

EMERGING LEADER INDEX INSIGHTS

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EMERGING LEADER INDEX OVERVIEW

Leadership develops through experience, reflection, and practice. Every challenge, conversation, and opportunity to support others contributes to how you grow as a leader.

The **Emerging Leader Index** is designed to help you better understand where you are today so you can make more intentional decisions about your future development.

Your responses provide a snapshot of your current leadership journey, highlighting both your strengths and opportunities for continued growth.

THE EMERGING LEADER INDEX EXPLORES THREE DIMENSIONS OF LEADERSHIP:



KNOWLEDGE

Your understanding of leadership principles, coaching best practices, and team dynamics.



BEHAVIOR

How you naturally approach leadership responsibilities, interact with the team, and make decisions.



ENJOYMENT

How leadership responsibilities naturally align with what motivates, energizes, and fulfills you.

At CoEffex, we believe meaningful leadership development starts with understanding where you are today. Every person brings a unique combination of experiences, strengths, motivations, and interests. As a result, your pattern of responses and the insights throughout this report are unique to you.

This report provides a snapshot of where you are today, not a prediction of where you will be in the future. It is designed to help you better understand your current leadership knowledge, behaviors, and role preferences so you can make informed decisions about your continued development.

Use your results as a starting point for reflection and discussion. Consider where your findings align with your experiences, identify opportunities to grow, and take intentional steps toward your continued development.



KNOWLEDGE

Effective leadership begins with understanding the principles and practices that help people and teams thrive. The Knowledge section explores your current **understanding of six foundational leadership themes**: Connection, Psychological Safety, Structure, Communication, Challenge, and Skill Development.

Your responses are compared to leadership knowledge and behaviors commonly demonstrated by highly effective leaders. The results show where your understanding is strongest and where additional learning may help strengthen your leadership skills. You'll receive an overall Knowledge stage, along with scores for each leadership theme, to help identify your strengths and opportunities to deepen your leadership knowledge.

YOUR OVERALL
KNOWLEDGE
STAGE IS:

DISCOVERING



CONNECTION

Building authentic relationships that help people feel known, valued, and supported.

DISCOVERING

DEVELOPING

DEMONSTRATING



PSYCHOLOGICAL SAFETY

Creating an environment where people feel safe to speak up, ask questions, and learn from mistakes.

DISCOVERING

DEVELOPING

DEMONSTRATING



STRUCTURE

Providing clear expectations, priorities, and accountability so people can succeed with confidence.

DISCOVERING

DEVELOPING

DEMONSTRATING



COMMUNICATION

Listening, creating clarity, and keeping people informed, aligned, and connected.

DISCOVERING

DEVELOPING

DEMONSTRATING



CHALLENGE

Encouraging growth by setting high expectations while providing the support needed to succeed.

DISCOVERING

DEVELOPING

DEMONSTRATING



SKILL DEVELOPMENT

Helping people build strengths through meaningful feedback, coaching, and learning opportunities.

DISCOVERING

DEVELOPING

DEMONSTRATING



WHAT YOUR KNOWLEDGE STAGE MIGHT MEAN FOR YOUR LEADERSHIP GROWTH.

Great careers are built in many different ways. People at your current Knowledge stage often build successful careers by remaining curious and intentionally expanding their skills. Leadership research shows that those who continue learning, seek feedback, and develop influence in ways that align with their strengths are well positioned for future growth, whether through deep expertise, supporting others, or formal leadership. [Variable]

**REFLECT
AND
CONSIDER**

BEHAVIOR

Effective leadership goes beyond understanding what great leaders know. It requires consistently putting those principles into action to support, guide, and develop others. The Behavior section explores how frequently you demonstrate leadership **behaviors across six foundational leadership themes**: Connection, Psychological Safety, Structure, Communication, Challenge, and Skill Development.

YOUR OVERALL
BEHAVIOR
STAGE IS:

DEVELOPING

Your responses are compared against the behaviors of effective leaders to assess your current leadership habits. The results include an overall Behavior stage and scores in various leadership themes, highlighting your strengths and areas for improvement to enhance your leadership impact.



CONNECTION

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DISCOVERING

DEVELOPING

DEMONSTRATING



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**REFLECT
AND
CONSIDER**

BASED ON YOUR CURRENT BEHAVIOR STAGE, HERE'S ONE QUESTION TO HELP YOU CONTINUE DEVELOPING AS A LEADER.

What part of leadership might look different in practice than I imagine it today? [Variable]

ENJOYMENT

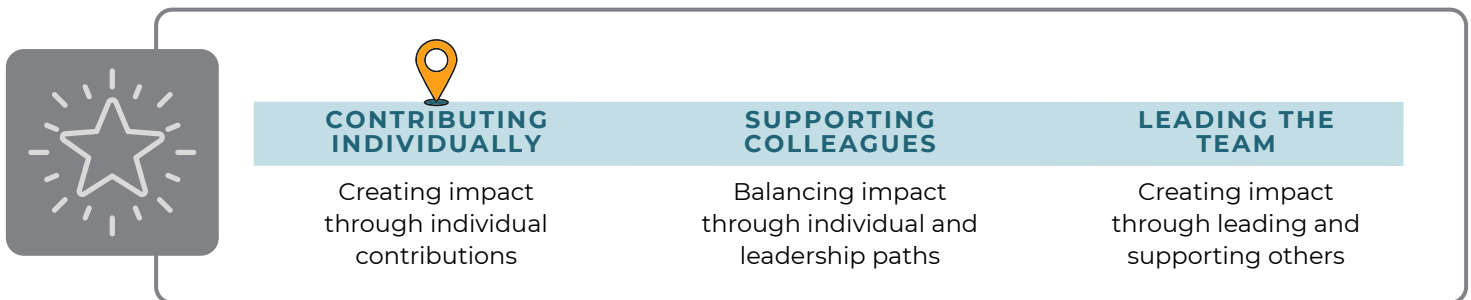
Enjoyment measures your current leadership alignment, how well leadership responsibilities align with your interests, motivations, and preferred way of contributing.

Based on your responses, these results provide a snapshot of your current alignment. As your experiences, interests, and career goals evolve, your alignment may evolve as well.

YOUR OVERALL
ENJOYMENT
ALIGNMENT IS:

**CONTRIBUTING
INDIVIDUALLY**

The scale below illustrates how your current interests and motivations align with three common ways people contribute within organizations: as an individual contributor, by supporting colleagues, or by leading a team.



BASED ON YOUR EMERGING LEADER INDEX RESPONSES, HERE ARE A FEW THINGS TO CONSIDER AS YOU REVIEW YOUR RESULTS.

AREAS YOU CURRENTLY HAVE THE MOST ALIGNMENT WITH LEADERSHIP

Every leadership role includes a variety of responsibilities, and not every responsibility is equally motivating to every person. Based on your responses, these are the leadership responsibilities that appear to align most closely with your interests and motivations. These are the areas you may naturally enjoy, find most meaningful, and be most energized to take on.

MOST ALIGNED BEHAVIORS [VARIABLE]

- Enjoyment Section: lower gap concept
- Enjoyment Section: lower gap concept

AREAS YOU CURRENTLY HAVE THE LEAST ALIGNMENT WITH LEADERSHIP

Based on your responses, these are the leadership responsibilities that may feel less naturally aligned with your current interests and motivations. This does not reflect your ability or future potential. Instead, it suggests these responsibilities may require more experience or exploration before they become a stronger fit. As your experiences, interests, and career goals evolve, your interests and motivations may evolve as well.

LEAST ALIGNED BEHAVIORS [VARIABLE]

- Enjoyment Section: the highest gap concept
- Enjoyment Section: the highest gap concept

**REFLECT
AND
CONSIDER**

CONTINUE THE CONVERSATION:

Share your results with someone you trust and ask them:

When have you seen me make the biggest difference for someone else, and what was I doing that made it so effective? [Variable]

AT A GLANCE

How Your Responses
Currently Show Up:

**“My expertise is
where I make
my greatest
impact.”**

KNOWLEDGE

DISCOVERING

DEVELOPING

DEMONSTRATING

BEHAVIOR

DISCOVERING

DEVELOPING

DEMONSTRATING

ENJOYMENT

CONTRIBUTING
INDIVIDUALLY

SUPPORTING
COLLEAGUES

LEADING
THE TEAM

YOUR CURRENT JOURNEY

You may be someone who finds your greatest sense of accomplishment through developing your own expertise and delivering high-quality work. Others may look to you as a reliable contributor who solves problems, follows through, and brings valuable knowledge to the team. At this point in your career journey, leadership may not naturally align with what gives you energy and fulfillment. You may be more interested in deepening your individual strengths than taking on the responsibilities of guiding others or being accountable for a team's success. As you continue to grow, exploring leadership in small ways may help you determine whether leadership is a path you want to pursue or whether your greatest impact is through becoming an expert in your field.[VARIABLE]

TURNING INSIGHTS INTO ACTION

You've learned more about your current leadership journey. Now it's your turn to decide what comes next. The greatest value of this report comes from how you choose to apply these insights.

ONE INSIGHT I WANT TO REMEMBER:

ONE ACTION I'LL TAKE IN THE NEXT TWO WEEKS:

ONE PERSON I WILL SHARE THESE INSIGHTS WITH:

THIS REPORT PROVIDES A SNAPSHOT OF TODAY.

**USE THESE INSIGHTS FOR YOUR NEXT EXPERIENCES, THE FEEDBACK YOU
SEEK, AND THE ACTIONS YOU CHOOSE TO TAKE.**

