



**LUCENDO**

**“ 80% of transformations fail.  
#1 Reason: Invisible leadership gaps  
across the organization.**

**Leadership lacks transparency  
– across all levels.**

**Without transparency,  
it cannot be managed.**

Source: based on studies of McKinsey, Gartner – supported by academia

# Leadership decisions today are guesswork

- No structured, comparable view of leadership capability
- Decisions driven by perception, experience, and politics
- Leadership gaps remain hidden – until execution fails
- No system to align leadership capability with business demand

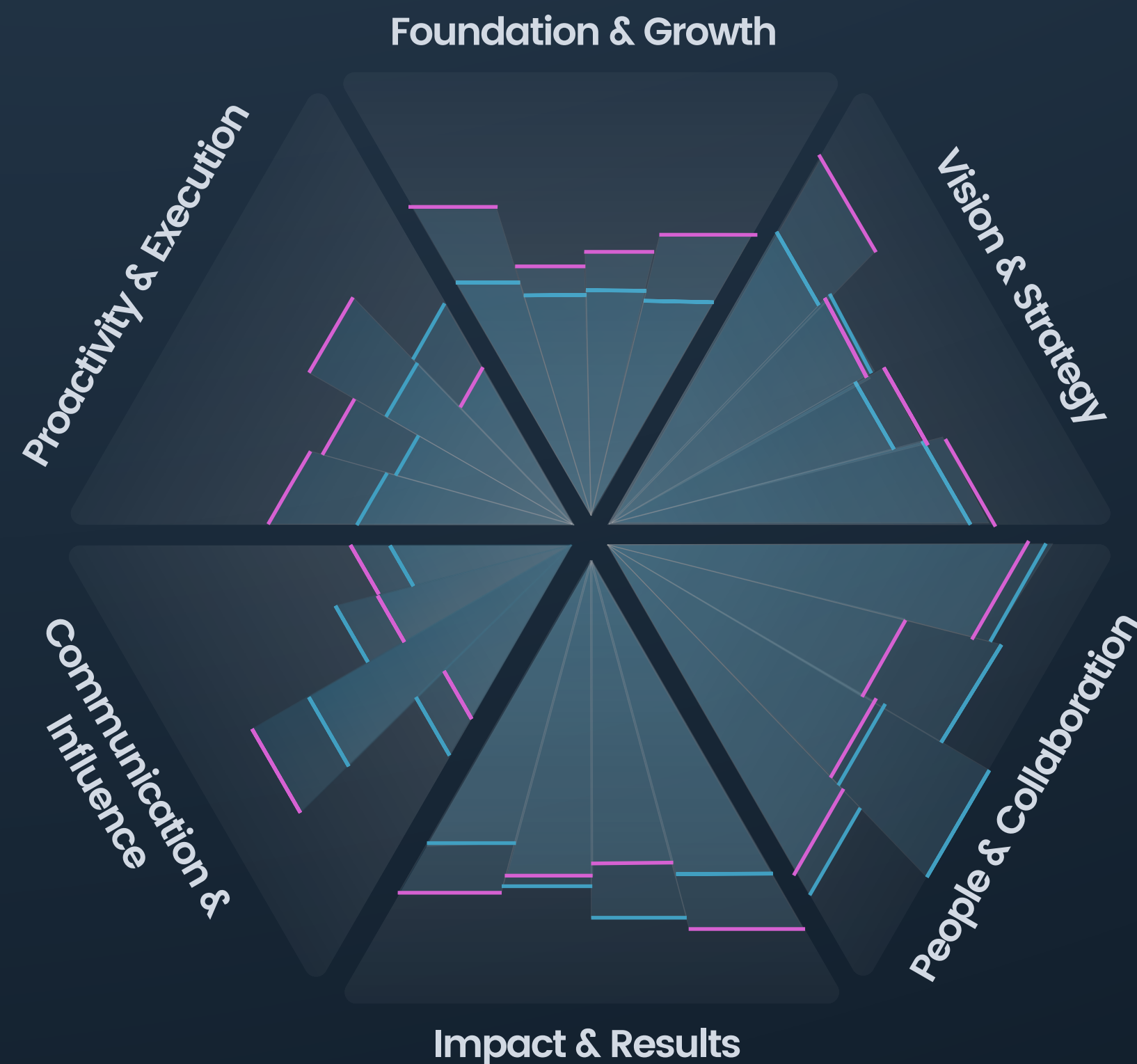
# The **cost** of invisible leadership gaps

- Misaligned leaders in critical roles
- Underperforming strategic initiatives
- Delays, rework, and execution risk
- Lost enterprise value capture

**Most organizations only recognize this after failure.**

# Lucendo measures leadership in 6 areas across 24 domains numerically

- the core engine to inform any leadership decision



## Foundation & Growth

- Mindset & Self-Awareness
- Values & Ethics
- Well-Being & Resilience
- Curiosity & Learning.

## Proactivity & Execution

- Ownership & Accountability
- Drive & Engagement
- Problem Solving & Decision Making
- Change & Initiative

## Communication & Influence

- Clarity & Messaging
- Negotiation & Persuasion
- Expectation Management & Alignment
- Presence & Storytelling

## Vision & Strategy

- Vision & Differentiation
- Mission & Relevance
- Strategy & Planning
- Innovation & Adaptability

## People & Collaboration

- Team Building & Development
- Stakeholder & Relationship Management
- Emotional Intelligence & Empathy
- Culture & Inclusion

## Impact & Results

- Commercial & Operational Success
- Customer & Stakeholder Satisfaction
- Personal & Team Fulfillment
- Societal & Environmental Impact

24 Domains are mutually exclusive / comprehensively exhaustive – based on Human & Leadership Behavioral Research (MIT, TUM) calibrated by 100s F500 leaders  
Lucendo's Core Engine is an intelligent system of human behavioral mechanisms that amplifies or minimizes overall leader capabilities in non-linear, dynamic ways

# What is missing is a **system to make leadership capability transparent and actionable**

## How Lucendo Works Key Use Cases

Measures leadership capability across 24 domains (self and 360°)\*

Creates structured leadership profiles (hexagon view)

Benchmarks and compares leaders across the organization quantitatively

Identifies **strengths, gaps, and development** needs individually and across teams

Recommends **best-fit leaders** for roles and company **initiative leader teams**

## Vision & Strategy

### Leadership Hiring

Assess leadership capabilities of candidates

### Talent Decisions & Development

Identify who to develop, move, or replace

### Role Fit & Succession

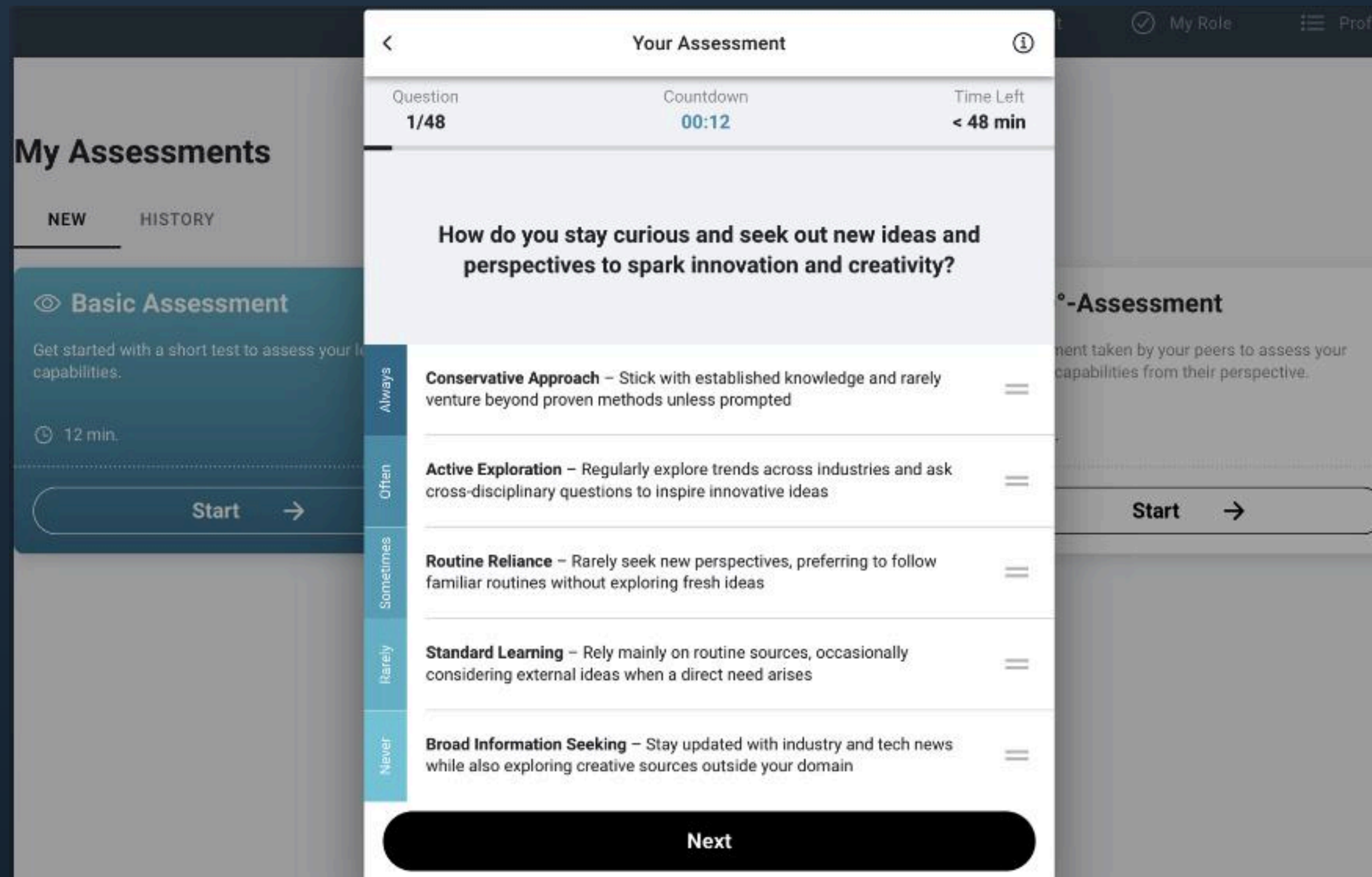
Identify best fit leaders for role

### Project & Initiative staffing

Compose complementary leadership teams to maximize execution success

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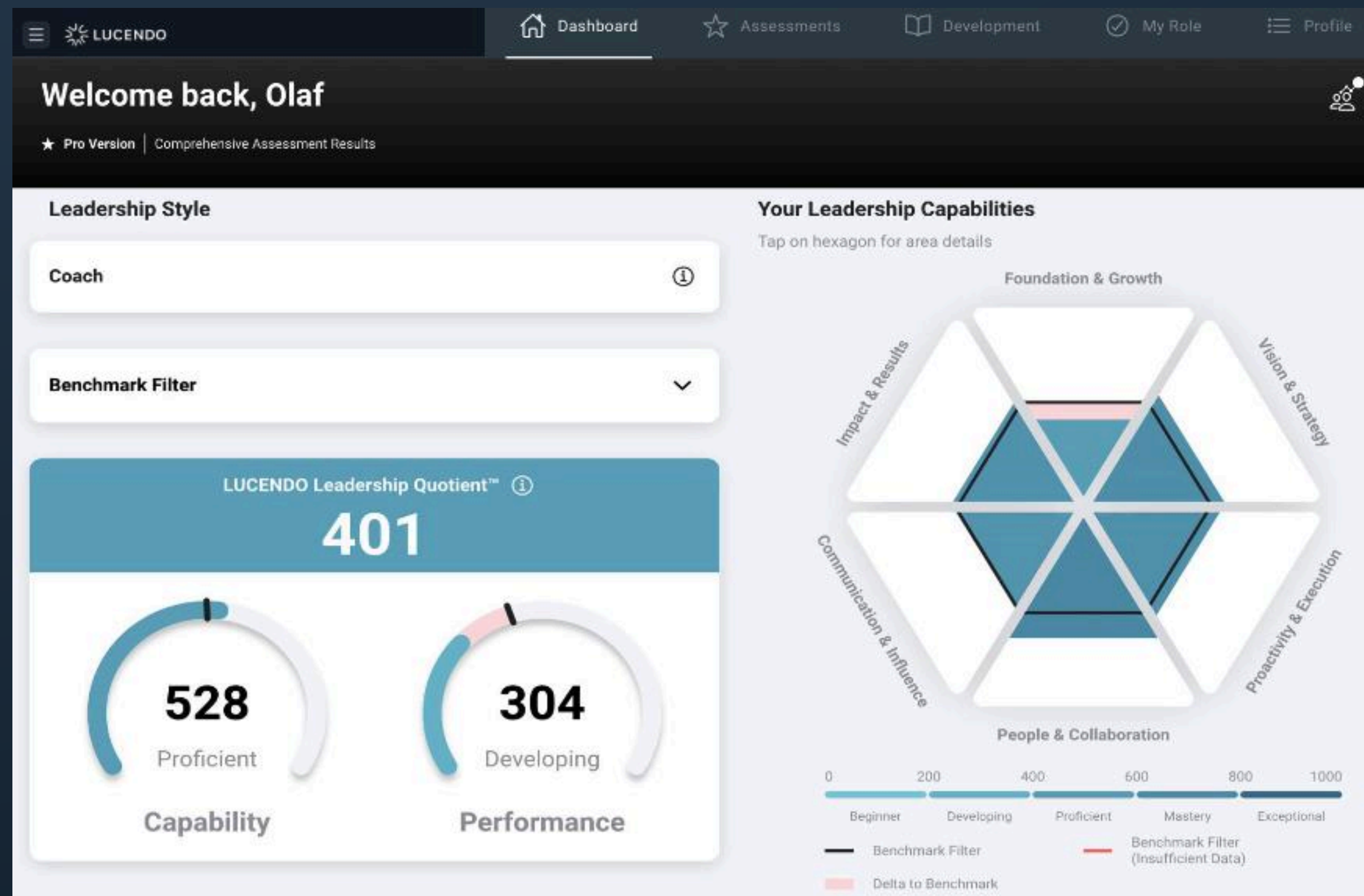
# Lucendo provides a user-friendly handheld version for leaders to **assess leadership capabilities** using **curated mini-case studies**



## Key Features

- 48 randomly presented questions that span leadership capabilities holistically
- 5 curated answers for each question representing typical behaviors
- Leader brings answers in order of real life behavior from 'always' to 'never' by drag and drop
- 360° assessments work the same way
- Assessments can be repeated periodically to check development trajectory

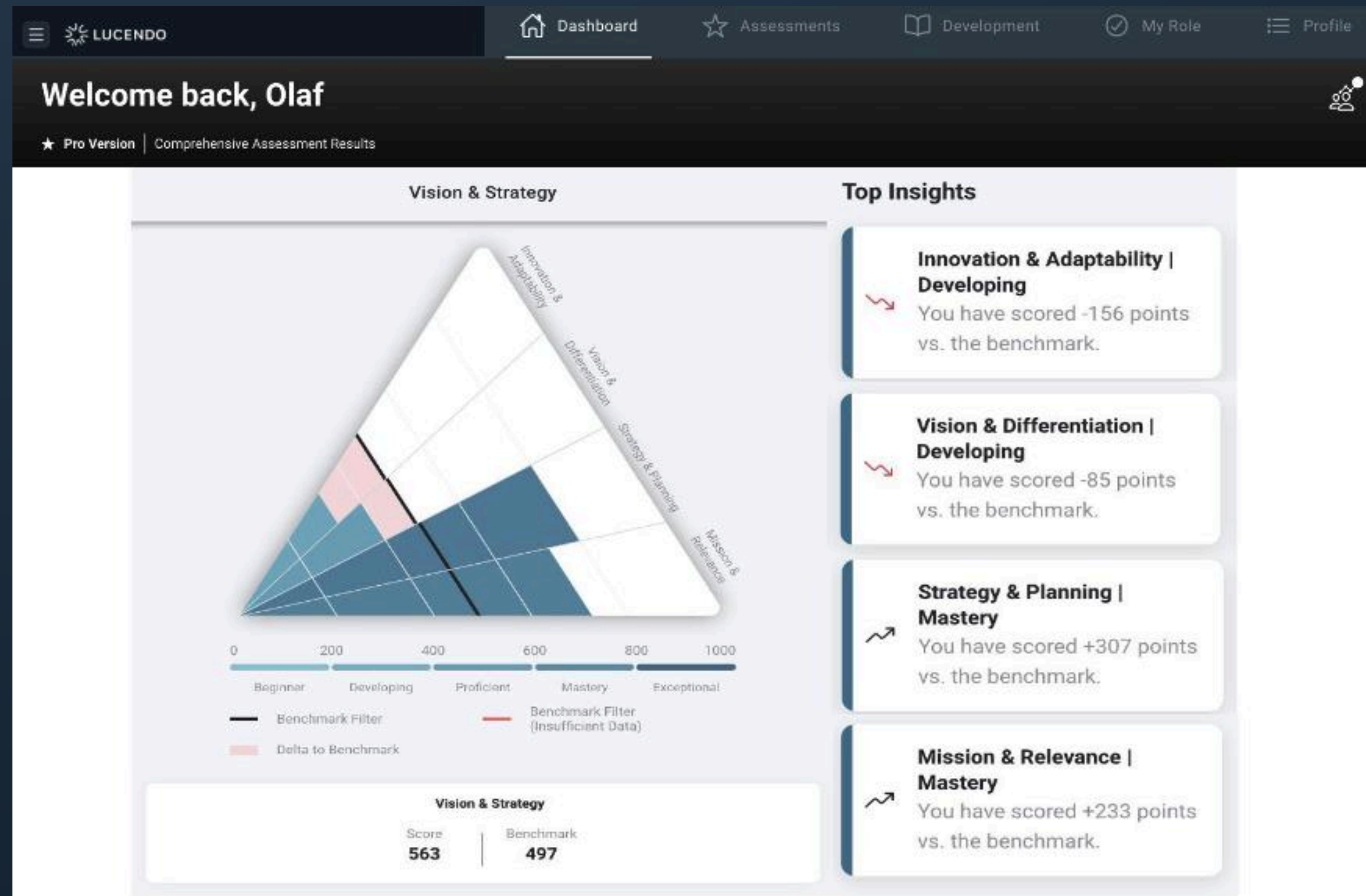
# Lucendo provides insights in leaders compared strengths and weaknesses / areas for development



## Key Features

- Leadership Capabilities are displayed by **numerical metrics** in Leadership Quotients
- Strengths and weaknesses are shown in **24 domains grouped in 6 key leadership areas**
- All metrics, areas and domain results are **compared by a user defined demographic benchmarking cohort**
- **Results are supported by AI – driven** interpretation for real life behavioral and situational relevance
- Includes **self** and **360° results**

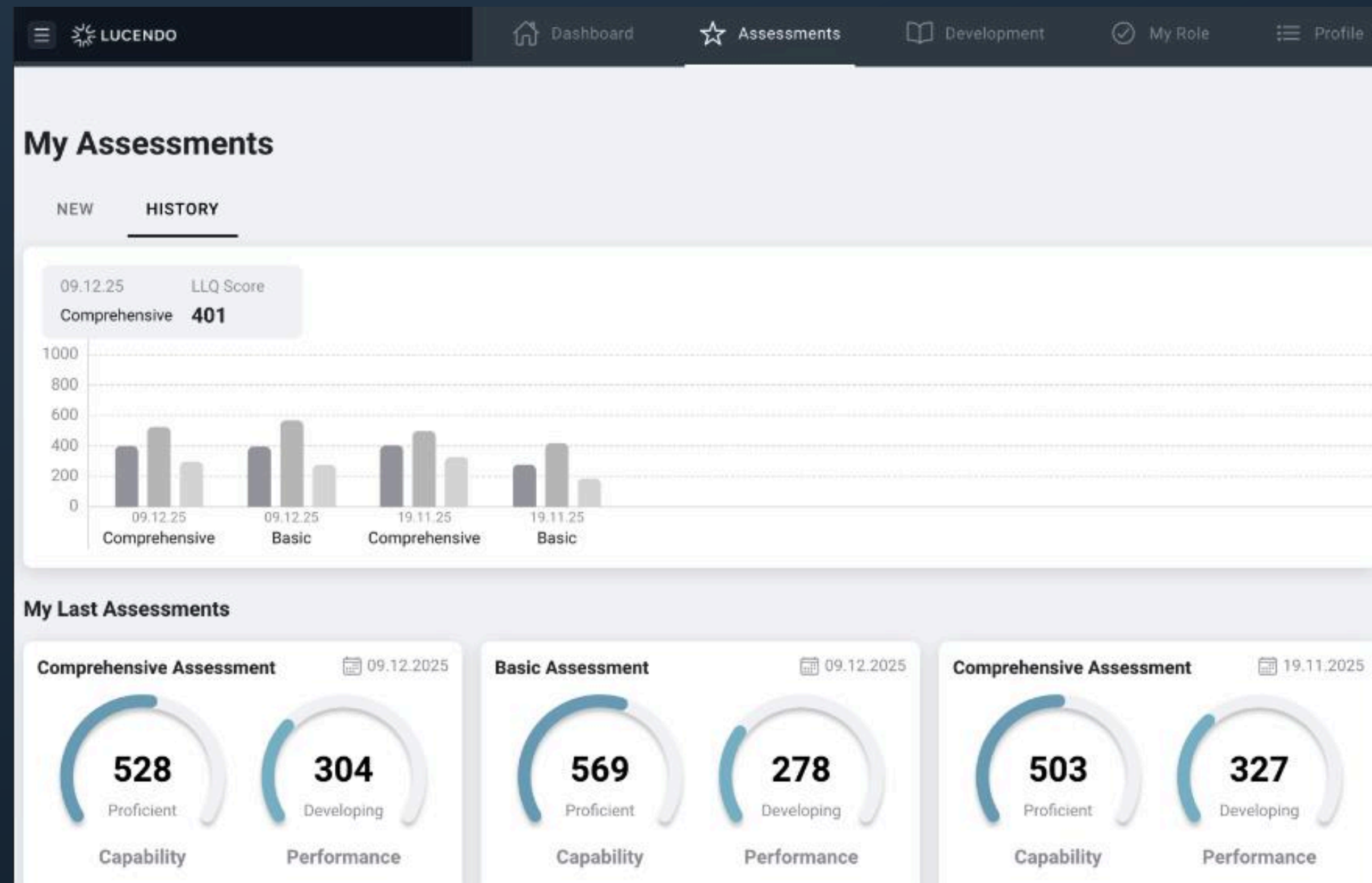
# Lucendo provides insights in Leaders compared strengths and weaknesses in each of 24 domains



## Key Features

- Each area of leadership capability **hexagon contains 4 domains**
- Each domain capabilities are separately investigable to fully understand key strengths and weaknesses
- Again, each domain is benchmarkable internally and across industry
- Behavior read out is supported by AI to fully understand strengths and weaknesses as well as potential improvements to next proficiency grids

# Each leader can investigate their leader capability trajectory over time



## Key Features

- Each leader assessment is recorded in repository for review
- Improvements / Deviations are visible throughout entire development history
- Leadership Capability Report is attached for each historic assessment for detailed check
- Self and 360° assessment results can be compared for insights of consistency or deviation of self vs. external perception
- Leaders of leaders can have full access to assessment results and capability reports

# Based on each assessment, leaders receive a curated leadership development plan to guide leaders for further development

The screenshot shows the LUCENDO Leadership Development Plan interface. At the top, there is a navigation bar with the LUCENDO logo and menu items: Dashboard, Assessments, Development, My Role, and Profile. The main content area is titled "Development Plan" and includes a sub-header "Plan created: 03/26/2026 17:21" and "Goal: Improve your strengths". Below this is a button labeled "Assessment Report (PDF)". The plan is organized into four categories: "Vision & Strategy", "People & Collaboration", and "Communication & Influence". Each category contains a list of development activities with their respective point values.

Category	Activity	Points
Vision & Strategy	Oxford Executive Strategy Programme Strategy & Planning (800pt)	+200pt
	Creating a Vision Vision & Strategy (563pt)	+437pt
People & Collaboration	Leading Across Borders and Cultures Stakeholder- & Relationship Mgmt. (825pt)	+175pt
	Emotional Intelligence People & Collaboration (638pt)	+62pt
Communication & Influence	Managing Expectations and Alignment (Advanced) Expectation Mgmt. & Alignment (775pt)	+225pt

## Key Features

- Development plan is based on latest capability assessment results
- Leader has the choice to improve on strengths to excel – or – to catch up with weak areas and domains
- A guided scale will inform the leader about estimated improvements upon completion
- Leader is obliged and guided to re-assess after utilization new learnings in real life

# Lucendo provides insights in Leaders compared strengths and weaknesses / areas for development

## Key Features

- After assessing leadership capabilities, each leader is provided with a detailed system-created leadership capability report – downloadable and shareable
- Report provides capability metrics based on self and 360° plus demographic cohort benchmarking comparison
- AI – supported interpretation and improvement recommendations – across all 6 areas and 24 domains.

**Assessment Report**  
Olaf Kreichgauer, Lucendo

Ref. Assessment: 10/17/2025  
Last Assessment: 10/17/2025  
9027\_Assessment: 10/17/2025

Your assessment results are personal and confidential. They are visible only to you and authorized reviewers and may not be shared without your consent.

**Summary**  
"Navigating the Fog: Chart a Clearer Course with Intentional Growth."

504 Capability | 323 Performance | 404 Total (L1-L2) | -155 Change | 318 Benchmark

403 Self | 405 360° | Proficient Proficiency | Top 50% Rank

**Enabler**  
A strong Enabler combines clarity with care, ensuring that teams not only understand their path but also feel fulfilled and committed to achieving it together.

**Leadership Style**

Leadership Area	Score	Change	Benchmark	Percentile
Capability	504	-185	545	Top 40%
Performance	323	-185	185	Top 50%
Commander & Orchestrator	401	-144	190	Top 10%
Vision & Strategy	495	-60	350	Top 10%
Proactivity & Execution	512	-181	488	Bottom 10%
People & Collaboration	498	-121	198	Top 10%
Communication & Influence	545	-45	585	Bottom 10%
Impact & Results	480	-175	195	Bottom 10%

**Potential for Enhanced Core Evaluation**  
Your current capacity in Commander & Influence, as well as your strong proficiency, suggests an emerging strength that, fully developed, could have a powerful, wide-reaching impact on your organization.

**Proactivity & Execution**  
"Pressure feeds performance, yet planning shapes precision."

512 Total | -181 Change | Bottom 10% Rank | 694 Benchmark | Proficient Proficiency | 463 Self | 560 360°

**Reliability Under Pressure**  
You manage to maintain responsibility and deliver results consistently when under pressure. This demonstrates an ability to work reliably and meet deadlines, even in stressful situations. Your relative to execute complex tasks on time is impressive, giving you an edge in maintaining performance stability. It highlights a potential for further strategic development to align goals with actions. You perform well under established structures and can improve even more by enhancing your planning and proactive efforts.

**Room for Strategic Improvement**  
Your current performance is reactive at times, suggesting a stronger need for strategic planning and execution. There is an observed gap in proactivity driving results, which affects the overall robustness of your strategies. Enhancements in consistency of planning can lead to improved effectiveness and efficiency. This reactive nature could be limiting the full potential of your outputs/impact, needing refinement.

**Enhance Strategic Alignment**  
Consider engaging strategic foresight with daily execution to balance your reliability with innovative growth.

**Focus on Strategic Execution**

- Set clear and ambitious personal performance objectives to refine focus and improve outcomes.
- Develop methods to integrate proactive planning and execution to weight in your daily execution.
- Engage in initiatives that challenge reactive patterns and promote forward-driven actions.

**Proactivity & Execution - Domain Details**

**Change & Initiative**  
"Cross the chasm between idea and action."  
575 Total | +50 Change | Bottom 10% Rank | 750 Benchmark | Proficient 700 | 450 Self | 350°

**Ownership & Accountability**  
"Stand firmly in the storm's eye to guide the flow."  
498 Total | +25 Change | Bottom 20% Rank | 738 Benchmark | Proficient 350 | 645 Self | 350°

**Positive Change Leadership**  
Your efforts in leading change are significant, with a proactive approach to initiate taking that supports impactful transformation.

**Foundational Responsibility**  
While basic, your ownership of outcomes sets a reliable ground. There's room to expand accountability measures with personal initiatives.

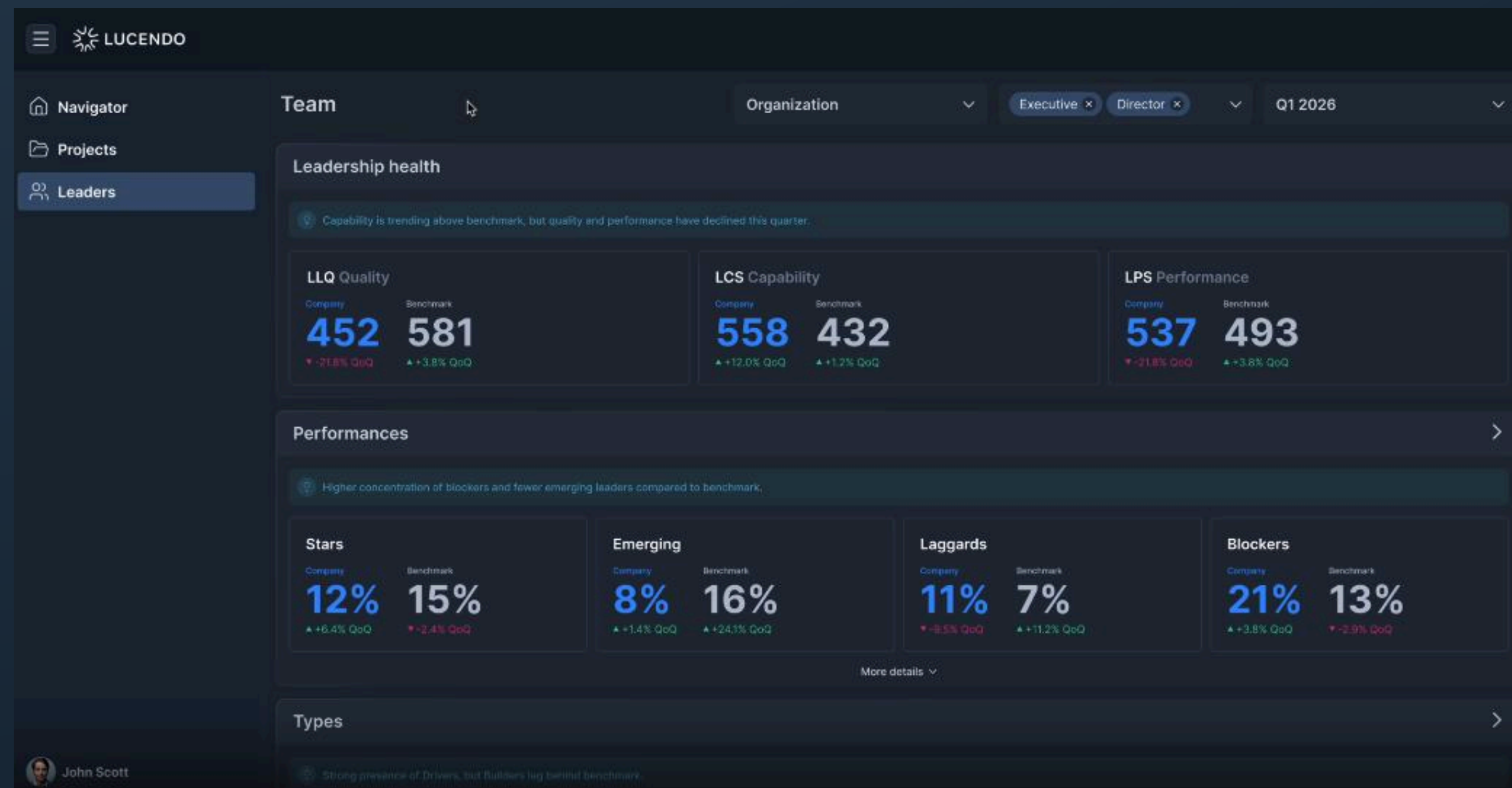
**Drive & Engagement**  
"Spark the embers to ignite a dynamic drive."  
465 Total | -525 Change | Bottom 10% Rank | 738 Benchmark | Proficient 325 | 605 Self | 350°

**Core Engagement Presence**  
There is a fundamental level of engagement that provides a stable start for more dynamic involvement and energy in tasks.

**Problem Solving & Decision Making**  
"Navigate the currents with clear vision for decisive depth."  
508 Total | -275 Change | Bottom 20% Rank | 800 Benchmark | Proficient 475 | 540 Self | 350°

**Responsive Problem Resolution**  
General competency in resolving issues shows, indicating a functional baseline in problem-solving and decision-making.

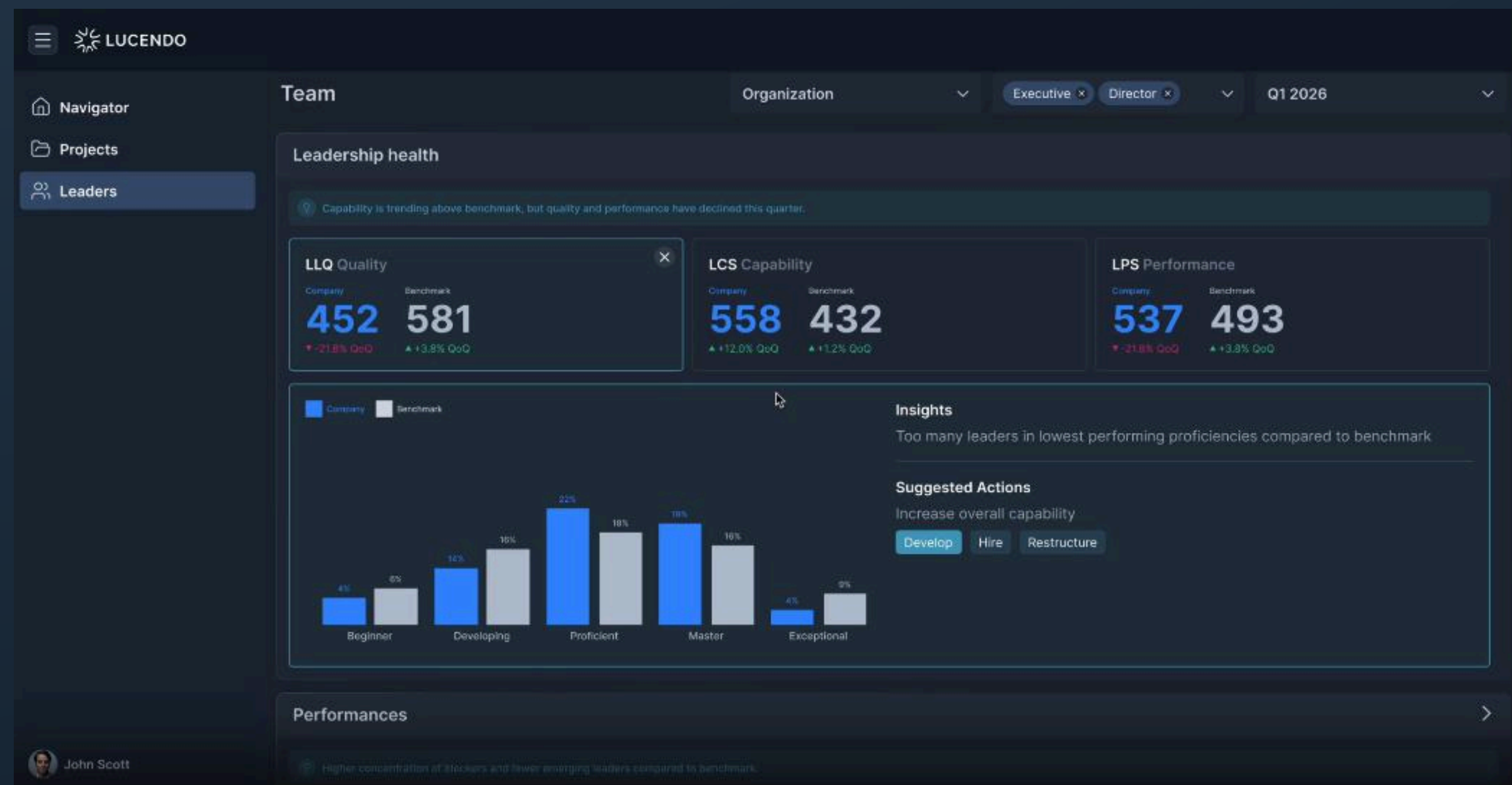
# Lucendo provides intelligence of leadership health of Leader-Pools across the organization incl. benchmarks



## Key Insights

- Leader Pool capabilities across company or by department / Region vs. benchmarks – where are top/weak leaders
- Curated segmentation of high vs. lower performer pools identifiable – where are emerging leaders
- Curated segmentation of leader types comparable

# Lucendo provides intelligence of leadership performance by comparing any leader pool vs. benchmark



## Key Insights

- Compare any leader pool by level or organization also vs. benchmark – where do best/ weak leaders sit
- Gain actionable insights for development, hiring, moving, restructuring and succession

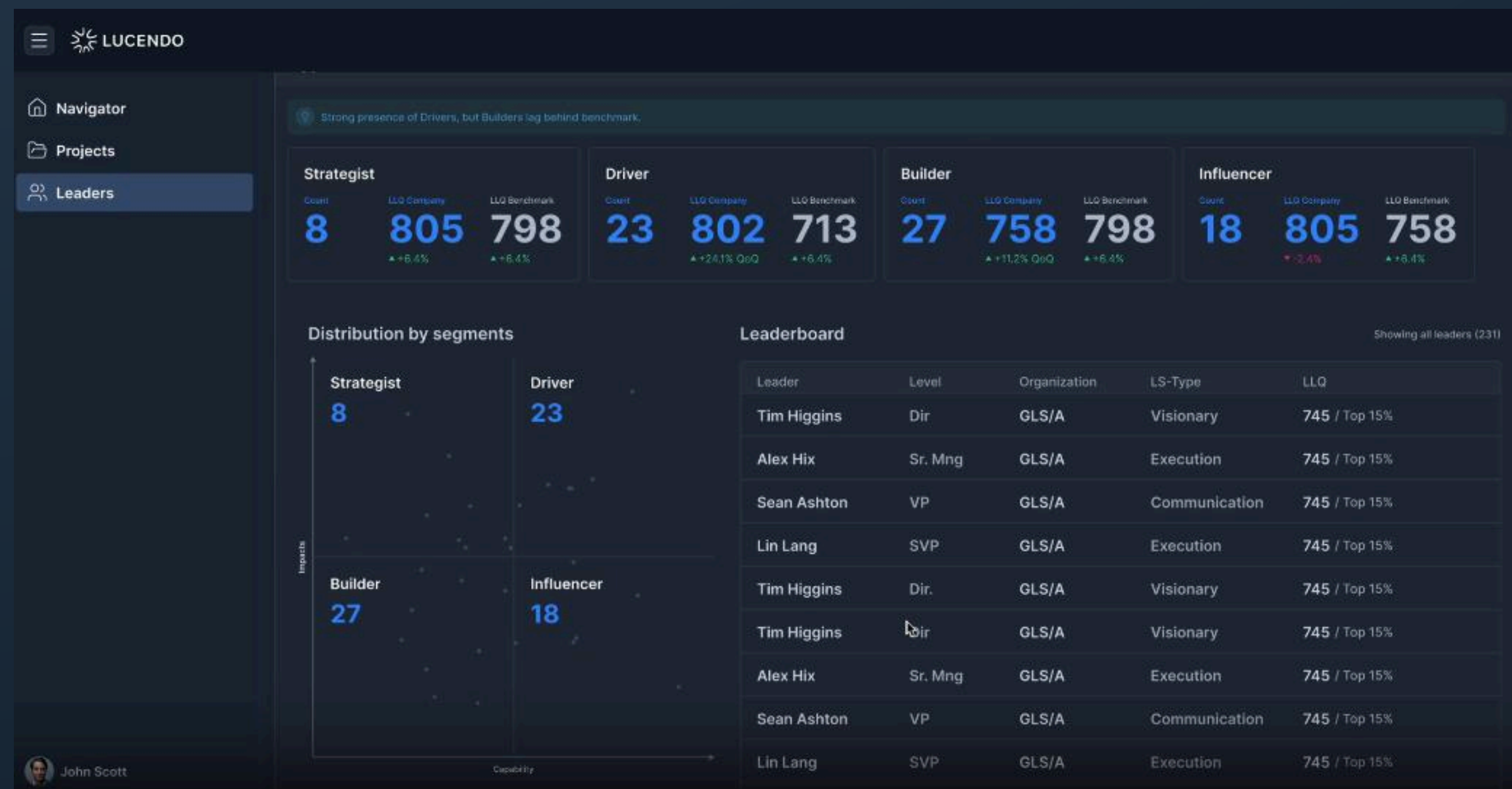
# Lucendo provides actionable insights in any selectable leader pool to improve and maintain leadership health across the organization



## Key Insights

- Curated Segmentation show the stars who drive company agenda and transformation, emerging leaders with low responsibility as well as Laggards
- Preparing you to take decisions on improving high performance segments to shape tomorrows leadership

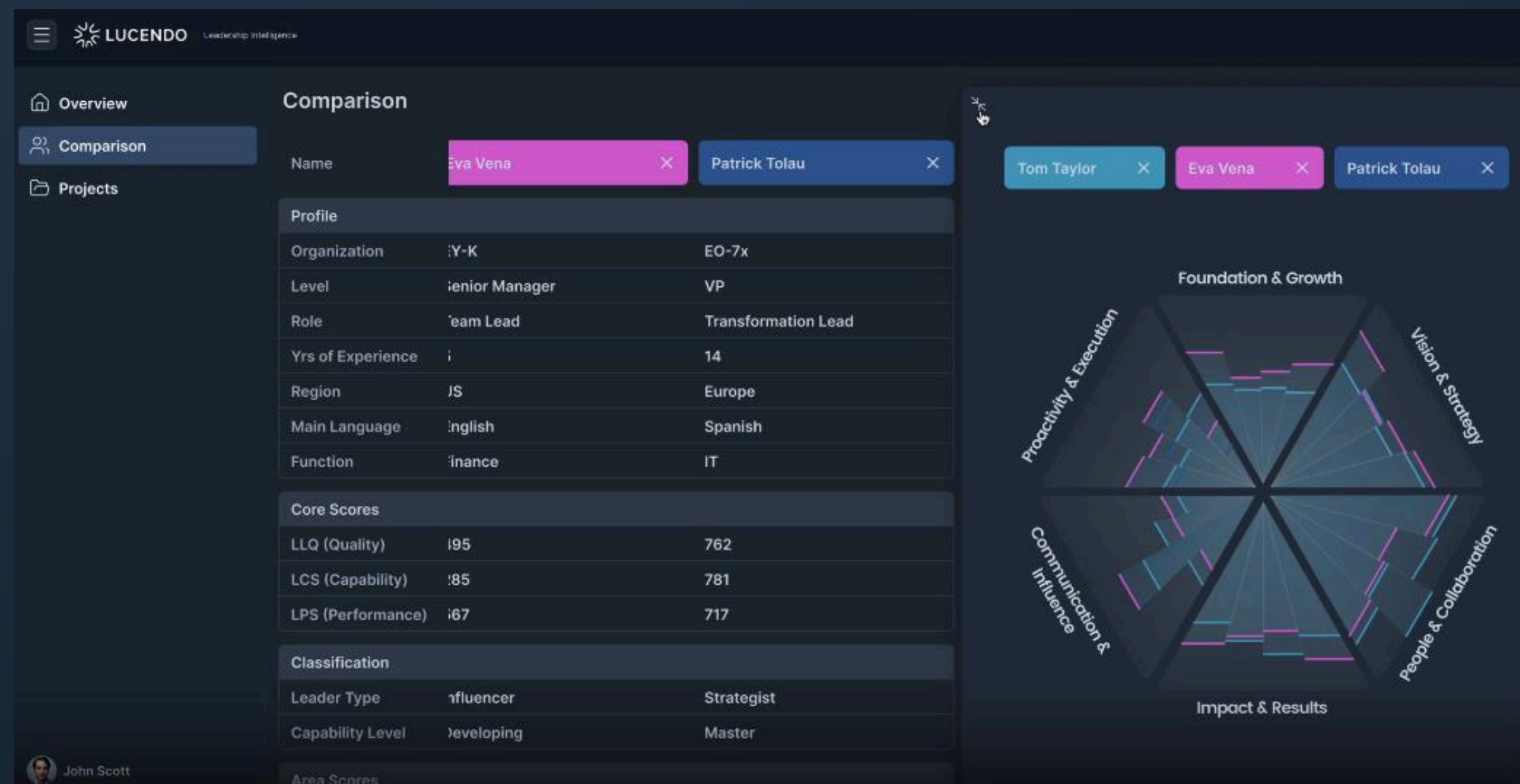
# Lucendo provides actionable insights in any selectable leader pool to improve and maintain leadership health across the organization



## Key Insights

- Identify where your drivers, strategists, builders and influencers amongst any leader population sit, ready for the right important initiative
- Gain insights in the balance of the leader types as part of driving healthiness of leader pools

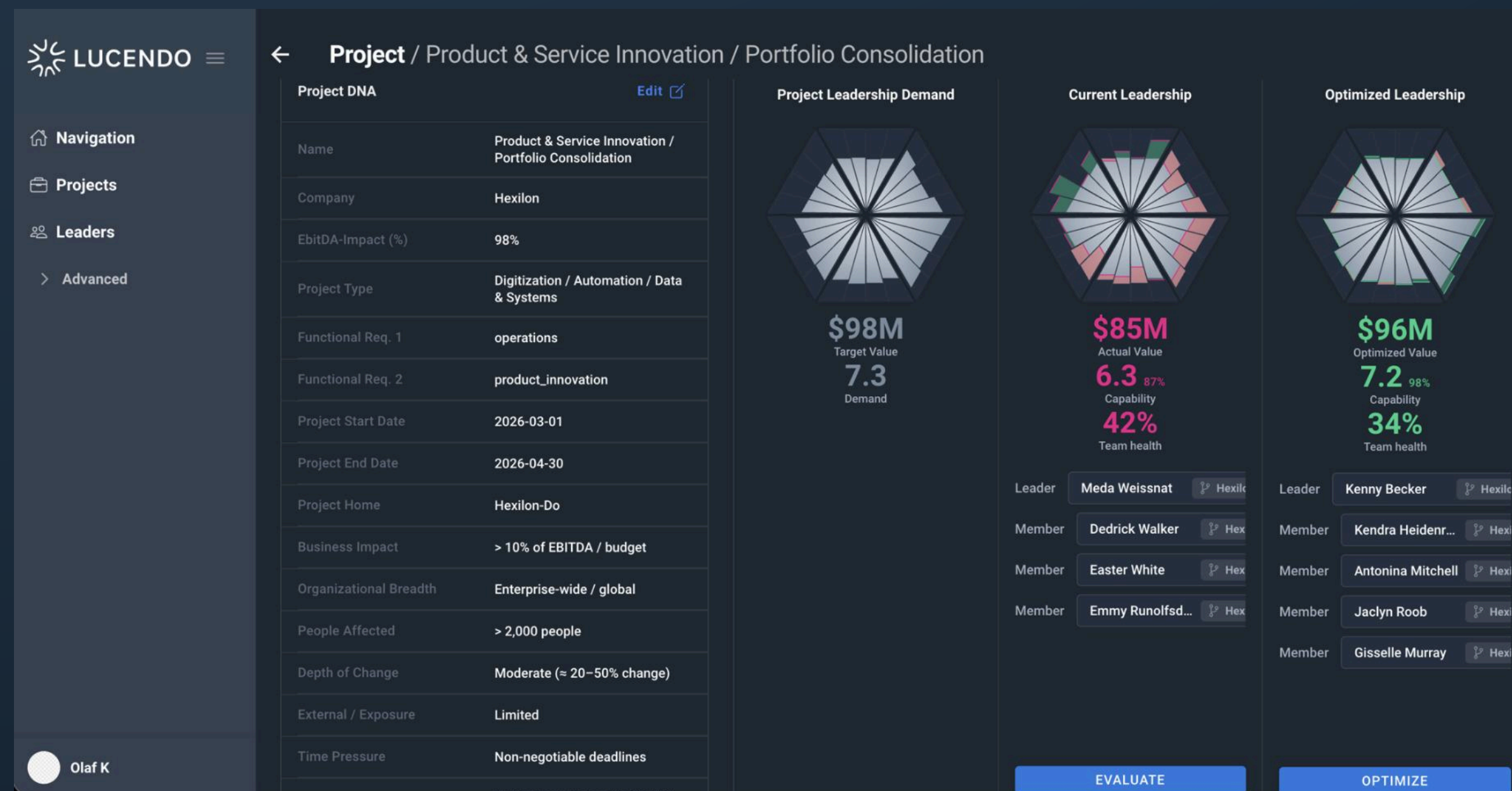
# Lucendo provides comparison of one to many leaders for direct comparison of strengths and weaknesses / areas for development



## Key Insights

- Support your succession planning with comparing leaders directly
- Identify weak or emerging leaders for taking exit or development actions
- Identify leaders with outstanding capabilities for a special role

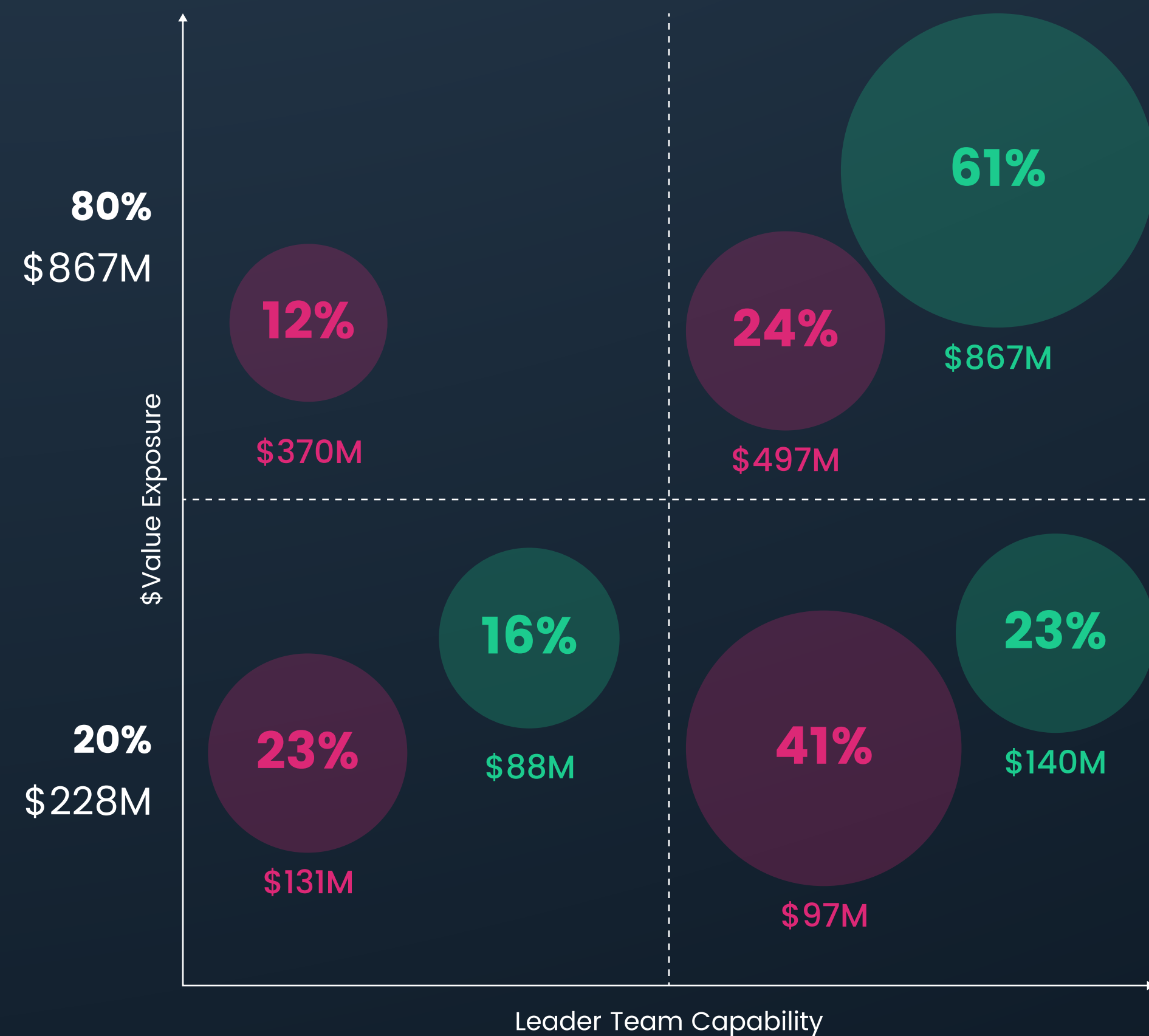
# Lucendo excels in finding ideal matches of leaders to a role and complementary leader teams to initiatives – Value Optimized



## Key Insights

- Configure any role and initiative as leadership demand
- Lucendo find best suited leaders to the given role
- Lucendo finds best complementary leader team to successfully lead the initiative
- Lucendo has built in mechanisms to complement strengths and weaknesses or recommends hiring

# A global Food Chain company found potential to unlock \$501M by re-allocating, hiring and developing leadership pool



## Derisking Enterprise \$Value

**\$501M Value is currently at risk**

- \$349M due to Leader/Project Mis-Allocation
- \$172M due to Dys-Functional Team composition

**\$413M Value is de-risked / gained\* by**

- Re-Allocating projects with best suitable individual leaders / and team capability and simultaneously
- Resolving Dys-Functionality by composing complementary teams

**\$88M Value can be derisked\* by**

- targeted training, redeploying existing leaders and hiring

# A world leading tool provider unlocks \$326M be re-allocating, hiring and developing leadership pool

\$283M of enterprise value was at risk due to Leadership Mis-Allocation to current enterprise initiatives. \$160M were being secured and \$57M able to unlock within 6 to 12 months

## Current State

Portfolio Value (Risk: \$284M)	\$1.25B
Leadership Fit	72%
Critical Projects at Risk	7/15
Under-utilized HiPo Leaders	14/72
Bottleneck Leaders	8/72

## Root Cause

Dys-Functional Teams	7/12
High Capacity Leaders underexposed	8/15
Critical projects staffed below threshold	7/10
Structural overload leaders	25%
Critical gaps in Change & Strategy capability	

## Optimized State\*

Secured (Upside \$57M)	\$160M
Leadership Fit	97%
Critical Projects at Risk	1/15
Under-utilized HiPo Leaders	0/72
Bottleneck Leaders	2/72

## Root Cause

Reallocate 18 Leaders	+\$42M
Resolve 5 Bottlenecks	+\$36M
Selective Hiring (3)	+\$57M
Targeted Development	+\$24M

## Enterprise Pilot Program

# An 8-week Pilot to Validate Leadership Optimization Potential



### Pilot Deliverables

- Understand leadership capability across your leaders
- Benchmark leaders against peers
- Identify strengths, gaps, and development priorities
- Spot high-potential and emerging leaders
- Enable precise development and role decisions

### Suggested Scope

- 40 – 60 leaders
- 1 – 2 business units
- Director to VP level
- Cross functional
- 5 – 8 roles/projects (optional)

### Pilot Execution

- Setup & onboarding
- Leader capability assessment (self/360°)
- Insight generation & benchmarking
- Executive read out with key findings
- Definition of next steps



## LUCENDO Leadership Inc.

Where Leadership meets Enterprise Value

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