on interacting with others, and providing the tools and motivation for others in the organization to succeed.
- c. Those that center on setting a vision of the organization as a whole, and driving the organization to meet this vision.

Skill multiplicity

It is not sufficient that a leader possess just some of these skills, and in most cases, it is desirable that they exhibit better than baseline performance in all of them. This does not preclude especially excelling in certain areas; this why we say that the ideal leader is a jack of all trades and master of some.

THE AIIR LEADERSHIP FRAMEWORK

The AIIR Leadership framework consists of three domains, Leading the Self, Leading Others, and Leading the Organization, which in turn are divided into four dimensions each, with each of these dimensions comprising a fixed set of skills. This framework was scientifically derived via thematic analysis of the competencies suggested by a large number of executives across a wide range of industries, and is shown below in full:



SITUATIONAL LEADERSHIP AND THE IMPORTANCE OF CONTEXT

While each dimension in the AIIR leadership framework is critical, and each skill within each dimension is likewise essential for successful leadership, not all dimensions and skills will be equally important in all contexts and all situations. The AIIR framework achieves best results when it is coupled with what we call the AIIR Genome, to be described shortly, that tailors this framework to the situation that your organization finds itself in at the current time. Among the factors that determine the relative importance of the Genome components are the following:

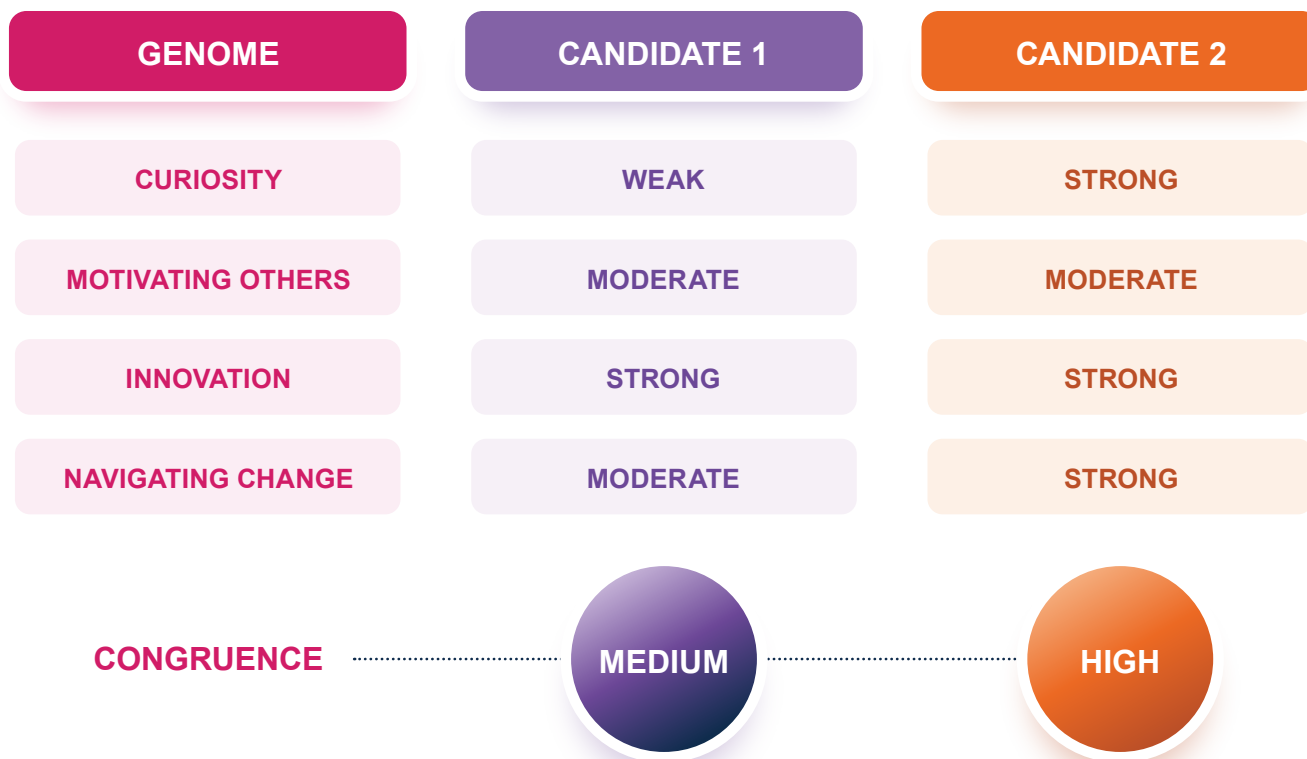
- The sector or vertical of your company
- The department or team in your organization you wish to understand better
- The seniority of the members of this department
- The dominant stage in product development of these members (for example, innovation, implementation, or sales and marketing)
- Any and all macroeconomic factors and/or industry trends that currently drive success in your organization
- Cultural and other associated factors that are unique to your organization

WHAT IS THE AIIR GENOME & HOW DOES ADJUST FOR CONTEXT?

The AIIR Genome is simply a subset of skills drawn from the complete list in the AIIR framework that determine which are to be emphasized in your organizational context. The Genome will typically have entries from different domains and different dimensions in these domains, and range across the entire framework.

For example, let's say you are looking to promote a member of your organization to be the head of R&D at a crucial time in the product development lifecycle. Out of the total of 45 skills in the AIIR framework, you determine that Curiosity (from the Decision Making dimension), Motivating Others (from the Managing Performance dimensions), Innovation (from the Visioning dimension), and Navigating Change (from the Driving Change dimension) are the key components that are required at this moment for this position; these are in effect the Genome that you are searching for.

Then let us assume that you have two candidates of roughly equal strength overall for the this position. As illustrated below, however the strengths of the second candidate coincide with the skills in the Genome. For example, this candidate is strong in Curiosity, while the first candidate is not. Therefore, although the two candidates are equally qualified for a generic role, the second candidate is much better positioned to take the R&D role at this time in the development cycle for your organization.



HOW IS THE AIIR GENOME CONSTRUCTED?

1

Establish Genome Baseline

Leadership Genome Survey (LGS) is administered to those that know the target audience best.

2

SME Interviews

Receive qualitative input from SMEs to bring quantitative insights to life.

3

Finalize Genome/s

The Genome is finalized with stakeholders.

4

Assessment & Development

LD12 and Genome are used to focus leadership development efforts.

GETTING THE MOST OUT OF YOUR LEADERSHIP GENOME

How to Use This Report

The Leadership Genome reveals the specific values and skills that define great leadership in your organization.

It's built on input from your senior decision-makers to show, in clear and measurable terms, what success looks like in your context.

- **See What Drives Success:** The Genome reflects your organization's real leadership DNA — the values that shape culture and the skills that drive results.
- **Integrate Insights:** Apply this model to hiring, succession, and development to ensure consistency across all leadership decisions.
- **Focus on Fit:** Use the Genome not to label leaders, but to understand how their unique strengths align with what your business needs most.
- **Take Action:** Use these insights to inform growth plans, strengthen teams, and guide succession conversations.

DECISION-MAKER INPUT

Who Contributed to This Profile

This Success Profile reflects the perspectives of:

Michael Grant, Chief Executive Officer

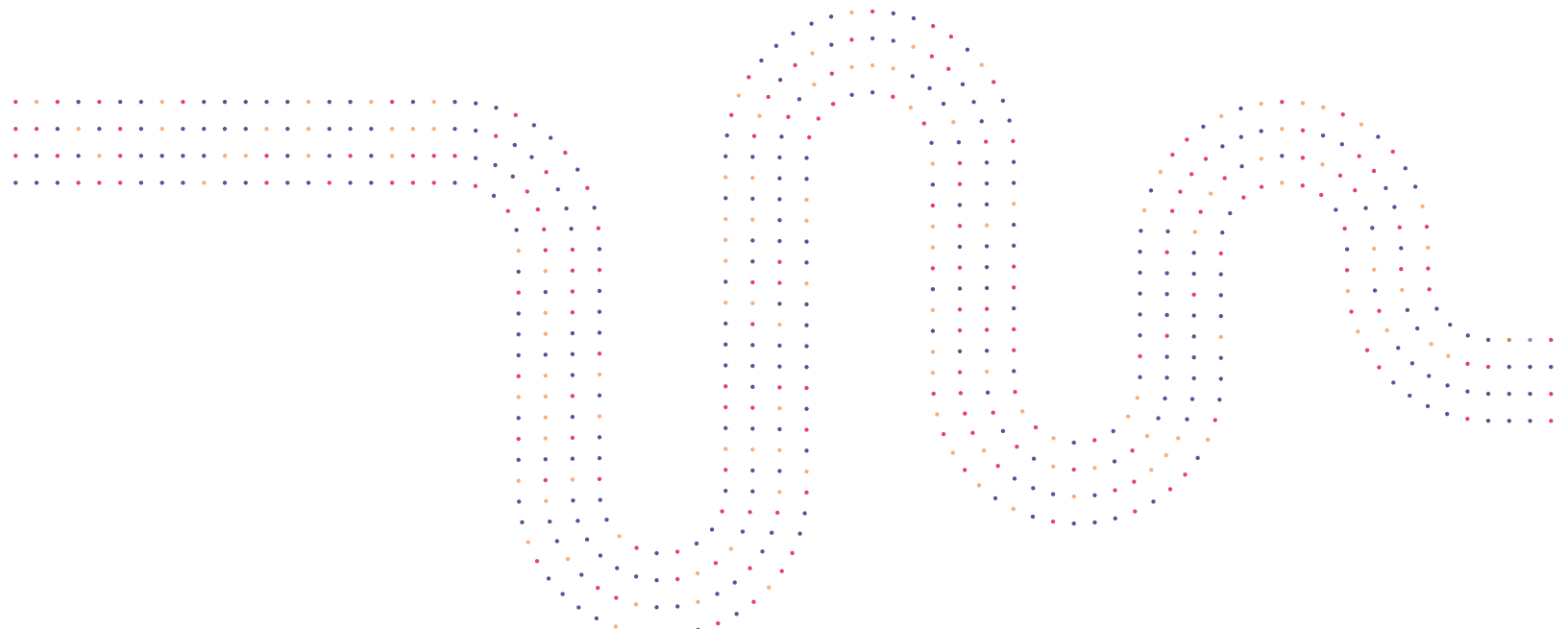
Laura Perez, Chief People Officer

Daniel Cho, Board Member and Chair, Talent Committee

Aisha Rahman, Vice President, Talent & HR

Robert Liu, Vice President, Talent Development

Each played a key role in defining what leadership excellence looks like in your organization and the criteria that now shape the Leadership Genome.



CORE VALUES COMPASS

The Values That Define Leadership Success

These are the values you have identified as most important to effective leadership in your organization. As confirmed by the Board, these six Core Values — drawn from the Core Values Navigator™ — define the moral and motivational center of your leadership culture.

Stability

Seeking consistency, reliability, and balance to create a secure foundation for decision-making.

Rationality

Using logic and evidence to make clear, fair, and well-reasoned judgments.

Community

Building shared purpose, collaboration, and mutual trust within and beyond teams.

Enjoyment

Approaching work with optimism, energy, and a sense of satisfaction in achievement.

Well-Being

Valuing personal and collective health, balance, and psychological safety.

Wonder

Appreciating beauty, creativity, and inspiration as essential sources of meaning and innovation.

These six values form the foundation of your Leadership Genome — guiding how leaders think, decide, and lead through complexity.

CORE SKILLS FRAMEWORK

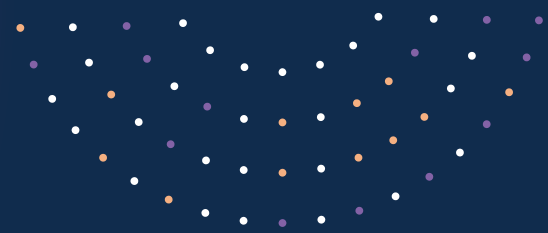
The Skills That Enable Leadership Impact

CRITICAL LEADERSHIP SKILLS

The Genome isolates the most important leadership skills for future leader at ABC Company. These are indicated below in **purple**.



These are the skills your organization has identified as most critical for leadership success. As agreed by the Board and senior talent leaders, they represent the capabilities that drive strategy, performance, and culture forward.



CORE SKILLS EXPLAINED

CORE SKILL	DESCRIPTION
Trust	Builds credibility and psychological safety through authenticity, transparency, and consistency.
Navigating Change	Leads confidently through uncertainty, helping others adapt and stay aligned to purpose.
Decision Quality	Balances insight, evidence, and judgment to make timely, sound decisions.
Developing Talent	Invests in others' growth through coaching, feedback, and opportunity creation.
Strategic Leadership	Translates vision into action and aligns people, priorities, and outcomes.
Building Relationships	Creates strong, cross-functional partnerships that enhance collaboration and performance.

These skills describe how great leaders turn values into visible, measurable impact.

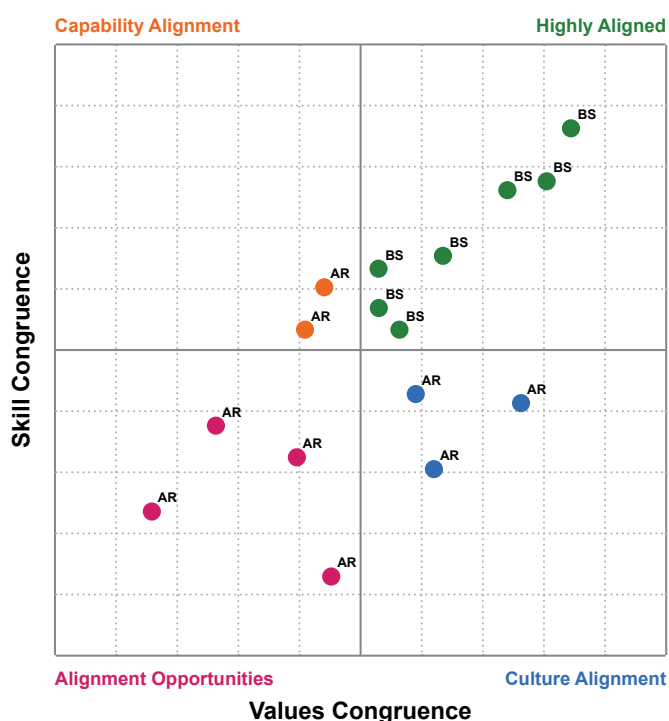
LEADERSHIP ALIGNMENT OVERVIEW

Balancing Skills and Values Fit

This view shows how leaders align across two dimensions: Skills and Values.

Leaders strong in both are your clearest models of success; those stronger in one area highlight opportunities for growth or balance.

GENOME ALIGNMENT



GENOME MATCHES

Alice Johnson
Software Engineer

Highly Aligned

James Wilson
UX Designer

Highly Aligned

Emma Davis
Marketing Specialist

Highly Aligned

Liam Garcia
Sales Executive

Highly Aligned

Michael Smith
Product Manager

Culture Alignment

Olivia Martinez
Customer Support Representative

Culture Alignment

Sophia Brown
Data Analyst

Capability Alignment

GUIDING QUESTIONS:

- Who most fully reflects both the values and capabilities our organization prizes?
- Which leaders show potential but need targeted development to strengthen alignment?
- What patterns across the group reveal strengths to leverage or culture gaps to address?

SKILLS ALIGNMENT HEAT MAP

How Leaders Demonstrate the Core Skills

GENOME CORE SKILLS SCORE CARD

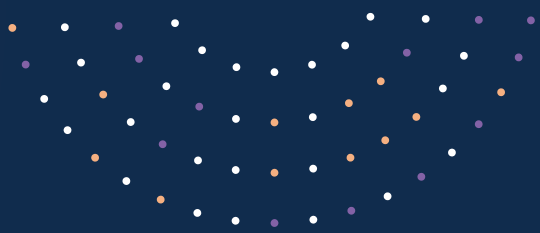
Dimensions & Skills	Alice Johnson Software Engineer	James Wilson UX Designer	Emma Davis Marketing Specialist
Setting Vision	93	12	83
Decision Quality	23	42	14
Trust	76	83	27
Navigating Change	97	59	83
Strategic Thinking	91	68	10
Culture Building	83	83	58

High Fit Moderate Fit Low Fit

This visual highlights how each leader demonstrates the six core skills defined in your Leadership Genome.

INTERPRETATION PROMPTS:

- Which skills are consistently strong across the group?
- Where are development opportunities concentrated?
- How can these insights guide individual growth and collective learning priorities?



VALUES ALIGNMENT HEAT MAP

How Leaders Embody the Core Values

GENOME CORE VALUES SCORE CARD



This visual shows how each leader aligns to the six Core Values Compass established by the Board and senior leadership.

INTERPRETATION PROMPTS:

- Which values are most consistently embodied across the leadership team?
- Where might differences indicate valuable diversity of perspective — or areas of risk?
- How can these insights inform how you recognize, reward, and develop leaders?

FROM INSIGHT TO ACTION

Turning Genome Insights into Organizational Impact

This visual shows how each leader aligns to the six Core Values Compass established by the Board and senior leadership.

- **Apply in Talent Decisions** — Use Genome data to inform hiring, succession, and development conversations.
- **Target Development** — Focus on areas of shared opportunity to strengthen leadership capability organization-wide.
- **Reinforce Values in Action** — Recognize leaders who model these six values visibly and consistently.
- **Revisit Annually** — Update the Genome as your business strategy and culture evolve.

The Leadership Genome transforms leadership data into clarity, alignment, and action.

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