

Engineering Leadership Diagnostic

CANDIDATE: Sample Candidate

PREPARED FOR

Sample Manager

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Sample Company

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REPORT DATE

September 4, 2026

EXECUTIVE SUMMARY

This profile reflects a mix of Delegated Authority and Consensus Coordination as the primary operating tendencies. Some structure and prioritization are applied but not consistently enforced. However, direct control in high-pressure situations is limited, which may delay intervention when immediate action is required. Effectiveness will depend on operating within environments where direct intervention under pressure is not frequently required.

Profile At A Glance

Primary Tendency: Delegated Authority

Secondary Tendency: Consensus Coordination

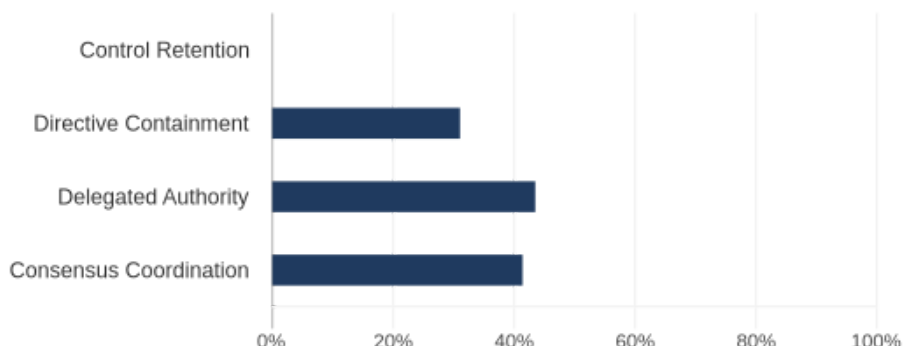
Key Watchpoint: Stepping in directly when execution is at risk

Management Readiness

MODERATE READINESS

Management Readiness reflects the breadth of management behaviors demonstrated in the assessment and the level of preparation or support indicated by the profile. It is not a prediction of future performance or a promotion recommendation.

Trait Distribution



Trait Distribution Details

Control Retention: 0%

Directive Containment: 31%

Delegated Authority: 43%

Consensus Coordination: 41%

LEADERSHIP PROFILE

PRIMARY TENDENCY

Delegated Authority

Delegated Authority is the primary tendency in this profile. This reflects a stronger tendency to distribute ownership and rely on engineers to drive execution independently.

Common Characteristics of This Trait

- Gives engineers meaningful ownership of work
- Allows decisions to stay close to the people doing the work
- Supports team autonomy and independent execution

UNDERREPRESENTED TRAITS

Control Retention is underrepresented in this profile. In high-pressure or incident-driven situations, this may reduce the likelihood of direct intervention when immediate action is required.

Common Characteristics

- May hesitate to step in when execution is at risk
- May need clearer triggers for when direct manager involvement is required

Strength Signals

- Shows an emerging use of structure and prioritization to support execution
- Shows an emerging tendency to support team ownership and distributed execution
- Shows an emerging tendency to incorporate multiple perspectives into decisions

Constraint Signals

- May hesitate to intervene directly in high-pressure situations

Operational Impact

This pattern can support team ownership while using discussion and input to build alignment. Engineers may have meaningful influence over both decisions and execution. Very limited direct manager intervention may become a problem when execution risk rises and the manager needs to take a more active role.

PROMOTION DECISION SUPPORT

Decision Context

The profile shows several management behaviors but also identifies an area that may require development before or during the transition to management. This does not rule out promotion, but the identified gap should be considered alongside the candidate's experience, judgment, and the support available in the role.

Promotion Implications

Promote selectively. This profile may perform well in structured or stable environments where stronger direction, delegation, or alignment can support execution. However, limited intervention may delay response when immediate action is required.

Conditions for Success

To be effective in a management role, this profile should develop a stronger tendency to step in directly when execution risk increases.

Manager Support Priorities

- Define specific situations that require the candidate to intervene directly, such as an unresolved production issue, missed critical commitment, or execution risk that the team is not resolving. Review early examples with the candidate to determine whether intervention occurred at the right time.
- Establish escalation criteria with the candidate before high-risk work begins. Review whether they recognized those triggers and adjusted their level of involvement appropriately.

Onboarding Actions

- Assign the candidate responsibility for leading an incident or execution-risk situation in which they must determine when direct manager intervention is necessary, take ownership when the escalation threshold is reached, and explain the basis for the decision afterward.
- Give the candidate a time-sensitive execution problem with predefined escalation triggers. Afterward, require them to identify when they chose to intervene, when they chose not to, and why.

HOW TO INTERPRET THESE RESULTS

This assessment evaluates four leadership behaviors that influence how a candidate operates as a manager.

CONTROL RETENTION

Taking direct ownership of execution during high-pressure or critical situations to ensure outcomes are achieved.

Most valuable in: incidents, system instability, high-risk execution where clear ownership is required

DIRECTIVE CONTAINMENT

Establishing clear direction by narrowing options and defining how work should proceed.
Most valuable in: prioritization, reducing ambiguity, and maintaining execution clarity

DELEGATED AUTHORITY

Assigning ownership to engineers and allowing them to drive execution independently.
Most valuable in: scaling teams, increasing autonomy, and building long-term capability

CONSENSUS COORDINATION

Incorporating multiple perspectives to build alignment before decisions are finalized.
Most valuable in: cross-team collaboration, stakeholder alignment, and complex decisions

This assessment is intended to support leadership evaluation and development decisions. It should not be used as the sole basis for employment decisions. Results reflect behavioral tendencies based on assessment responses and should be considered alongside additional context and performance data.