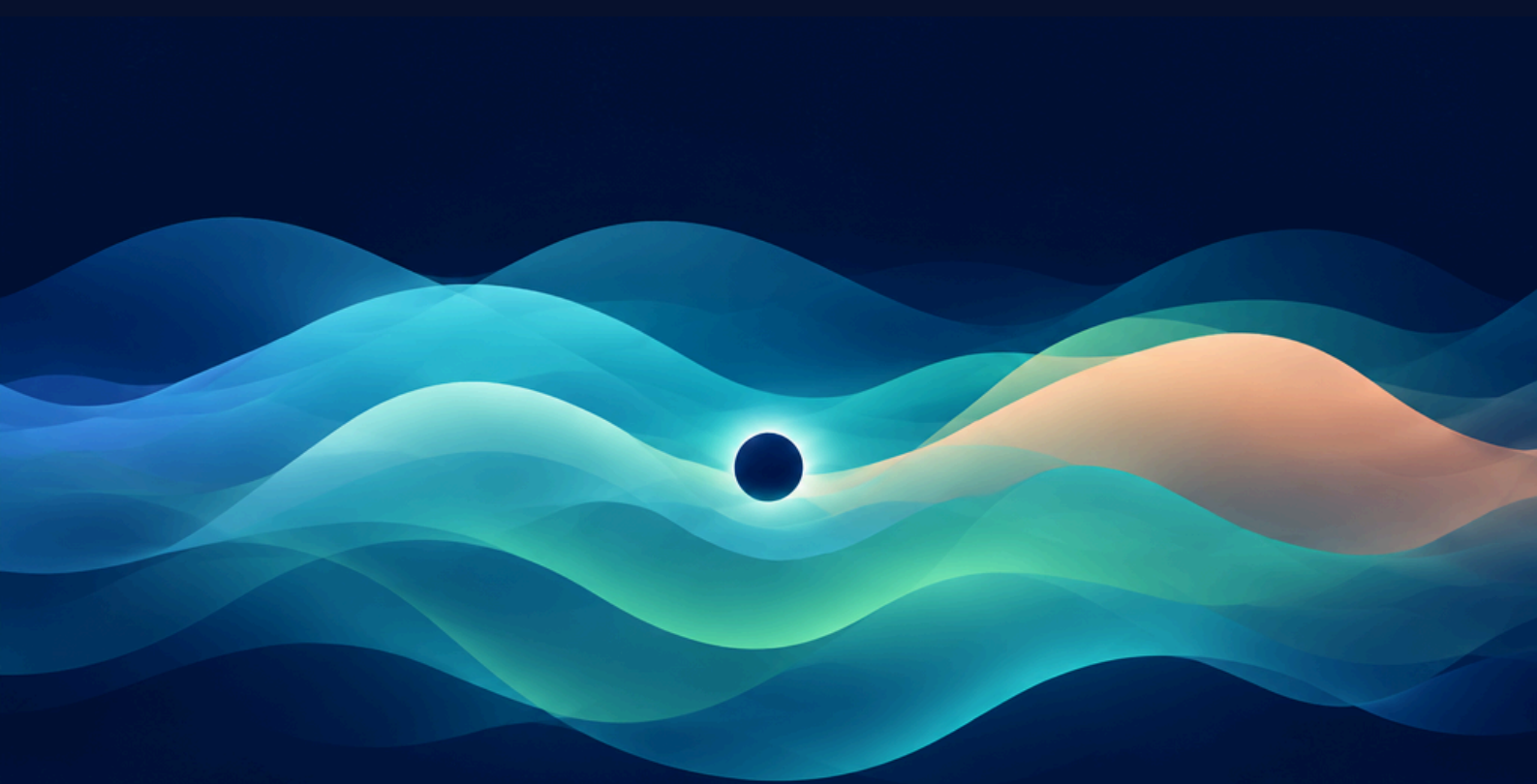


ILLUSTRATIVE PARTICIPANT REPORT

Contextual Leadership Effectiveness

How your leadership behaviour fits your context and natural style.



Participant

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Understanding your report

Leadership effectiveness depends partly on how well leaders respond to the environment in which they operate. Your organisation has identified six context factors that are especially important for leadership success in your role.

The Behavioural Adaptation Questionnaire indicates how closely your reported choices align with the behaviours associated with those contexts. Your Personality results indicate how you are likely to behave naturally or typically. Together, they show where alignment may come naturally, where it may require conscious effort and where a different response may be useful.

Personality does not determine what you will do. The findings are hypotheses to test against your experience and the demands of your role, and the greatest attention should go to differences that materially affect delivery, confidence or risk.

The three sources of information

01

Selected contexts

The aspects of the environment your organisation has identified as especially important for leadership success.

02

Your contextual alignment

How closely your reported choices match the behaviours associated with each selected context.

03

Your natural style

What your personality suggests may come more naturally or require more conscious effort.

The selected contexts



Why it matters

● Stakeholder Diversity

Effective leadership involves understanding different perspectives and reconciling competing interests.

● Interdependence

Effective leadership involves actively coordinating delivery across roles, teams and boundaries.

● Strategic Uncertainty

Effective leadership involves creating enough direction to act while keeping assumptions open to review.

● Regulatory Complexity

Effective leadership involves anticipating external requirements and integrating them into decisions.

● Change Intensity

Effective leadership involves sustaining delivery while helping people navigate material transition.

● Decision Autonomy

Effective leadership involves using initiative within defined authority, governance and decision rights.

How to interpret your results

The aim is leadership behaviour that fits the contexts selected by your organisation. Your alignment result shows how consistently your reported choices match the behaviours associated with each context. High alignment is the desired result, but it may come naturally or require conscious effort.

1**Context**

Which context has been selected?

2**Alignment**

How closely does your behaviour align?

3**Natural style**

Is the behaviour likely to come naturally?

4**Meaning**

What does the combination suggest?

The patterns you may see

Your contextual alignment	Your natural style suggests	Combined meaning
High	The behaviour is likely to come naturally	Natural alignment. The behaviour fits the context and is supported by your natural style.
Moderate High	The behaviour may require conscious effort	Deliberate alignment. You demonstrate the behaviour, although sustaining it may take effort.
Moderate Low	The behaviour is likely to come naturally	Underused natural strength. Your natural style could support the behaviour, but it is not yet consistently evident.
Low	The behaviour may require conscious effort	Development priority. The behaviour is not yet sufficiently evident and may require deliberate practice.
The report is ordered from the clearest alignment to the area requiring the most deliberate attention. The context factors themselves are not ranked by importance.		

Your results at a glance

The main story before the detail

Context factor	Your contextual alignment	Your natural style suggests	Combined meaning
Stakeholder Diversity	High	The behaviour is likely to come naturally	Natural alignment
Regulatory Complexity	High	The behaviour may require conscious effort	Deliberate alignment
Interdependence	Moderate	The behaviour is likely to come naturally	Underused natural strength
Change Intensity	Moderate	The behaviour may require conscious effort	Development priority
Strategic Uncertainty	Low	The behaviour may require conscious effort	Development priority
Decision Autonomy	Moderate	The behaviour may require conscious effort	Development priority

What your results mean

You appear most strongly aligned with the need to understand and reconcile diverse stakeholder interests. Your response to regulatory complexity is also well aligned, although it may require more conscious attention than stakeholder engagement.

Your personality suggests natural strengths for collaborative working that are not yet fully visible in how you respond to interdependence. You have begun to adapt to the demands of intense change, but doing so may take effort and may become less consistent under pressure.

The clearest priorities are staying flexible when the future is uncertain and preserving initiative within limited decision autonomy. These are not instructions to change your personality; they identify behaviours to use more deliberately when the selected context calls for them.

What to notice as you read

- Which effective behaviours are already visible and valued in your role?
- Which aligned behaviours require effort and therefore need support or routines to remain consistent?
- Where might culture, pressure, systems or expectations be preventing a natural strength from translating into behaviour?
- Which differences have a meaningful effect on delivery, confidence or risk and therefore deserve priority?

Stakeholder Diversity

Understanding and reconciling different interests

This context reflects the range of stakeholder groups whose needs, expectations and influence affect the work. Effective leadership involves understanding different perspectives, clarifying interests and building sufficient support for decisions.

Your contextual alignment

High

Your natural style

Behaviour likely to come naturally

Combined meaning

Natural alignment

Your behaviour in this context

Based on your responses to the Behavioural Adaptation Questionnaire, this is how you are likely to approach situations shaped by this context.

Your responses indicate that you consistently seek out different perspectives and consider how decisions will affect groups with competing interests.

You are more likely to

- You identify who will be affected before committing to a course of action
- You adapt communication to different interests and levels of understanding
- You look for workable common ground without ignoring material differences

You are less likely to

- You define the boundary between consultation and decision authority in every situation
- You narrow involvement quickly when the decision is time critical

How this relates to your natural leadership style

Interpersonal Warmth



Collaboration Preference



Comfort with Difference



You describe yourself as collaborative, personally engaging and comfortable with different perspectives. These tendencies are likely to make broad stakeholder engagement relatively natural.

What this means

Your natural leadership style translates into behaviour that fits the context. You are likely to build informed and legitimate decisions by understanding varied interests. The main risk is not insufficient engagement, but allowing engagement to continue after the decision and accountabilities should be clear.

Practical steps

Use these prompts before, during and after relevant situations, whatever your result. Priority development areas are consolidated at the end.

Before Identify who will be affected, whose input is needed and who will make the final decision.

During Explain how people can contribute and when consultation will close.

After Check whether the right perspectives were considered without unnecessarily delaying the decision.

Regulatory Complexity

Leading with scrutiny accountability and external requirements

This context reflects the extent to which work is shaped by external regulation, formal obligations and scrutiny. Effective leadership involves integrating requirements into decisions, drawing on expertise and ensuring that actions can be explained and defended.

Your contextual alignment

High

Your natural style

Behaviour may require conscious effort

Combined meaning

Deliberate alignment

Your behaviour in this context

Based on your responses to the Behavioural Adaptation Questionnaire, this is how you are likely to approach situations shaped by this context.

Your responses show a disciplined approach to governance and regulation. You involve relevant expertise and consider the evidence needed to support consequential decisions.

You are more likely to

- You identify regulatory implications before decisions are finalised
- You involve specialist advice when requirements are complex or unfamiliar
- You maintain a clear rationale and record for important decisions

You are less likely to

- You apply the same discipline when time pressure is high
- You consistently distinguish mandatory controls from low-value process

How this relates to your natural leadership style

Procedural Discipline



Cautiousness



Conventional



Your natural style provides some support for disciplined working, but sustained regulatory vigilance may not be your strongest automatic preference. Your strong behavioural alignment appears to involve a degree of conscious attention.

What this means

Your reported behaviour is strongly aligned with this context, even though some aspects may take effort. This is a useful and effective stretch. Under pressure, the risk is that practical judgement or pace takes priority before the regulatory implications have been fully tested.

Practical steps

Use these prompts before, during and after relevant situations, whatever your result. Priority development areas are consolidated at the end.

Before Identify the relevant requirements and involve specialist advice while options are still open.

During Record the evidence, risks and reasons behind important decisions.

After Check whether time pressure weakened safeguards and update your checklist.

Interdependence

Coordinating delivery across roles teams and boundaries

This context reflects how strongly results depend on coordinated contributions from different people or groups. Effective leadership involves making dependencies visible, aligning decisions and actively managing handoffs, shared risks and collective accountability.

Your contextual alignment

Moderate

Your natural style

Behaviour likely to come naturally

Combined meaning

Underused natural strength

Your behaviour in this context

Based on your responses to the Behavioural Adaptation Questionnaire, this is how you are likely to approach situations shaped by this context.

Your responses suggest that you coordinate the most important interfaces but often rely on clear local ownership rather than maintaining continuous alignment across the wider system.

You are more likely to

- You clarify individual ownership and expected outputs
- You involve other groups when a known dependency becomes material
- You escalate major cross-boundary problems when needed

You are less likely to

- You map dependencies before delivery begins
- You create shared routines for decisions risks and handoffs
- You reinforce collective rather than separate workstream ownership

How this relates to your natural leadership style

Collaboration Preference



Support Style



Trusting



You describe yourself as collaborative, supportive and willing to trust others. Your natural style could support stronger alignment, but this is not yet consistently reflected in your situational choices.

What this means

You appear to have natural strengths that could help you lead interdependent work more actively, but your behaviour does not yet fully match the context. Delivery pressure, fragmented structures, local accountability or meetings focused mainly on updates may be limiting how those strengths translate into coordination.

Practical steps

Use these prompts before, during and after relevant situations, whatever your result. Priority development areas are consolidated at the end.

Before Map the main dependencies, owners, handoffs and decision points before delivery begins.

During Use existing meetings to resolve dependencies and shared risks, not only to exchange updates.

After Review where delays or duplication occurred and identify any dependency that was recognised too late.

Change Intensity

Leading people and delivery through material transition

This context reflects the pace, scale and disruption of actual change. Effective leadership involves creating direction, maintaining communication, responding to the human impact and adjusting implementation as the transition unfolds.

Your contextual alignment

Moderate

Your natural style

Behaviour may require conscious effort

Combined meaning

Development priority

Your behaviour in this context

Based on your responses to the Behavioural Adaptation Questionnaire, this is how you are likely to approach situations shaped by this context.

Your responses show that you establish direction and provide support at key points, but you may not make the transition itself a continuous and visible part of your leadership.

You are more likely to

- You explain the rationale and intended outcome of major changes
- You clarify immediate priorities once key decisions are made
- You adjust plans when significant implementation problems emerge

You are less likely to

- You communicate while important uncertainty remains
- You monitor how different groups are experiencing the transition
- You maintain a frequent rhythm of listening and practical clarification

How this relates to your natural leadership style

Planning Style



Cautiousness



Emotional Resilience



You are likely to prefer an orderly transition with a clear plan and sufficient evidence. You report moving beyond that preference in some situations, but rapid adjustment and communication before full clarity may require conscious effort.

What this means

You have begun to adapt to this high-change context, but the aligned behaviour may remain less frequent or visible than the situation calls for. The effort involved can make the behaviour inconsistent when several demands compete. A repeatable communication and listening rhythm can reduce the need to improvise the response each time.

Practical steps

Use these prompts before, during and after relevant situations, whatever your result. Priority development areas are consolidated at the end.

Before Explain what is changing, what will remain stable, what is still uncertain and what people should do next.

During Provide regular updates and ask how different people are experiencing the transition.

After Check what people now understand and do differently, then adjust the support or communication if needed.

Strategic Uncertainty

Committing when future conditions cannot be known fully

This context reflects how predictable future conditions, priorities and outcomes are. Effective leadership involves establishing enough direction to act while testing assumptions, preserving options and revisiting commitments when evidence changes.

Your contextual alignment

Low

Your natural style

Behaviour may require conscious effort

Combined meaning

Development priority

Your behaviour in this context

Based on your responses to the Behavioural Adaptation Questionnaire, this is how you are likely to approach situations shaped by this context.

Your responses indicate a preference to reduce uncertainty before committing. You seek definition, evidence and a dependable basis for action, which can improve judgement but may delay movement when clarity cannot be obtained in advance.

You are more likely to

- You test the quality of evidence before making significant commitments
- You clarify assumptions and risks before recommending action
- You avoid presenting uncertain conclusions as established facts

You are less likely to

- You make reversible commitments before the full picture is clear
- You use experiments or staged decisions to learn through action
- You define in advance what evidence would trigger a change of course

How this relates to your natural leadership style

Comfort with Risk



Prefers tested options

Comfortable with uncertain outcomes

Forward Planning



Focuses on the immediate horizon

Anticipates longer-term consequences

Depth and Complexity Preference



Prefers simpler problems

Enjoys complex problems

You are comfortable thinking deeply and considering longer-term consequences, but you prefer tested options and a strong evidential basis. Your lower contextual alignment is therefore broadly consistent with your natural style.

What this means

Your careful approach is valuable, but your alignment is currently lower than the context calls for. The development opportunity is not to become reckless. It is to distinguish decisions that genuinely need more evidence from those that can be staged, tested or reversed while learning continues.

Practical steps

Use these prompts before, during and after relevant situations, whatever your result. Priority development areas are consolidated at the end.

Before Separate decisions that are difficult to reverse from those that can be tested or changed later.

During Take a small reversible step, state your assumptions and agree when the decision will be reviewed.

After Review the evidence and decide whether to continue, adjust or stop.

Decision Autonomy

Using initiative within defined authority and governance

This context reflects the discretion leaders have to make decisions about work, resources and priorities. Effective leadership involves using initiative while remaining closely aligned with formal mandates, governance and agreed authority.

Your contextual alignment

Moderate

Your natural style

Behaviour may require conscious effort

Combined meaning

Development priority

Your behaviour in this context

Based on your responses to the Behavioural Adaptation Questionnaire, this is how you are likely to approach situations shaped by this context.

Your responses suggest that you consult on major decisions but retain discretion wherever possible. This creates momentum, although it may exceed what the context permits when authority is tightly defined.

You are more likely to

- You seek input before decisions with broad consequences
- You take ownership and move decisions forward when boundaries are clear
- You escalate when a formal approval is explicitly required

You are less likely to

- You confirm decision rights before acting in ambiguous situations
- You slow down when the practical answer appears clear but authority is not
- You make governance dependencies visible to others early

How this relates to your natural leadership style

Decisiveness



Social Confidence



Conventional



You describe yourself as decisive, confident in expressing a view and willing to question established approaches. These tendencies support initiative but may pull against a context in which decision authority is deliberately constrained.

What this means

Your Moderate alignment shows that you are adapting, but your natural style may still lead you to claim more discretion than the context allows. The answer is not to suppress initiative. It is to make decision rights explicit, use your judgement strongly within those boundaries and influence the process openly when the boundaries themselves need to change.

Practical steps

Use these prompts before, during and after relevant situations, whatever your result. Priority development areas are consolidated at the end.

Before Confirm what you can decide, who must be consulted and who gives final approval.

During Take initiative within those boundaries and present a clear recommendation when the final decision sits elsewhere.

After Check whether unclear authority caused delay or rework, then clarify the process.

Your priorities for action

Your results suggest that the strongest opportunity is to preserve the contextual fit already present while focusing on the two differences most likely to affect delivery, confidence or risk.

Sustain

Continue integrating diverse stakeholder perspectives while making decision roles explicit.

Maintain regulatory discipline and make the routines supporting it easy to sustain.

Use your collaborative preference more visibly to manage interdependencies.

Strengthen

Act with enough flexibility when uncertainty cannot be reduced before movement is required.

Clarify decision rights so your natural initiative operates confidently within governance.

The following page turns the most important strengthen areas into practical development plans.

Your development priorities

Two areas to practise and review

These plans translate your results into a small number of actions. Treat the personality links as hypotheses to test, and agree with your manager or coach how you will review progress.

1 Act with uncertainty through staged commitment

The shift to make	Move work forward without waiting for all uncertainty to be resolved.
Practical actions	Separate decisions that are difficult to reverse from those that can be tested or changed. For reversible decisions, take a small step while stating the assumptions being made. Agree in advance what evidence would trigger continuation, adjustment or withdrawal.
Your watch-out	Your preference for tested options and a strong evidential basis may lead you to seek more certainty than the situation requires, particularly when the consequences feel significant.
Evidence of progress	Decisions move forward without uncertainty being hidden, and colleagues understand what will be reviewed and when.
Review point	After the next two material decisions.

2 Make decision rights explicit

The shift to make	Use initiative confidently while making decision authority and governance explicit.
Practical actions	At the start of consequential work, identify who recommends, who must be consulted, who decides and who gives formal approval. State the boundaries clearly and make a firm recommendation within them. Review where unclear authority caused delay, rework or escalation and clarify the process.
Your watch-out	Your decisiveness, confidence in expressing a view and willingness to question established approaches may lead you to move ahead before authority boundaries are fully clear, particularly when the practical answer appears obvious.
Evidence of progress	There is less rework or escalation caused by unclear authority, without a reduction in pace or ownership.
Review point	After six weeks or the next governance milestone.

Choose one priority to begin with. Agree what support you need, what evidence will show progress and when you will review the result.