

ILLUSTRATIVE SAMPLE

EXECUTIVE ASSESSMENT

Alex Rivera

Chief Revenue Officer · Compass Technologies

Assessed against the Journey Leadership Framework · March 2026

Every person, organization and number in this report is invented. The structure, the depth, and the way a finding turns into a recommendation are what a real one looks like.

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Executive summary

Alex Rivera is a commercially sophisticated executive with a rare combination of personal integrity and delivery. Across a cognitive battery, a personality inventory, a leadership simulation, a structured interview and 360 feedback from fourteen colleagues, the pattern is consistent: he sees the market clearly, he is trusted, and work he owns gets done.

The assessment also surfaced a pattern worth naming directly, because it appears in three of the four questions. Alex's conviction is strong enough that it substitutes for the work of bringing people with him. It shows up as an inspiration gap where others understand the direction without owning it, as development that never happens because problems get solved rather than handed back, and as a recovery style where the new plan arrives before anybody has been asked. None of these is a character issue. All of them are the same habit.

Alex's stated ambition is enterprise leadership. On this evidence the constraint is not capability, judgment or drive. It is whether he can get results through an organization that has chosen to follow rather than one that has been out-executed.

The profile

Eight competencies across the four questions of the Journey Leadership Framework, assessed through a cognitive battery, a personality inventory, a leadership simulation, a structured interview, and 360 feedback from fourteen colleagues.

COMPETENCY	SCORE	READ
WHERE ARE WE GOING?		
Vision and Innovation	3.5	STRENGTH
Communicates and Inspires	2.0	OPPORTUNITY
WHO AM I GOING WITH?		
Earns Trust	3.5	STRENGTH
Develops and Supports People	2.5	OPPORTUNITY
HOW WILL WE GET THERE?		
Critical Thinking and Judgment	3.0	SOLID

Plans and Prioritizes	3.0	SOLID
CAN YOU GET US THERE?		
Drives Execution	3.5	STRENGTH
Resilience and Adaptability	3.0	SOLID

Strength 3.5 and above · Solid 3.0 · Opportunity 2.5 and below

What the evidence says

Competency by competency, synthesizing every source. Where sources disagree, the disagreement is the finding.

Where are we going?

Vision and Innovation

3.5 STRENGTH

Alex reads a market with unusual precision. In the structured interview he walked through the competitive shift in his category, named the two assumptions his own plan depends on, and identified the segment nobody at Compass is currently defending. Raters describe him as the person who sees the commercial consequence of a decision before the rest of the room does. The innovation half is real but selective: he backs new approaches where the revenue mechanism is legible to him, and is slower where the return is further out than a planning cycle.

Communicates and Inspires

2.0 OPPORTUNITY

This is the widest gap in the profile, and it is not a gap in clarity. Alex communicates a direction precisely, and raters consistently say they understand where he is taking the organization. What they report far less often is wanting to go. Self-ratings on this competency sat a full point above the rater average, the largest self-other difference in the assessment. In the simulation he addressed a resistant audience by re-explaining the logic of his position three times rather than engaging with what the resistance was about. Conviction is doing the work that persuasion should be doing.

Who am I going with?

Earns Trust

3.5 STRENGTH

Alex is trusted, and the evidence for it is consistent across every source. Raters at all levels describe someone who says the difficult thing in the room rather than afterward, who does not move a number to make a quarter look better, and whose commitments hold. Two direct reports independently described situations where Alex took public responsibility for a decision that had gone badly. The personality inventory is consistent with this: high on transparency, low on the impression-management scale.

Develops and Supports People

2.5 OPPORTUNITY

The clearest development priority, and the data are unanimous. Alex invests in performance and invests very little in development. Direct reports describe getting answers rather than coaching, and describe Alex stepping into problems that were theirs to solve. Two of the four named the same pattern: a decision brought to Alex comes back resolved, quickly and correctly, and the person who brought it has learned nothing about how to resolve the next one. The intent is care. The effect is a bench that is not growing.

How will we get there?

Critical Thinking and Judgment

3.0 SOLID

Alex thinks rigorously inside the revenue function and less so outside it. Cognitive measures placed him comfortably above the executive norm, and in the interview he reasoned cleanly through a genuinely ambiguous pricing problem, including the second-order effect on channel partners. Under time pressure in the simulation, though, his framing narrowed: the enterprise trade-off was described as a revenue trade-off, and the manufacturing constraint that drove the scenario went unmentioned until prompted. The judgment is sound. The aperture closes when the pressure rises.

Plans and Prioritizes

3.0 SOLID

Plans are thorough and sequencing is sensible, and Alex is willing to say what is not being done, which is rarer than it sounds. The constraint is attention rather than planning: raters describe a portfolio of priorities that is slightly larger than the organization can carry, and a reluctance to kill work that is merely adequate. Resourcing decisions favor the teams closest to the number.

Can you get us there?

Drives Execution

3.5 STRENGTH

The strongest thread in the profile. Alex converts decisions into delivered outcomes, and does it through other people and through real obstacles. Raters describe a standard that rises rather than drifts, and a leader who removes blockers personally when the situation calls for it. The same drive carries the profile's central risk: it regularly outpaces the organization's capacity to align behind it. Execution without alignment produces motion in the function and friction everywhere else, which is the pattern peers in product and operations describe.

Resilience and Adaptability

3.0 SOLID

Alex holds up well under sustained pressure and has led through two restructures without visible degradation in judgment or availability. The adaptability half is more mixed. When a plan is disrupted he moves quickly to a new one, but raters note that the new plan is usually his, and that the window for other people to shape it is short. Recovery is fast; the collective part of recovery is compressed.

Three things to work on

Sequenced by how much they constrain everything else, not by how hard they are.

1. Close the gap between understood and owned

The self–other difference on Communicates and Inspires is the largest in this assessment, which means Alex is the last person in the building who can see it. Pick the next significant change and run it as persuasion rather than announcement: find out what the resistance is actually about before answering it, and let somebody else carry part of the case.

2. Hand problems back

Identify three direct reports and commit to a standing cadence where the rule is that Alex does not solve it. When someone brings a problem, ask what their read is, what options they are weighing, and what they would do. This will be slower and the first few answers will be worse than Alex's. That is the cost of a bench.

3. Widen the aperture under pressure

The functional lens is the default when time is short. Before the next enterprise–level decision, write down the constraint facing the function that is not yours, and bring it into the room yourself. Peers in product and operations should hear their problem described accurately by Alex before they describe it themselves.

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