
CALIBER

CONFIDENTIAL CANDIDATE

Leadership Development Report

A de-identified sample of Caliber's assessment-based development reporting, showing how psychological data becomes practical leadership development.

SUBJECT**Confidential Candidate****ASSESSMENT****Siena Executive****COMPARISON****Managerial and
Professional****DATE****July 2026**

CONFIDENTIAL CANDIDATE

Managerial and Professional / Siena Executive Assessment / July 2026

REPORT ID

PUBLIC-SAMPLE

Source Assessment data

SECTION 00

Assessment Profile

FOUNDATION

Complex reasoning, pattern recognition, preparation, collaborative leadership, and broad leadership capability.

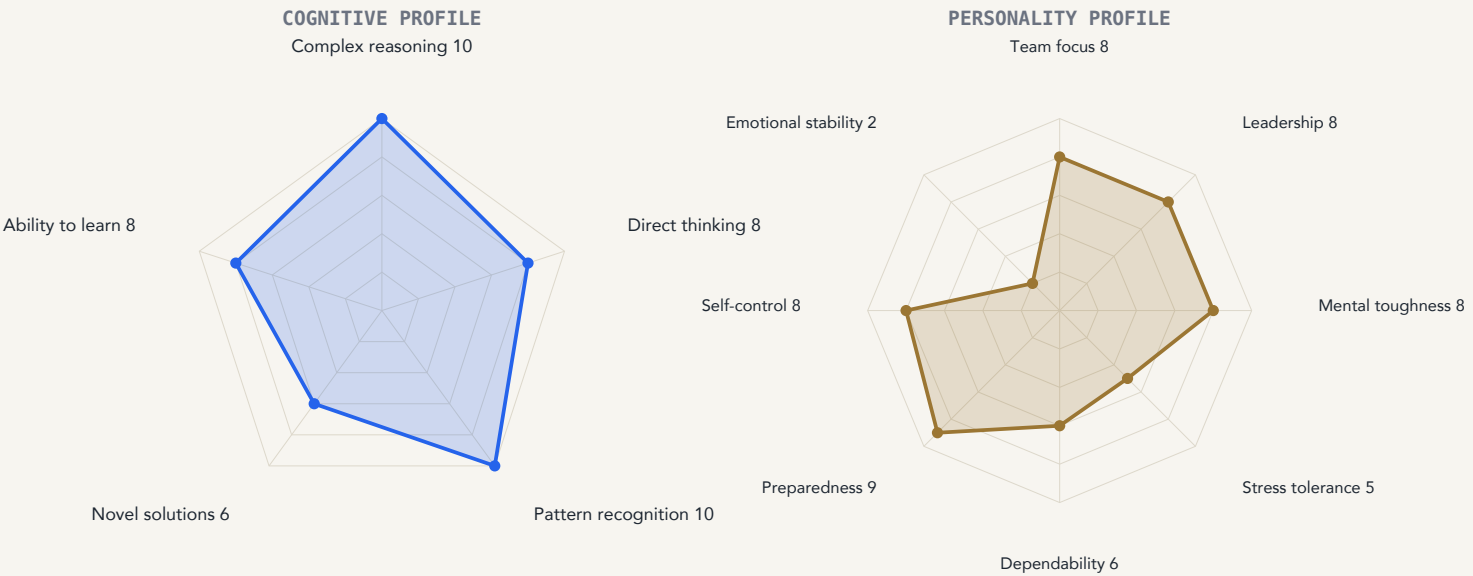
DEVELOPMENT FOCUS

Emotional recovery, task clarity, follow-through, and maintaining standards when relationships are under strain.

CONFIDENCE

Moderate. Assessment only.

The charts show the exact Siena scores. Scores describe likely tendencies compared with a managerial and professional group. They do not prove performance in a particular role.



MOTIVES AND DRIVERS

Rank	Driver	Practical meaning
1	Affiliation	Connection, positive relationships, and approval are the strongest drivers.
2	Work	Productive activity and being engaged in the work are important sources of energy.
3	Power	Influence and the ability to shape people and outcomes matter.
4	Competition	Winning and visible comparison add energy but are not primary drivers.
5	Achievement	Difficult standards may be less energizing than relationships and meaningful work.

SECTION 00 / CONTINUED

Leadership Styles And Tensions

The style scores show how Confidential is likely to use influence. The tensions below identify behaviors to test through feedback and practice.

Area	Style or capability	Level
Negotiation	Claiming / competing	Low
Negotiation	Collaborating / integrating	High
Team leadership	Directive	Very low
Team leadership	Participative	Very high
Team motivation	Task-focused	Very low
Team motivation	Relationship-focused	Very high
Go-to capability	Technical skills	Very high
Go-to capability	People skills	High
Go-to capability	Conceptual skills	High

USEFUL TENSION

Complex Reasoning and Pattern Recognition are both 10, while Novel Solutions is 6. the leader is likely to see complexity and connections clearly. The development question is whether he generates enough genuinely different options when the usual approach stops working.

USEFUL TENSION

Team Focus and Leadership are 8, and Participative leadership is very high. Task-Focused motivation and Directive leadership are very low. He may create strong involvement and relationships while needing more deliberate systems for standards, decision closure, and routine execution.

USEFUL TENSION

Mental Toughness and Self-Control are 8, while Emotional Stability is 2 and Stress Tolerance is 5. the leader may stay engaged and control behavior even while pressure carries a sharper internal emotional cost than others see.

SECTION 01

Profile Overview

The leader's strongest pattern is an analytically powerful, prepared, relationship-centered leader who is likely to involve people and see the larger system around a decision.

Complex Reasoning and Pattern Recognition are both 10. Direct Thinking and Ability to Learn are 8. This is a strong cognitive profile for understanding difficult problems, spotting relationships across information, and moving toward a practical answer once the picture is clear.

Team Focus, Leadership, Mental Toughness, and Self-Control are each 8. Preparedness is 9. Participative leadership and Relationship-Focused motivation are very high. Technical Skills are very high, while People and Conceptual Skills are high. These results suggest a leader who can prepare carefully, understand the work, build involvement, and carry substantial responsibility.

The development need is to add clear task structure and recovery safeguards to these strengths. Emotional Stability is 2, Stress Tolerance is 5, Dependability is 6, and Task-Focused motivation is very low. the leader will benefit from visible standards, owners, checkpoints, and a way to catch emotional strain before it alters patience, availability, or judgment.

EVIDENCE
CONFIDENCE

Moderate. This public sample is based on one Siena Executive Assessment. No interview, role history, feedback, or performance record was available, so the conclusions should be tested through current behavior and outcomes.

SECTION 02

What You Do Really Well

1. EXCEPTIONAL COMPLEX THINKING

Complex Reasoning and Pattern Recognition are both 10. You are likely to understand multifaceted issues, organize disparate information, and recognize how people, data, and systems connect.

2. PREPARATION

Preparedness is 9. You are likely to anticipate important situations, think ahead, and enter consequential work with more structure than most.

3. LEADERSHIP THROUGH INVOLVEMENT

Team Focus and Leadership are both 8, and Participative leadership is very high. You are likely to create commitment by hearing people, using their information, and involving them in meaningful decisions.

4. BROAD LEADERSHIP CAPABILITY

Technical Skills are very high, while People and Conceptual Skills are high. You may be able to understand the work, work well with people, and connect individual decisions to the broader organization.

5. PERSISTENCE AND SELF-CONTROL

Mental Toughness and Self-Control are both 8. You are likely to stay engaged and regulate behavior when work is demanding, even when the internal experience is more difficult.

SECTION 03

What The Assessment Shows

Area	Assessment evidence	Likely practical meaning
Problem solving	Complex Reasoning 10; Pattern Recognition 10; Direct Thinking 8.	Likely to handle complex information, see relationships, and produce a practical answer.
Adaptation	Novel Solutions 6; Ability to Learn 8.	Can take in and apply new information, though unfamiliar problems still benefit from deliberate option generation.
Leadership	Team Focus 8; Leadership 8; Participative very high.	Likely to build involvement and shared commitment through relationships and input.
Execution	Preparedness 9; Dependability 6; Task-Focused motivation very low.	Strong preparation needs a visible operating system for routine tracking, standards, and follow-through.
Pressure	Mental Toughness 8; Self-Control 8; Stress Tolerance 5; Emotional Stability 2.	Can keep functioning, while sustained pressure may be felt more sharply and become visible through tone, patience, or withdrawal.
Capability	Technical Skills very high; People and Conceptual Skills high.	Likely to draw on broad expertise when leading, which can be powerful if priorities and delegation remain clear.

SECTION 04

A Pattern To Be Aware Of

You may create strong connection, thoughtful involvement, and sophisticated insight while leaving routine task structure or emotional recovery more dependent on your own effort than the system around you.

Your relationship and participation strengths can create trust and better information. The risk is that the team experiences a positive, inclusive process without equally clear standards, owners, and checkpoints. Task-Focused motivation and Directive leadership are very low, so operating clarity must be installed intentionally rather than left to the moment.

Your preparation, mental toughness, and self-control can keep you moving through pressure. Emotional Stability at 2 is a signal to take internal strain seriously. It does not mean you cannot perform. It suggests that frustration, self-criticism, or emotional movement may rise faster than others notice. A recovery process will protect the strengths that people already see.

STRENGTH TO PROTECT

Keep the relationships, preparation, and analytical depth. Give them a clear operating container: standard, owner, deadline, checkpoint, and an early recovery signal.

HOW THIS MAY SHOW UP

When the pattern helps	When it can get stretched
A complicated issue benefits from deep analysis, pattern recognition, and multiple perspectives.	The team has a rich discussion but does not leave with a clear operating agreement.
People need real involvement and a leader who understands the system around the work.	Routine work, difficult standards, or performance conversations need more direct clarity than the leader naturally supplies.
Preparation and persistence help during a demanding project.	Sustained pressure accumulates internally and later appears as impatience, withdrawal, or emotional volatility.
Technical, people, and conceptual questions all matter.	Broad capability creates too much personal load because delegation, ownership, or support is not made explicit.

SECTION 05

Where This Can Limit Your Growth

- **Connection without enough task clarity.** Relationship-Focused motivation is very high while Task-Focused motivation is very low. The team may need standards and ownership stated more clearly.
- **Carrying pressure longer than others realize.** High toughness and self-control can hide emotional strain until patience, tone, or availability changes.
- **Over-relying on preparation.** Preparedness is 9, but Dependability is 6. The work still needs a visible tracker, checkpoint, and recovery plan after the launch.
- **Too few genuinely different options.** Novel Solutions is 6, which is workable but lower than The leader's exceptional complexity and pattern scores. Bring outside examples and deliberate option generation to unfamiliar problems.
- **Avoiding the firm performance conversation.** Low claiming and very low directive behavior can make it harder to set a boundary, name the standard, or address missed commitments directly.

WHERE YOU CAN GROW

Growth area	What practice should develop
Task clarity	Close work with a standard, owner, deadline, measure, and checkpoint.
Emotional recovery	Notice the first pressure signal and use a short reset before tone, pace, or judgment change.
Follow-through	Review commitments on a fixed cadence rather than relying on preparation or memory.
Directive range	Practice calm, direct clarity when standards or performance require it.
Option generation	Use outside examples, a red-team question, and a small test when the usual approach is insufficient.

SECTION 06

Your Three Growth Priorities

Priority	Pattern to watch	Practice rep	Proof of progress
1. Turn participation into clarity	A good discussion ends without an operating agreement.	Write the standard, owner, deadline, measure, and next checkpoint after important meetings.	The team can state what good looks like and who owns the next move.
2. Protect recovery under pressure	You keep working while internal strain rises unnoticed.	Track pressure, patience, and emotional bandwidth three times weekly. Reset when two fall below 3 of 5.	Fewer late-stage changes in tone, pace, or availability.
3. Strengthen direct performance clarity	Relationship concern delays a needed boundary or difficult conversation.	Use a brief: observed behavior, standard, impact, required next action, and next check.	The conversation ends with a clear and fair expectation.
KEEP THE SCOPE NARROW	These three practices cover the highest-value development needs. Do not add more tools until these are used consistently on real work.		

SECTION 07

Practice Plan

Practice	Frequency	What to do	Evidence it happened
Five-part close	Every important meeting	Write standard, owner, deadline, measure, and next checkpoint.	Participants leave with the same operating agreement.
Recovery check	Three times weekly	Rate pressure, patience, and emotional bandwidth from 1 to 5; use a reset when two fall below 3.	Early action happens before tone or availability changes.
Commitment review	Weekly	Review each priority for status, risk, owner, deadline, and support needed.	No important commitment relies only on memory.
Performance brief	Before hard conversations	State observed behavior, standard, impact, required next action, and next check.	Clarity is direct without losing respect.
Option test	For unfamiliar problems	Generate two outside examples and one small test before choosing the path.	The plan contains an alternative to the first familiar answer.

SECTION 08

Feedback And Reality Checks

Ask a manager, two peers, and two direct reports. Ask for examples rather than general impressions.

Question	What to listen for
Where do I create useful involvement and ownership?	Examples where input changed the work and people followed through.
Where do I leave task standards or ownership unclear?	Missing measures, decision closure, deadlines, or checkpoints.
What tells you I am carrying more pressure than I show?	Changes in tone, patience, availability, self-criticism, or openness.
When do you need clearer direction from me?	Work that needed a standard, boundary, or decision earlier.
Do I invite different options when the usual approach is not enough?	Evidence of testing alternatives rather than refining the original answer.

PROGRESS CHECKS

Timing	Progress should look like	Failure signal
First 2 weeks	Uses the five-part close, starts a recovery check, and completes one commitment review.	The tools are used only after a missed commitment or visible strain.
30 days	Standards, owners, and checkpoints are visible on important work; early recovery actions occur consistently.	The team remains clear on relationships but unclear on work expectations.
60 days	Peers identify clearer performance conversations and fewer late emotional surprises. Outside examples inform at least one unfamiliar decision.	Pressure still accumulates until it affects tone or decision quality.
90 days	The team reports both strong involvement and clear execution. the leader protects recovery and uses directness when the work requires it.	Supportive participation continues, but routine execution and difficult standards remain inconsistent.

SECTION 09

Evidence Basis

The strengths-forward conclusions come from Complex Reasoning 10, Pattern Recognition 10, Direct Thinking 8, Ability to Learn 8, Team Focus 8, Leadership 8, Mental Toughness 8, Self-Control 8, Preparedness 9, and broad high leadership capability.

The development themes come from Emotional Stability 2, Stress Tolerance 5, Dependability 6, Novel Solutions 6, very low Task-Focused motivation, and very low Directive leadership. These signals support explicit operating structure, recovery practices, direct performance clarity, and deliberate option generation.

What remains unknown: The leader's actual role demands, performance history, how others experience his leadership, whether emotional strain is visible in real work, and how consistently he converts preparation into sustained follow-through.

**USE OF THIS
REPORT**

Treat each conclusion as a hypothesis to test through behavior, feedback, and outcomes. The assessment is one source of evidence. It is not a diagnosis or a substitute for performance history.

FIRST TWO WEEKS

- Use the five-part close on one live team priority.
- Begin the three-times-weekly pressure, patience, and emotional bandwidth check.
- Build a visible tracker for the top three commitments.
- Prepare one difficult conversation using the performance brief.
- Use outside examples and one small test on an unfamiliar problem.

SECTION 10

Bottom Line

Your strongest assets are exceptional analytical range, preparation, collaborative leadership, team orientation, and broad technical, people, and conceptual capability.

Your next level will come from making the operating system as strong as the thinking and relationships. Close discussions with standards and ownership. Use visible commitment reviews. Protect recovery before internal strain becomes visible. Practice direct clarity when the work needs it. These habits will help your insight and leadership translate into steadier execution.

**DEVELOPMENT
OBJECTIVE**

Pair deep analysis and relationship-centered leadership with clearer operating standards, deliberate recovery, and direct performance clarity.

Evidence confidence: Moderate. Based on one Siena Executive Assessment, with no interview, feedback, role history, or performance record. Names and internal identifiers have been removed for this public sample.