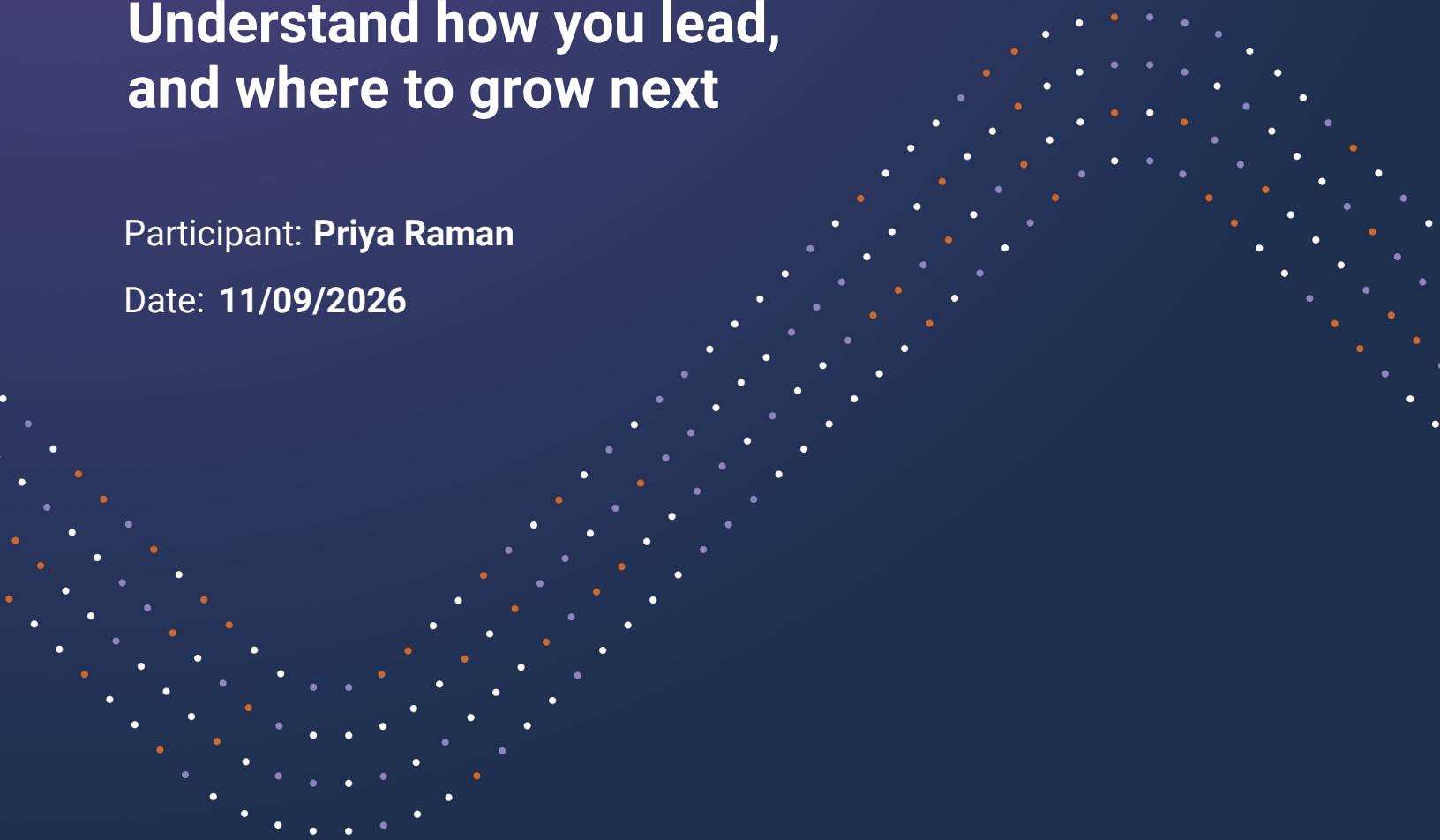


LD12 Leadership Overview Report

Understand how you lead,
and where to grow next

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What is Leadership?

Across human history, leadership has been the decisive factor in whether groups thrive, organizations grow, and visions become reality. Yet despite decades of research it stays hard to define. Is it commanding presence, the ability to make big decisions, or the gift of bringing people together? We define it simply, and everything that follows builds on it:

Leadership is the act of realizing a clear and compelling vision **through others**

That last phrase is the heart of it. A brilliant individual contributor delivers through their own effort; a leader delivers by enabling others to do their best work. That calls for a fundamentally different set of capabilities: to **delegate** rather than do, **develop** rather than dictate, and **inspire** rather than control.

The AIIR framework builds on this definition with three core principles:

1 Developable, Not Fixed

Leadership is influenced by personality and experience, but it is not predetermined. The decisive question is not who you are but what you do, and those behaviors can be learned and can evolve as your role, context, and challenges change.

2 Grounded in Skills

Rather than treat leadership as something abstract or intangible, the framework defines it through observable, measurable skills. Our research identifies 45 distinct leadership skills that, together, span the full range of leadership behavior.

3 Balance, Not Perfection

No leader excels at everything. What matters is a solid foundation across the full range while leveraging your strengths and shoring up the few areas that hold you back. The ideal leader is **“a jack of all trades and master of some.”**

Because leadership is a set of skills, growth starts with seeing them clearly. That self-awareness is exactly what this report is built to give you.

The AIIR Leadership Framework

The framework organizes leadership into three nested levels: domains, dimensions, and skills. Your archetype is a separate, lateral lens that cuts across all three.

3

Domains

The broad arenas of leadership:
Leading Self, Leading Others,
and Leading the Organization

12

Dimensions

Clusters of related skills that
form leadership themes, four
within each domain

45

Skills

Specific, observable behaviors
you can develop, grouped under
the dimensions



Leading Self

Self Management

Self-Care Self-Awareness
Confidence Resilience
Emotion Management

Time & Energy

Focus Prioritization
Time Management Delegation

Decision Making

Curiosity Problem Solving
Decision Quality

Leadership Brand

Career Development Gaining Expertise
Executive Presence Leadership Brand



Leading Others

Building Trust

Trust Authenticity

Social Acumen

Empathy Managing Conflict
Listening Communication
Strengthening Relationships
Building Relationships
Influence

Managing Performance

Accountability Coaching
Developing Talent Motivating Others
Empowering Others

Team Effectiveness

Team Leadership Team Culture
Collaboration Team Productivity



Leading the Organization

Visioning

Innovation Setting Vision
Inspiration

Strategic Leadership

Strategic Thinking
Strategic Management
Stakeholder Management

Driving Change

Execution Navigating Change
Leadership Flexibility

Culture Shaping

Culture Building Inclusive Leadership

Your Leadership at a Glance

A one-page synthesis of your LD12 profile. Your results span **3 domains**, **12 dimensions**, and **45 skills**, explained and detailed in the pages that follow.

Advanced: Above the global benchmark
 Established: On par with the global benchmark
 Emerging: Below the global benchmark

Scores are percentiles versus a norm group of professional leaders across organizations and levels. This is a self-report, best explored in a coaching conversation. Note the two views: your signature strengths and growth areas are your highs and lows relative to yourself, while the bands compare you to the benchmark - so a signature strength can land below the benchmark, or a growth area above it.

Who You Are

PRIMARY ARCHETYPE

The Innovator

Future-focused. Curious, comfortable in ambiguity, and skilled at solving hard problems and seeing where things need to go next - keeping the organization moving toward what's ahead rather than defending what is.

STRENGTH BY DOMAIN (your three leadership domains)

Leading Self Strength

Leading Others Typical

Leading the Organization Typical

BY DIMENSION

Strongest is **Self-Management**

Biggest growth area is **Managing Performance**

TOP SIGNATURE SKILLS

Self-Awareness Strength

Resilience Strength

Execution Strength

Where to Focus

PRIMARY FOCUS AREAS: WHAT TO GROW

Empowering Others Developing

Developing Talent Developing

RECOMMENDED FIRST MOVE: WHAT TO DO

Pick the one focus area that would make the biggest difference in your role right now, and turn it into a single concrete habit you can practice this month. Then tell one person you trust what you're working on and ask them to reflect back what they notice. Real change comes from a small, visible commitment - not from working on everything at once.

Your Leadership Archetype

Your archetype is your preferred leadership **style**, a pattern of strengths that tends to cluster together. Unlike domains, dimensions, and skills, which nest in a hierarchy, your archetype is a **lateral** summary that cuts across all of them. There's no single "best" type; different situations call for different styles, and the strongest leaders flex. You have one **primary** archetype and draw on the others as each moment demands.

Primary

The Innovator

The Optimizer

The Anchor

The Catalyst

The Communicator

The Connector

The Cultivator

Least-Preferred

The Innovator

Future-focused. Curious, comfortable in ambiguity, and skilled at solving hard problems and seeing where things need to go next - keeping the organization moving toward what's ahead rather than defending what is.

The Optimizer

Runs a well-managed engine. Protects focus, manages time and energy, deepens expertise, and keeps their own development on track - disciplined and self-sufficient in how they operate.

The Anchor

The stabilizing presence. Manages their own emotions and others', holds composure through turbulence, and recovers quickly from setbacks - the person the team looks to when things get hard.

The Catalyst

Creates momentum. Moves people and situations forward by rallying commitment, working through conflict rather than around it, and staying steady enough under pressure to keep pushing when others stall.

The Communicator

Leads through presence and message. Carries themselves with confidence, knows how they want to be seen, and conveys ideas and expectations clearly enough to move an audience. When they speak, it lands.

The Connector

Leads through relationship. Reads people well, listens without inserting themselves, and builds the trust and rapport that hold a team together. They know their people, and their people feel known.

The Cultivator

Grows people and environments. Empowers others, invests in development, and builds a culture where the team can do its best work - bringing people along and giving them room to rise.

Supporting styles are the archetypes you draw on most readily after your primary - worth leaning on when a situation calls for a different approach. Your **least-preferred** style is the one you reach for last; not a weakness, but the mode that takes the most intention, and a good area to develop or to recruit for in others.

The Innovator

Future-focused and comfortable in ambiguity

Like a scout who reads the terrain ahead, Innovator leaders keep the organization moving toward what's next - curious, comfortable in ambiguity, and skilled at solving hard problems and seeing where things need to go.

CORE STRENGTHS

Seeing What's Next

Senses where things need to go and advances new ideas to solve problems in novel ways, rather than defending what is

Solving Hard Problems

Stays curious and works through complex challenges to effective solutions, comfortable where the path isn't obvious

Navigating Ambiguity

Leads people through change and uncertainty, positioning the organization for what's ahead

WHERE YOU CREATE THE GREATEST IMPACT

Breakthrough and Reinvention

A genuinely different answer when the organization needs more than an incremental improvement

EXAMPLE SCENARIOS

New product creation

Process reinvention

Adopting new technologies

Direction in Uncertainty

A way forward when the problem is hard and the path is unclear

EXAMPLE SCENARIOS

Solving ambiguous problems

Making strategic pivots

Navigating change

Flex your style: The strongest leaders draw on their supporting styles when a situation calls for a different approach. Your specific risks under pressure come later in this report.

Underlying LD12 skills: Innovation, Curiosity, Problem Solving, Navigating Change, Strategic Thinking

Leading Self

How you manage your energy, thinking, and reputation to make sound decisions.

Each dimension shows your band versus the norm; the rows beneath it are the leadership skills it contains.



DIMENSION

Self-Management

5 leadership skills

Self-Awareness

Understanding your emotions, impact, and blind spots.



Resilience

Recovering and adapting in the face of setbacks.



Emotion Management

Regulating emotions productively under pressure.



Self-Care

Sustaining personal energy, health, and wellbeing.



Confidence

Self-assurance grounded in an appreciation of your own qualities.



DIMENSION

Decision making

3 leadership skills

Decision Quality

Sound judgment balancing data, experience, and intuition.



Curiosity

Actively seeking new information, ideas, and perspectives.



Problem Solving

Working through challenges to effective solutions.



DIMENSION

Time and Energy

4 leadership skills

Focus

Directing attention and effort to what matters most.



Prioritization

Sequencing work by importance and impact.



Time Management

Conscious control of time to increase effectiveness.



Delegation

Assigning work to develop others and free capacity.



DIMENSION

Leadership Brand

4 leadership skills

Personal Brand

Building a strong, intentional reputation.



Gaining Expertise

Building job-relevant knowledge and capability.



Career Development

Proactively managing your professional growth.



Executive Presence

Projecting credibility, poise, and gravitas.

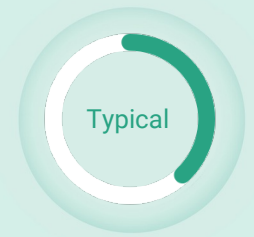


Each dimension's band and each skill's meter compare you to a global norm group of professional leaders. Skills are listed from your strongest to your biggest growth area.

Leading Others

How you build trust and drive performance with and through people.

Each dimension shows your band versus the norm; the rows beneath it are the leadership skills it contains.



DIMENSION

Building Trust 2 leadership skills

Trust

Leading authentically to earn faith and followership.



Authenticity

Leading consistently with your genuine values.



DIMENSION

Social Acumen 7 leadership skills

Listening

Attending fully to genuinely understand others.



Empathy

Understanding others' feelings and perspectives.



Communication

Conveying ideas clearly and persuasively.



Building Relationships

Forming new connections and rapport.



Managing Conflict

Navigating disagreement toward resolution.



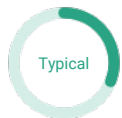
Influence

A motivating effect on others without exerting power or control.



Strengthening Relationships

Proactively investing in relationships over time.



DIMENSION

Team Effectiveness 4 leadership skills

Collaboration

Working effectively with and across teams.



Team Productivity

Optimizing how the team gets work done.



Team Culture

Shaping a healthy, productive team climate.



Team Leadership

Leading a team to perform at its best.



DIMENSION

Managing Performance 5 leadership skills

Motivating Others

Energizing people toward shared goals.



Accountability

Holding self and others to commitments.



Coaching

Guiding others to their own solutions through questions.



Developing Talent

Fostering others' learning, engagement, and growth.

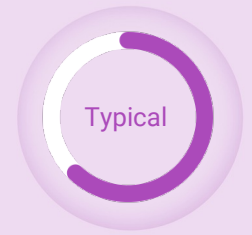


Empowering Others

Granting autonomy, ownership, and initiative.



Each dimension's band and each skill's meter compare you to a global norm group of professional leaders. Skills are listed from your strongest to your biggest growth area.



Leading the Organization

How you shape the future of the organization and align people to it.

Each dimension shows your band versus the norm; the rows beneath it are the leadership skills it contains.



DIMENSION

Driving Change

3 leadership skills

Execution

Turning plans and vision into delivered results.



Navigating Change

Leading people effectively through transitions.



Leadership Flexibility

Adapting your style to situational demands.



DIMENSION

Visioning

3 leadership skills

Setting Vision

Defining a clear, compelling future direction.



Inspiration

Communicating and living the organization's aspirations.



Innovation

Advancing new ideas to solve problems in novel ways.



DIMENSION

Strategic Leadership

3 leadership skills

Strategic Thinking

Seeing patterns and positioning for the future.



Strategic Management

Setting goals, planning, and adapting to execute strategy.



Stakeholder Management

Managing relationships with people crucial to success.



DIMENSION

Culture Shaping

2 leadership skills

Culture Building

Building a healthy, mission-aligned organizational culture.



Inclusive Leadership

Creating belonging where diverse talent thrives.



Each dimension's band and each skill's meter compare you to a global norm group of professional leaders. Skills are listed from your strongest to your biggest growth area.

Signature Skills and Areas of Opportunity

Your standout strengths to lean on, and the development areas where focused attention would most increase your effectiveness. Each skill notes the dimension and domain it belongs to.

Signature Strengths

Self-Awareness

Understanding your emotions, impact, and blind spots.
SELF-MANAGEMENT · LEADING SELF

Resilience

Recovering and adapting in the face of setbacks.
SELF-MANAGEMENT · LEADING SELF

Execution

Turning plans and vision into delivered results.
DRIVING CHANGE · LEADING THE ORGANIZATION

Emotion Management

Regulating emotions productively under pressure.
SELF-MANAGEMENT · LEADING SELF

Navigating Change

Leading people effectively through transitions.
DRIVING CHANGE · LEADING THE ORGANIZATION

Decision Quality

Sound judgment balancing data, experience, and intuition.
DECISION MAKING · LEADING SELF

Areas of Opportunity

Empowering Others

Granting autonomy, ownership, and initiative.
MANAGING PERFORMANCE · LEADING OTHERS

Developing Talent

Fostering others' learning, engagement, and growth.
MANAGING PERFORMANCE · LEADING OTHERS

Coaching

Guiding others to their own solutions through questions.
MANAGING PERFORMANCE · LEADING OTHERS

Accountability

Holding self and others to commitments.
MANAGING PERFORMANCE · LEADING OTHERS

Team Leadership

Leading a team to perform at its best.
TEAM EFFECTIVENESS · LEADING OTHERS

Turning this into action: You won't develop every area at once. Choose **one or two** opportunities with the highest payoff for your role, get specific about the behavior to practice, and enlist a coach or partner to keep you accountable.

The Shadow Side of Leadership

The shadow is inevitable. Derailment is not. Every strength you have casts a shadow in proportion to its power, so no leader is without one. What separates mature leaders is not the absence of a shadow, but the ability to see it and manage it, so it never hardens into the patterns below.

Educational and reflective, not a score. Your shadow is usually clearer to others than to you, and pressure and power lengthen it rather than create it. The patterns below are not verdicts. They are common ways a shadow can surface if a strength is overplayed, or if your preferred style is used in a situation that calls for a different approach. Treat them as hypotheses to explore with a coach, not conclusions to accept.

The seven patterns a shadow can take

1 Hubris

Strength: Confidence

Success convinces you its causes are all your own and that the rules no longer apply. Criticism stops landing.

Root: Self-worth fused with being right

2 Isolation

Strength: Seniority & Success

As you rise, the circle of people willing to tell you the unvarnished truth quietly shrinks to almost no one.

Root: The loneliness of command

3 Avoidance

Strength: Warmth

Hard conversations get postponed and underperformers worked around, sparing discomfort at accountability's cost.

Root: Fear of being disliked

4 Perfectionism

Strength: High Standards

Standards drift loose from the cost of meeting them; teams stop bringing early work and creativity narrows.

Root: Fear of being judged inadequate

5 Overpromising

Strength: Inspiration

The team is repeatedly inspired and repeatedly let down as vision outruns the discipline to deliver it.

Root: Charisma as a defense against emptiness

6 Control

Strength: Conscientiousness

A thousand small interventions signal distrust. Your strongest people leave first; the rest wait to be told.

Root: Fear of depending on others

7 Volatility

Strength: Passion

Intensity spills into the room. People scan for your mood and stop bringing you bad news.

Root: Mastering the world through force

The Amplifiers · Pressure & Power

Pressure and power do not create your shadow. They enlarge it: the higher you rise and the harder the season, the longer the shadow falls.

The shadow is inevitable. Derailment is not. Awareness is what separates the two.

The Shadow Side of Your Strengths

The strengths you just saw are real assets. Overplayed, or used in a situation that calls for a different approach, each can cast a predictable shadow. These are starting points to explore, not verdicts.

AS THE INNOVATOR, THE SHADOW MOST WORTH WATCHING **Volatility:** Urgency that lands harder than you intend

How this shadow tends to show up at work (if overplayed or under pressure)

Your conviction about where things need to go carries real energy, and that energy can sharpen when others aren't there yet. Impatience may surface as an edge in the room, a pointed comment, or a reaction that lands harder than you intended. You may experience it as passion. Others may read it as a signal to bring you less.

EARLY-WARNING SIGNS TO WATCH FOR

- People check your mood before raising something difficult.
- You have replayed a reaction afterward and thought it landed harder than you meant.
- The room gets quieter when you push back.

HOW TO SEE IT AND WORK WITH IT

- Invite candid **360 feedback** on what others see.
- Keep a **truth-teller** outside your chain of command.
- Journal under stress: what happened, what I did, what I felt underneath.
- Run one small **counter-experiment** against the pattern: *In the next meeting where you disagree, ask a question before you make a statement.*

A reflection to take into coaching

Sitting honestly with this pattern: which of the early-warning signs have you noticed in yourself, or which have others raised with you? Then pick the one or two moves on the right that feel most relevant, or most doable in this season, and start there.

Your Leadership Skills Map

All 45 of your leadership skills in one view, organized by domain and dimension, with skills ordered by your relative strength within each dimension. The number is your rank (1 = strongest) and each meter shows your level versus the norm. This is your own profile, and the fastest way to take in your whole leadership signature at once.



Reading your ranking. The rank shows which skills are stronger than others, not how far apart they are. Percentiles compare you to a norm group of professional leaders: the 50th percentile is typical, and the 90th means you scored at or above 90% of that group. Because percentiles are not linear, small gaps in the middle rarely matter, while gaps between more extreme scores do.

Your Development Plan

This plan is yours to own. It works best as a reflection exercise, ideally alongside your feedback coach. Use your results to choose where to focus. Below is one worked example to show the approach, then space to build your own.

The 70·20·10 model. Lasting growth comes mostly from doing, not studying, so we suggest roughly **70% on-the-job experience**, **20% learning through other people** (feedback, coaching, observation), and **10% formal learning** (courses, reading).

EXAMPLE Stakeholder Management | Leading the Organization

Why it matters: Your vision lands faster when the people who fund, approve, and execute it feel aligned early.

EXPERIENCE · 70

Map your 5 most critical stakeholders; run a monthly alignment cadence with each.

EXPOSURE · 20

Ask a peer who excels here to review your stakeholder map and give candid feedback.

EDUCATION · 10

Use Meridian to rehearse a high-stakes alignment conversation before you have it.

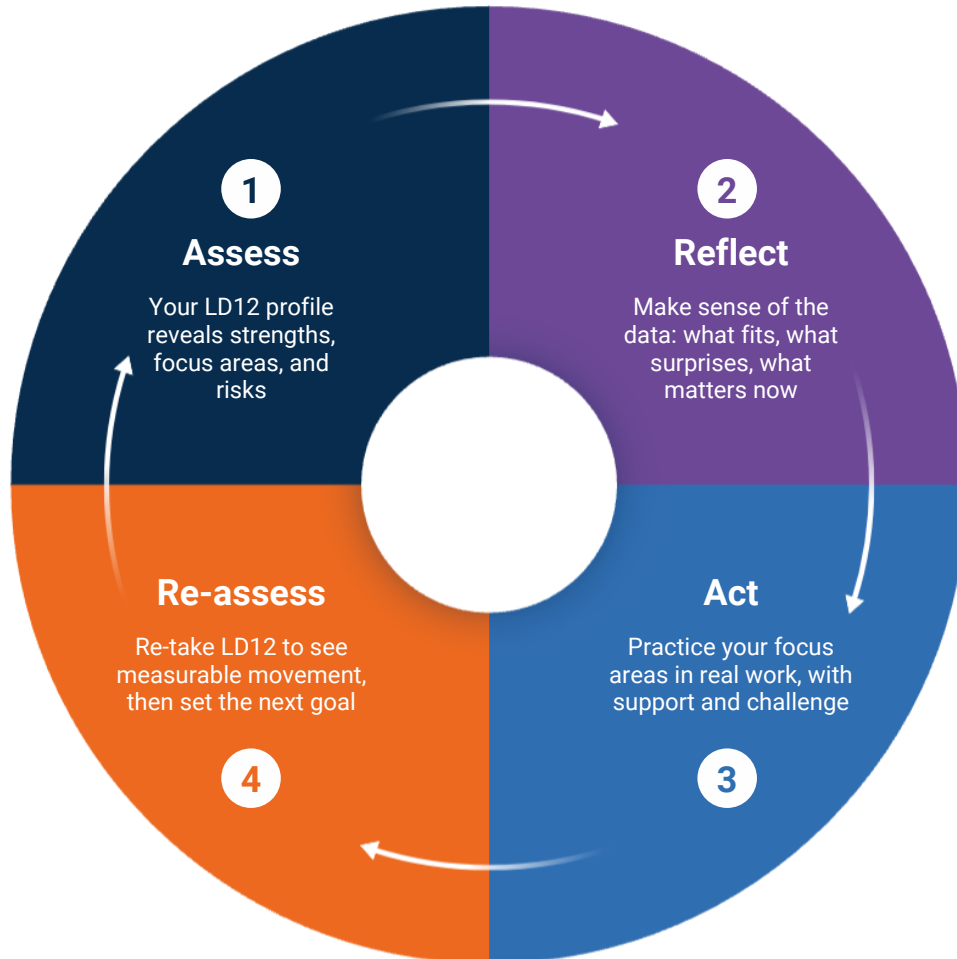
Progress marker: Key stakeholders can restate your priorities back to you, unprompted.

Your focus areas: Choose up to three | *Complete this as a reflection, or with your feedback coach*

	MY FOCUS AREA	HOW I'LL PRACTICE IT (70·20·10)	HOW I'LL MEASURE PROGRESS	BY WHEN
1				
2				
3				

A Living Development Loop

The best development isn't a one-time report; it's a cycle. Your LD12 results are the starting point, and coaching and a re-assessment turn insight into measurable growth over time.



MERIDIAN

Go deeper with Meridian, your AI leadership coach

Meridian turns this report into an ongoing conversation: explore your archetype, pressure-test your reflections, and build a personalized action plan with support and constructive challenge whenever you're ready.

OPTIONAL · GO FURTHER

Benchmark to a role. Overlay your profile on a Success Profile for a target role to see fit and gaps. **Add 360 feedback.** The LD12 360 layers in how others experience you, the fastest way to surface and close blind spots.

Sustained growth requires consistent effort, and the work you put in today shapes the leader you'll become tomorrow.

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