

OPERATING
DISCIPLINE

EXECUTIVE LEADERSHIP ASSESSMENT™



An interview-based leadership assessment that provides leaders with candid insight into their effectiveness, influence, and organizational impact.

01 OVERVIEW.

Most executives don't lack feedback. They lack **accurate, unfiltered visibility** into how they are experienced across the organization. At the senior level, feedback becomes filtered. People hesitate. Messages soften. Signals become inconsistent.

As a result, leaders operate with partial visibility into how their behavior impacts decision-making, alignment, and execution.

That gap creates risk.

Because leadership behavior, especially under pressure, directly shapes how the organization actually operates.



02 WHY THIS MATTERS.

Organizations do not drift because of strategy.

They drift because of how leaders show up, and what gets reinforced over time.

WHEN VISIBILITY IS LIMITED:

Misalignment

goes unaddressed.

Trust

erodes quietly.

Accountability

becomes uneven.

Execution

becomes inconsistent.

This is not a feedback issue. It is an operating discipline issue.

03 WHAT THIS IS.

THIS IS NOT A SURVEY.

It is a structured, confidential diagnostic of how a leader is experienced, and how that experience impacts business performance.

THE FOCUS IS ON:

Decision-Making

Accountability

Alignment

Leadership Under Pressure

04 HOW INSIGHT IS GENERATED.

This process is not technology-driven.

It is built on direct, high-quality conversation.

Real insight comes from how people think, hesitate, and respond in dialogue, not from selecting pre-defined answers.

PARTICIPANTS ARE NOT PASSIVE.

They provide specific, **experience-based input** about what is working, what is not, and what needs to change.

They also play a role in supporting the shifts that are identified, creating shared ownership and reinforcing accountability over time.



05 HOW THIS DIFFERS.

Many 360 reviews produce data, but they do not produce clarity.
And without clarity, behavior does not change.

TRADITIONAL 360s

The status quo:

- Survey-based
- Generalized feedback
- Limited context
- Often disconnected from business impact

THIS APPROACH

A different discipline:

- Interview-driven
- Grounded in real operating dynamics
- Focused on how leadership impacts execution
- Participants help reinforce meaningful change

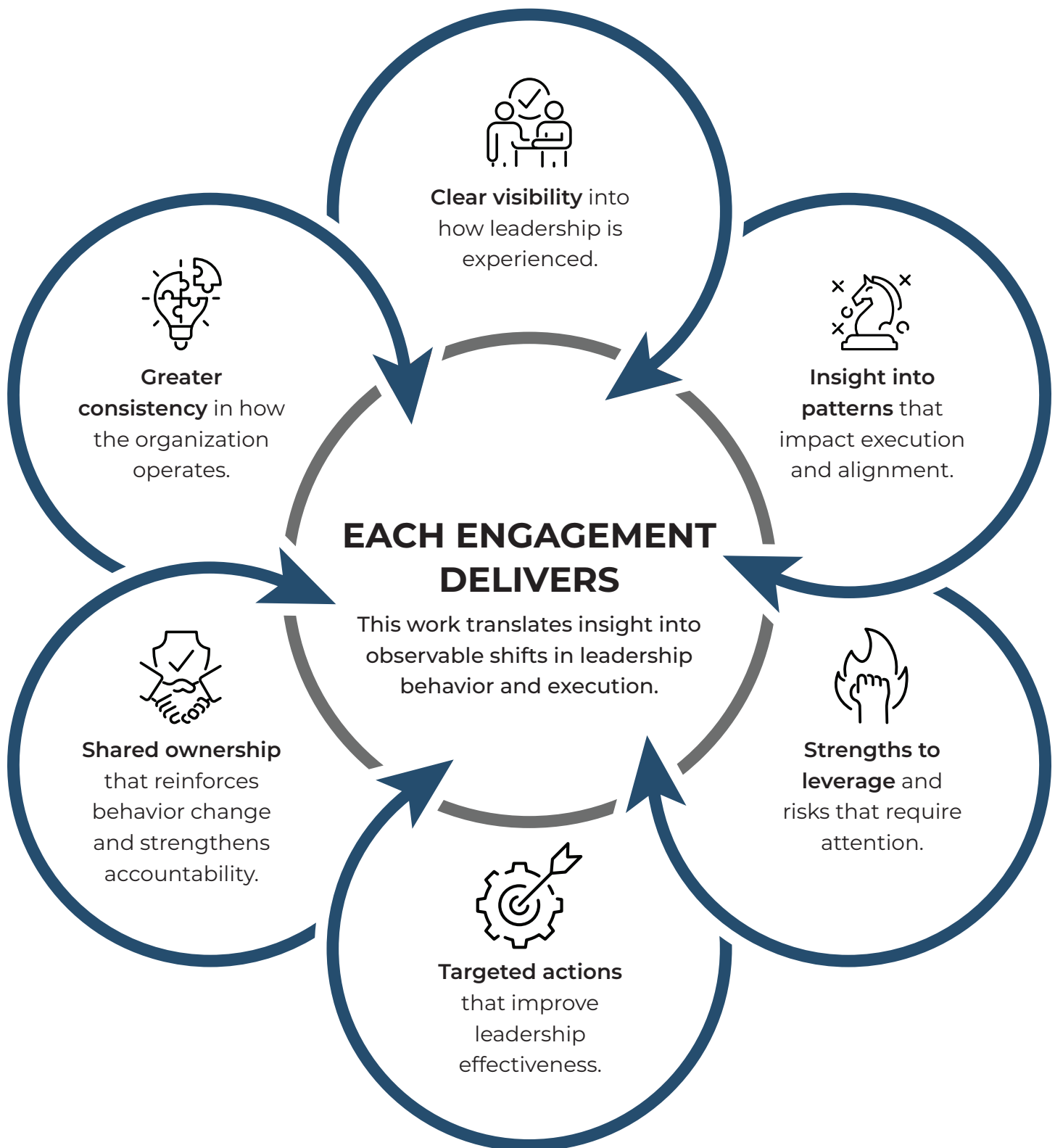
06 THE PROCESS.

Each engagement is designed for clarity, efficiency, and impact.

- 1 Align on business priorities and context.
- 2 Define leadership focus areas.
- 3 Select participants.
- 4 Prepare participants for candid input, and their role in supporting meaningful change.
- 5 Conduct confidential 1:1 interviews.
- 6 Synthesize clear patterns, themes, and risks.
- 7 Deliver insights and define targeted actions.

TYPICAL TIMELINE: APPROXIMATELY 2 TO 4 WEEKS

07 OUTCOMES.



08 WHEN THIS IS VALUABLE.



A leader has stepped into a larger or more complex role.



Leadership team alignment is unclear or inconsistent.



Feedback has been indirect or fragmented.



Performance issues exist without a clear cause.

It is also used proactively by organizations that want to maintain alignment and strengthen leadership effectiveness as they grow.



09 A DISCIPLINE, NOT A FIX.

Disciplined organizations do not wait for problems to surface. They build systems that create visibility into how leadership is actually operating. As organizations grow, complexity increases. Even strong leaders can drift without clear, consistent feedback.

IN THESE ENVIRONMENTS, 360 REVIEWS ARE USED TO:

Maintain
alignment as
roles expand.

Reinforce
accountability
and leadership
standards.

Ensure
leaders are
experienced
consistently
across teams.

Strengthen
leadership
effectiveness
before issues
surface.

Protect
execution
as the
organization
scales.

This is not about fixing problems. It is about **preventing performance drift and sustaining execution over time.**

10 CLOSING PERSPECTIVE.

When behavior is not clearly understood, performance becomes unpredictable.

**LEADERSHIP
BEHAVIOR SHAPES
HOW ORGANIZATIONS
ACTUALLY OPERATE.**

When behavior is understood and strengthened, execution becomes consistent.

SCHEDULE A CEO CONVERSATION

Begin reshaping how your team experiences leadership, starting with a focused discussion to pinpoint the highest-impact opportunities for your organization.

