

# ALII-Map<sup>®</sup>

---

**LEADERSHIP PROFILE SELF REPORT**

**GENERATED FOR** - News Egmail

**GENERATED ON** - April 03, 2026

# TABLE OF CONTENTS

## Contents

Overview of ALII-Map™ Self Report .....	3
Leading Self .....	5
Leading Others .....	14
Leading Leaders .....	20
Leading Organizations.....	28
Leadership Derailers .....	33
Organization Performance Predictor.....	38
About Envision Global Leadership .....	42

# Overview of ALII-Map™ Self Report

## Using this Report

The ALII-Map is designed as a descriptive measure of behavioral frequencies. ALII™ stands for Actionable Leadership Intelligence Instrument. The ALII products are intended to be used for your development. The assessment is focused on your perceived leadership behaviors and orientations that lead to increasing organization performance. It does not go in depth into the broader realm of the personality styles that also relate to leadership capability. It also does not cover technical, management and business skills.

## Leadership Horizons

### TAXONOMY OF SKILLS DEVELOPMENT



Building a portfolio of leadership capability follows a progression. Each level creates a foundation for the level above, and no level can be performed to an extent beyond the capability of lower levels.

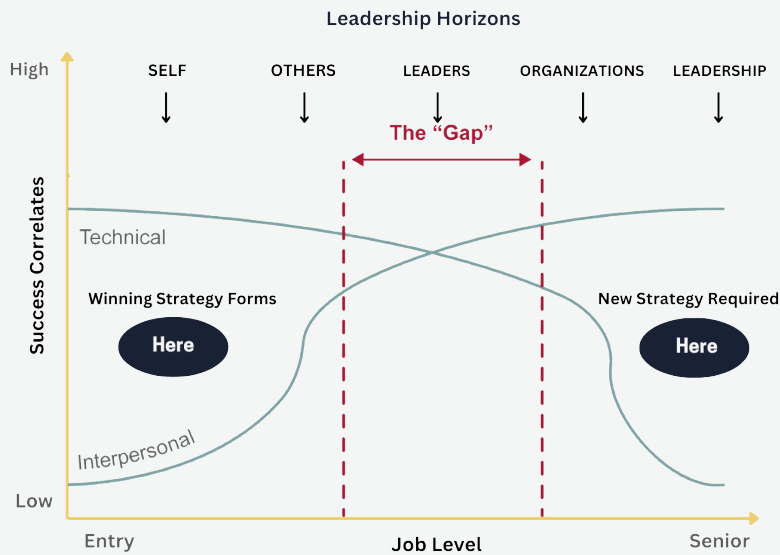
We call these levels “horizons”, as they are like a view from an elevated position. It is easy to see the paths coming up when viewed from the top.

This report is designed to illuminate behavioral patterns that influence leadership effectiveness at multiple levels. By examining habitual responses across different leadership dimensions, individuals gain insights into how their behaviors shape interactions, decision-making, and organizational impact. Leadership development is not about achieving a fixed state but about continuously refining responses to meet evolving demands. The findings in this report serve as a guide for intentional growth, helping leaders adjust behaviors to enhance engagement, alignment, and influence across teams and organizations. The report is organized in sections following the Leadership Horizons.

# Winning Strategy

## Progression of a Winning Strategy

### WORKING WITH THE BEHAVIORAL GAP



This assessment is designed to offset a Behavioral Gap on the journey to the top level roles in organizations.

As people move up the levels of organization into increasing levels of leadership responsibility, the requirements of the position change dramatically.

Using that perspective, this assessment starts with research on what wins at the top of organizations, and extends it into the lower development levels. This makes the transition more sure and seamless.

As people succeed at lower levels, they build a Winning Strategy based on technical proficiency and individual accomplishment. However, as the roles progress, the demand for technical accomplishment drops off and is replaced by relationship demands. If not adequately developed, this can create a major performance gap at the mid level of organizations.

# Leading Self

## The First Leadership Horizon

Leading Self is the foundation of leadership development. It begins with an awareness of habitual responses, emotional tendencies, and patterns of thought that shape decision-making and interactions. Leaders who monitor their own behavioral patterns and emotional states can adjust their responses to be more effective in different situations. This ability to recognize and regulate behaviors ensures greater adaptability and intentionality in leadership roles.

Self-leadership involves emotional intelligence, self-awareness, and self-management. Leaders who track their internal dialogues, recognize their emotional triggers, and adjust their behaviors in response to different contexts create a more stable and consistent leadership presence. As demands increase, managing reactions, sustaining focus, and maintaining personal effectiveness become essential to meeting leadership responsibilities.

Developing in this area is an ongoing process that requires active reflection and adjustment. Leaders who engage in self-observation and seek feedback can refine their responses over time, ensuring that their behavioral patterns align with the demands of their roles. Leading Self is not about eliminating challenges but about recognizing and responding to them in a way that supports leadership effectiveness.

## Leading Self - Traits

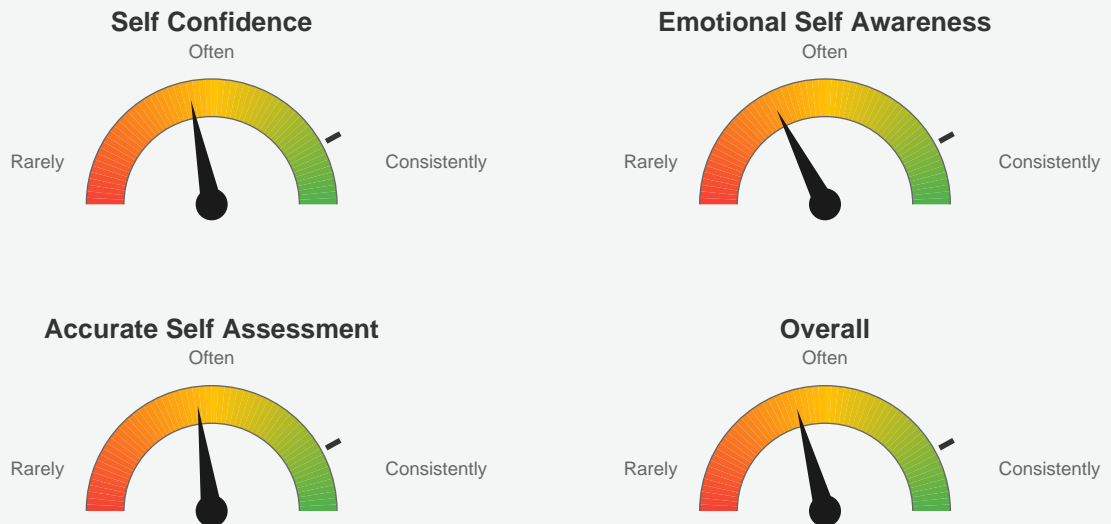
### Emotional Intelligence and Leadership

#### The Impact on Leadership

In leadership positions emotional intelligence is as important as mental intelligence. We find that with every leadership transition, the requirements for emotional intelligence consistently go up. There is always a requirement for technical competence; it simply becomes increasingly important to involve others to succeed at the highest levels. As scope and complexity increase, the requirement for relationships, influence, and networks increase accordingly.

#### SELF AWARENESS

---



**Emotional Self Awareness** – Monitors internal emotional processes.

- Identifies internal emotional states.
- Aware of internal dialogues and the emotional impact they create.
- Knows how to access appropriate emotions.

**Accurate Self Assessment** – Properly identifies what emotional state is in use.

- Match internal emotional states with the appropriate external affect.
- Notice differences between outward presentation and intention.
- Detects emotion changes as they occur, recognizing triggers and other drivers.

**Self Confidence** - Believes in ability to regulate self:

- Manages emotional state in tough situations
- Sure of internal assessment and able to share externally.
- Trusts choices of emotional state when dealing with others.

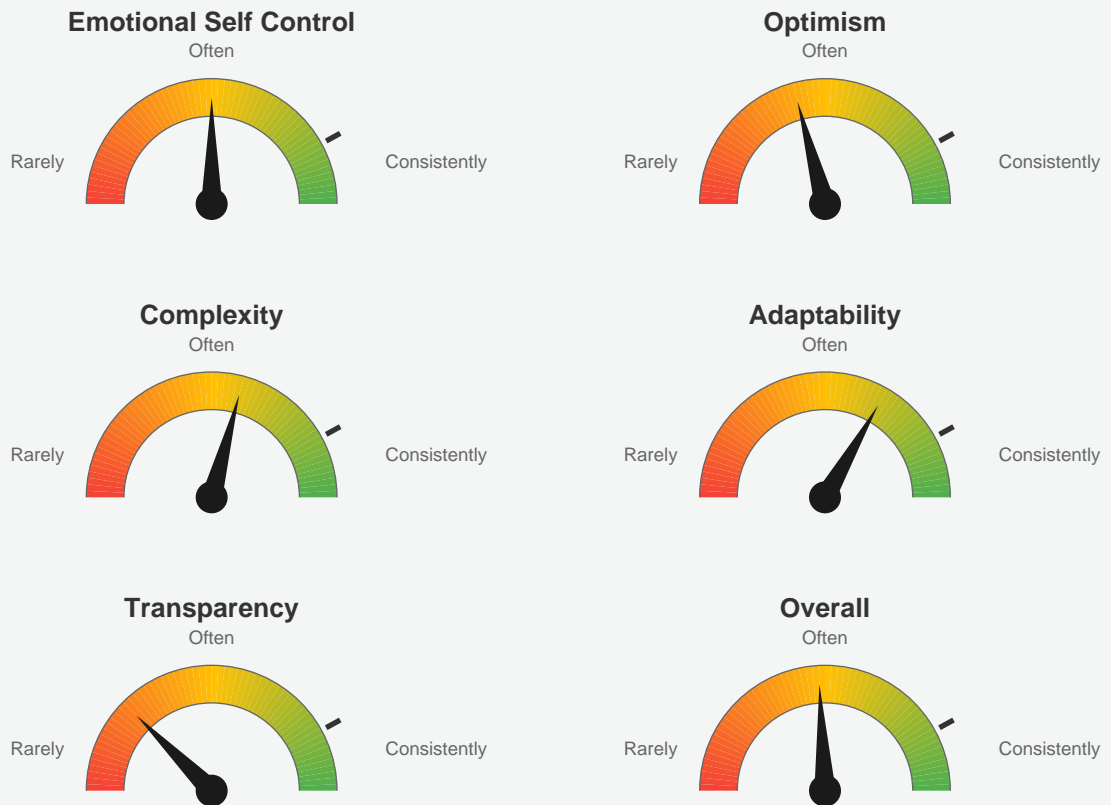
Self Awareness is very different from the remainder of the areas in this report. The other areas are more observable to the outer world, and the self awareness is essentially hidden. Others only see the impacts of it, while we only guess at what others see in us. Development here is an essential area of leadership, and will continue throughout ones career. No matter which area one chooses to develop, all of them are grounded on the self awareness and ultimately tie back here.

## Self Management

Most leaders come across well when things are progressing easily. The challenge comes is when things are getting tough. Operating from a place of distrust is terrible at leading through tough times. On the other hand, enthusiasm and optimism during tough times can build trust, resilience, and competitive advantage. This leads to the ability of a leader to handle all sorts of situations and maintain a consistent focus through them all.

### YOUR SELF MANAGEMENT TRAIT SCORES

---



**Transparency** – Shares all relevant information in a way that is timely and valid.

- Share the reasoning and intent regarding underlying statements, questions and actions.
- Share their strategy for conversations.
- Display their level of personal engagement, not only enthusiasm, but personal difficulty, particularly around challenging issues.

**Emotional Self Control** – Maintains control of strong emotions.

- Respond to difficult situations without attack or overt defensiveness.
- Remain focused when anxious.
- Demonstrate anger appropriately.
- Control temper and do not become impulsive under stress.

**Optimism** – Persistence in pursuing goals despite obstacles and setbacks.

- Remain more consistently focused on long-term objectives in spite of uncertainty.
- Operate from hope of success rather than fear of failure.
- See setbacks as due to manageable circumstance rather than a personal flaw.

**Complexity** – Ability to operate from a broad range of perspectives and possibilities.

- Look for deeper meaning in situations.
- Probe for nuances in social situations.
- Create alternative responses and methods for engaging with others.

**Adaptability** – Flexibility in handling change.

- Smoothly handle multiple demands, shifting priorities, and rapid change
- Are flexible in how they see events
- Adapt their responses and tactics to fit fluid circumstances

Developing in this area is typically done in conjunction with the self-awareness practices. Once you begin to understand your emotions, you can then find the events and beliefs that are coupled with emotional states. At that point, you have the ability to choose and create shifts in the moment to more resourceful and useful emotional states.

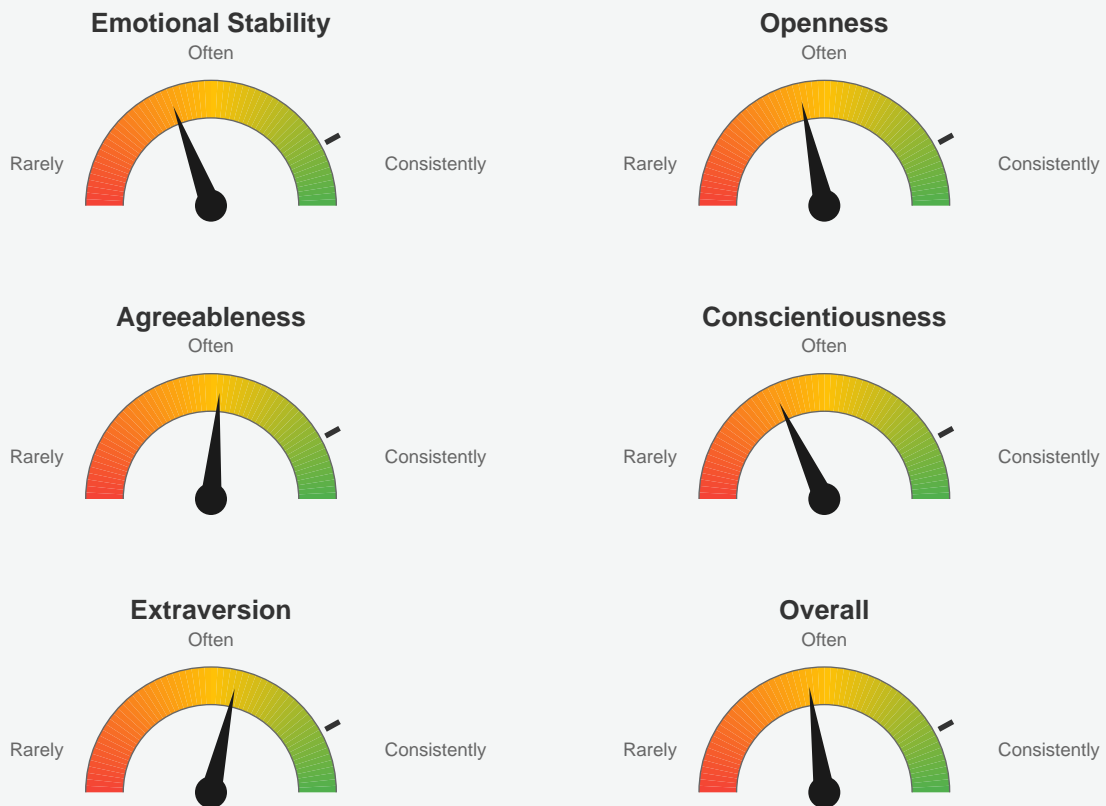
# Global Factors Styles

## Introduction

There are a handful of factors that can be strongly related to overall leadership performance. These are termed “global factors” and can be correlated to a number of items important to success as a leader. Your Global Factor Scores

### THE GLOBAL FACTOR SCORES

---



**Emotional Stability** – tend to be calm, emotionally stable, and free from persistent negative feelings.

- Tend to be less reactive to stress.
- Tend to be calm, even-tempered, and less likely to feel tense or rattled.
- Tend to be low in negative emotional states.

**Sociability** – the tendency to seek out stimulation and the company of others.

- Tend to be enthusiastic and action-oriented.
- Take pleasure in large social gatherings.
- Becomes energized by larger groups of people.

**Openness to Ideas** – a general appreciation for art, emotion, adventure, unusual ideas, imagination, curiosity, and variety of experience.

- Tend to be intellectually curious, imaginative, and sensitive to beauty.
- Tend to be creative and aware of their feelings.
- Likely to hold unconventional beliefs.
- Think about ideas, scrutinize information, and enjoy solving puzzles.

**Agreeableness** – Tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others.

- Tend to value getting along with others.
- Are generally considerate, friendly, generous, helpful, and willing to compromise their interests with others.
- Have an optimistic view of human nature. They believe people are basically honest, decent, and trustworthy.

**Conscientiousness** – a tendency to show self-discipline, act dutifully, and aim for achievement against measures or outside expectations.

- Show a preference for planned rather than spontaneous behavior. It influences the way in which we control, regulate, and direct our impulses.
- Tend to be more organized and less cluttered in their homes and offices.
- Tend to have successful academic performance.
- Are generally reliable, motivated, and hard working.
- Furthermore, conscientiousness is the only personality trait that correlates with performance across all categories of jobs. However, agreeableness and emotional stability may also be important, particularly

These Global Factors have shown significant correlates to creating the social conditions that lead to effective organizations. There is some level of overlap as well as significant interrelation between these factors and the Emotional Intelligence domains that we just covered. This leadership assessment used the global factors without trait level reporting.

## Influence Orientation

Locus of Control is an internal measure of how much a person perceives being controlled by, or having control over, the outer world. It largely indicates a person's self efficacy, or much they attribute success to their own efforts and abilities. There are two relevant components - how much of a person's past success was driven by effort and ability, and how that person will predict future success.



In general we find that a higher locus of control indicates the likelihood of successful goal accomplishment. We also know that higher locus of control can make it harder to accept setbacks and failures. In general we find that a higher locus of control indicates the likelihood of successful goal accomplishment. We also know that higher locus of control can make it harder to accept setbacks and failures.



## HOW TO USE LEADING SELF

This section provides insight into behavioral tendencies related to self-awareness and self-management. Reviewing these patterns helps identify which behaviors are serving leadership effectiveness and which may need adjustment. Leaders who monitor their habitual responses can take intentional steps toward refining their approach.

Applying this section involves recognizing emotional cues, identifying patterns of response, and practicing new ways of engaging with situations. Leaders can benefit from techniques such as pausing before responding, adjusting internal dialogues, and seeking alternative perspectives before making decisions. Behavioral change happens incrementally through consistent application.

Use the following self-reflection questions to guide your application of this section:

- How do I typically respond to high-pressure situations, and what adjustments might improve my approach?
- What patterns do I notice in my emotional responses, and how do they influence my interactions?
- How do I regulate my reactions when facing setbacks or unexpected challenges?
- In what ways do my current behavioral habits support or limit my leadership effectiveness?
- What specific feedback have I received about my responses to situations, and how have I acted on it?



# Leading Others

## The Second Leadership Horizon

Leading Others involves navigating interpersonal dynamics, adapting communication styles, and managing relationships in a way that supports collaboration and shared outcomes. Leaders at this level shift their focus from personal execution to working through others, adjusting their behaviors to create productive and effective team environments.

Interacting effectively with others requires social awareness, which involves observing and responding to behavioral and emotional cues in others. Leaders who recognize the impact of their actions on team members can adjust their approach to foster engagement and trust. Relationship management further supports this by creating structures for communication, collaboration, and conflict resolution.

At this level, leadership effectiveness is largely determined by habitual ways of engaging with others. Leaders who monitor how they give feedback, handle disagreements, and encourage participation shape the overall climate of their teams. Adjusting these behaviors based on observed outcomes ensures that leadership actions align with team needs.

# LEADING OTHERS - TRAITS

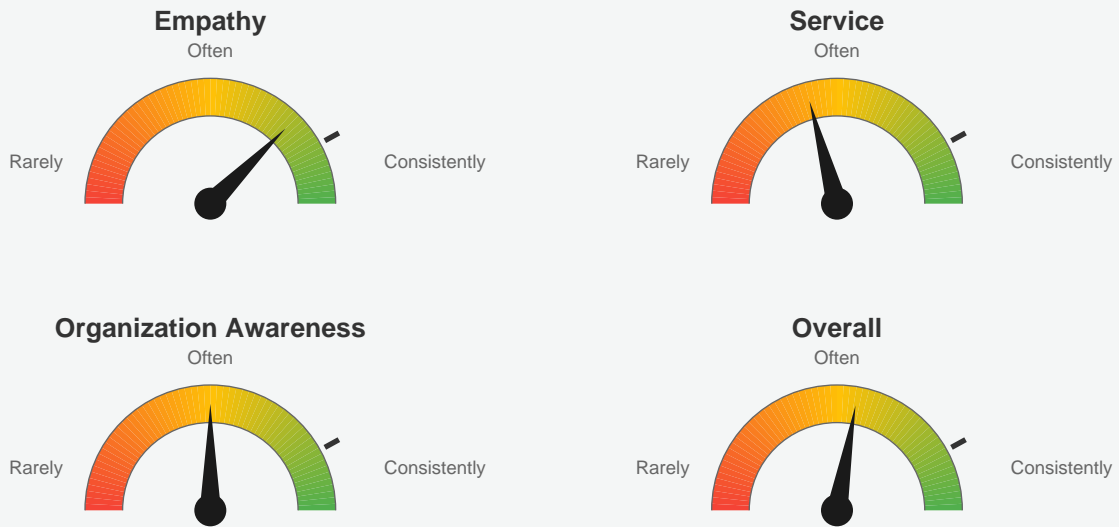
## Social Awareness

This competence is highly related to Self Awareness, although all people have a different balance of their primary orientation. Some people are primarily attuned to their own feelings, while others are more attuned to the feelings of others. The blend and consciousness between the two is what creates a balanced social exchange. Leaders must develop this ability to create sustainable social rapport in work groups and organizations.

This area has three major traits:

### SOCIAL AWARENESS : SUMMARY BY TRAITS

---



**Empathy** – Accurately sensing the emotional states of others, through nonverbal signals, and being able to attune with full receptivity.

**Organization Awareness** – Understanding how social patterns and interactions are occurring through the organization.

**Service Orientation** – Orienting exchanges with others in a perspective of “being of service” in the exchange, as opposed to “being serviced”.

As we need to understand our internal states, it is also crucial that we are able to sense what other people are feeling. This allows a leader to take their perspective and cultivate rapport with a broad diversity of people. The competence refers to a spectrum that runs from instantaneously sensing others’ inner state, to understanding their feelings and thoughts, and identifying complicated social situations.

## Relationship Management

Relationship Management becomes increasingly important as the organization gets more complex and more people and diverse systems need to be involved. As role complexity, technical diversity, and other scope factors increase, relationships requirements can increase in an exponential fashion. The ability to build and maintain those relationships becomes a critical success factor.

### YOUR TRAIT SCORES ON RELATIONSHIP MANAGEMENT



## Relationship Management

### Traits Associated with Relationship Management

**Teamwork and collaboration** – the ability to work with others toward shared goals.

- Collaborate, sharing plans, information, and resources
- Promote a friendly, cooperative climate
- Model team qualities like respect, helpfulness, and cooperation
- Draw all members into active and enthusiastic participation

**Inspirational Leadership** – the ability to take charge and inspire groups and people with a compelling vision.

- Articulate and arouse enthusiasm for a shared vision and mission
- Step forward to lead as needed, regardless of position
- Lead by example Influence - the ability to wield a range of persuasive tactics.
- Are skilled at persuasion.
- Fine-tune presentations to appeal to the listener.
- Use complex strategies like indirect influence to build consensus and support.
- Orchestrate dramatic events to effectively make a point.

**Developing others** – Sensing what others need in order to develop, and bolstering their abilities.

- Acknowledge and reward people's strengths, accomplishments, and development.
- Offer useful feedback and identify people's needs for development.
- Mentor, give timely coaching, and offer

**Conflict management** – The ability to de-escalate disagreements and orchestrate resolutions.

- Handle difficult people and tense situations with diplomacy and tact.
- Encourage debate and open discussion.
- Orchestrate win-win solutions.

**Change catalyst** – Initiating new ideas and leading people in a new direction.

- Recognize the need for change and remove barriers.
- Challenge the status quo to acknowledge the need for change.
- Champion the change and enlist others in its pursuit.

**Building bonds** – Proficiency at cultivating and maintaining a web of important relationships.

- Cultivate and maintain extensive informal networks.
- Seek out relationships that are mutually beneficial.
- Build rapport and keep others in the loop.

It is critical to remember that the attention dedicated to relationship management goes up with the size, scope, and complexity of a role. Leaders who spend too much time focused on the internal task and mechanics of their position and neglect the required relationships can create isolated, ineffective (in the larger context of organization) and eventually irrelevant organizations.

## How to Use Leading Others

This section highlights patterns of engagement, communication, and relational influence. Leaders who examine how their behaviors impact team dynamics can refine their approach to build stronger working relationships. Observing interactions and adjusting responses based on team reactions supports continuous development in this area.

Applying this section involves assessing how frequently certain behaviors occur and whether they produce the intended outcomes. Leaders can focus on increasing transparency, refining how they manage conflict, and ensuring that their communication style supports collaboration. Noticing how others respond to different approaches provides valuable feedback for adjustments.

Use the following self-reflection questions to refine your approach:

- How do my habitual responses in conversations shape the quality of my team interactions?
- What patterns emerge in how I handle conflict, and how effective are those approaches?
- How do I habitually interpret the behaviors and reactions of others?
- What signals do I observe from my team regarding engagement and trust, and how do I respond?
- In what ways do I intentionally shape the interpersonal environment of my team?



# Leading Leaders

## The Third Leadership Horizon

Leading Leaders requires a shift from direct oversight to influencing through others. Leaders at this level are responsible for ensuring that leadership behaviors throughout the organization align with strategic priorities. This involves balancing direction with autonomy, providing guidance while allowing space for independent decision-making.

Because leaders at this level are working with other decision-makers, engagement styles play a crucial role in effectiveness. Visionary leadership, mentoring, and participative approaches influence how aligned and motivated other leaders are within the organization. Behavioral patterns such as how frequently a leader seeks input, how they provide feedback, and how they establish accountability structures shape the effectiveness of leadership teams.

At this level, habitual responses to leadership challenges must be examined carefully. Leaders who consistently rely on the same approaches without adjusting for context may create obstacles to collaboration or effectiveness. Developing behavioral flexibility ensures that leadership actions remain responsive to changing organizational needs.

# LEADING LEADERS - TRAITS

## Engagement Styles

### Importance of Style Differences

Leadership is a constant adaptation to the situations at hand. In order to be effective, one needs to be able to use the appropriate engagement style to impact on overall organization performance.

This area has six styles:

#### YOUR TRAIT SCORES ON ENGAGEMENT STYLES



## Resonant Styles

### Visionary

Visionary describes leadership that inspires people by focusing on a view of what is possible. An effective visionary leader listens to the values held by the people within the group, and thus can express the overall vision in a way that makes it possible for those people to see and want the same thing. Ideally characterizes the vision as a possibility based on choice.

#### *Appropriate use*

Most particularly in cases of creating a business transformation or culture shift. It is also useful when bringing an organization in chaos together, or when moving out of a crisis situation. At a very basic level, it can be argued that all leadership is about moving groups of people to a more desirable place. In that case, visionary leadership is the most appropriate style to use.

#### *Potential misuse*

The most likely misuse of visionary is to lack flexibility to move into other styles. A visionary without the ability to take action or create community can soon be seen as a dreamer and lose credibility with the rest of the organization. Another potential limitation comes if the visionary leader becomes overbearing, which can undermine the egalitarian spirit of a team-based management.

### Mentoring

Mentoring describes leadership that focuses more on personal development than on immediate work-related tasks. It works well when employees are already aware of their weaknesses and want to improve, but not when they are resistant to changing their ways.

#### *Appropriate use*

These leaders help people identify their unique strengths and weakness, tying those to their personal and career aspirations. They encourage employees to establish long term development goals and help them conceptualize a plan for reaching those goals, while being explicit about where the leaders responsibility lies and what the employees' role will be. They give employees challenging assignments that stretch them, rather than tasks that simply get the job done.

#### *Potential misuse*

Coaching will fail when the employee lacks motivation or requires excessive personal direction and feedback- or when the leader lacks the expertise or sensitivity needed to help employee along. When executed poorly, the coaching approach looks more like micromanaging or excessive control of an employee.

## **Affiliative**

Affiliative describes leadership that creates a warm, people-focused working atmosphere. An affiliative leader listens to discover employees' emotional needs, and strives to honor and accommodate those needs in the workplace.

### *Appropriate use*

This style is particularly useful for building team harmony or increasing morale. It builds personal connections in the workplace and can create powerful, resilient organizations. It is a powerful addition to other engagement styles.

### *Potential misuse*

Despite its benefits, the affiliative style should not be used alone. This style's focus on positives can allow poor performance to go uncorrected, and employees may perceive that mediocrity is tolerated, and employees are left on their own to figure how to do so.

## **Participative**

This style's impact on organizational climate is not as high as you might imagine. By giving workers a voice in decisions, democratic leaders build organizational flexibility and responsibility and help generate fresh ideas.

### *Appropriate use*

Democratic, describes leadership that obtains input and commitments from everyone in the group. When faced with uncertainty about how to proceed, a leader elicits fresh ideas and renewed participation by faithfully listening to everyone's opinions and information. The listening may be challenging, particularly in a diverse group and when sensitive issues are raised.

### *Potential misuse*

The biggest misstep in democratic style is when a leader essentially abdicates in service of consensus. Even in a democratic setting, the leader is always the leader and needs to set the standard, the expectation, and the norms for decision processes. There is also a risk of putting off crucial decisions while hoping to make with a consensual strategy.

## **Mixed Impact Styles**

These two styles are effective in very limited settings, and when used appropriately can produce organization resonance. However, when overused, or misused, they become very dissonant and bring organization performance down dramatically.

## **Pacesetting**

Pacesetting describes leadership that sets ambitious goals and continually monitors progress toward those goals. Although this is a superior motivator for certain types of employees and under certain situations, the unrelenting pressure it creates over long periods of use can result in burn-out and loss of both creativity and productivity.

### *Appropriate use*

Pacesetting make sense, in particular, during the entrepreneurial phase of a company's life cycle, when growth is all important. Given a talented and driven team, the pacesetting leader gets work done on time, or even ahead of deadline. It should be restricted to settings where it truly works. A leader who sets high performance standards and personally exemplifies them has a very positive impact on employees who are self-motivated and highly competent.

### *Potential misuse*

If applied poorly or excessively, or in the wrong setting, the pacesetting approach can leave employees feeling pushed too hard by the leader's relentless demands. Pacesetters can be so focused on their goals that they can appear not to care about the people they rely on to achieve those goals.

When leaders use the pacesetting style exclusively or poorly, they lack not just vision, but also resonance. Too often, such leaders are driven by numbers alone – which aren't always enough to inspire or motivate people.

## **Commanding**

Commanding describes leadership that issues instructions without asking for input about what is to be done or how. It is invaluable during a true crisis, and corrosive when inappropriate.

### *Appropriate use*

During a genuine emergency such as a fire in the building, leaders with a take-control style can help everyone through the tumult. Moreover, when all else has failed, the style sometimes works when dealing with problem employees.

### *Potential misuse*

Of all the leadership styles, the commanding approach is the least effective in most situations.

This disempowering style erodes people's spirits and the pride and satisfaction they take in their work.

Because all engagement is contextual, the effective leader needs to understand and develop the ability to use all of the styles. The most effective combination tends to be a combination of Visionary, Affiliative, Mentoring, and Participative. The other styles have their places, and need to be used with extreme care and deliberate choices. When these styles are used, the leader needs to flex in the appropriate context, then as soon as possible flex back.

Research shows that these engagement styles are correlated to overall organization climate, which in turn correlates to overall performance. Organization climate is referred to as either resonant, where the people attitudes, culture, and overall climate are positive and moving forward, or dissonant, where the overall climate is less engaged or even disengaged. It is common for dissonant organizations to be working at cross purposes and be delivering far below their potential.

## Transformational Leadership

These are leadership strategies targeted to engage an organization. They are decidedly different from Personal Style the focus is on how you interact with individual and groups. Transformational Leadership is how you use yourself to influence entire organizations. This is of particular importance when the organization is globally dispersed.

### YOUR TRAIT SCORES ON TRANSFORMATIONAL LEADERSHIP

---



Transformational Leadership focuses on how you use yourself to influence entire organizations. This is of particular importance when the organization is globally dispersed. Personal Styles are overlapping, related, and in some cases they may sound like the same thing, but they are decidedly different.

### **Visionary Engagement**

- Builds shared vision across the organization.
- Creates opportunities for vision formation and realization to be expanded.
- Operates at a pace consistent with the pace of change and adaptation in the organization.
- Ensures that appropriate areas of the organization create vision together to ensure alignment and synergy.

### **Aspiration**

- Connects the people in the organization to the vision through goals and projects.
- Creates situations where the people in the organization can build a desirable path and future that is grounded in and inclusive of the vision state.
- Strongly supports the journey and the quest of people who are putting their efforts towards actualizing the vision state.

### **Presence**

- Builds an active and visible presence in the organization.
- Publicly demonstrates a passion around the principles of the vision state.
- Uses personal energy and enthusiasm to engage others and the organization.

### **Collaboration Enabler**

- Builds collaborative systems and processes in the organization.
- Supports collaboration through the formal and relational structures of the organization.
- Demonstrates and recognizes collaboration in public settings.

### **Action Orientation**

- Engagement with the organization to make the vision real.
- Demonstrates congruence with the vision state in public settings.
- Supports efforts to build organization capability towards the vision.

## How to Use Leading Leaders

This section focuses on engagement behaviors that influence other leaders. Leaders who reflect on how they interact with their leadership teams can make targeted adjustments to ensure alignment and effectiveness. Examining how leadership influence is exerted, how decisions are structured, and how mentorship occurs helps refine this approach.

Applying this section involves increasing awareness of how different leadership styles are used in various contexts. Leaders can assess whether their habitual approaches are producing the intended impact, making adjustments where needed. Strengthening feedback loops and fostering open dialogue also supports leadership alignment at this level.

Use the following self-reflection questions to enhance your leadership influence:

- How do my habitual engagement styles influence the decision-making of other leaders?
- What patterns do I notice in how I provide guidance and support to my leadership team?
- How do I balance autonomy and oversight in my interactions with other leaders?
- What behavioral adjustments have I made in response to leadership challenges, and how effective have they been?
- How do I encourage leadership alignment while allowing for diverse approaches within my organization?



# Leading Organizations

## The Fourth Leadership Horizon

Leading Organizations involves shaping the behavioral environment that influences the entire workforce. At this level, leadership actions determine how aligned, adaptable, and engaged an organization is in pursuing its objectives. Leaders must observe and adjust their own behaviors to set a tone that fosters clarity, responsiveness, and innovation.

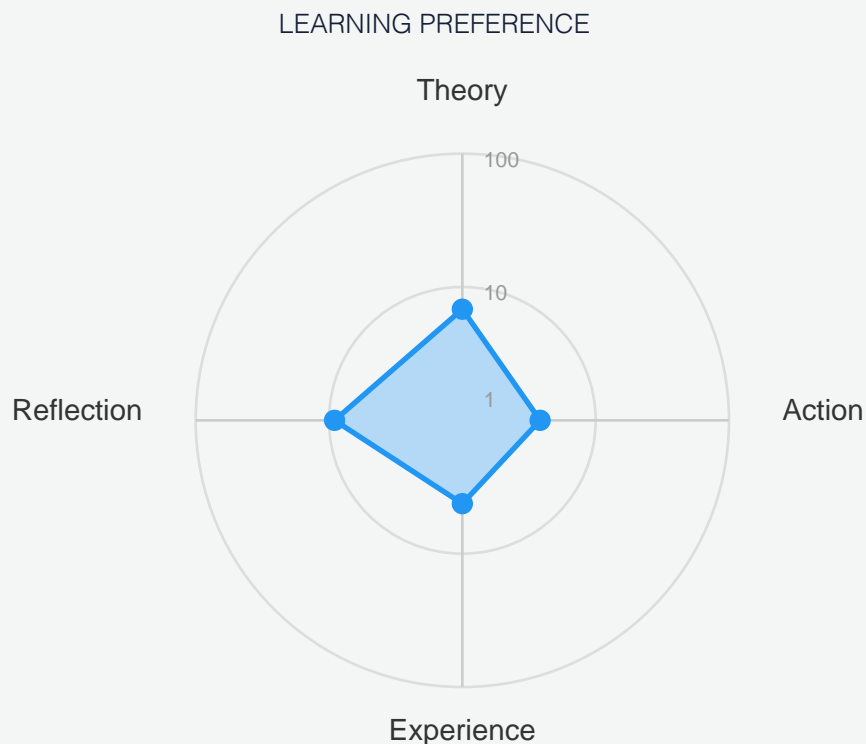
Behavioral tendencies in decision-making, risk orientation, and communication significantly impact organizational outcomes. Leaders who model adaptability, transparent communication, and forward-thinking behaviors shape a culture that supports resilience and long-term growth. Conversely, habitual reliance on rigid structures or risk avoidance may limit innovation and agility.

Organizational leadership requires an ongoing evaluation of how leadership actions translate into organizational behaviors. Leaders who assess patterns in how initiatives are communicated, how change is managed, and how teams engage with strategic priorities can make informed adjustments to strengthen alignment and effectiveness.

## Leading Organizations - Traits

### Learning Preference

All individuals develop a preference of learning a certain way. Some prefer to learn through theory and plans, some through doing, some through experience, and some through reflection and meaning making on collective experience. When called to lead organizations, a leader's personal learning style can drive them to structure organization practices to suit that style.



Leading organizations require leaders to focus organization learning around all these aspects in order to have both collective learning, and a more full shared understanding. By default, most leaders will structure engagements around their personal preference, which can limit the organization's ability to grow, adapt, and improve.

## Detail on Learning Preferences

This section is derived from David Kolb's theory of action learning, which explains how people learn throughout life. This also is how leaders create a "Winning Strategy", which is based on a life-time history of repeated successes. Because this learning strategy has worked, leaders will typically structure all organization engagements to support this style and strategy.

While it may be comfortable to the individual leader, it can have negative consequences for the organization, and can limit its success.

It can serve to frustrate team members whose learning preferences fit a different style. In those cases, there is a strong tendency for those people to disengage from meetings and can feel like they are simply reporting.

It can also tend to ignore, or brush over, important areas of opportunity in the organization, in particular limiting the ability to change or adapt.

**Theory** - This is done through mission/vision, and is operationalized in plans.

- Focuses on "how-to" make things happen
- Enjoys applying theory to situations
- Often looks for opportunities to apply theory

**Action** - The "doing", or the operational part of organizations. This is typically the day-to-day of work.

- Focuses on a task at hand
- Enjoys making things happen and getting them done
- Often looks for something else to complete, or fix, or resolve.

**Experience** - using positional authority as a substitute for personal authority.

- Focuses on how the experience felt
- Enjoys reflecting on or talking about the experience of having done the work
- Often looks for opportunities to share this with others

**Reflection** - using the shared set of experiences of others to make a new meaning

- Focuses on what is learned through collective experience
- Enjoys seeing the big picture of shared experiences
- Often looks for new situations to study or evaluate in the interest of creating new meaning

## Drive Direction

### Risk Avoidance

Early career teaches employees to avoid risk, as the major role of lower level employees is to comply with a stated direction. This requires a commitment to maintain known conditions, or the status quo. Leadership roles require something of the opposite, in creating new directions and leading into the unknown. Leaders have to move to where there may not be a stated direction. With that, risk avoidance can limit leadership effectiveness, particularly when related to change.



Drive direction is an important differentiation over risk avoidance. Leaders lead towards something desirable while assessing and mitigating risk. Holding back, or leading towards a safer known in service of avoiding risk can limit growth in both an individual and an organization.

## How to Use Leading Organizations

This section outlines behavioral tendencies that impact organizational leadership. Leaders who reflect on their own actions and the subsequent organizational responses can refine their approach to ensure consistency between leadership behaviors and organizational needs.

Applying this section involves monitoring how leadership behaviors influence organizational engagement, responsiveness, and alignment. Leaders can refine their approach by assessing patterns in communication, decision-making, and change leadership. Adjustments should be made based on observed impacts rather than assumptions.

Use the following self-reflection questions to refine your leadership approach:

- How do my behavioral tendencies shape the organization's approach to decision-making?
- What patterns do I notice in how I communicate strategic priorities, and how do teams respond?
- How do I ensure that my leadership behaviors reinforce the organizational culture I aim to create?
- What adjustments have I made in response to observed organizational challenges, and how effective have they been?
- How do I encourage behavioral adaptability within my leadership team to meet changing organizational needs?



# Leadership Derailers

## Introduction

Leadership derailers are behaviors that may have been learned as effective ways to lead but, in reality, can have strongly negative consequences for organizations. The ALII-Map identifies these derailers not as fixed personality traits or psychological diagnoses but as learned behaviors—patterns that may once have seemed beneficial but now hinder leadership effectiveness. These behaviors are not clinical conditions; rather, they are habits and approaches that can create unintended disruptions in team dynamics, decision-making, and organizational culture. By examining derailers through the lens of development rather than pathology, leaders can take a proactive approach to identifying and modifying behaviors that no longer serve them or their teams.

Many derailers originate from strengths taken to an extreme. For example, a leader who prides themselves on high standards may unknowingly create an environment of perfectionism and fear, stifling creativity and autonomy. Another leader who values decisiveness may unintentionally shut down collaboration, leading to disengagement and resentment. These behaviors are not deliberate acts of harm but rather learned responses—often reinforced through past success—that become counterproductive when overused. Because these behaviors are learned, they can also be unlearned, making development both possible and necessary.

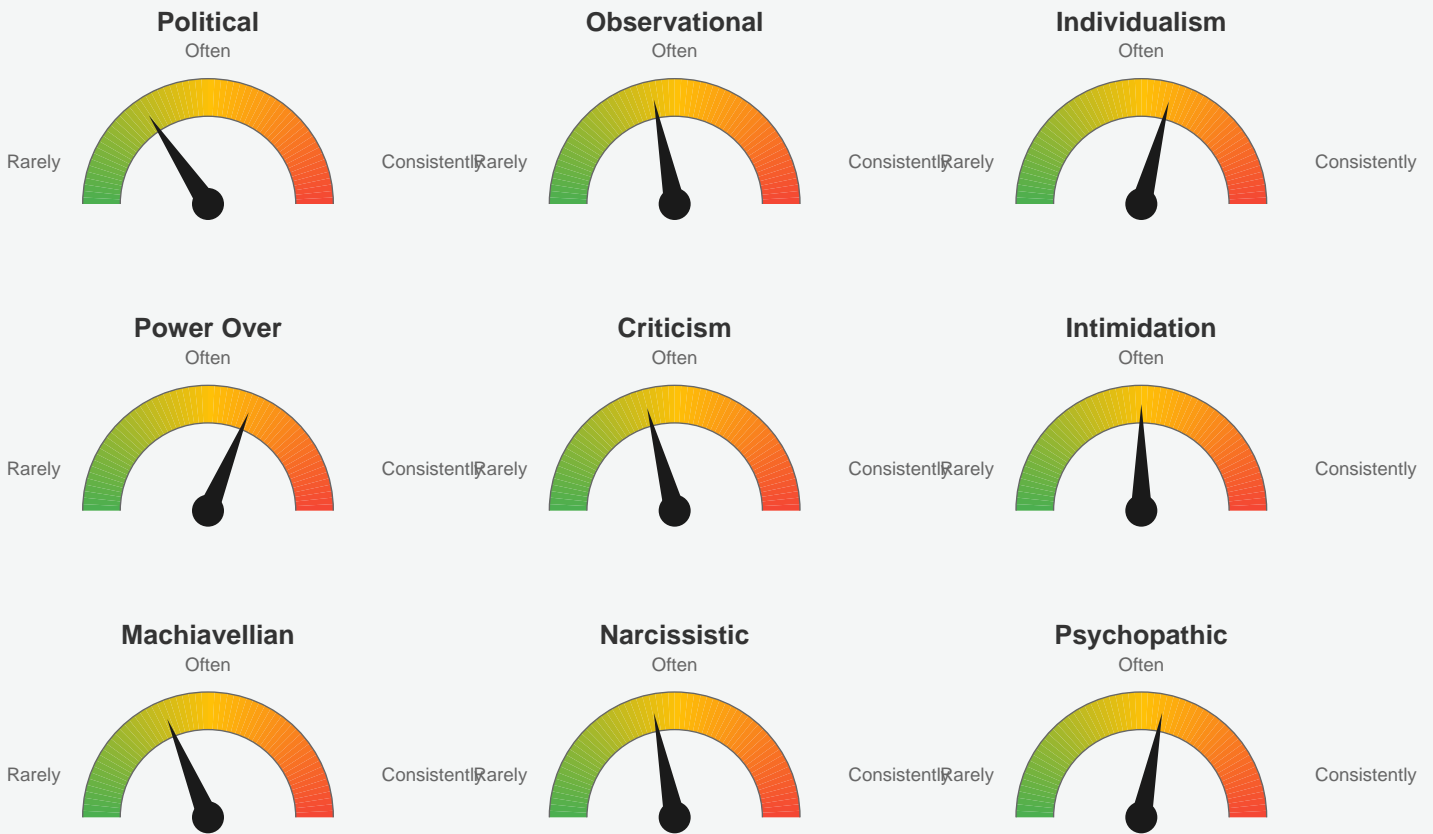
It is important to note that the strong language used in this section is intentional—not to criticize or judge, but to bring clarity and urgency to leadership development. Effective change begins with honest recognition, and this section is designed to challenge leaders to examine behaviors that may be difficult to acknowledge but are essential to address. The purpose is not to assign blame but to educate and empower leaders with the knowledge and tools to shift toward more constructive and sustainable leadership practices. When approached with a growth mindset, this insight can drive significant positive change in leadership effectiveness and organizational health.

This section of the ALII-Map is designed to help leaders recognize derailers in themselves and others—not as labels or deficiencies but as opportunities for growth. By understanding how certain leadership behaviors negatively impact teams and organizations, leaders can make intentional shifts to more adaptive, sustainable, and effective leadership approaches. The goal is not to judge or criticize but to build awareness and create a clear path for change.

# Leadership Derailers - Traits

## Common Learned Derailers

YOUR TRAIT SCORES ON LEADERSHIP DERAILERS



This assessment takes into account some of the areas that can function as derailers for a leader. They measure common behavioral characteristics that impact how a leader engages with groups of people. These are by no means meant as a diagnosis or label, only to measure characteristics of these traits that many people display at times. Our goal in measuring these is to help develop an awareness of the derailers that may impact you. The charts here illustrate the frequency with which you are seen exhibiting these traits.

*NOTE: The purpose in this assessment is not to diagnose or perform any sort of clinical assessment of these traits. It is simply to teach an awareness of behavior patterns that can be useful as a leader.*

**Common Style Derailers** - There are certain behavioral aspects that are often mistaken as success factors and are often popularized in media. While they can have a specific positive function for the individual, they tend to be highly detrimental to group and organization effectiveness.

**Critical** - often use method for people to make their own ideas seem better or more powerful.

- Creates an atmosphere of counter-criticism
- Destroys leadership credibility
- Silences ideas and input from others

**Individualist** - showing personal success or doing the work yourself

- Reduces or destroys collaboration
- Increases likelihood of turnover
- Greatly limits organization capability

**Intimidating** - creating an environment of fear and intimidation

- People become disengaged
- Often creates covert resistance and rebellion
- Generates sporadic performance, working only when watched

**Overbearing** - using positional authority as a substitute for personal authority.

- Creates organization dissonance
- Tends to disempower employees
- Stifles creativity, change, and adaptability

**Hands off** - (laissez-faire), also called Observational, is characterized as a “hands off” is considered to be as an absence of leadership, rules and procedures. Often an error state when a leader confuses it with empowerment.

- People feel lost and inadequate
- Degenerates into a situation of free rein movement in any direction
- Often results in cliques and fighting inside the group

**Political**

- Tendency to make all decisions based on external power base and direction.
- Organization direction fails to solidify and vision erodes
- Employees become disengaged and turnover increases

## Major Derailers

These are not intended as any manner of diagnosis, only to point out behavior patterns. These three, called the Dark Triad, can create significant problems in organizations.

### Psychopathic Characteristics

Individual differences in consideration, structuring, and conscientiousness are normal parts of human behavior in any organization. However, there are some clusters of psychopathic traits that do come across as low consideration and low conscientiousness. If demonstrated together, they could raise the suspicion that one is dealing with a psychopath.

#### *Some things people might experience*

- Cold-heartedness — no guilt or remorse
- Social influence — a tendency to seem charming, persuasive
- Fearlessness — embrace risk without fear or anxiety
- Stress immunity — stays cool in difficult circumstances
- Egocentricity — a tendency to consider only personal needs

### Machiavellian Characteristics

Machiavellianism is characterized by manipulation and exploitation of others, a cynical disregard for morality, and a focus on self-interest and deception.

#### *Some things people might experience*

- Self serving – Actions and plans are designed to serve personal good while disregarding any greater good. Public explanations will be grounded in a case for overall good.
- Amoral – Serving personal good can be entirely against what others would consider moral or within social conventions. This is the extreme of “the ends justify the means”.
- Create conditions under which others fail in order to achieve personal success.

### Narcissistic Characteristics

Narcissists are difficult to recognize because of the false image they present of themselves. It is possible to recognize behaviors that are detrimental to person’s own, or to their organization’s performance. A true narcissist is not truly capable of putting on organization’s needs before his or her own needs.

#### *Some things people might experience*

- Grandiosity – Overly concerned with surface indicators of social importance.
- Lack of empathy – By contrast, skilled at pretending to empathize and understand.
- Selfishness - Often well concealed under a façade of consideration.
- Narcissistic wounding (ego injury) – Intolerant of certain kinds of criticism.
- Aggressiveness – Retaliatory tendencies; signs of narcissistic rage, whether suppressed or acted out. Remains largely or entirely guiltless about the harm done to others in revenge for such injuries.
- Entitlement – Feels entitled to special considerations, whether actually earned or not. Expects automatic compliance with his or her expectations.
- Arrogance – Whether overt or covert; tends to be harshly judgmental of others.

## How to Use Leadership Derailers

This section of the ALII-Map is intended to guide self-awareness and leadership development. Each derailer described here is not a definitive flaw but a potential risk area that may limit effectiveness if left unchecked. The descriptions and insights provided offer a non-judgmental framework to help leaders reflect on their impact and consider practical adjustments. The key is curiosity over criticism—leaders who approach this with an open mind will find valuable opportunities to refine their leadership style in ways that benefit both themselves and their organizations.

To get the most value from this section, leaders should take time to reflect deeply on the behaviors described, using the self-reflection questions as a starting point. Honest self-assessment is essential, but this process is most effective when combined with feedback from others—mentors, colleagues, or direct reports who can provide insight into how these behaviors manifest in real situations. Leadership development is an ongoing journey, and identifying derailers is just one step in the process. With intentional effort and practice, these learned behaviors can be reshaped into more effective, adaptive leadership approaches that drive long-term success and positive organizational impact.

Use the following self-reflection questions to refine your leadership approach:

- Which of my leadership behaviors could be taken to an extreme and become a limitation?
- What unintended impact might my leadership behaviors have on my team’s motivation, collaboration, or trust?
- How do I react under stress, and do those reactions create obstacles for others?
- Have I ever justified a behavior because it worked in the past, even when it clearly isn’t working now?
- What feedback have I resisted or dismissed that might actually help me grow as a leader?



# Organization Performance Predictor

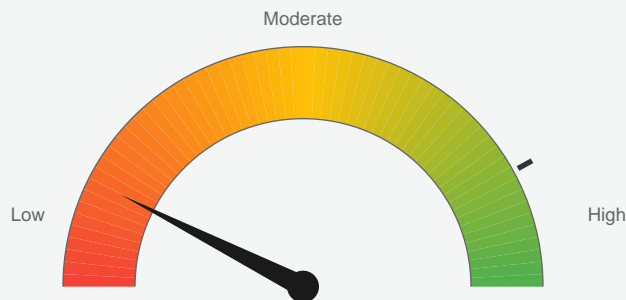
## Operational Excellence

Operational excellence is more than efficiency or productivity—it’s the ability of an organization to consistently deliver on its promises through well-coordinated, reliable execution. Teams that operate with excellence understand their goals, roles, and systems. Work flows smoothly because people know what’s expected, timelines are realistic, and the tools and processes are designed to support quality at every step.

An operationally excellent organization adapts quickly to changing conditions without losing traction. It has mechanisms for learning and continuous improvement—tracking what’s working, what’s not, and adjusting accordingly. Leaders in these environments create structures that allow people to make informed decisions, manage risk intelligently, and maintain momentum even during uncertainty or complexity.

As a leader, you don’t simply manage tasks—you evoke operational excellence by shaping how others plan, prioritize, and deliver. Your behavior sets the tone: how you clarify expectations, reinforce accountability, and use systems to drive consistent performance. When you model disciplined execution and support your team with clarity and structure, you help create the conditions for excellence to emerge and sustain across the organization

### PREDICTION ON OPERATIONAL EXCELLENCE



## Operational Excellence in Organizations

### Operational Excellence Predictor

Mixed potential with moderate organizational alignment risks

Confidence: Moderate

#### Drivers:

- Strong mentoring orientation
- High adaptability and complexity management
- Robust change catalyst capabilities
- Solid teamwork and collaboration skills

#### Risks:

- Low organizational awareness
- Limited enterprise learning indicators
- Variable transparency and self-disclosure
- Inconsistent task and relationship management

#### Implications:

The current leadership profile suggests potential for operational excellence, tempered by uneven organizational integration. Development focus should prioritize systemic thinking, cross-functional collaboration, and enhancing organizational learning capabilities to translate individual strengths into collective performance.

## Suggested Development Plan

### Developmental Focus Areas: Leadership Growth Pathways

The assessment reveals nuanced opportunities for leadership development, emphasizing strategic self-management, relational intelligence, and organizational engagement approaches.

#### Key Observations:

- Risk avoidance patterns suggest a tendency toward caution that may limit adaptive responses in complex environments
- Moderate scores across relationship management domains indicate potential for enhancing collaborative and inspirational leadership capabilities
- Derailer indicators highlight subtle interpersonal dynamics that could benefit from intentional developmental interventions

#### Implications:

- Focus on expanding adaptive capacity through deliberate practice in change navigation and cross-functional collaboration
- Develop more transparent communication strategies to balance observational tendencies with proactive engagement
- Create structured opportunities for expanding organizational awareness and interpersonal influence



## How to Use Performance Predictions

The predictive insights in this section are not isolated data points—they are part of a holistic view of your leadership. To use them well, consider how these predictions intersect with the rest of your report, especially areas where your resonant behaviors are strong and consistently recognized. Patterns of engagement, influence orientation, and emotional intelligence can all inform how you amplify or adjust your leadership to support the outcomes identified here. Rather than seeking a “score to improve,” look for themes that reflect how others experience your leadership in real settings.

Most importantly, these predictions are not about individual success—they are about your role in creating success in others. Strong leadership is measured by the clarity, stability, and energy you evoke around you. Use these insights to explore how your behavior shapes team confidence, execution, and adaptability. The more you understand the ripple effects of your presence, the more intentionally you can lead for impact across the organization.



# About Envision Global Leadership

## Developing Outstanding Leaders

Envision Global Leadership (EGL) is dedicated to helping organizations grow and develop through transformational leadership.

Whether you are looking for leadership assessments, development, coaching, or coach training, EGL can provide you and your company with the insight, vision, and tools to build outstanding leaders and greatly improve organizational productivity.

[info@EnvisionGlobalLeadership.com](mailto:info@EnvisionGlobalLeadership.com)

ALII (Actionable Leadership Intelligence Instrument), ALII-Map, and ALII Method are trademarks used in EGL's practice. The ALII is a Patented artificial intelligence system providing deeper insights to our assessments.

