



Your leadership competence profile

Prepared for Example Leader (synthetic profile)

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OVERALL PROFILE

67% 214/320

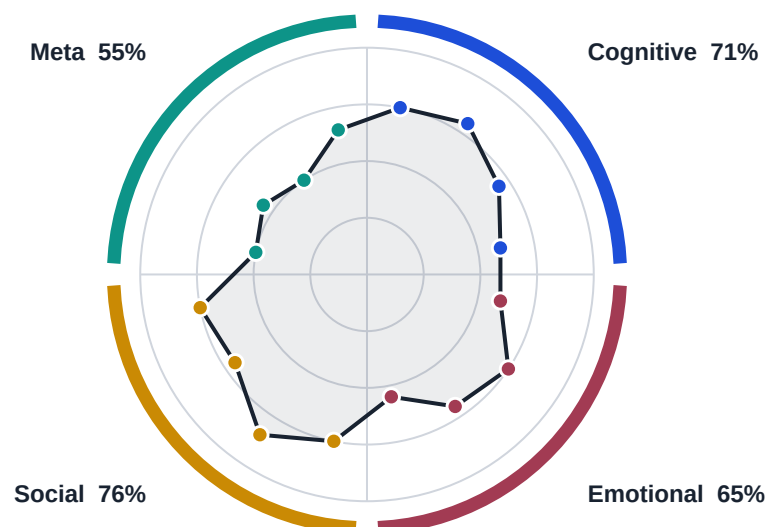
High functioning competence

Overall leadership competence summary

Your profile describes a leader whose clear judgement and relational skill are more developed than the habits that turn experience into sustained personal change. Cognitive competence combines critical thinking and perspective with more cautious metacognition, creating sound analysis while leaving some automatic thought patterns less visible under pressure. Interpersonal skills, self-definition and societal impact support credible connection and an awareness of how behaviour shapes wider norms. Yet self-expression sits behind self-confidence and self-esteem, so grounded capability may not always become a clear opinion, boundary or difficult message. Creation is more available than reflection, learning and growth: new possibilities can emerge, but the deeper lesson from experience may not consistently alter beliefs or behaviour. The central tension is between effective outward leadership and a less established rhythm of inward examination and development.

01 PROFILE AT A GLANCE

Your four leadership competences



Each dot is one of your 16 sub-competences, grouped into the four coloured competences. The further a dot sits from the centre, the higher you rated yourself. The ranked view below names each one.

Cognitive

71%

High functioning competence

Cognitive competence is well established in your answers, particularly through critical thinking, perspective and divergent thinking. This pattern supports careful decisions, evidence testing and alternative viewpoints. Metacognition sits more cautiously, so the leader described may analyse the issue rigorously without always noticing how an automatic thought or emotional interpretation is shaping the analysis itself.

Emotional

65%

High functioning competence

Your emotional pattern is uneven: self-confidence and self-esteem provide grounded capability and worth, while self-awareness and self-expression are less established. In difficult exchanges, this often means the internal capacity to cope is present, but feelings, needs or boundaries remain partly unspoken. Intention and impact can then separate, particularly when pressure compresses honest expression.

Social

76%

High functioning competence

Interpersonal skills, self-definition and societal impact combine to support connection, a clear internal compass and awareness of wider consequences. Cultural awareness is present but sits behind the relational ease shown elsewhere. In meetings or disagreements, this pattern typically builds trust quickly, while still leaving some risk that unfamiliar communication norms are interpreted through a familiar lens.

Meta

55%

Foundational competence

Meta competence shows its clearest capacity in creation, with reflection, learning and growth rated more cautiously. This supports generating possibilities and moving beyond maintenance, but the development cycle may lose force after action. Experience can produce ideas without consistently producing a changed assumption, behaviour or sense of what the next stretch requires.

02 KEY INSIGHTS

What your scores say when read together

A single score tells you less than the story your scores tell together. Each insight here joins two or more of your results and shows you where to spot the pattern in your day-to-day leadership.

Sound analysis that can bring people with it

SCORE EVIDENCE

Critical Thinking: 80% (high functioning competence); Interpersonal Skills: 85% (exceptional competence)

WHAT THIS MEANS

Critical thinking and interpersonal skills create a valuable combination: conclusions can be tested without reducing leadership to detached analysis. The leader described can usually examine evidence while remaining attentive to how a conversation lands. In practice, this supports decisions that are both reasoned and discussable, although relational ease may sometimes conceal disagreement that has not been fully surfaced.

Capability is clearer than the message

SCORE EVIDENCE

Self-Confidence: 75% (high functioning competence); Self-Expression: 55% (foundational competence); Reflection: 50% (foundational competence)

WHAT THIS MEANS

Self-confidence sits ahead of self-expression, while reflection is also more cautiously rated. This portrays a leader who may trust their capacity yet leave some opinions, emotions or boundaries insufficiently visible. Without a consistent pause to examine what was withheld and why, the pattern can repeat: delivery remains credible, but colleagues receive less clarity than the internal judgement could provide.

A broad lens with an appetite to shape what comes next

SCORE EVIDENCE

Perspective: 75% (high functioning competence); Societal Impact: 75% (high functioning competence); Creation: 65% (high functioning competence)

WHAT THIS MEANS

Perspective, societal impact and creation describe leadership that can see beyond an isolated event. Alternative meanings, wider consequences and new possibilities are all available. This often supports thoughtful change rather than simple problem repair. The tension is that a compelling future possibility can move ahead before experience has been fully examined, leaving some assumptions from the present embedded in the design.

The inner pattern is less visible than the outer challenge

SCORE EVIDENCE

Metacognition: 60% (foundational competence); Self-Awareness: 60% (foundational competence); Growth: 50% (foundational competence)

WHAT THIS MEANS

Metacognition, self-awareness and growth sit at a similar, more cautious level than several outward-facing capacities. Together they portray a development constraint around catching thought, emotion and belief while these are shaping behaviour. The practical cost usually appears under pressure: the external problem receives attention, while the internal pattern influencing the response remains less examined and therefore more likely to recur.

03 YOUR STRENGTHS

Where you are already strong

Clear and expansive judgement

Cognitive: 71% (high functioning competence)

Your answers describe thinking that tests evidence, examines interpretation and generates alternatives before settling. This gives the leader portrayed a strong basis for ambiguous decisions, where the first explanation may be incomplete and several courses of action remain possible. The constraint within the strength is that deliberate analysis is more available than observing thought in real time, so a well-reasoned conclusion can still carry an unnoticed assumption.

REFLECT ON THIS

Which recent decision best shows the difference between examining the issue carefully and examining how your own thinking shaped the conclusion?

Relational intelligence under normal demands

Interpersonal Skills: 85% (exceptional competence)

Interpersonal skills are one of the areas you rated yourself higher on. The profile portrays communication, empathy, attunement and collaboration as readily available, giving conversations a strong chance of producing trust and alignment. This serves leadership particularly where different views must be heard without losing momentum. Its shadow is that relational fluency can make an exchange feel successful even when a difficult personal truth remains unsaid.

REFLECT ON THIS

In which relationships does creating understanding come easily while stating your own unedited position remains more difficult?

Grounded belief in capability

Self-Confidence: 75% (high functioning competence)

Your rating for self-confidence describes quiet internal certainty rather than dependence on bravado. Leaders with this pattern can usually take ownership, make decisions and remain credible when the outcome is not guaranteed. Alongside lower self-expression, however, capability may be more visible through delivery than through challenge, boundary-setting or early contribution. Others may see competence without always hearing the full judgement behind it.

REFLECT ON THIS

Where does your confidence show clearly through action but less clearly through the opinions, concerns or boundaries you voice?

04 DEVELOPMENT AREAS

Where focused practice will help most

These are the areas most worth your attention: improving them will lift everything else in your profile.

Turning inner experience into visible leadership

Emotional: 65% (high functioning competence)

Emotional competence sits unevenly across your profile. Confidence and worth are more available than recognising internal states and expressing them clearly. The usual cost is not an absence of capability, but a gap between what is known internally and what others can respond to. Under pressure, needs can become unmet expectations, boundaries can remain implicit and considered opinions can arrive later than the decision requires.

REFLECT ON THIS

What becomes harder for others to understand when your capability is visible but your internal state, need or boundary is not?

Using discomfort for deeper development

Growth: 50% (foundational competence)

Growth is a clear development edge in this profile. Creation shows that new possibilities are available, yet growth asks for more than producing a new idea: it requires discomfort to alter behaviour, belief and identity. Leaders with this pattern can remain effective by relying on established capability, while unfamiliar or temporarily awkward behaviour receives less room. Experience then adds activity without necessarily expanding inner capacity.

REFLECT ON THIS

Which form of temporary discomfort most often separates an insight you value from a change in how you actually lead?

Making experience compound

Meta: 55% (foundational competence)

Meta competence sits behind the outward and thinking capacities described elsewhere. Reflection, learning and growth are less established than creation, so the development cycle can begin with possibility but lose depth during review and integration. The typical cost is repetition with variation: situations change, yet the underlying assumption or response remains familiar. Experience accumulates, but not all of it becomes changed judgement or behaviour.

REFLECT ON THIS

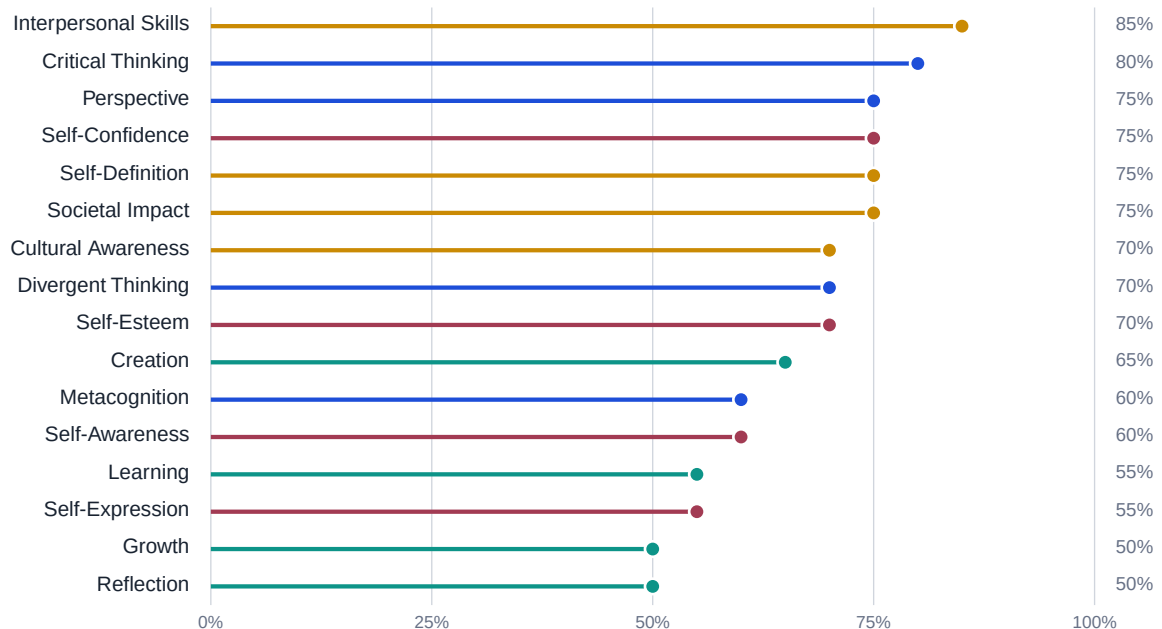
Which recurring situation has produced several useful observations without yet changing the pattern beneath your response?

05 ALL SCORES

Your 16 sub-competences in detail

Each score is based on four statements, ranked from your highest self-rating to your lowest and coloured by competence.

● Cognitive ● Emotional ● Social ● Meta



06 TURN INSIGHT INTO PRACTICE

Your 30-day action plan

This plan takes one of your development areas and builds its practice into a lasting habit over four weeks.

Turn one recurring discomfort into a deliberate stretch-and-review cycle

Growth: 50% (foundational competence)

INTENDED OUTCOME

By day thirty, one recurring professional discomfort will have produced repeated behavioural evidence, a clearer view of the belief beneath it and a grounded decision about which stretch behaviour deserves continued practice.

Week 1 - Establish a baseline

At the next moment of hesitation in a meeting, email, decision or disagreement, use the Growth Ladder: write the behaviour you avoided, the emotion beneath it, the belief beneath that and the identity move you avoided.

EVIDENCE TO CAPTURE

Keep one dated four-line Growth Ladder record from each hesitation, including the action taken or avoided.

Week 2 - Practise deliberately

Choose the recurring pattern from week one and run the GROWTH model: state the Goal, current Reality, Obstacles, Why it matters, one Try and the insight to Harvest; complete the chosen stretch at the next matching trigger.

EVIDENCE TO CAPTURE

Keep the completed GROWTH record and one factual note of what you said, wrote or decided differently.

Week 3 - Test in context

At two matching trigger moments, repeat the same stretch behaviour; after each, ask one involved person what was clearer or less clear about your contribution, then compare their words with your intended impact.

EVIDENCE TO CAPTURE

Keep both feedback statements verbatim, alongside your intended impact and the observable outcome of each attempt.

Week 4 - Consolidate the learning

Transfer the stretch into a different setting: if practised in a meeting, use it in an email, decision or disagreement; then apply the Growth Integration Tool by naming the edge, surfacing the belief, choosing the stretch and evaluating the shift.

EVIDENCE TO CAPTURE

Keep one before-and-after comparison showing the setting, old response, chosen stretch, actual response and resulting difference.

Review evidence by day 30

Review the records for repeated behaviour, changed impact and the belief that remains active. Keep the practice if the evidence shows useful change, adapt the trigger or stretch if results vary, and stop only if it adds no clarity or developmental value.

DECISION POINT

Use the evidence and feedback you gathered to decide what to keep, adapt, or stop.

07 NEXT STEPS

Where to take this from here

This report is the starting point. The fastest way to turn it into lasting change is to work it with people who know the framework.

Enhanced Diagnostic & Developmental Coaching Session (£199)

Convert diagnostic insight into a structured six-month leadership plan through a dedicated developmental coaching session. Build directly on the Leadership Diagnostic and written report to interpret findings, set priorities, and create action.

SECURE PAYMENT LINK

<https://buy.stripe.com/4gMdRa3OcbmL7mT95vbo400>

Leadership Competence Foundation Programme (£279)

Leadership becomes accidental when responsibility outpaces internal capacity. This programme supports the move to conscious leadership through deliberate capability development. Across 18 structured modules, explore how leadership capacity develops over time, how pressure exposes gaps in judgement, self-regulation, responsibility, and decision-making, and how these capacities can be strengthened intentionally.

SECURE PAYMENT LINK

<https://buy.stripe.com/14AfZigAYduTaz595vbo401>

For team or organisation-wide leadership development programmes, or anything else, visit invictusleadership.co.uk or email learning@invictusleadership.co.uk - we normally reply within two working days.

About this report: this is a self-perception development diagnostic, not a clinical, psychometric, or employment-selection assessment. Scores reflect how you answered on the completion date and may vary by context. The interpretation was generated with AI assistance from your calculated scores, rankings and score-spread information only - it receives no name, email, individual answers, or organisation details. The truest test of it is real life: check what it says against feedback from people who see you lead.