



## ASSESSMENT REPORT

# Triple Intelligence Leadership

A structured reflection on how you lead, organised across the three intelligences that shape consistently excellent leadership: rational, emotional, and social.

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PREPARED FOR

**Chloe Jenkins**

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## DEVELOPMENTAL RESOURCES

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# How to use your Triple Intelligence Leadership Report

Your report is based on your responses to the **Triple Intelligence Leadership Assessment**. Your 17 responses provide insights into how you lead in your job.

Your responses are displayed under the 3 factors that predict excellent leadership:

## 1. RATIONAL INTELLIGENCE

Excellent decision-making requires a reliable process. We discuss how to prioritise deep thinking, generate innovative ideas, have a rigorous approach to strategic decisions, chair meetings that lead to good decisions, and identify employees who are likely to be high performers.

## 2. EMOTIONAL INTELLIGENCE

There is no more important leadership role than optimising the mood of you and your team. We discuss how to enhance trust, cultivate empathy and generosity, display resilience, understand the motivations of a broad range of personalities, and manage underperforming colleagues.

## 3. SOCIAL INTELLIGENCE

Advanced social intelligence distinguishes the best leaders. We discuss how to embrace your mandate to lead, champion a winning culture within your team, deliver significant change projects, defend the energy and time of your team, and connect colleagues to your network of allies and sponsors.

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Your 15 responses are then ranked from highest score to lowest score.

A Developmental Resources page is provided for each of the 15 questions. Each page contains 3 tips at a 'Foundations' level and 2 tips at a 'Masterclass' level.

These resources help people at all levels of leadership expertise.






**We can become better leaders at any stage of our career.** Enhancing our rational, emotional, and social intelligence leads to success.

# Your 15 scores

All fifteen reflections, grouped by dimension. Each bar shows score out of 10.






## RATIONAL INTELLIGENCE

Average 8.0

Q1	I prioritise time each week for deep thinking.		9
Q2	I understand how innovative ideas are generated.		6
Q3	I have a rigorous approach to making strategic decisions.		8
Q4	I know how to chair meetings that lead to good decisions.		10
Q5	I know how to select high performers for a job.		7


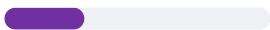


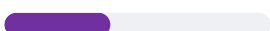
## EMOTIONAL INTELLIGENCE

Average 8.8

Q6	I display trustworthiness in my job.		10
Q7	I show the people I lead that I care about them.		7
Q8	I foster resilience in the teams I lead.		9
Q9	I understand how a broad range of personalities are motivated ...		10
Q10	I understand how to manage underperforming people.		8

## SOCIAL INTELLIGENCE

Average 5.0

Q11	I champion a winning culture within the team I lead.		6
Q12	I defend the energy and time of the people I lead.		3
Q13	I have a rigorous approach to leading change projects.		5
Q14	I connect my colleagues to my network of allies and sponsors.		7
Q15	I embrace my mandate to lead at work.		4

# Your highest scores and greatest opportunities

The three highest and three lowest of your fifteen reflections, ranked by score.

## HIGHEST SCORES

Top 3 of 15

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1.	I know how to chair meetings that lead to good decisions. RATIONAL INTELLIGENCE   Q4	10
2.	I display trustworthiness in my job. EMOTIONAL INTELLIGENCE   Q6	10
3.	I understand how a broad range of personalities are motivated at work. EMOTIONAL INTELLIGENCE   Q9	10

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## GREATEST OPPORTUNITIES

Bottom 3 of 15

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1.	I defend the energy and time of the people I lead. SOCIAL INTELLIGENCE   Q12	3
2.	I embrace my mandate to lead at work. SOCIAL INTELLIGENCE   Q15	4
3.	I have a rigorous approach to leading change projects. SOCIAL INTELLIGENCE   Q13	5

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Each question has 'Foundations' and 'Masterclass' resources from pages 8 to 24.

# Your reflections

What you said you're doing well, and where you want to grow.

## Q16 . THREE THINGS I'M DOING WELL

3 of 3

What you identified as your current strengths.

1. Protecting unbroken time for strategic thinking each week.
2. Giving timely, direct feedback to underperforming colleagues.
3. Building broader relationships across the wider business.

## Q17 . THREE THINGS I WANT TO DO BETTER

3 of 3

What you want to develop next.

1. Holding the team to a clear standard without micromanaging.
2. Following up on commitments — closing loops the same week.
3. Making space for the quieter voices in meetings.

# Rational Intelligence score

# 8.0

OUT OF 10

average of five reflections



Excellent decision-making requires a reliable process. We discuss how to prioritise deep thinking, generate innovative ideas, have a rigorous approach to strategic decisions, chair meetings that lead to good decisions, and identify employees who are likely to be high performers.

## WHAT'S NEXT

The five rational intelligence questions follow on the next pages. Each page includes three Foundations and two Masterclass tips for that question.

# I prioritise time each week for deep thinking.

YOUR SCORE

9 / 10

## WHY THIS MATTERS

Prioritizing time for deep thinking means it's more likely to happen. Urgent tasks too often crowd out thinking time for leaders. Deep thinking helps us identify opportunities, anticipate risks, and make better decisions.

## FOUNDATIONS

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- 01 Dedicate blocks of thinking time.** Schedule 60 to 90 minutes at least once per week in your calendar. Choose consistent times. Early mornings work best for many people when their brain is freshest for complex tasks.
- 02 Defend your focus.** Treat your thinking time as if you're with your most important client. Choose a location where colleagues can't distract you. Turn off notifications so you don't distract yourself.
- 03 Walk and think.** Great thinkers from Darwin to Jobs thought on long walks. Walking increases blood flow to the brain which stimulates creativity and clarity. The rhythmic motion of walking is purposeful and calming.

## MASTERCLASS

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- 04 Choose high value topics.** Start your thinking time with 1 important question. It could be an immediate priority such as selecting a new team member. It could be about long term strategy. Focus on how your company can be more competitive.
- 05 Embrace serendipity.** Powerful ideas or insights may emerge anytime anywhere. Record a quick note on your phone if you're in the middle of something else. Keep a pen and paper beside your bed. Don't risk the inspiration disappearing.

# I understand how innovative ideas are generated.

YOUR SCORE

**6** / 10

## WHY THIS MATTERS

Innovation helps future proof our organization. We can improve existing products and services and invent new ones. An innovative culture attracts and retains high performing team members. We can guide team activities to generate better ideas.

## FOUNDATIONS

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- 01 Use triple brainstorming.** Teams sequentially have members think by themselves, discuss in a small group, then discuss in a larger group. This enlists individual creativity, resists groupthink, promotes inclusivity, and increases commitment.
- 02 Encourage deep and wide learning.** Innovation often comes from the intersection of deep expertise and wide curiosity. Read broadly. Speak to people outside your function and industry. Build a lattice of mental models.
- 03 Capture ideas systematically.** Update an 'ideas log'. Review it monthly. Ideas can combine with other ideas. Changes in technology can make an earlier idea possible to execute. Encourage your colleagues to share their fresh ideas.

## MASTERCLASS

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- 04 Use first principles thinking.** This requires more than thinking by analogy. It involves reducing problems to their fundamental truths then reassembling them. Repeat the question "why do we do it this way?" Independent thinking innovates.
- 05 Practise Kaizen.** This Japanese business philosophy encourages all team members to seek continuous improvement. Combined, these small changes build innovative services and products.

# I have a rigorous approach to making strategic decisions.

YOUR SCORE

**8** / 10

## WHY THIS MATTERS

Great leaders don't guess. They use a disciplined decision-making process that balances data, judgment, and timing. A rigorous approach to strategy reduces bias, creates clarity, and earns trust from stakeholders. It increases the probability of winning.

## FOUNDATIONS

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- 01 Generate attractive strategic options.** Consider options that leverage your team's strengths. How can the business be resilient to future threats? Look for options that you have the resources to execute. Consider pros and cons.
- 02 Form a red team.** Have colleagues argue against a preferred option. This adversarial approach challenges assumptions and exposes hidden vulnerabilities. It defeats groupthink.
- 03 Perform pre-mortems.** Ask how would we know if we were wrong? Post-mortems teach us how something went wrong. Pre-mortems help us adapt strategy and execution including avoiding poor options from the outset.

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- 04 Think in bets.** Strategic decisions can be regarded as allocating the team's finite resources including time and capital. It's easier to adjust our bets than our beliefs. Stay adaptable and adjust your bets as new facts emerge.
- 05 Argument map.** Document why you rejected or accepted a strategic option. What were the pros and cons? What was the strength of conviction? This saves time for future analysis. It becomes an important part of organizational memory.

# I know how to chair meetings that lead to good decisions.

YOUR SCORE  
**10** / 10

## WHY THIS MATTERS

A well-chaired meeting encourages good decisions and leads to confident action. Leaders who run positive meetings help create a strong culture. Team meetings are an opportunity to address opportunities and threats. And to re-commit to team values and goals.

## FOUNDATIONS

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- 01 Focus on significant topics.** Choose agenda items that are important to your team and organization. The object of the meeting is to re-connect and create value. Have a parking-lot for significant topics that are best for another day.
- 02 Foster inclusivity.** Expect each participant to contribute ideas. Encourage quieter voices by calling upon them first and circling back to them if they're interrupted. Express your opinion last to discourage groupthink.
- 03 Be action-oriented.** Prioritize right outcome, not being right. Appoint a timekeeper to maintain momentum. Summarize who will be doing what post-meeting. Encourage the team to hold everyone accountable.

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- 04 Know how to make fast decisions.** Fast decisions permit resilience, agility, and testing multiple options. If the decision is reversible without significant cost, then you can make it fast. Jeff Bezos calls this a two-way door decision.
- 05 Share the chair.** Encouraging the people you lead to chair some meetings helps them grow. It is an important part of succession planning. It also gives you additional cognitive space to focus on potential decisions.

# I know how to select high performers for a job.

YOUR SCORE

**7** / 10

## WHY THIS MATTERS

Selecting high performers for your team is one of the most consequential decisions leaders make. High performers learn fast and deliver more. They help attract, engage, and retain other high performers. Leaders who hire well multiply the effectiveness of their team.

## FOUNDATIONS

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- 01 Know what you want in a candidate.** Understand the value you expect a candidate to deliver in a job. Know the essential tasks you need them to perform. And the stakeholders they need to persuade. Be realistic about ideal versus acceptable.
- 02 Have structured interviews.** Ask each candidate consistent questions about their aspirations, skills, and past performance. Get detailed explanations of the value they've created for stakeholders. Co-ordinate questions between interviewers.
- 03 Have structured reference checks.** Ask previous managers about the skills and past performance of the candidate. Ask if colleagues were disappointed when the candidate left? Ask if the referee would re-employ them? Have at least 3 checks.

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- 04 Prioritize adaptive intelligence.** Seek examples of how candidates have solved complex problems at work. How have they adapted to changing data or events? When have they used initiative? You want people who welcome challenges.
- 05 Prioritize personality virtues.** Seek examples of how candidates have displayed a growth mindset, conscientiousness, energy, generosity, and emotional agility at work. These predict being a high performing team member.

# Emotional Intelligence score

# 8.8

OUT OF 10

average of five reflections



There is no more important leadership role than optimising the mood of you and your team. We discuss how to enhance trust, cultivate empathy and generosity, display resilience, understand the motivations of a broad range of personalities, and manage underperforming colleagues.

## WHAT'S NEXT

The five emotional intelligence questions follow on the next pages. Each page includes three Foundations and two Masterclass tips for that question.

# I display trustworthiness in my job.

YOUR SCORE  
**10** / 10

## WHY THIS MATTERS

Trust is the foundation of leadership. When people trust their leaders, they feel safe to contribute ideas, use initiative, and take risk. A reputation for trust enables stakeholders to collaborate and create value faster.

## FOUNDATIONS

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- 01 Do what you say you will.** People want reliable leaders. Follow-up actions from meetings, meet deadlines, and deliver on promises. If you can't, communicate early and apologize without excuses.
- 02 Commit to fairness.** A perceived lack of fairness can trigger strong, negative emotions. People want absolute and relative fairness in how they are treated. Don't play favourites with team members. Reward and acknowledge consistently.
- 03 Protect confidentiality.** Treat sensitive conversations with care. Avoid gossip or sharing information to advance a relationship. You want team members to feel safe that they can share problems, doubts, or vulnerabilities.

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- 04 Trust first.** When we trust first, the other person is likely to experience a release of the social bonding chemical oxytocin. Oxytocin predisposes them to trust and reciprocate positive behaviour. A virtuous circle is launched.
- 05 Promote being value-centred with clients.** Being client centric aligns with most people's values. Model care for clients. Encourage and recognize team members who act as trusted advisers.

# I show the people I lead that I care about them.

YOUR SCORE

**7** / 10

## WHY THIS MATTERS

We want to know others care about us. Leaders are in a privileged position to help their people feel noticed, supported, and valued. This elevates teams and workplaces. We feel like we matter when a leader authentically shows care.

## FOUNDATIONS

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- 01 Know your team.** Learn what matters to individual team members. This can vary depending on their personality, stage of career, and what's going on in their personal lives. This knowledge helps your care to be relevant and useful.
- 02 Check in personally.** Notice if colleagues' moods change. Noticing is mindfulness in action. Ask your team members how work and life is going. Listen. Ask if there's anything that you or the organization can do to assist. Follow-up.
- 03 Acknowledge effort and contribution.** Team members feel unappreciated if their hard work and results are not acknowledged. Leaders who praise and thank team members encourage repeated effort.

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- 04 Champion your team.** Promote the value your team members create. Gather the resources they need. Defend them against unfair criticism. Your loyalty and support help your team to be engaged and resilient.
- 05 Display warmth.** Being warm is a leadership superpower. People thrive when they have leaders who radiate friendliness and care to them. Genuine warmth elevates commitment of to the team. It helps people feel like they belong.

# I foster resilience in the teams I lead.

YOUR SCORE

9 / 10

## WHY THIS MATTERS

Resilient teams adapt to challenges, threats, and losses. Setbacks are normal in organizational life. Especially when the team has bold goals or operates in a competitive environment. Good leaders foster resilience in their people.

## FOUNDATIONS

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- 01 Model resilience.** Displaying emotional self-control and self-belief helps team members to do the same. Focus on what's within your control as a leader. Look after your physical health so you can maintain energy.
- 02 Focus team members.** People feel purposeful and confident when they're adding value. Guide your team to valuable actions within their control. This helps them avoid speculating and ruminating on potential problems.
- 03 Present a winning vision.** The team remains more optimistic and hopeful when they see themselves overcoming problems. Leaders can share stories of teams prevailing. They can remind their people of their capability to win.

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- 04 Celebrate.** Celebration strengthens our memory of what we have done well. This means we can more easily recall our capability when we experience setbacks. Celebration also bonds team members and makes life sweeter.
- 05 Foster antifragility.** Antifragility is a mindset that looks for opportunities in challenges and chaos. Robust systems underpin antifragility. Leaders can encourage a culture that seeks to bounce forward from setbacks.

# I understand how a broad range of personalities are motivated at work.

YOUR SCORE  
**10** / 10

## WHY THIS MATTERS

It's useful to understand what motivates a broad range of personalities in the workplace. Leaders who understand motivation can reduce conflict, build stronger relationships, and encourage discretionary effort in their team.

## FOUNDATIONS

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- 01 Enlist C.A.R.M.** People are motivated to experience Competence, Autonomy, Relatedness, and Meaningfulness at work. Look for opportunities to advance each of these for your team. Gather positive feedback for your team from stakeholders.
- 02 Build motivation maps.** Map the goals, values, and stress triggers of your team members. Ask, "What brings out your best?" and "What demotivates you?" Refresh your map twice per year.
- 03 Delegate well.** Implement a system of increasing delegation for your people. Each quarter ask them what new tasks they're ready to adopt now or in 3 months with additional preparation? This helps people to stretch and grow.

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- 04 Remove demotivators.** Be vigilant to organizational obstacles to your team performing well. Seek the tools, technology, and training they need. Advocate for appropriate compensation.
- 05 Understand the role of self-motivation.** Each person has ultimate responsibility for their own motivation. Leaders can set team members for success, but they can't make them driven, hard-working, high performers.

# I understand how to manage underperforming people.

YOUR SCORE

8 / 10

## WHY THIS MATTERS

Underperforming team members can reduce the reputation, productivity, and morale of the broader team. Avoiding performance conversations harms team culture. Effective leaders act early on underperformance, stay constructive, and uphold high standards.

## FOUNDATIONS

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- 01 Focus on observable behaviors.** Identify behaviors not perceived character flaws that you want them to improve. "We need you to submit reports on time" is better than "we need you to stop being lazy." Be clear how and when you want the change.
- 02 Discuss reasons.** Ask your team member to explain their behaviors. Even if they're defensive, you can explore together how they could improve. The issues could include task overload, insufficient skills, or lack of enjoyment. Ask how you can help.
- 03 Match your energy to the problem.** If a team member is anxious or too switched-on, help them be calmer with quiet coaching. If they seem complacent, then you need to inject energy by explaining the consequences of them not changing.

## MASTERCLASS

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- 04 Limit biases.** We limit recency bias by considering the person's earlier performance. We limit confirmation bias by seeking disconfirming evidence and a range of opinions. Committing to being fair is a mindset that reduces biases.
- 05 Don't be a rescuer.** A leader's role is to support and coach an underperforming team member. It's not your responsibility to rescue someone who doesn't have the motivation or skills for the job. The team benefits by all members being a good fit.

# Social Intelligence score

# 5.0

OUT OF 10

average of five reflections



Advanced social intelligence distinguishes the best leaders. We discuss how to embrace your mandate to lead, champion a winning culture within your team, deliver significant change projects, defend the energy and time of your team, and connect colleagues to your network of allies and sponsors.

## WHAT'S NEXT

The five social intelligence questions follow on the next pages. Each page includes three Foundations and two Masterclass tips for that question.

# I champion a winning culture within the team I lead.

YOUR SCORE

**6** / 10

## WHY THIS MATTERS

Winning teams have a culture that can seize opportunities and be resilient with setbacks. This attracts and retains high performing team members. Excellent leaders don't just participate in culture – they champion the virtues that make it strong.

## FOUNDATIONS

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- 01 Promote purpose.** People want to be part of something bigger than themselves. Purposeful teams have clear, attractive goals. They're also proud of the value they create for clients and their organization.

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- 02 Empower your team.** Empowerment is deeply motivating for high performers. Encourage autonomy and welcome the voice of every team member. Advocate for needed resources including allies and sponsors for the team.

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- 03 Renew capability.** Teams need to maintain their competitive edge. Leaders can help manage the team's energy, skillset, welcoming of new opportunities, and resilience to setbacks.

## MASTERCLASS

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- 04 Encourage collaboration.** Collaboration is a winning strategy within the team and with other stakeholders. Trust, accountability, celebration, and connectedness increase the collaboration of the team.

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- 05 Facilitate a coaching culture.** Winning teams help each other to improve. They provide solution-focused feedback. They share skills and knowledge. Effective leaders coach team members and provide opportunities for buddy coaching.

# I defend the energy and time of the people I lead.

YOUR SCORE

**3** / 10

## WHY THIS MATTERS

Sustained high performance requires energy and time management. Leaders can treat their people as corporate athletes. This means focusing effort on what matters, using up-to-date technology and training, and allowing time for renewal.

## FOUNDATIONS

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- 01 Update goals and tasks.** Reconfirm goals for the week and the main tasks team members will perform. Focus on high value tasks. Avoid busywork. Defend strategic focus. Everyone updates progress and obstacles by the end of the week.
- 02 Say 'no'.** High performing teams receive many additional requests from colleagues and clients. On behalf of the team, reject these requests if the team is at capacity or if the requests won't deliver significant value to the organization.
- 03 Promote work-life integration.** Trust high performing team members to prioritize non-work commitments. Encourage people to renew and have leisure time. Discourage work bingeing where people get insufficient sleep and exercise.

## MASTERCLASS

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- 04 Protect from low value meetings.** Chair high value meetings that have an agenda, inclusive contribution, and disciplined follow-up. Encourage your team members to pushback against internal meeting requests that deliver little value.
- 05 Advocate technology.** AI is saving significant time on a growing range of tasks. Have your team compare notes on what productivity tools they are finding useful. Invite your IT team and external vendors to share their insights. Keep searching.

# I have a rigorous approach to leading change projects.

YOUR SCORE

**5** / 10

## WHY THIS MATTERS

It's hard to execute significant change in organizations. A rigorous approach to leading change projects increases your probability of success. This helps your team and organization seize growth opportunities and deal with threats.

## FOUNDATIONS

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- 01 Communicate a clear case for change.** Define what's changing, why it matters, and what success looks like. Communicate this early. Understand that people vary in how long they take to embrace change. Reiterate the value the project can create.
- 02 Prepare for obstacles and setbacks.** Perform a pre-mortem on why the project could fail. Brainstorm potential obstacles with colleagues. Be ready for enthusiasm to dip on long or difficult projects. Show up more when things get tougher.
- 03 Celebrate wins.** Celebrate effort, quick wins, and milestones. Enlist senior colleagues to acknowledge the team's progress with the project. Celebration builds momentum and resilience to setbacks.

## MASTERCLASS

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- 04 Build a change coalition.** Identify and empower team members to help drive the change program. Choose people who have high energy, are capable, and have an enthusiasm for the project. Enlist other allies across the organization.
- 05 Be urgent.** Great leaders have a strong sense of urgency to deliver change. This energy inspires the effort of other stakeholders. It helps people feel purposeful. It's essential to executing high value projects on time, on budget.

# I connect my colleagues to my network of allies and sponsors.

YOUR SCORE

7 / 10

## WHY THIS MATTERS

Organizations that are well networked are more competitive. They draw upon collective ideas, experience, and resources to solve problems and seize opportunities. They help retain high performers with mentoring. Leaders multiply value by sharing their network.

## FOUNDATIONS

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- 01 Have a value first mindset.** Look for opportunities where you and your team can add value to your colleagues. Respond quickly to simple requests. Share information, tools, and connections. Your colleagues will likely reciprocate.
- 02 Refresh your network map.** Know the breadth, depth, and power of your internal and external network. Meet people who you think could be useful to you and your team. Join well-connected industry associations.
- 03 Cultivate supernodes.** Supernodes are well-connected people who will act as a bridge to their network for you. They're prepared to spend social capital to introduce you. You also want to be a supernode for your people.

## MASTERCLASS

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- 04 Build a pool of mentors.** Identify potential mentors for your team members. At each stage of their career, they will benefit from different ideas from senior colleagues. This can also lead to increased collaboration between teams.
- 05 Coach your team to build their networks.** Guide your team members on how to ask for help, provide updates, and reciprocate value. Multiple strong networks contribute to the team being able to quickly achieve value.

# I embrace my mandate to lead at work.

YOUR SCORE

**4** / 10

## WHY THIS MATTERS

Leadership is a privilege. When we have a mandate to lead, we have opportunities to make a difference to customers, our organization, and our team. We get to leverage our strengths and develop new ones. We get to form deep, lifelong connections.

## FOUNDATIONS

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- 01 See power as useful.** There will be many times when a final decision needs to be made. Empowerment as a leader enables us to get things done. The assertive, confident, ethical use of power builds trust with stakeholders.
- 02 Treat pressure as a privilege.** The mandate to lead brings pressure to deal with problems. People look to our response when there are setbacks. This takes courage. And it's an opportunity to bring the best in us.
- 03 Identify leadership moments.** Notice when a team member needs more autonomy or more assistance. Recognize coaching moments. Be prepared to share your skills and experience when it will help the team do better.

## MASTERCLASS

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- 04 Enjoy your leadership.** As leaders, we get to show a range of positive emotions to our team. We get to be playful and use a sense of humour. We can make people feel good by validating them. There's much to enjoy.
- 05 Be ambitious in the value you can create.** People crave effective leadership. Your positive actions will have a ripple effect through the team and wider organization. This impact compounds as your reputation grows for being caring and competent.