

The Leadership Profile

ARCHETYPE

The Decisive Lone Operator

Quick to act. Slow to share. A leader conflicts struggle to reach — and whom employees like, but are not always safe enough with to be fully honest.

THE EIGHT FIELDS · SCORE 1–5



Decision pace 4.3



Involvement 1.8



Conflict style 4.3



Directness 2.3



Boundary setting 3.8



Psychological safety 2.5



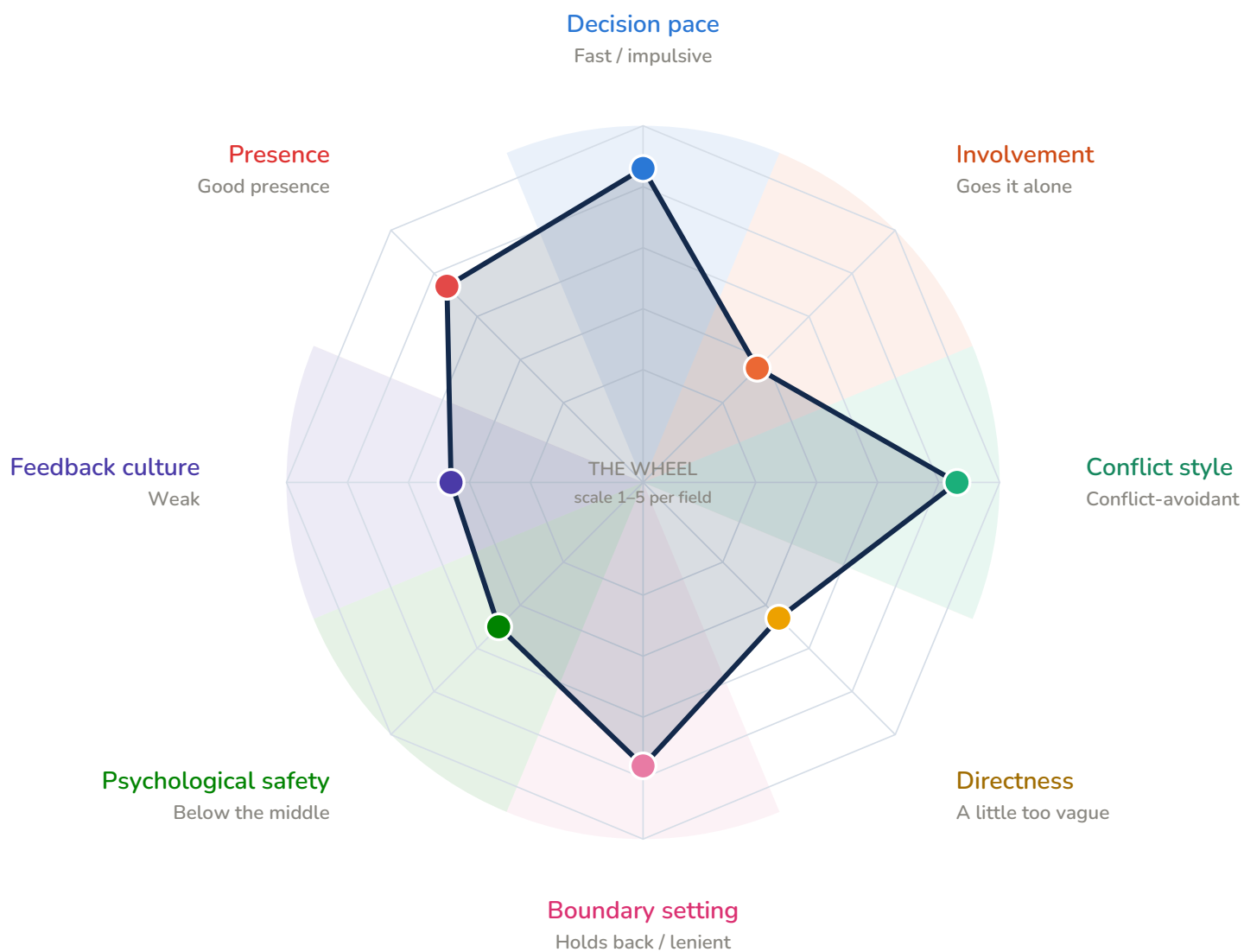
Feedback culture 2.3



Presence 3.7

THE PATTERN IN THE ANSWERS

The Decisive Lone Operator



YOUR PROFILE AS A WHOLE

How it hangs together

Your profile is of a leader who acts rather than hesitates — but who solves most things alone and indoors, rather than with the team or out loud.

You are **fast in decisions** and comfortable acting on incomplete information. That gives momentum, but because you also **tend to decide alone**, the team often experiences direction as something that happens *to* them rather than *with* them.

The same drive disappears when it is about people: you are **markedly conflict-avoidant** and **tend to wrap difficult messages**. Combined with **holding back a little too much on boundaries**, that means unhelpful behaviour in the team is easily allowed to continue longer than it should.

It shows up in **psychological safety** and **feedback culture**, both below the middle — employees are probably not always sure where they stand, or safe enough to bring you the difficult before it grows. Your clearest strength is **presence**: you are there, and you notice people. That is a good place to build from.

THEME 1

How you decide

Decision pace

Fast / impulsive · 4.3

IN EVERYDAY LIFE

You often decide in the meeting, not after it. You will change a plan on the spot and rarely spend long “sleeping on” a decision.

AS SEEN BY THE TEAM

You come across as driven — but direction changes that come too fast can confuse people who did not finish executing the previous one.

Involvement

Goes it alone · 1.8

IN EVERYDAY LIFE

You typically make the decision yourself and announce it afterwards. You rarely ask proactively for input unless you yourself request it.

AS SEEN BY THE TEAM

Combined with high pace, even good decisions can feel like being run over — employees see the result before they could contribute to it.

THEME 2

How you handle the difficult

Conflict style

Conflict-avoidant · 4.3

IN EVERYDAY LIFE

You tend to postpone the hard conversation and let irritating behaviour continue a little too long, hoping it will sort itself out.

AS SEEN BY THE TEAM

A sense of “things no one talks about” appears — when problems are not raised, the team learns they only become serious once they have grown.

Directness

A little too vague · 2.3

IN EVERYDAY LIFE

When the message is uncomfortable, you wrap it or mention it in passing rather than saying it straight.

AS SEEN BY THE TEAM

Combined with conflict avoidance, important messages can be so diluted that they do not land as intended at all.

Boundary setting

Holds back / lenient · 3.8

IN EVERYDAY LIFE

You often accept behaviour you are not actually satisfied with, and find it hard to say no even when it would be right.

AS SEEN BY THE TEAM

Some push the boundaries because it rarely has a consequence. The most responsible can experience it as unfair that everyone is treated the same.

THEME 3

What you create around you

Psychological safety

Below the middle · 2.5

IN EVERYDAY LIFE

Employees are probably holding some things back — especially bad news or mistakes they are nervous about your reaction to.

AS SEEN BY THE TEAM

Conflict avoidance and fast decisions can together create a sense of unpredictability that makes it safer to stay silent than to speak.

Feedback culture

Weak · 2.3

IN EVERYDAY LIFE

You rarely give ongoing feedback and often wait for a formal conversation with what should have been said weeks ago.

AS SEEN BY THE TEAM

Employees are often unsure where they stand and can meet surprises at the annual review they did not see coming.

Presence

Good presence · 3.7

IN EVERYDAY LIFE

You do prioritise time for your employees and notice when someone seems under pressure.

AS SEEN BY THE TEAM

This is a real strength — and a good place from which to use presence for the hard conversations, not only the easy ones.

THE 4 MOST IMPORTANT PLACES TO START

Development areas

1

Take the first hard conversation earlier

Conflict avoidance is the pattern that reinforces the most others. A disagreement that is not raised does not disappear — it settles into the collaboration, into the decisions that are not taken, and into the way people start talking around each other. The longer it sits, the harder it is to pick up, and the more the team learns that problems do not belong with you.

What employees see is a leader who is pleasant to be around, and who rarely takes the conversation that would hurt. They adapt. They hold the difficult information back, or they wait until it has grown too large to ignore. Then you end up clearing up something that could have been a short conversation weeks ago.

It costs trust two ways: with those who were hit by what was allowed to continue, and with those who stayed quiet because they did not think it would help. Taking the first hard conversation earlier is not becoming hard. It is showing that disagreement belongs in the room while it can still be handled.

Concrete: Pick one unresolved issue in the team right now — one you have pushed because it is uncomfortable. Book a conversation within five working days. Use a fixed template: what you have seen, what it means, and what needs to happen differently. Keep it under half an hour. The aim is to get it started, not to make it perfect.

Set one visible boundary this month

When accepted behaviour never has a consequence, it undermines your own expectations. People hear what you say and see what you let pass. What they align to is what you let pass. Those who deliver experience it as unfair: why keep a line that others can step over without it costing anything?

The boundary does not have to be hard. It has to be visible. A leader who always gives another chance ends up giving the chance to the pattern that wears the team down — too late, too often, with the wrong people. Then you become the one who is kind to the individual and unfair to the group.

One clear boundary, followed up, does more than ten conversations about “what we agreed”. It shows that what you say is also what applies.

Concrete: Pick one recurring pattern you tend to let slide — too late, too loose, too unfocused. Say it clearly the next time it happens, and say what you expect instead. Follow up within a week. If it repeats, let the consequence match what you said the first time.

DEVELOPMENT AREAS

Development areas

3

Make feedback a weekly habit

Feedback that waits for the annual review comes too late to change behaviour. Employees are left unsure where they stand, and can meet surprises in the yearly talk that they did not see coming. What could have been a small adjustment in May becomes a verdict in November.

Without ongoing feedback, people fill the gap themselves. Some take silence as satisfaction. Others take silence as criticism they are not being told. Both wear people down. You lose the chance to reinforce what works while it is happening — and to correct what is drifting before it sets.

Ten minutes a week is not a development programme. It is holding up the mirror while there is still time to act. The habit beats the annual conversation, every time.

Concrete: Set aside ten minutes a week per employee for short, concrete feedback — one thing that worked, one thing that can be adjusted. Write the two sentences before you walk in. Keep to the time. If the week slips, move it, do not skip it.

4

Make it safe to bring bad news

Low psychological safety means you probably get information too late — after the problem has grown, not while it is still small. People weigh whether it is worth saying. If the last person who brought a mistake was met with irritation or silence, the next one waits until it can no longer be hidden.

You can experience that everything is running until suddenly it is not. That is rarely because people did not know. It is because they did not dare bring it while there was still time to act. Conflict avoidance and fast decisions together can make it safer to stay quiet than to say something.

Making it safe is not praising what went wrong. It is separating the person from the mistake, and showing — concretely, on the day it happens — that saying it early is what you value.

Concrete: The next time an employee admits a mistake or a problem, stop what you were doing. Say out loud and specifically what you appreciated about them saying it. Take the issue afterwards. First the thanks, then the task — otherwise they only hear the task.

How they connect: These points reinforce each other. If you address only the first and leave the others, the pattern returns quickly. Start with the top two together — that gives the largest effect in the shortest time.

FINALLY

“The drive is already there. The next step is not to do more — it is to do the difficult a little sooner.”

This report is a snapshot, not a verdict. Use it as a starting point for a conversation with yourself, your manager or a sparring partner — and take the questionnaire again in 6 months to see how the profile has moved.

ABOUT THE INSTRUMENT

The Leadership Profile is a self-assessment of leadership behaviour, not a personality test and not a selection instrument. The eight numbers are means of six statements on a 1–5 scale. “As seen by the team” is inferred from your own answers — it is not measured with employees. There is no norm group. The report is a snapshot and a starting point for a conversation, not a verdict.

Sample report with invented answers to illustrate format, tone and colour. Your real report is built from your own 48 answers.