

PREPARED FOR

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PRIMARY ORIENTATION

Purposeful Presence

Leads by making people believe in something bigger.

secondary orientation Panoramic Design

YOUR PRIMARY ORIENTATION

Purposeful Presence

Leads by making people believe in something bigger.

This orientation leads through belief. People follow the belief, not only the plan. It puts words to a vision that people feel, and that resonance moves teams from compliance to commitment. The standard is set by how the leader shows up, not only by what is said.

SIGNATURE STRENGTH

Creates energy and meaning. When an organization feels stuck or directionless, this leader rebuilds purpose and gets people moving toward something worth building.

In practice, this looks like

- 01 You name why the work matters before you assign what the work is.
- 02 People describe leaving your meetings with more belief than they arrived with.
- 03 You set a standard visibly, through how you show up, not only through what you require.

THE RESEARCH BEHIND IT

Grounded in recent evidence that transformational leadership produces medium-to-large effects across outcomes (Deng et al., 2023) and in a 214-study meta-analysis of authentic leadership (Zhang et al., 2022).

WHY IT MATTERS

Meaning is what turns compliance into commitment. People give discretionary effort to work they believe in, and withhold it from work they merely comply with.

Most effective, and where it stretches

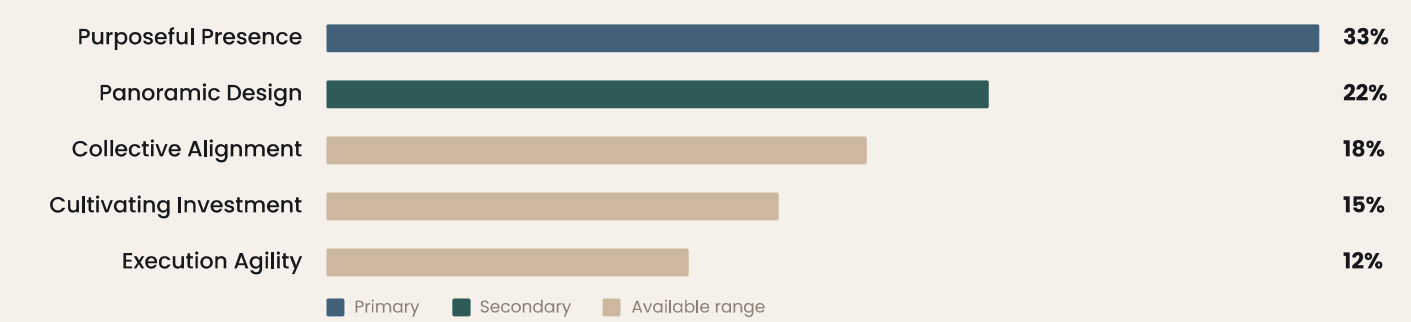
No orientation is best in every setting. These are concrete situations where this way of leading serves you, and where another serves the moment better.

Most effective when	Where it stretches
- A turnaround where morale has bottomed out and people need a reason to stay. - Launching a change that asks people to work in a genuinely new way. - Rallying a team after a public setback or a lost account.	- An audit or compliance process that needs precise follow-through, not inspiration. - A detailed handoff where the vision is settled and the work is the mechanics. - A team that has heard the vision speech before and now wants the plan.

HOW YOU LEAD, BY THE NUMBERS

How you lead, by the numbers

There is no single best way to lead. This profile shows how your responses distributed across five leadership orientations, each grounded in current leadership research. The percentages mark where your instincts concentrated, not a score to beat.



33%

PRIMARY ORIENTATION

Reading your shape

Your responses form a focused profile, with one orientation clearly out front. Your **primary orientation is Purposeful Presence** at 33%, with **Panoramic Design** as your secondary at 22%. The primary is the stance you reach for first and under pressure; the secondary is your most available second gear. The remaining orientations are still part of your range, available when you choose them.

All five orientations at a glance

Orientation	What it leads with	Primary CLI strength
Panoramic Design	Steps back to the whole system and the long horizon	Contextual Strategic Intelligence
Purposeful Presence	Builds belief and meaning that move people to commit	Emotionally-Grounded Judgment
Collective Alignment	Closes the gaps between people and restores trust	Emotionally-Grounded Judgment
Execution Agility	Adapts and delivers when time and resources are tight	Contextual Strategic Intelligence
Cultivating Investment	Grows people and builds muscle that lasts	Practiced Intelligence

YOUR SECONDARY ORIENTATION

Panoramic Design

Leads by designing the future.

This orientation reads organizations as systems. The instinct is to step back and see how the parts connect, where the leverage sits, and what must be true several years out for today's work to matter. It asks what the organization is building while others focus on what is due this week.

WHAT IT ADDS, AND WHY IT MATTERS

Makes sense of what is complicated. When conditions are uncertain and the variables keep shifting, this leader holds the whole picture and turns it into a direction others can follow. Grounded in recent work on dynamic managerial capabilities, a leader's situation-specific ability to sense, decide, and reconfigure, which drives strategic change under uncertainty (Heubeck, 2024).

Why it matters. In uncertain conditions, the leaders who can hold the whole system and name where it is heading are the ones an organization will follow. When that reading is missing, teams optimize their own corner while the enterprise drifts.

How your two orientations combine

PRIMARY LEADS FROM

Emotionally-Grounded Judgment

SECONDARY LEADS FROM

Contextual Strategic Intelligence

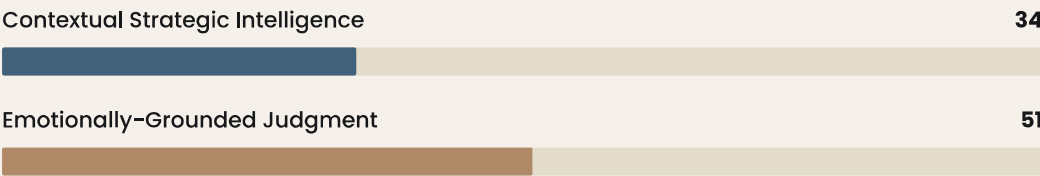
Purposeful Presence leads from Emotionally-Grounded Judgment, while Panoramic Design leads from Contextual Strategic Intelligence. That difference is an asset: your secondary gives you ready access to a way of reading a situation that your primary does not lead with. The practical work is noticing which one a given moment is asking for, rather than defaulting to your primary.

Most effective when	Where it stretches
- A merger or reorganization where no one yet knows how the parts will fit together. - Entering a new market or building a new line, where the multi-year picture has to be drawn from scratch. - A board asking for a real direction, not another quarterly update.	- A system outage at 2 a.m. that needs a decision now, not a systems map. - An anxious team that needs to be heard before it is re-strategized. - A steady quarter where the job is to run the existing plan, not redesign it.

THE INTELLIGENCE BENEATH THE ORIENTATION

The intelligence beneath the orientation

Contextual Leadership Intelligence frames leadership effectiveness as three capabilities that operate in real conditions: reading the specific situation (Contextual Strategic Intelligence), deciding through the emotional and relational reality of the room (Emotionally-Grounded Judgment), and the judgment built by leading over time (Practiced Intelligence). Your orientation responses map onto the first two.



What this shows

Your responses lean toward Emotionally-Grounded Judgment (51), with Contextual Strategic Intelligence a strong second (34). Drawing on both means you are not fixed on either reading the plan or reading the room. Emotional intelligence of this kind is a documented mechanism of leadership effectiveness (Hsu et al., 2022). The third, Practiced Intelligence, is not measured in a single sitting; recent research shows it is built through the processing of experience over time (Liu et al., 2021), which is why it anchors your development.

WHY THIS MATTERS NOW

As AI takes on routine analysis, the strengths that set leaders apart are the ones it cannot supply.

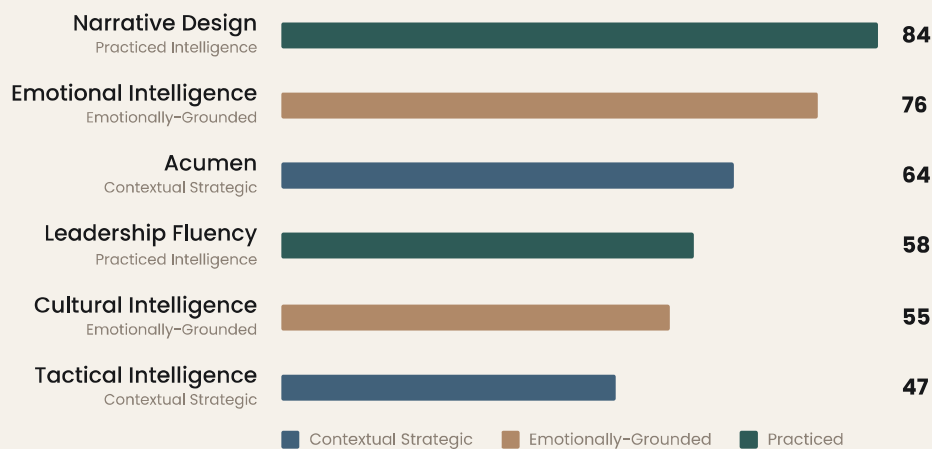
When seven leading AI models were asked for strategic advice across more than 15,000 scenarios, they converged on the same trend-aligned answers; adding rich, specific context moved them only about 11 percent (Romasanta et al., 2026). The judgment to read this situation, these people, this moment is what does not come from a model. Employers are noticing: leadership and social influence rose more than any other skill in importance last year (World Economic Forum, 2025).



THE DIMENSIONS BENEATH THE PROFILE

The dimensions beneath the profile

The Leadership Intelligence Framework is the applied layer beneath the orientations: the six dimensions through which Contextual Leadership Intelligence is built, assessed, and developed. Where the orientation profile names the stance you lead from, the dimension profile shows the specific capabilities underneath it. Each dimension is scored against its own scale, so the profile compares your relative strengths rather than a raw count.



Cultural Intelligence is measured on fewer items in this version, so it is reported with less precision than the other five.

What this shows

Your profile is strongest in Narrative Design and Emotional Intelligence, with Acumen giving it reach. Tactical Intelligence sits lowest. Read the six together as the texture beneath your orientation: the specific capabilities your stance is built on, and the ones with the most room to grow.

The six dimensions

Acumen. Business and organizational sense; how the enterprise actually works and where value is created.

Tactical Intelligence. Translating direction into executable moves when time and resources are tight.

Cultural Intelligence. Reading and working across cultural and identity contexts.

Emotional Intelligence. Self-awareness and relational awareness applied in real time.

Leadership Fluency. The range to shift stance and style to what a moment requires without losing self.

Narrative Design. Shaping meaning; giving people a story they can carry and act on.



WHAT BUILDS THE MUSCLE

What builds the muscle

This is built through use, not through advice. The evidence points the same way: leadership grows mainly through the deliberate processing of lived experience over time (Liu et al., 2021), and structured coaching produces measurable change in behavior (Nicolau et al., 2023). The three practices below are specific, small enough to start this month, and matched to your profile.

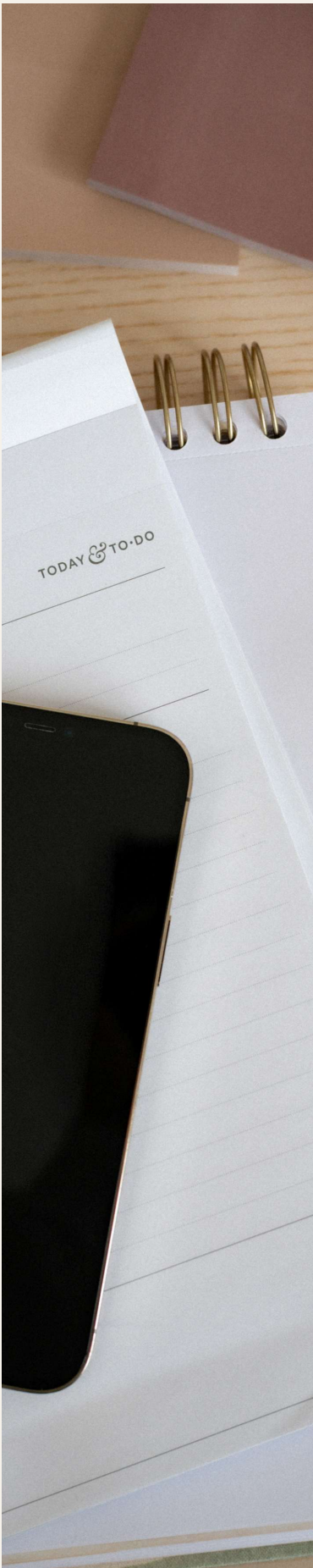
Practice	Grounded in	A realistic first step
Take one assignment that runs on your least-used muscle	Experience-based development (Liu et al., 2021)	Volunteer for one initiative whose success depends on the read you use least, and keep a short weekly note of what you observe.
Work a single behavior with a coach or thinking partner	Coaching evidence (Nicolau et al., 2023)	Set up three sessions this quarter on one behavior, with a specific before-and-after you can see.
Match your approach to each person, then check your read	Adaptive executive judgment (Bevilacqua et al., 2026)	With one person this month, adjust how directive or supportive you are to their readiness, then ask whether it landed.

A REALISTIC EXPECTATION

Judgment of this kind develops over months of applied practice, not in a workshop. Choose one row, not all three, and give it a full quarter before you weigh it.

HOW YOU WILL KNOW IT IS WORKING

Look for observable signals rather than a feeling of change: a decision you would once have made on instinct that you now make with a fuller read, or feedback that names the muscle you have been building.



RESEARCH FOUNDATION

References

The five orientations are documented forms of leadership studied in the peer-reviewed literature. Every claim in this report is grounded in current sources, in APA 7th edition.

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