



CoHero Leadership Framework

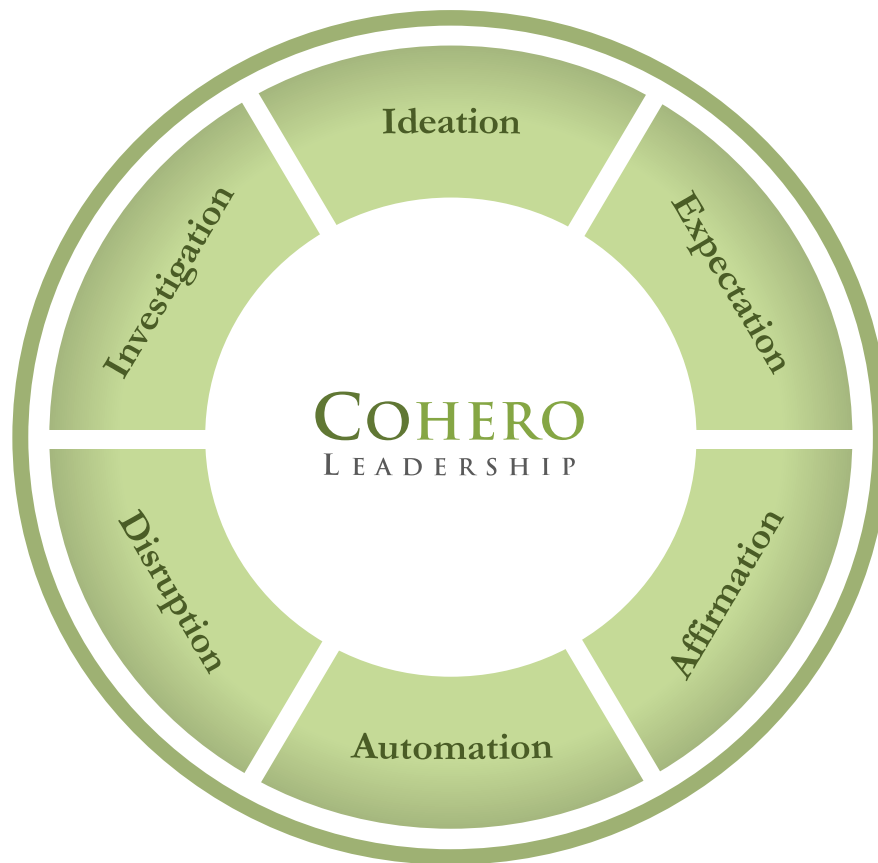
Profile Analysis Report

Productionizer / Builder
02/13/2014

Profile Results for:

Joe Sample

Productionizer



COHERO LEADERSHIP

Collaborative Change Leadership based on Story Thinking

Report Contents



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Executive Summary

Congratulations! You have taken a big step forward on your leadership journey. By completing the CoHero Self-Assessment, you have shown your commitment to growing as a leader. The unique aspect of the CoHero Leadership Framework Profile (CHLFP) is that it is based on the CoHero Change Cycle, and the 6 phases of change that operate within every organization.

Instead of measuring leaders against *personality dichotomies*, we measure leaders against the cycle of *change* – not just change *readiness* – but the dynamic requirements of leading change. By focusing on your strengths, not weaknesses, this strength-based approach not only creates better leaders, it creates collaborative working relationships with respect for each *type* of leader.

Strong Leaders. Powerful Teams. Extraordinary Results.

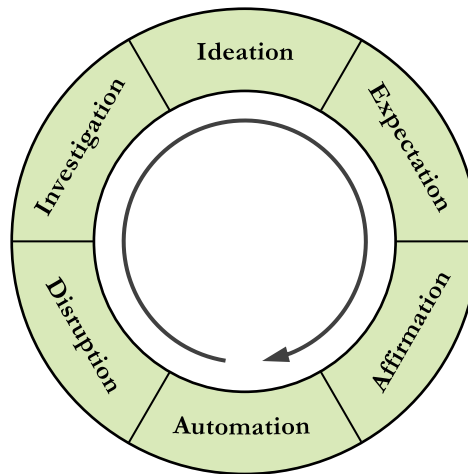
Based on your survey responses, your leadership profile is a Productionizer. As a leader with a “Productionizer” Integrated Profile you are likely known for your ability to create solutions, integrate those solutions into your organization, and operate them as the new “normal.” You are also in good company with some famous Productionizer-style Leaders:

- Henry Ford – “If everyone is moving forward together, then success takes care of itself.”
- George Eastman – “You push the button, we do the rest.”

We all have preferences and strengths that make us more effective in some situations and less effective in others. You may have noticed types of activities where you have more energy, versus feeling drained by the end of the day. By gaining a deeper understanding of who we are, we can begin to match our strengths with the required situations when “leading change.” As a “situation-based” approach this report will help you understand your leadership strengths, and where your strengths may be working against you. And as a “strength-based” approach this report will help you find opportunities that leverage your strengths, and recognize those situations that would expose your dislikes and weaknesses. This knowledge fuels collaboration. It allows you to find others who need your help, and who can help you as well.

Introduction to The CoHero Change Cycle

“If a leader is not leading *change*, then what are they leading?”



“A change agent is only as good as their model.”

It's true of all science: The more we understand about natural phenomena, the better we can become at controlling our own destiny. For example, the more we studied aerodynamics and gravity, the better we became at designing airplanes. So what natural phenomenon should we understand to be able to produce *better leaders*? And what exactly are leaders expected to *lead*? The answer is: change.

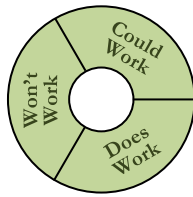
The historical approach to leadership surveys and assessments has been to create artificial frameworks based on *personality dichotomies*. But the CoHero Leadership Framework Profile is designed to look at leadership through the lens of *change*. Change is a natural phenomenon, studied through neuroscience and organizational psychology. The CoHero Change Cycle provides a preferable framework from which to base leadership expectations and assessments.

The first thing we notice about the CoHero Change Cycle is that it is more than a *circle* of indicators. It is an actual dynamic *cycle*, which follows our natural story-telling pattern of *change*: Starting from our normal routine (Automation), we encounter something out of the ordinary (Disruption) and begin to look deeper into the situation (Investigation). Then we think of some ideas (Ideation) and put a plan into action (Expectation). With a sound plan, we eventually see positive results (Affirmation), and over time, we settle into a new routine (Automation).

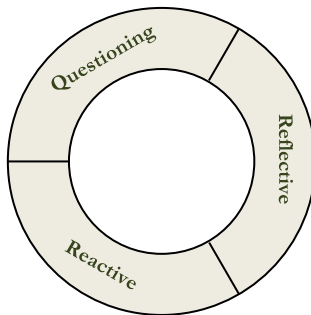
The CoHero Change Cycle provides a foundation to support the needs of transformational leadership, from which *situational* leadership assessments can be accurately determined. After reviewing this report, you will find the summaries and recommendations to be *actionable*, and perceptible in your organization, given they are all related directly to the phenomenon of *change*.

Mindsets Underlying the Phases of Change

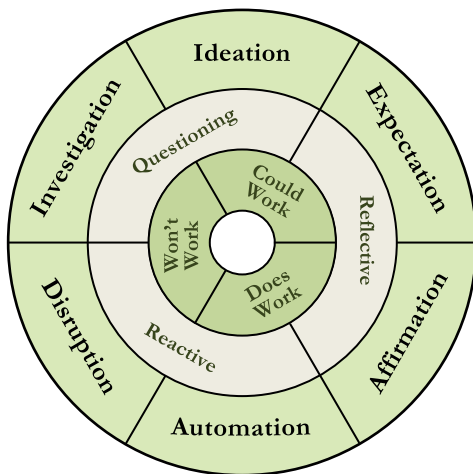
Understanding the theoretical base of any framework is critical when we want to fully grasp, and make use of, what it is telling us about ourselves. The CoHero Change Cycle is more than a random list of phases, where one might ask if there are possibly 7 phases instead of just 6. There are underlying mental states and *mindsets* that are at work, which are actually *producing* these 6 phases of change. Understanding these underlying drivers will provide deeper insights into the *process* of change, the *mindset* preferences that exist, and how to *lead* change more effectively.



Workability Beliefs: You may have heard that “it either works or it doesn’t work” but there is a third workability belief called *Could Work*. Imagine you are riding a friend’s bike (“Does Work”). Then the bike gets a flat tire (“Won’t Work”). You find a repair kit in the bike’s saddlebag and start working on the tire (“Could Work”). When you fix the tire, you are back at “Does Work” again.



Response Modes: There are specific ways that we respond *mentally* to our workability beliefs: Questioning, Reflective, and Reactive. Consider how most languages *end* sentences. The mind is either asking a question, and we communicate this using a question mark (?); or it is making a reflective statement, and we communicate this using a period (.); or it is making an emphatic reactive statement with conviction, and we communicate this using an exclamation point (!).



Producing the Phases of Change:

- Automation – Does Work / Reactive
- Disruption – Won’t Work / Reactive
- Investigation – Won’t Work / Questioning
- Ideation – Could Work / Questioning
- Expectation – Could Work / Reflective
- Affirmation – Does Work / Reflective

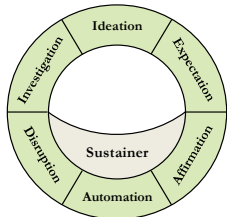
Note that *Automation* is not just for robots, but is a routine mental state of *Does Work / Reactive*, from which we can begin to seek support from machines. Artificial Automation is a subset of Artificial Intelligence.



For detailed information about this framework and comparisons to other models (ADKAR, CDIO, Kotter, Kubler-Ross, OODA, etc.), please refer to the paper titled “Story Thinking Compared with 50 Change Models” in the Journal of Innovation Management (JIM), 13(1), I-XXXI. June, 2025.

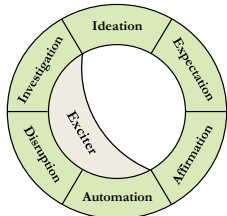
Working Between the Phases of Change

Most roles require a leader to guide a team or an initiative through activities associated with *multiple* phases of change. Six “tri-phases,” called *Personas*, exemplify these six different lenses to leadership. Although this is just a brief introduction, understanding the mindset of these personas will help you recognize your strengths, and maximize collaboration with other leaders.



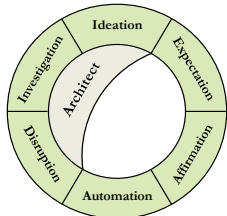
Sustainers demonstrate preferences and behaviors associated with the Affirmation, Automation, and Disruption phases of the Change Cycle.

- They strive to create efficiency and effectiveness.
- They ask management questions like: What are the rules? What are my metrics? What does success look like?



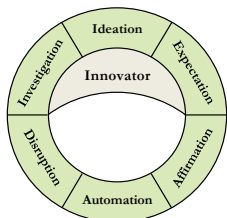
Exciters demonstrate preferences and behaviors associated with the Automation, Disruption, and Investigation phases of the Change Cycle.

- They strive to create awareness of opportunities.
- They ask management questions like: What is wrong? What caused this to happen? Can't we do better? Why not?



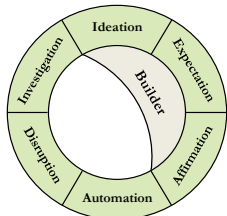
Architects demonstrate preferences and behaviors associated with the Disruption, Investigation, and Ideation phases of the Change Cycle.

- They strive to create understanding of potential solutions.
- They ask management questions like: What could this be? Why can't they see what I see? What opportunity does this create? What happens when...?



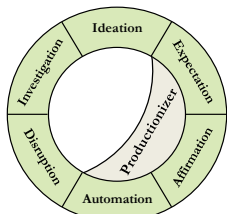
Innovators demonstrate preferences and behaviors associated with the Investigation, Ideation, and Expectation phases of the Change Cycle.

- They strive to create something new.
- They ask management questions like: How can we solve this problem? How can we make this work? What can be? What if?



Builders demonstrate preferences and behaviors associated with the Ideation, Expectation, and Affirmation phases of the Change Cycle.

- They strive to create something that delivers a solution.
- They ask management questions like: What are we making? Can we build it? Will it work? What is the scope, schedule, and budget?

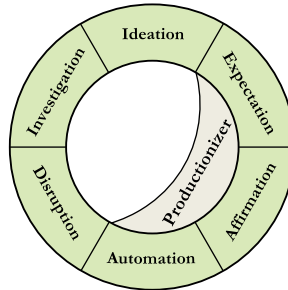


Productionizers demonstrate preferences and behaviors associated with the Expectation, Affirmation, and Automation phases of the Change Cycle.

- They strive to create production-ready change.
- They ask management questions like: Can we use this, and support this? Will it work for us? How can we integrate this into our organization?

Exploring Your Profiles: Introduction

Based on your survey responses, your leadership profile is a Productionizer. In this section, we will explore some typical characteristics of a Productionizer, and provide insights into your specific profiles.



A Productionizer's primary orientation is towards things that Do Work (see page 4), and they are focused on integrating solutions that work in the real world. They are also oriented towards what Could Work, which enables them to see the potential within new solutions. This combination can be powerful, allowing Productionizers to ensure that their solutions provide productivity and operational benefits, while always looking forward towards the "next thing."

Notes

Productionizer Strengths and Challenges

Your integrated profile indicates where your preferences and behaviors come together to provide the greatest amount of energy. This does not mean that you don't have an ability to work in other areas, but does indicate the type of work/discussions where you can expect to operate from a position of strength. Your profile should not blindly limit the types of roles you engage in, as Productionizers can bring needed strategies to organizational activities related to all phases of the CoHero Change Cycle. With this in mind, success usually comes from the self-awareness of the following typical strengths and challenges of a Productionizer:

Typical Strengths – Working in Victory

- They create workable solutions
- They can integrate solutions into the organization to create a new “normal”
- They transform ideas into workable solutions that change the status quo
- They validate that changes and solutions they produce can be integrated into business as usual
- They take what they produce and deliver superior results that are characterized by efficiency, effectiveness, and high quality

Typical Challenges – Working in Defeat

- They can be focused on action at the expense of understanding
- They can focus on integrating a solution into business as usual, instead of transforming routine
- They can be so focused on getting things working that they overlook larger opportunities
- They can be overly focused on productive action at the expense of thoughtful deliberation, analysis, planning, etc.
- They can be an obstacle to transformative change by rushing to act on ideas they deem as “good enough”

Note that some typical strengths and challenges may resonate with you more than others.

Parable of a Productionizer in Victory

As Dan was preparing for ABC Inc.'s annual meeting, he had to smile. He had just finished the *best* year of his career. ABC had *exceeded* every goal they had set for themselves. Dan knew that their *greatest* win had been delivering new capabilities that were making ABC the industry leader.

As ABC's CEO, Dan's leadership was directly linked to transforming the potential of ABC's great new products and services into real value. Dan knew that he was a critical part of the company's change and creative process. He recognized that the primary reason for ABC's success was the quality and usability of everything they sold. Everything ABC produced was made well, solved real problems for the customer (without creating new ones), and was sold and delivered effectively and efficiently. Dan always reminded himself and his team about the distinction between workable and working. Workable products got you one sale, and working solutions sold themselves. Turning *workable* into *working* was a key component to Dan's success.

No, Dan isn't a corporate superhero. Rather, he is a highly self-aware leader who leverages this self-awareness to deliver extraordinary results. He knows who he is, and he knows his role within the organization's creative and delivery processes. Dan's success leading ABC is a function of his playing to his strengths and collaborating with others (especially those with different styles).

Dan is what we call a Productionizer. As the name implies, Productionizers are leaders who produce working solutions. They do this by playing critical roles within three specific phases of the CoHero Change Cycle: Expectation, Affirmation, and Automation. The core focus of a Productionizer is to ensure that new solutions will work and can be integrated into the organization – *Affirmation*. Successful Productionizers also effectively lead the execution of the plans to make the things they will integrate – *Expectation*. And because the end goal of Productionizers is a solution that works efficiently and effectively in a production environment, they must be adept at leading in business as usual situations – *Automation*. Productionizers know they are going to have to live with solutions, so they often invest significant energy to ensure that things are made and integrated well.

The key to Dan's success is his willingness to recognize and embrace his own weaknesses (as well as his strengths). Over the years, he has learned that there are great leaders with whom he creates extraordinary leverage, and he willingly defers to them when it comes to recognizing, understanding, and designing the solutions that he can turn into working products and services.

While Productionizer's ability to create and drive change is widely acknowledged, they are often dismissed as being uncreative, because the ideas that they bring into being are often someone else's. Dan and other leaders like this reveal the fallacy of that thinking. While Productionizers can sometimes behave as cogs in a delivery wheel, they are often the key enablers who transform novel ideas or concepts into highly successful products and services. That requires true collaboration, which comes from a culture that appreciates and recognizes the creative contribution of Productionizers, as well as the Productionizers recognizing and appreciating this in themselves.

Parable of a Productionizer in Defeat

Things weren't always great for Dan. Early in his career he had struggled. A key stakeholder once told Dan's manager, "He is a great producer, but he is so impatient for action. He never gives people any *time to think*. His motto should be '*Ready, fire.*' There is never any aim." Dan's reputation for being a world-class producer was always being undercut by his reputation for *jumping to action*.

Dan was equally frustrated. His standard complaint whenever he was asked to comment on research reports, design documents, or project plans was, "We know what the solution is, so why can't we just get going?" He saw people sitting in the ivory tower, while he and his team made things that in turn made money, and happy customers.

Dan's challenges finally came to a head when he started working for Chris. Although Chris had approached managing Dan as an opportunity to "fix" him, he began to see that Dan was a valuable asset that ABC was squandering. Chris recognized that Dan's problem wasn't that Dan lacked interest in thinking or planning. Rather, Dan's pre-disposition towards action made it seem that way to others. Dan's style clashed with ABC's culture, which valued idea generation and transformative change above all else. Dan's critics believed his style had turned would-be breakthroughs into minor improvements.

As a Productionizer, Dan was obsessed with taking action. This bias for action was a great source of untapped potential, as well as a source for frustration and dissension. Unless Chris could figure out how to get ABC to leverage Dan, they would never be able to extract the value of this potential. Also, ABC would never reach *its* own potential. This meant two things – getting Dan to recognize and accept his challenges and getting ABC to recognize and embrace Dan's contribution.

Chris started by helping Dan to see the value of giving people adequate time to analyze, investigate, design, and plan. Chris helped Dan understand the *unintended consequences* of his *action orientation*. Dan began to accept that sometimes a little more planning meant a lot more value. Chris also had to get ABC's executives to recognize the contributions of Productionizers. As they began to appreciate the creative contribution of Productionizers, they began to see results. Through increased awareness and improved communications, ABC was able to turn more transformative ideas into industry-leading products. Over time, Dan's work and successful collaboration changed his reputation, enabling him to go from outcast to CEO.

Productionizers can be challenging to work with in any organization, but it can be almost impossible in organizations driven to create transformative change through understanding potential. While organizations need to recognize and embrace Productionizers' contributions, the first move belongs to the Productionizers themselves. It starts with understanding and appreciating the value they create and how their behaviors impact others. Only then can they transform destructive behaviors into positive leadership.

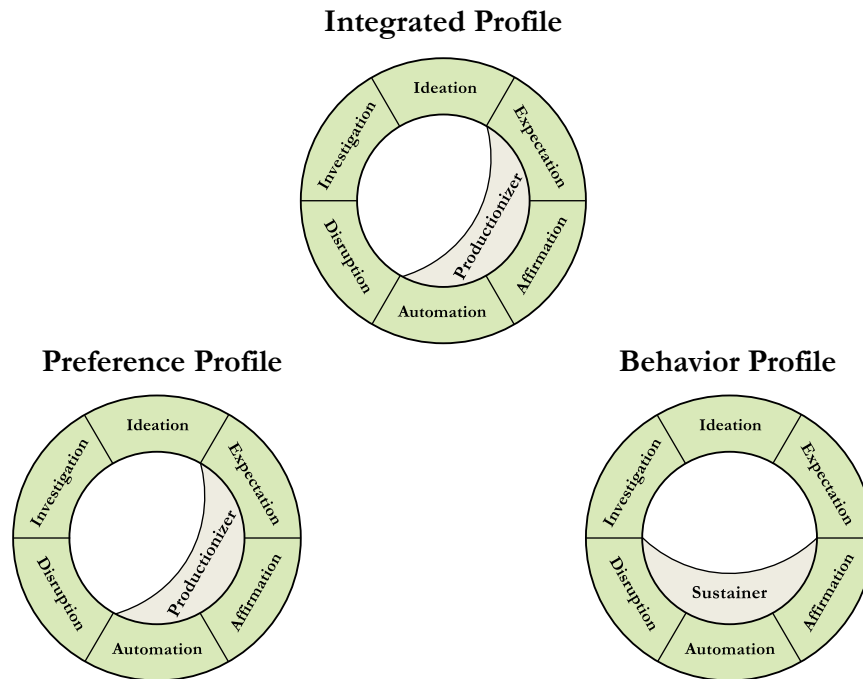
Collaborating as a Productionizer

Maximize your teamwork by considering the benefits and challenges of working with teammates:

Teammate Persona	Benefits of Working Together	Challenges of Working Together
Sustainer	Working together, you can produce workable solutions that can be integrated into business as usual while recognizing the challenges that threaten to undermine production. Try to leverage teammates' strength in Disruption and your strength in Expectation. Leverage shared strengths in Affirmation and Automation.	Teammates may push to manage risks (Disruption) and you may push to deliver solutions (Expectation). Also, due to shared weaknesses, expect some work challenges in Investigation and Ideation.
Exciter	Working together you can deliver transformative change, integrate that change into business as usual, and recognize problems and opportunities that might undermine effective and efficient performance. Try to leverage teammates' strengths in Disruption and Investigation and your strengths in Expectation and Affirmation. Leverage shared strengths in Automation.	Teammates may push to understand what's wrong with a solution (Disruption and Investigation) as you are pushing to deliver and integrate it (Expectation and Affirmation). Also, due to shared weaknesses, expect some work challenges in Ideation.
Architect	Opposite Profile - Working together, you can be effective at leading all phases of change. Try to leverage one another's strengths to compensate for weaknesses.	Opposite Profile - May conflict over teammates' orientation to understand the problem (Disruption, Investigation, and Ideation) and your orientation to produce a solution (Expectation, Affirmation, and Automation).
Innovator	Working together you can dig in to the challenges confronting your organization, design and develop viable solutions, and integrate them into business as usual. Try to leverage teammates' strengths in Investigation and Ideation and your strengths in Affirmation and Automation. Leverage shared strengths in Expectation.	Teammates may push to focus on exploring and planning new solutions (Investigation and Ideation) while you focus on integrating and using current solutions (Affirmation and Automation). Also, due to shared weaknesses, expect some work challenges in Disruption.
Builder	Working together, you can design, plan, develop, and integrate solutions that both work as designed and work in production. Try to leverage teammates' strength in Ideation and your strength in Automation. Leverage shared strengths in Expectation and Affirmation.	Teammates may push to focus on designing/planning solutions (Ideation) while you focus on integrating it into business-as-usual (Automation). Also, due to shared weaknesses, expect some work challenges in Disruption and Investigation.
Productionizer	Same Profile - Working together you can produce working solutions that solve real problems in a way that integrate well into business as usual. Shared strengths may make working together easy.	Same Profile - Shared strengths may create risk of groupthink. Differences in secondary profiles may create some interaction challenges. Also, due to shared weaknesses, expect some work challenges in Disruption, Investigation, and Ideation.

Understanding Your Profiles

Your Productionizer integrated profile was determined by your preference profile and behavior profile. In the rest of this section, we will examine each of your profiles in more detail.



Integrated Profile: This is a *composite* view of your *preferences* and *behaviors*, and provides an indication of where you operate at your best, and how you are perceived by others. A strength-based “upward spiral” occurs when we like something, so we do it, and get better at it, and then like it more, etc. This is most likely to occur where your preferences and behaviors strongly align, and is the basis of your integrated profile. It was built from the recognition that success often results when we can leverage our behavioral tendencies while doing what we enjoy.

(more on page 12)

Preference Profile: This is your natural “center of gravity” for the type of organizational activities that you prefer, which also relate directly to your preferred workability beliefs and response modes.

(more on page 13)

Behavior Profile: This shows where your leadership behaviors *most* occur as strengths, given the location of each attribute and the leadership activities required throughout the change cycle.

(more on page 14)

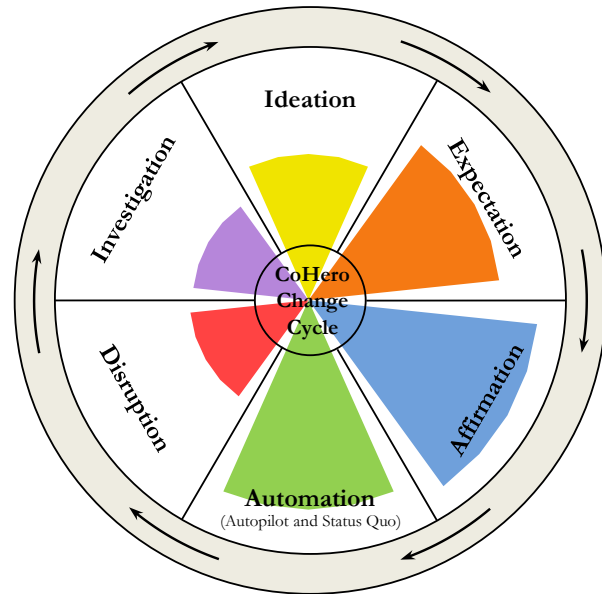
Your Integrated Profile: Aligning Preferences and Behaviors

Your Primary Profile: Productionizer

Productionizers are leaders who demonstrate behaviors and preferences associated with the Expectation, Affirmation, and Automation phases of the CoHero Change Cycle.

Productionizers tend to create solutions, integrate them into the organization, and make them the new “normal.” They are known for their ability to evaluate that a solution works, then also codify the solution so that it is consistent, reliable, and repeatable.

Productionizers often excel in leadership situations overseeing functions like change implementation, transition training, systems integration, and business rules. At their best, they are leading transformational change for their team, organization, or even their industry.



Productionizer / Builder

Your Secondary Profile: Builder

In addition to your major leadership strengths as a Productionizer, you may also be able to lean on your secondary strengths as a Builder. Builders demonstrate behaviors and preferences associated with the Ideation, Expectation, and Affirmation phases of the CoHero Change Cycle. Builders are known for their ability to take an idea that has been identified as plausible, construct a workable solution that transforms the idea into reality, and develop a plan to test the viability of the solution.

Your Challenges

On the downside, Productionizers can sometimes focus on integrating a solution into business as usual, instead of transforming routine. In their effort to align with current operations, they may fail to ensure their solution provides the needed change. Additionally, Productionizers may sometimes have conflicts with Architects, who focus on the opposite phases of the CoHero Change Cycle. Being aware of your Secondary Profile may provide a way to “connect” with Architects.

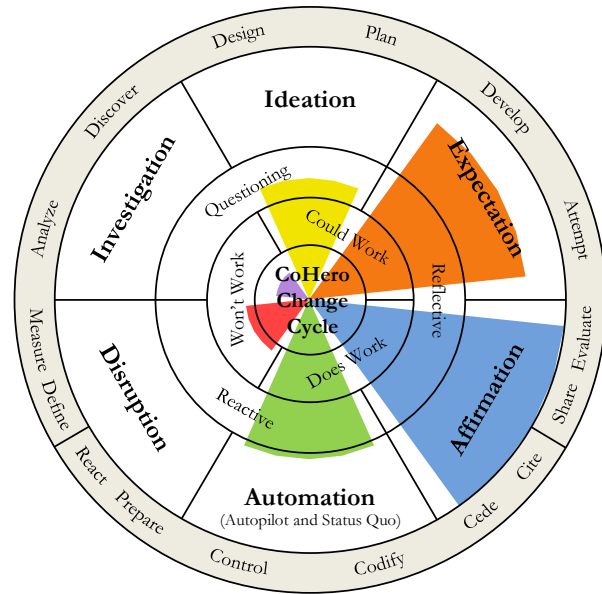
Your Preference Profile: Alignment with Management Strategies

Preference Determination

Our preferences are determined when we are forced to make a decision between two related options. In our survey, you were asked to make a choice between activities related to opposite phases of the CoHero Change Cycle, according to what you tend to like.

Preference Profile: Productionizer

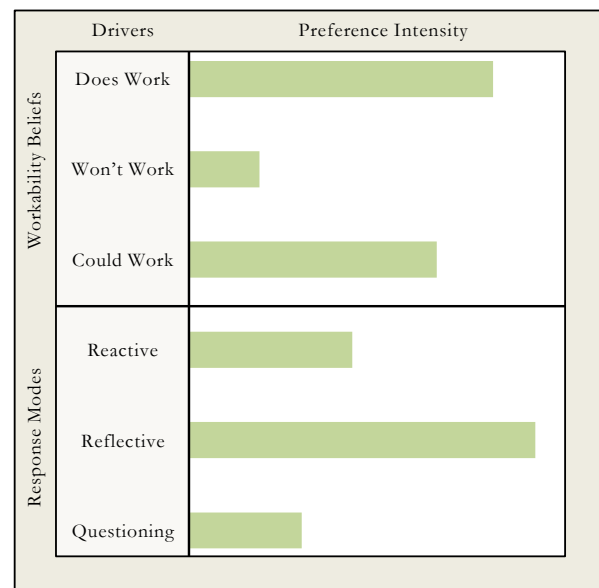
Your preferences are towards operating within the Productionizer tri-phase, and specifically within Affirmation. A preference for Affirmation means focusing on validating solutions, and finding ideas that have been proven to work. The goal is to trust references, yet remain able to verify results. Successfully managing this phase requires an ability to evaluate and cite answers.



Comparing Preference Drivers

As presented on page 4, the drivers underlying our preferences are based on our 3 workability beliefs and our 3 response modes.

Notice your Affirmation phase preference is driven by your tendency to favor organizational activities related to Does Work and the Reflective mode. You also demonstrate a clear focus in your preferences. This typically reflects a person who enjoys focusing on specific types of work/activities.



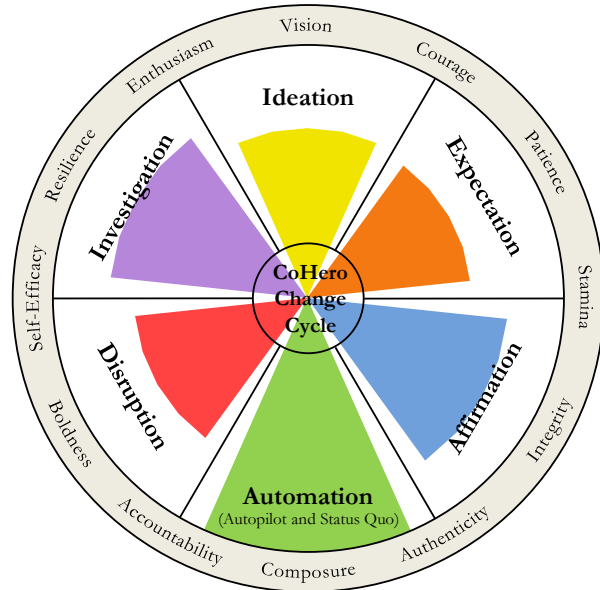
Your Behavior Profile: Alignment with Leadership Attributes

Behavior Determination

In addition to recognizing our *preferences* for each phase of change, it is also important to recognize how we project the associated leadership *behaviors*. In our survey, you were asked to rate a series of leadership activities according to how you tend to act.

Behavior Profile: Sustainer

Your current leadership behaviors indicate that your strengths are towards operating within the Sustainer tri-phase, and specifically within the Automation phase of the CoHero Change Cycle. This is based primarily on your behaviors related to Composure, which requires staying cool under pressure, and restoring calm in a crisis.



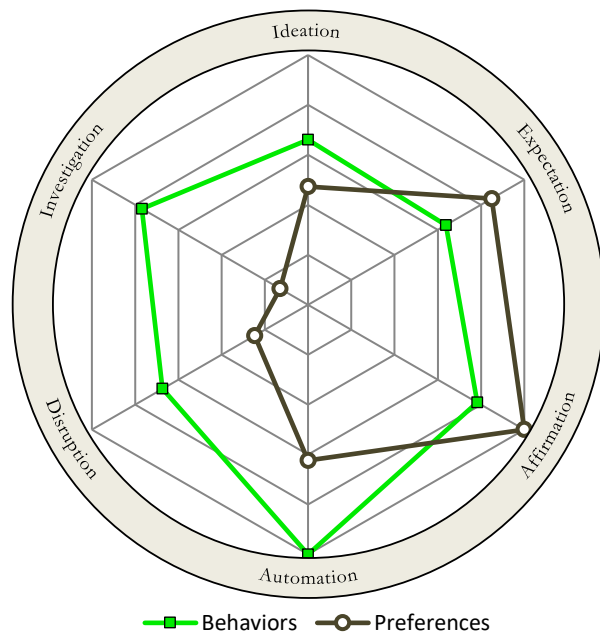
Comparing Behaviors and Preferences

As a Productionizer, your Integrated Profile was calculated from your combined behavior and preference scores. Your influence within each phase of the CoHero Change Cycle will generally be greater when your behaviors align with your preferences.

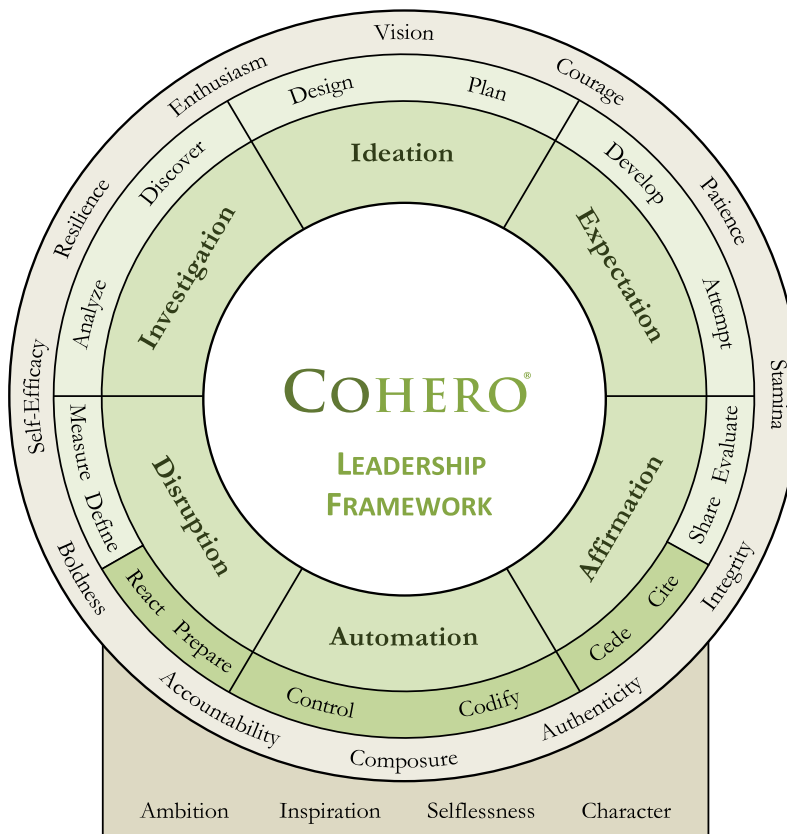
Behaviors versus Preferences

It is essential for a leader to recognize when their behaviors do not align with their preferences.

In comparing your behavior and preference scores, the greatest disparity was found within Disruption and Investigation. As a Productionizer, this might not be hurting your effectiveness.



Achieving Transformational Change: Introduction



In this section, we will compare your profiles with the CoHero Leadership Framework. The CoHero Leadership Framework helps leaders—and leadership teams—understand their unique strengths within the context of the organization’s overall requirements for learning, management, and leadership. The inner-most ring shows the CoHero Change Cycle with the *six phases of change* that operate within all *learning* organizations. The middle ring shows the key *management strategies* associated with transactional and transformational operations. The outer ring shows the twelve *leadership attributes* associated with entering and operating within each phase, to help leaders *dynamically* operate at appropriate levels of effectiveness. And the framework base shows the four key attributes that leaders need to be able to demonstrate throughout *all* six phases. This framework brings together, and aligns, the foundational components of organizational learning, management, and leadership—the key to transformational change.

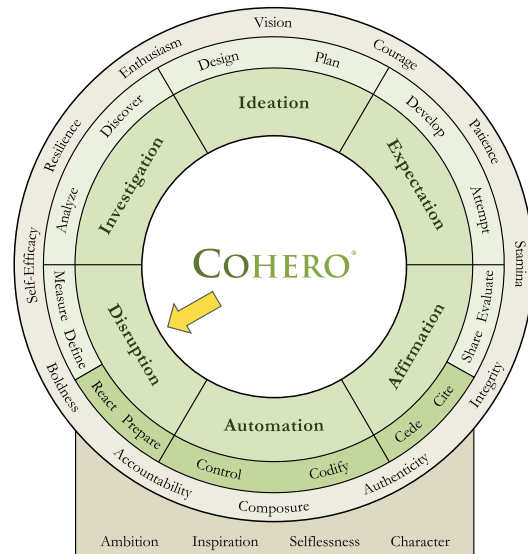
Achieving Transformational Change: Disruption

Phase Facts

- Phase Name: Disruption
- Underlying Workability Belief: Won't Work
- Underlying Response Mode: Reactive
- Management Strategies:
Prepare and React | Define and Measure
- Leadership Attributes:
Accountability, Boldness, and Self-Efficacy

Your Profiles

- Outside your Integrated Profile
- Outside your Preference Profile
- Within your Behavior Profile



A Frame of Mind

Disruption is the phase where we respond to situations that are out of the ordinary. A disruption can be a *problem*, or it can be recognized as an *opportunity*, which is how many innovations begin. A disruption can happen out of the blue, or can be *initiated* by management when the current status quo is no longer good enough. There are two primary management strategies for disruptions: *prepare* for them and then *react* when they occur, or, when we find these counter-operations to be inadequate, begin the process to come up with new approaches. In this case, we *define* and *measure* the disruption for scope and prioritization against other disruptions we may need to manage.

Notes

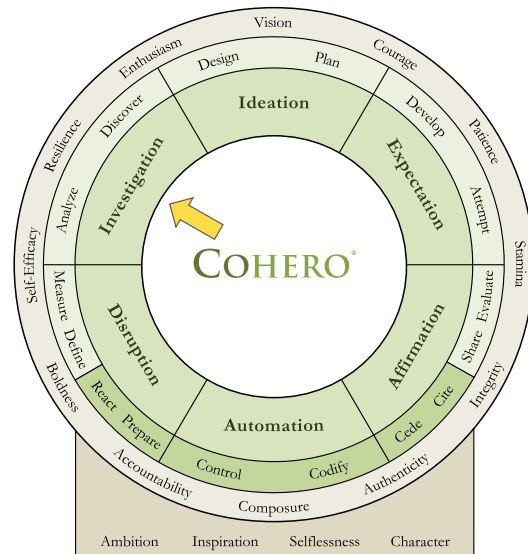
Achieving Transformational Change: Investigation

Phase Facts

- Phase Name: Investigation
- Underlying Workability Belief: Won't Work
- Underlying Response Mode: Questioning
- Management Strategies:
Analyze and Discover
- Leadership Attributes:
Self-Efficacy, Resilience, and Enthusiasm

Your Profiles

- Outside your Integrated Profile
- Outside your Preference Profile
- Outside your Behavior Profile



A Frame of Mind

Investigation is the phase where we are asking questions, as individuals and as an organization, about a situation that does not fit into the current status quo. Asking “what went wrong?” assumes there is only a *problem* and not an *opportunity*. Investigation is the phase where management strategies require that we *analyze* towards root causes, but also that we *discover* towards new revelations. This means asking problem-based questions, but also opportunity-based questions that can lead to innovation. And it requires ensuring an impartial approach, which includes measures to guard against groupthink and confirmation biases within the very questions that are asked.

Notes

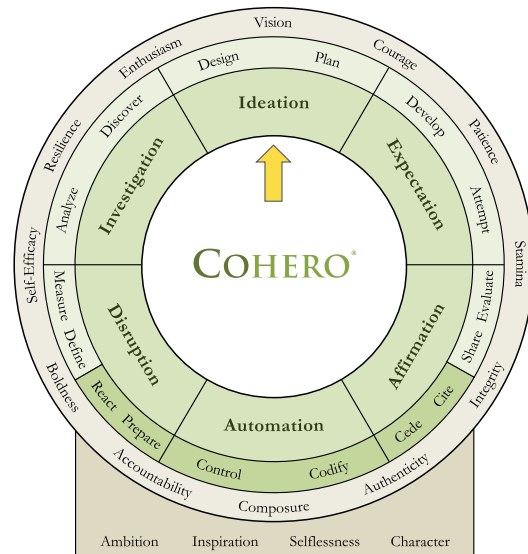
Achieving Transformational Change: Ideation

Phase Facts

- Phase Name: Ideation
- Underlying Workability Belief: Could Work
- Underlying Response Mode: Questioning
- Management Strategies:
Design and Plan
- Leadership Attributes:
Enthusiasm, Vision, and Courage

Your Profiles

- Outside your Integrated Profile
- Outside your Preference Profile
- Outside your Behavior Profile



A Frame of Mind

Ideation is the phase where we are asking questions related to what “could work.” Asking “what if” questions promotes innovative solutions, more than simply asking what your competition is doing. This is not just about “creativity.” The management strategies may start with brainstorming, but they need to conclude with a *design* and a *plan*, which can be measured for ingenuity and an attainability confidence in the risk-reward. This is also the phase where management functions require keeping track of ideas within the organization.

Notes

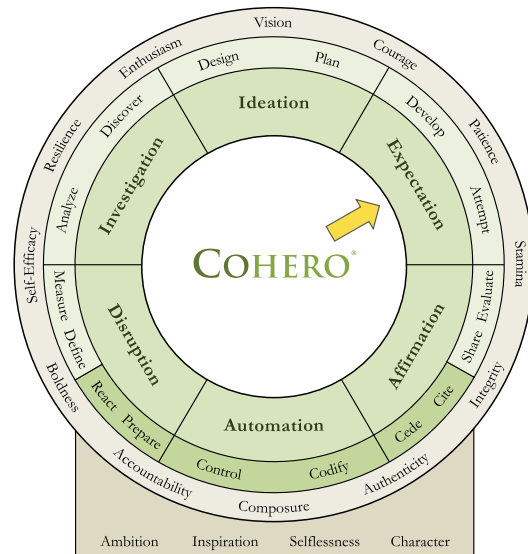
Achieving Transformational Change: Expectation

Phase Facts

- Phase Name: Expectation
- Underlying Workability Belief: Could Work
- Underlying Response Mode: Reflective
- Management Strategies:
Develop and Attempt
- Leadership Attributes:
Courage, Patience, and Stamina

Your Profiles

- Within your Integrated Profile
- Within your Preference Profile
- Outside your Behavior Profile



A Frame of Mind

Expectation is the phase where we understand, and can reflectively state, the ideas we are going to put our faith in, because we believe they “could work” for ourselves and our organization. The management strategies require that we *develop*, which can be measured for progress, and also that we *attempt* (try/actualize/complete/implement) something. Expectation requires a reflective, not reactive, frame of mind. For example, when the mom was asked why she dropped her kids off at school every day, she could have responded *reactively* that “this is the morning routine!” But instead, she responded *reflectively* that she “is putting her faith in that school system.”

Notes

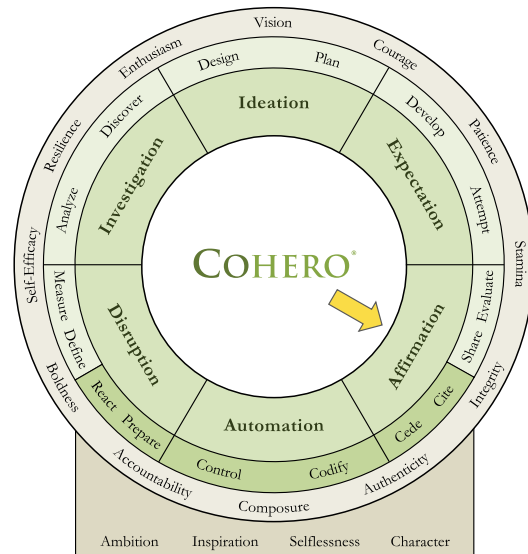
Achieving Transformational Change: Affirmation

Phase Facts

- Phase Name: Affirmation
- Underlying Workability Belief: Does Work
- Underlying Response Mode: Reflective
- Management Strategies:
Evaluate and Share | Cede and Cite
- Leadership Attributes:
Stamina, Integrity, and Authenticity

Your Profiles

- Within your Integrated Profile
- Within your Preference Profile
- Within your Behavior Profile



A Frame of Mind

Affirmation is the phase where we satisfy skepticism by reflectively knowing and trusting that something “does work.” There are two primary management strategies, based on whether you are navigating the “full-cycle” or the “half-pipe” of the CoHero Change Cycle. When operating within the “full-cycle,” we need to *evaluate* what we have implemented (actualized) during Expectation, using tests which measure achievement, and also *share* our product, idea, and lessons learned, since leading in a learning organization is a social event. This will allow for efficient “half-pipe” operations to *cede* to credible authority and *cite* answers quickly, rather than requiring others the lengthy process of going over the top of the CoHero Change Cycle themselves.

Notes

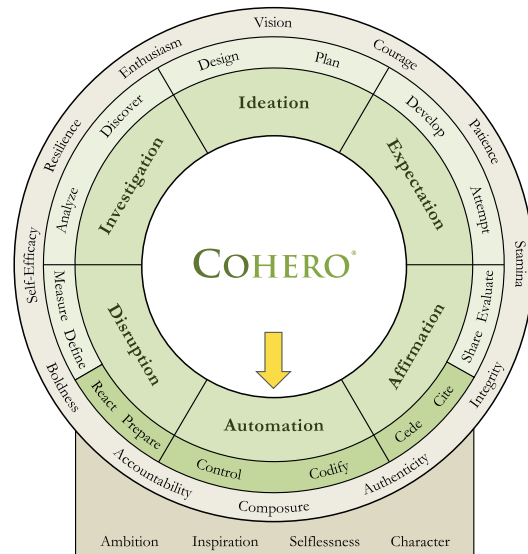
Achieving Transformational Change: Automation

Phase Facts

- Phase Name: Automation
- Underlying Workability Belief: Does Work
- Underlying Response Mode: Reactive
- Management Strategies:
Codify and Control
- Leadership Attributes:
Authenticity, Composure, and Accountability

Your Profiles

- Within your Integrated Profile
- Within your Preference Profile
- Within your Behavior Profile

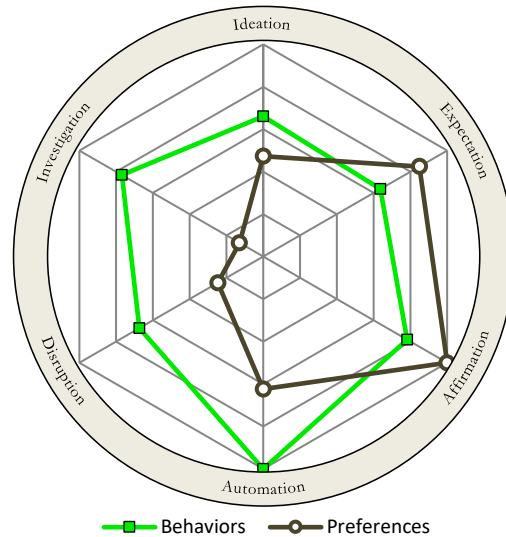


A Frame of Mind

Automation is the phase where we are operating on autopilot and status quo. This is where the organization's reactive nature is aligned with what has been defined as "working." This is where we find "routine" in daily operations. And as the name implies, this is where some of our routine operations are moved to computers and robots so that operations are more proficient and predictable. The management strategies require that we *codify* the operations into process maps, business rules, and policy guidelines. And we *control* operational and maintenance functions to ensure that all outputs are within the range for what has been defined as "Does Work."

Notes

Designing Your Leadership Development Plan: Introduction



Your Productionizer integrated profile was determined by your preferences and behaviors. In this section, we will examine your behaviors at a deeper level, and provide some recommendations for your leadership development plan.

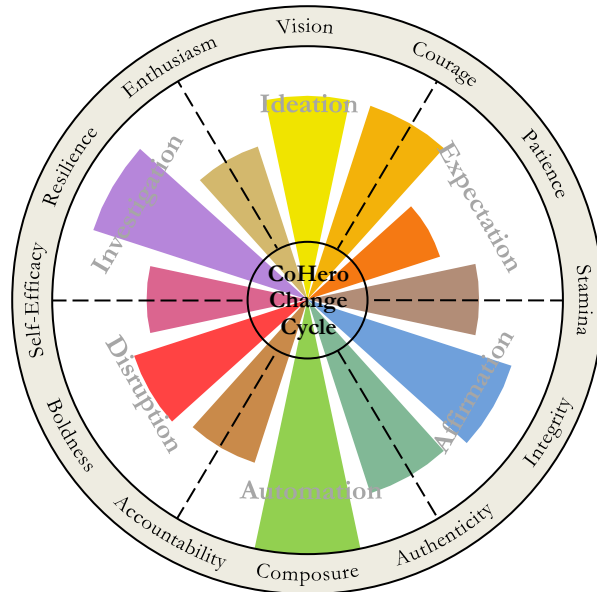
Notes

Leadership Development: Attribute Results

Empowering Attributes

Your behavior profile was produced from your behaviors as they relate to these 12 attributes. They provide energy, or power, at specific events within the CoHero Change Cycle to allow leaders to operate at appropriate levels of effectiveness. The coordination of *three* key empowering behaviors supports effective leadership within each phase.

For example, your current leadership behaviors indicate that your strengths are towards operating within the Automation phase. This is calculated from your empowering behaviors related to how you lead from Composure, Authenticity, and Accountability. As the core attribute, Composure is the most critical to operating within the Automation phase.



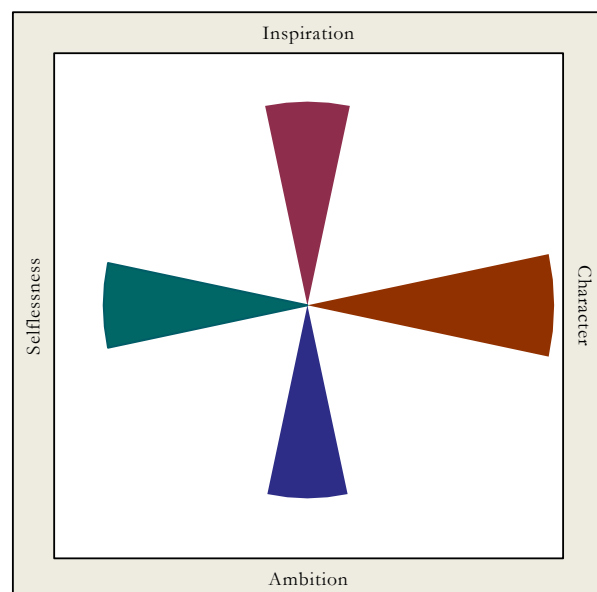
Abiding Attributes

These 4 attributes are so important that leaders need to demonstrate them in *all* phases of the CoHero Change Cycle – with scores that are on par with their Empowering scores.

In reviewing your results, your Abiding scores are relatively on par with your Empowering scores.

It is also essential for a leader to recognize and address any imbalances between the Abiding corresponding pairs: *Selflessness and Character*, and *Inspiration and Ambition*.

In comparing your abiding attributes, the similarity in scores indicates you are fairly balanced in this regard.



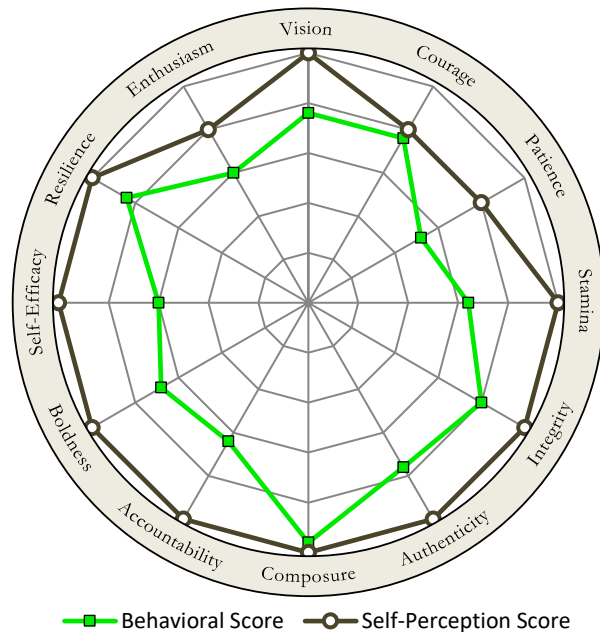
(See page 31 for descriptions of each attribute)

Leadership Development: Self-Perception Results

Empowering Attributes

It is essential to recognize and address any imbalances between behavioral and self-perception scores. A *blind spot* occurs when your self-perception is greater than your behaviors, and a *hidden talent* occurs when your behaviors are greater than your self-perception.

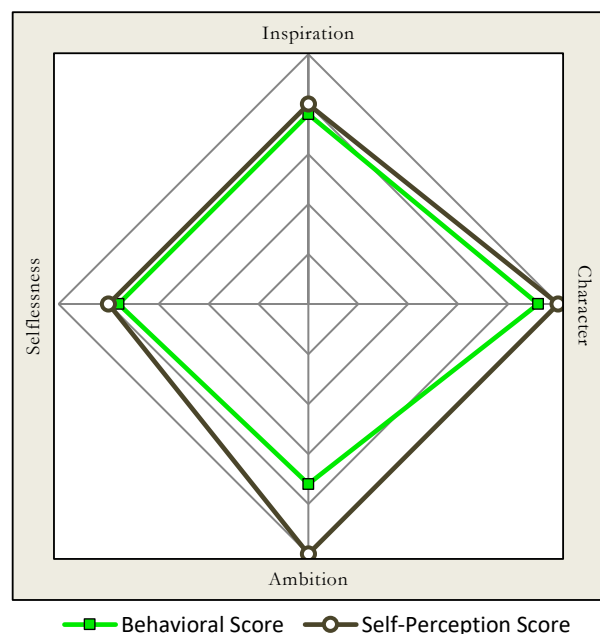
In comparing your behavioral and self-perception scores, the greatest disparity was found within how you lead from your Accountability, Boldness, Self-Efficacy, and Stamina. Remember, this disparity is based on your answers about your behaviors for how you currently lead, and this is a strength-based report.



Abiding Attributes

Since abiding attributes need to be demonstrated in *all* phases of the CoHero Change Cycle, any disconnects between self-perception and behaviors can be even more significant than disconnects within our empowering attributes.

In comparing your behavioral and self-perception scores, you are fairly balanced for how you lead from each of the attributes versus how you think you lead.



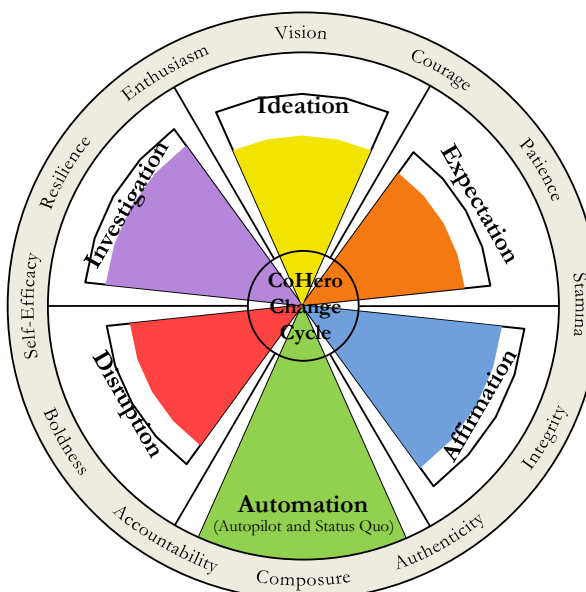
(See page 31 for descriptions of each attribute)

Leadership Development: Derailing Results

Phases Affected

Your behavior profile was produced from the results of your specific leadership “strengths.” But a “strength” can create behaviors that are the opposite of what is needed when working in an *opposite* phase, or trying to move to the *next* phase. The competing nature of these attributes can be potentially derailing, so they are reflected in your behavior profile.

In reviewing your results, we find the derailing effect occurring within all phases, except for Automation. The effect is largest within the Ideation phase, due to your strengths related to Resilience and Composure. The other derailers present are Boldness, Vision, and Integrity.



Core Attributes

Any *strength* can become a *weakness* if it is overused or misused, because it can produce the *opposite* of what is needed by a leader at a given time. This is true of all of the leadership attributes associated with the CoHero Change Cycle, but it is especially true for the six *core* leadership attributes. Becoming aware of our potential derailers can provide some of the best opportunities for development and growth. The table below highlights your specific potential derailers:

Core Attribute	Phases Potentially Affected	Estimated Amount Affected	Description
Composure	Ideation	13%	Composure can potentially disrupt behaviors needed during Ideation
	Disruption	13%	Composure can potentially delay moving into Disruption
Boldness	Expectation	7%	Boldness can potentially disrupt behaviors needed during Expectation
	Investigation	0%	Boldness can potentially delay moving into Investigation
Resilience	Affirmation	11%	Resilience can potentially disrupt behaviors needed during Affirmation
	Ideation	11%	Resilience can potentially delay moving into Ideation
Vision	Automation	0%	Vision can potentially disrupt behaviors needed during Automation
	Expectation	9%	Vision can potentially delay moving into Expectation
Patience	Disruption	0%	Patience can potentially disrupt behaviors needed during Disruption
	Affirmation	0%	Patience can potentially delay moving into Affirmation
Integrity	Investigation	10%	Integrity can potentially disrupt behaviors needed during Investigation
	Automation	0%	Integrity can potentially delay moving into Automation

Leadership Development: Personalized Recommendations

1. Your Preferences

- Find roles/activities that exploit your Productionizer preference to create production-ready change.
- Nurture relationships with Architects (i.e., people who have a desire to create understanding of potential solutions).

2. Preferences and Behaviors – Alignments and Gaps

- Start noticing and leveraging where your Preferences and Behaviors are fairly aligned: Automation, Ideation, Expectation, and Affirmation.
- Be aware that you demonstrate some leadership behaviors that may make you effective when leading within Disruption and Investigation - but you do not seem to prefer those related roles.

3. Empowering Attributes

(See page 31 for descriptions of each attribute)

- Exploit your strengths leading with Composure and Resilience.
- Be aware that your lowest scores were related to how you lead with Self-Efficacy, Enthusiasm, and Patience. However, as a strength-based assessment, lower scores are relative to your highest scores, and may not require taking action.

4. Abiding Attributes

(See page 31 for descriptions of each attribute)

- Ensure that you continue to lead from your relatively strong Abiding attributes throughout all phases of the CoHero Change Cycle.
- Ensure that you continue to lead from your Abiding attributes in a way that allows them to remain in balance with each other.

5. Potential Derailers

- Don't let your strength leading with Composure undermine your leadership during Ideation and Disruption.
- Don't let your strength leading with Resilience undermine your leadership during Affirmation and Ideation.

Notes

Leadership Development: Connecting with the Past

Summary

In our survey, you were asked to *optionally* provide open-ended information about yourself as a leader, and your leadership development goals. Now that you have reviewed your CoHero Leadership Framework Profile, consider how you would add to or alter your previous views:

1. Please describe your strengths as a leader.

I try really hard to lead by example and also to get as much feedback as possible.

2. Please describe your challenges as a leader.

I want to be better at coaching, confrontation, and cheering on the team.

3. What would you like to retain about your existing leadership style?

(You left this one blank)

4. What would you like to change about your leadership style?

(You left this one blank)

Additional Notes

Leadership Development: Connecting with the Present

1. What initial “truths” did you take from your first review of this report’s results?

2. What pleasant surprises did you have while reviewing your results?

3. What unpleasant surprises did you have while reviewing your results?

4. What resonated most with you about your profiles?

5. How well does your leadership profile serve you in your current role?

Consistency Index

(Preferences = 77%) (Behaviors = 71%)

The *consistency index* provides an indication of the degree of consistency in answering the survey questions for each profile. Scores above 50% will provide a more-accurate profile report than scores below 50%. Lower scores can be caused by a number of factors, including: taking the survey too quickly, random selections, lack of self-awareness for some choices, or lack of understanding in concept differentiation. The typical range for adult results is between 60% and 80%.

(Report Generated 09/22/2025)

Leadership Development Plan: Connecting with the Future

Overview

Before constructing your Leadership Development Plan, review page 26 for Recommendations. Remember, this is a *strength-based* approach, so you should not try to become *great* at everything. Instead of starting by working on your *weaknesses*, start first by understanding your *strengths*, and then build a plan for where to develop skills and where to develop collaborative relationships. While this page was designed to get you started towards a complete development plan, we recommend that you work with your CoHero Leadership Framework Profile (CHLFP) certified coach who can help you create specific action steps for your unique skills and environment.

Start by Focusing on a Few Options

- Address Abiding Attribute Issues – Are there gaps or imbalances among your Abiding Attributes that you want to address? If this is an area you plan to focus on, which Abiding Attributes do you plan to invest in?
- Round Out Your Profile – Is one of the phases of your primary or secondary profile creating a challenge for you? If this is an area you plan to focus on, which phase will you be addressing?
- Close Gaps Where Your Preferences Surpass Your Behaviors – Are there gaps where you have a preference for a phase where your behaviors are noticeably lower? If this is an area you plan to focus on, which phase will you be addressing?
- Close Gaps Where Your Behaviors Surpass Your Preferences – Are there gaps where you have a preference for a phase that is noticeably lower than your behaviors? If this is an area you plan to focus on, which phase will you be addressing?
- Address Your Awareness Gaps – Are there noticeable differences between your *Self-Perceptions* and your *Behavioral* Scores that you need to address? If this is an area you plan to focus on, which Leadership Attribute will you be addressing?
- Change Your Role – If you were redesigning your role, which Phases of Change or Leadership Attributes would you want to be more focused on?
- Invest in Your Benchmarks – Are there aspects of any of your benchmarks that you want to invest in improving? This could be by turning a strength into a “towering strength,” eliminating a glaring weakness, etc. If this is an area you plan to focus on, which Benchmark will you be addressing? (See pages 30-31 for your Benchmarks)

Data Reference: Profile Benchmarks

Overview

The CoHero Leadership Framework Profile is designed to provide insights into your strengths before focusing on your challenges. Your Benchmark Index is calculated from your *highest* strength(s), defined as your “benchmark,” with an index rating providing insights into the *relative* strengths of your remaining scores.

Integrated Profile Benchmark

This *composite* view of your *preferences* and *behaviors* indicates how you are perceived.

CoHero Change Cycle Phase	Benchmark Index	Key Questions
Automation	91%	As a Productionizer, where should you continue developing? How do you plan to address your lowest score? a) Collaborate with others who have this strength b) Create a plan to develop this into a strength
Disruption	51%	
Investigation	50%	
Ideation	63%	
Expectation	83%	
Affirmation (Your Benchmark)	100%	

Preference Profile Benchmark

This is your natural “center of gravity” for the type of organizational activities that you prefer.

CoHero Change Cycle Phase	Benchmark Index	Key Questions
Automation	62%	How do your preferences serve you as a leader? How do you plan to address your lowest score? a) Collaborate with others who have this strength b) Create a plan to develop this into a strength
Disruption	24%	
Investigation	12%	
Ideation	47%	
Expectation	84%	
Affirmation (Your Benchmark)	100%	

Behavioral Profile Benchmark

This is an indication of where your leadership behaviors *most* occur as strengths.

CoHero Change Cycle Phase	Benchmark Index	Key Questions
Automation (Your Benchmark)	100%	What behaviors should you work on next? How do you plan to address your lowest score? a) Collaborate with others who have this strength b) Create a plan to develop this into a strength
Disruption	67%	
Investigation	76%	
Ideation	66%	
Expectation	63%	
Affirmation	78%	

Data Reference: Attribute Benchmarks

Empowering Attributes

These attributes provide power, or energy, at specific points within the CoHero Change Cycle.

Empowering Attribute	Benchmark Index	Description
Accountability	67%	<i>Leading</i> in a manner that demonstrates a commitment to fostering a culture of ownership and responsibility. (Beyond <i>personal</i> accountability)
Authenticity	79%	<i>Leading</i> in a manner that reflects a commitment to remaining genuine and encouraging others to be themselves. (Beyond <i>personal</i> authenticity)
Boldness	71%	<i>Leading</i> others to see and seize opportunities, to analyze risk/reward, and to act accordingly. (Beyond <i>personal</i> boldness)
Composure	100% (Your Benchmark)	<i>Leading</i> with an ability and tendency to remain calm and to lead others to do the same. (Beyond <i>personal</i> composure)
Courage	79%	<i>Leading</i> with an ability to confront and overcome fear and help others to do likewise. (Beyond <i>personal</i> courage)
Enthusiasm	63%	<i>Leading</i> in a way that builds/maintains excitement for the sake of sustained activity and creativity. (Beyond <i>personal</i> enthusiasm)
Integrity	83%	<i>Leading</i> in a way that explicitly demonstrates and promotes consistency between today's known truths and actions (Wholeness). (Beyond <i>personal</i> integrity)
Patience	54%	<i>Leading</i> with an ability to wait and act deliberately, especially when pushed to do otherwise. (Beyond <i>personal</i> patience)
Resilience	88%	<i>Leading</i> in a way that promotes the ability to spring back from adversity. (Beyond <i>personal</i> resilience)
Self-Efficacy	63%	<i>Leading</i> in a way that promotes a culture of grounded self-confidence in people's ability to achieve their goals. (Beyond <i>personal</i> self-efficacy)
Stamina	67%	<i>Leading</i> in a manner that encourages people to create and maintain physical, emotional, mental, and spiritual energy. (Beyond <i>personal</i> stamina)
Vision	79%	<i>Leading</i> by describing a compelling future and the changes needed to achieve it. (Beyond <i>personal</i> vision)

Abiding Attributes

These attributes need to be demonstrated in *all* phases of the CoHero Change Cycle.

Abiding Attribute	Benchmark Index	Description
Ambition	75%	<i>Leading</i> in a way that reflects a desire for achievement and willingness to strive for its attainment. (Beyond <i>personal</i> ambition)
Character	96%	<i>Leading</i> in a way that explicitly demonstrates and promotes values, beliefs, and principles. (Beyond <i>personal</i> character)
Inspiration	79%	<i>Leading</i> with an ability to arouse passion in oneself and others and to impel or influence action. (Beyond <i>personal</i> inspiration)
Selflessness	79%	<i>Leading</i> in a way that promotes a culture that puts their mission and their people ahead of individual gain. (Beyond <i>personal</i> selflessness)

Note that *leading* with a given attribute requires more than *possessing* a *personal* strength.

Note that your lowest scores are *relative* to your highest scores, and *may* not require taking action.

CoHero Leadership

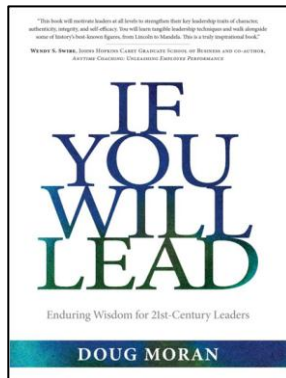


Joe Sample
Productionizer / Builder

Next Steps

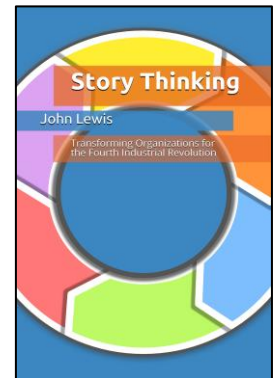
Resources

-  To begin creating action steps based on your profile recommendations, download the CoHero Leadership Development Plan (www.CoHero-Leadership.com/resources).
- For additional information about the Leadership Attributes, and the Change Cycle, please refer to the authors' books: *If You Will Lead*, and *Story Thinking*, respectively:



Moran, D. (2011) *If You Will Lead: Enduring Wisdom for 21st – Century Leaders*, Agate Publishing
www.amazon.com/dp/193284158X

Lewis, J. (2019) *Story Thinking: Transforming Organizations for the Fourth Industrial Revolution*
www.amazon.com/dp/1088545858



Additional Profile Reports



- This Individual Leader Profile helps individuals understand their strengths and targeted challenges
- The Leadership Team Profile helps leaders working on the same team become more collaborative and productive
- The combination of these profiles provides powerful insights

Contacts

For information about your profile or development plan, contact your CoHero Leadership Framework Profile (CHLFP) certified coach.

Report ID:

CoHero Joe Sample CHLFP_PB021314_3069682010.pdf

COHERO LEADERSHIP
Collaborative Change Leadership based on Story Thinking