



CONFIDENTIAL

Sample Name

August 5, 2025



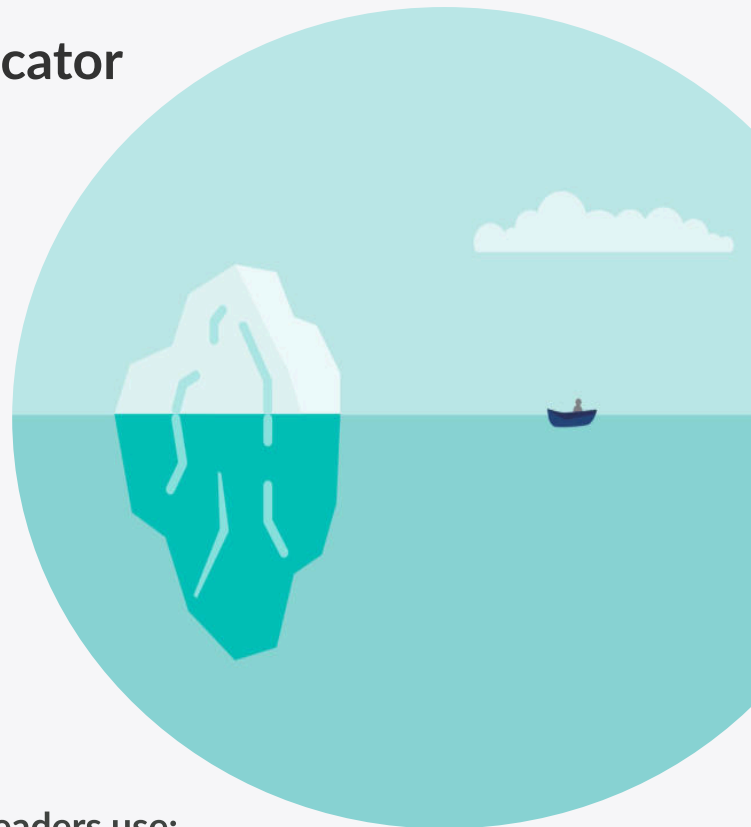
Confidential: The results of this indicator are based on the inputs provided by the individual to identify their vertical center of gravity. This report is confidential, and intended for developmental purposes only.

Your Leadership Mindset Indicator

How does the way you see the world influence the way you lead?

The report you are about to read is based on three decades of research looking at how different mindsets drive different leadership behaviors, values and outcomes.

It explores how we evolve over time and how at different stages in our career we may feel more or less comfortable operating from different mindsets.



Four of the most common mindsets that leaders use:

Expert mindset: focuses on knowledge, logic and details

Achiever mindset: focuses on outcomes, results and goals

Redefining mindset: focuses on exploration, innovation and diverse perspectives

Transforming mindset: focuses on deep transformation that considers systems within systems and sustainable impact

All four of these mindsets are valuable in the workplace. When you can identify the mindset with which you tend to operate, you gain conscious awareness of the thoughts, feelings, assumptions, and even physical experiences that both shape and limit how you act and lead. Mindset development cultivates greater consciousness so you can mindfully and effectively engage the mindset that best meets the situation.

This report is based on your answers to the Leadership Mindset Indicator and will point to which of seven leadership mindsets you are most comfortable using, which ones you are still developing and which ones are outside of your current range.

Important things to keep in mind:

- This is an indicator of mindset rather than an assessment. You are too complex for any assessment to capture all of who you are. Take the insights you read seriously, but hold the results lightly
- While your results indicate one mindset as your go-to mindset center of gravity, it is more accurate to consider the range of mindsets you currently use and may want to develop
- Rather than aiming for later (higher) stage mindsets, consider the fit between your mindset and what your challenges and opportunities require. Also consider in what ways your current mindset limits or blinds you to what else is possible. Does it have a hold on you? If so, how might you open the aperture to consider what else is possible?
- View this report as more a map than a measure. It will show you the different mindsets available to you. Your job to develop your capacity to use a broad range of mindsets that best fits the need at hand.

Based on the sentence stems you completed, the Leader Mindset Indicator (LMI) places your center of gravity at:

Redefining

secondary mindsets

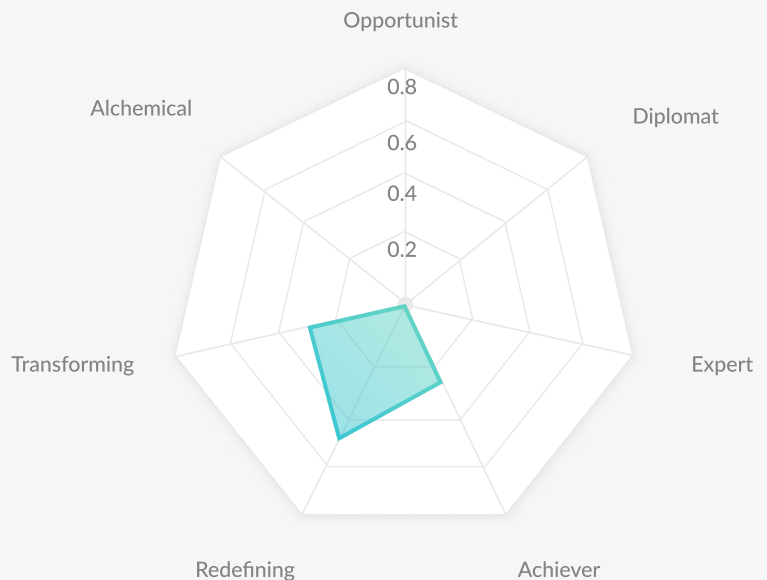
Transforming / Achiever

Your center of gravity is Redefining with secondary mindsets, Expert and Redefining

“The key to wisdom is this constant and frequent questioning, for by doubting we are led to question, by questioning we arrive at the truth.” - Peter Abelard”

Mindset Summarized

Often innovative and exploring different approaches. Can be a rule breaker or non-conformer. Finds unique solutions to complex challenges. Increasingly aware of and curious about perspectives different than their own as well as one's inner life.



The Spider Graph (exploring your range)

The spider graph above indicates your mindset tendency or “center of gravity” based on how you completed the sentence stems.

The numbers on the graph indicate how closely elements of language you used in completing the sentences match with our data for each mindset.

A high number, or spike, suggests a strong match for that mindset, lower numbers suggest a weaker match. Your results, your mindset center of gravity, is the weighted average of your total scores. For example, you might have a spike in one area, however, due to a wide distribution in other areas, your resulting score will be different from this spike.

While the graph gives a visualization of your scores, what matters most is how the descriptions in the reports resonate for you in real life.

Redefining Characteristics and Worldview

Considers what works now and what is possible next - The Redefining mindset considers not just what it takes to get things done effectively, but also what is possible. Having built confidence in an ability to engage others in achieving goals, this mindset reaches further to ask what is needed to support and develop others. The Redefining mindset asks what needs to happen to be both successful and sustainable and have impact beyond immediate goals.

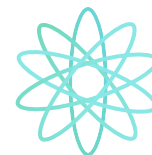
Questioning what had previously provided direction and stability - - For many, this mindset brings with it a substantial life change. The introduction of different perspectives may challenge a sense of identity, create tension within existing relationships, and cast doubt on established routines and decisions such as career path, relationships, and use of time. More than any other mindset, Redefining can be particularly disruptive and turbulent. With the right support and navigation, growth through this developmental stage leads to a deep resilience and clarity about who one is at their core.

Shifts from externally set standards of success to internally defined sense of fulfillment - The Redefining mindset comes with an increased focus on what matters most in a deeply personal way. This mindset invites one to reconsider externally given standards and expectations and weigh those against what feels most resonant in life and work. This inquiry often involves increased awareness of and exploration in the emotional, mental, and physical aspects of one's experience to better get to know oneself.

Sees beyond concrete answers to consider the relativity and appropriateness of responses - The Redefining mindset considers the nuance of solutions including different perspectives and possibilities and their implications for the system. While this process of inquiry can sometimes give the impression of indecisiveness, difficulty prioritizing, or analysis paralysis, it also can serve to build buy-in for innovative solutions and cultivate agility by avoiding rote ways of thinking and operating. Navigating the tension between idea generation / exploration and delivering results is often a developmental opportunity within this mindset.

Leadership Style

Redefining leadership is characterized by a focus on both people and purpose. Leaders who lean into this form of mindset continually consider both the personal and the larger context, often exploring a range of perspectives, different options, and the impact on others. Based on this more expansive capacity to consider both context and others, the Redefining mindset results in a post-heroic approach that is less about the leader and more about what they empower and enable in others.



The Redefining leader understands and attempts to leverage diversity in its many forms and truly values alternative perspectives on given situations. This often involves forms of collective decision and shared accountability. While the expansion of perspectives is a core strength of the Redefining stage, it can also become its greatest weakness. The ongoing attempts to increase viewpoints can lead to a lack of prioritization and implementation, which in turn can cause long delays and overthinking of various situations and business contexts.

Operating from the Redefining mindset often comes with challenging the status quo. While this focus away from the tried and true can result in increased innovation, many leaders who bring a Redefining mindset find it challenging if not constricting to operate in a traditional or conservative work environment. It is not unusual for Redefining leaders to feel constrained by, frustrated, or out of sync with their work environments.

Working in Teams



The Redefining mindset has the potential to create the conditions for highly agile, innovative, and resilient teams. The dual focus on people and purpose creates a psychologically safe and inclusive environment where team members feel genuinely valued and relevant. The shift from heroic leadership to leadership that cultivates shared accountability often builds team engagement while freeing up the leader to focus on the strategic cover necessary to sustain team momentum and impact.

The focus on people and building engagement can frustrate team members and stakeholders operating from earlier mindsets. The continual focus on people processes to include as many perspectives as possible can create the impression that things take forever to get done. Additionally, by considering multiple perspectives and options, teams can become overwhelmed and confused about direction and priorities.

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Strengths

Blind Spots and Watchouts

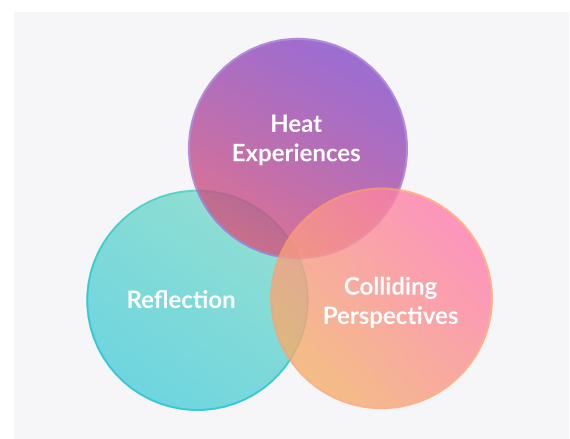
Those with the Redefining mindset can be great leaders who bring the best out of people by establishing creative and alternative ways of working that have purpose driven outcomes. Some core strengths and warning signs are:

- Values diverse opinions, perspectives, and styles
- Takes the time to include others
- Tends towards collective decision making
- Sees people process as critical to organizational performance
- Builds connections across organizational boundaries and networks
- Breaks down silos and cultivates collaborative practices
- Purpose driven beyond own goals to what will serve the greater good
- May challenge the status quo, intentionally or inadvertently
- Explores and considers own strengths, weaknesses, blind spots, and interpersonal dynamics
- Sees their part in relationships and systems dynamics
- Explores new definitions and metrics of success
- May be drawn into unnecessarily long processes of discovery or experimentation
- May entertain multiple options at the expense of quick, decisive action
- Can see multiple pathways, so at times can appear to others as unable to prioritize
- May lose credibility when working with those who demand a quick yes or no, right or wrong solution
- Can at times prejudice qualitative experience over importance of quantitative metrics
- Flexibility with and openness to measures of success, can affect credibility with those focused on traditional metrics
- May experience, or cause others to experience, mental overload, with too many options, ideas and perspectives
- May experience angst and confusion as increased awareness shapes new ways of seeing oneself and one's relationship with the world

Growth for the Achiever Mindset

Leadership development practitioners and neuroscience researchers point to the three conditions of Vertical Development to help you grow: heat experiences, colliding perspectives, and reflection. By engaging in these, you will grow and increase your skill and range. Range is your ability to access and move through different mindset stages depending on the situation you are in.

Heat experiences disrupt familiar patterns of thinking, doing, and relating. True heat experiences should throw you out of your comfort zone and drive experimentation with new mindsets and experiences.



Colliding perspectives open up different ways of seeing and understanding. In the words of Albert Einstein, you can't solve a problem from the same level of thinking that the problem was created. Different points of views, experiences, and attitudes shape new possibilities.

Reflection allows for you to pay mindful attention to what works, try iterations for improvement, and affirm your purpose or "why" at the center of it all. Reflection engages parts of the brain that help embed new habits and make them stick.

Growth Activities for this Mindset



Now that you know the mindset stage you operate from, here are some ideas on how to grow this mindset stage and increase your ability to navigate complexity. We suggest selecting an activity from each category to try and see what works best for you.

Heat

- Work with a coach, therapist, or mentor to explore what matters most to you at this time in your life, the choices and decisions that best align with what resonates for you, and the underlying fears and assumptions that are in the way of moving towards that purpose. Consider Immunity to Change, Brene Brown's Dare to Lead work, or similar personal growth work.
- Create "safe to fail" experiences in which you and your team members can experiment beyond the tried and true approaches and learn from the experience.
- Commit to a daily mindfulness practice that cultivates capacity to notice, consider, and empathize with a greater range of personal dynamics and experiences. Better yet, invest in a multi-day silent retreat to build skill and capacity for being with experience.

Colliding perspectives

- Engage in one-on-one and group inquiry that use questions such as "How might I/we be wrong?" or "What else might we consider?" to challenge assumptions and explore possibilities.
- Practice with techniques such as Troika Consulting, fishbowl facilitation, and Q-Storming to generate different perspectives in a non-threatening way.
- Use polarity mapping to explore ways of managing paradoxical solutions such as flexibility and accountability, results and process, diversity and speed.

Reflection

- Notice when you get triggered by others, how it shows up in your body as well as mental and emotional reactions. Notice what you tell yourself in those moments and consider the assumptions and beliefs inherent in those messages. Consider what are the facts vs assumptions.
- Take the balcony perspective by considering: "What are the points of intersection and interdependency?", "What are the dynamics that work?" and "What are the dynamics that don't work?"
- Throughout the day, reflect on the 2 questions - "What does the situation ask of me/us?" and "What is going on for me/us right now?". Use this practice to continually refocus on the big picture AND specific ways you can shift to meet the needs of the situation in order to fully engage.

Based on the sentence stems you completed, the Leadership Mindset Indicator also shows you have attributes of the following mindset:

Transforming

For more information on this mindset, learn more [here](#).

The Transforming mindset works across multiple perspectives, dynamics, and agendas. Attentive to the internal, external, personal, collective, immediate, and longer term, this mindset brings capacity to address the complexity that comes with real change and growth, often resulting in transformational dynamics rather than transactional exchanges. One way this shows up is in an ability to bring together opposing viewpoints and create a middle path or collaborative solutions. It can also show up as a capacity to stay focused on the big picture purpose, while empathizing with others and respecting what it will take to get there.



Entering the Transforming stage often comes with an expanded capacity to relate to others who come at things from different mindsets, as well as an inner calm and confidence in what matters most. The work of consolidating in this stage involves learning to toggle between the bigger picture and the people and processes required to get there in order to best integrate systems and functions. Development in this stage comes with increased capacity for compassion with self and others, skill in translating complexity in ways others can relate to, and owning and appreciating one's own shadows and vulnerabilities. Exiting this stage usually comes with the realization that most everything is relative and interdependent. This expanded awareness lends itself to greater connectivity in which defining lines are mere suggestions and identity softens to allow for an emergent sense of the interconnectedness of self-others-time-space and events.

This mindset works well in ambiguous, complex, and constantly evolving environments.

Strengths

- Future-oriented mindset
- Fosters and creates conditions for success for others
- Facilitator/coach mindset
- Tolerates high degrees of V.U.C.A (Volatility, Uncertainty, Complexity, Ambiguity)
- Navigates systems within in systems
- Understands, values, and taps intrinsic motivation in others
- Adaptive in response to change
- Encourages flexibility, innovation, and challenges the status quo
- Cultivates shared accountability and ownership
- Able to own and work with both their strengths and blind spots

Blind Spots and Watchouts

- May become enamored with their own high-level thinking
- May come across as distant and out of touch with those who are dealing with the immediate issues
- May overlook or dismiss earlier forms of mindset, limiting buy in
- Can find it hard to translate big picture and mission into actionable steps
- Can get stuck in the complexity rather than drive towards simplicity on the other side

Based on the sentence stems you completed, the Leadership Mindset Indicator also shows you have attributes of the following mindset:

Achiever

For more information on this mindset, learn more [here](#).

The Achiever mindset comes across as highly motivated, attentive to effectiveness, and focused on results. Both people and process are valued to the extent that they serve defined direction and outcomes. For this reason, leaders operating with Achiever mindset cultivate skills for communicating a vision, having conversations for influence and accountability, and providing constructive feedback.



Entering this stage often comes with the realization that it is not enough to be right, smart, or perfect. You also need to be effective and to be effective you need to bring others along. Consolidating in this mindset comes with deliberate practice in communicating effectively with others through influence, clear vision setting, and handling conflict well. The Achiever mindset often comes with a sense of responsibility and drive to shoulder a lot or perhaps prove oneself or make a mark that means something to themselves and others. Transitioning out of this stage is often accompanied by the realization that achievement might not be the same thing as fulfillment and that to be authentically fulfilled, one must go deep to discover what matters most, internally and externally.

The Achiever mindset works well in situations where clear goals can be defined and teamwork is key to reach those goals.

Strengths



- Clear goal setting
- Team focus
- Setting clear expectations
- Rewards good work and encourages people
- Sets clear metrics and measurements
- Gets shit done!
- Can scale ideas beyond self to their team and organization
- Values people and their effort
- Can begin to see valid, diverse, and even competing perspectives
- Able to have conversations for influence and accountability

Blind Spots and Watchouts



- May experience exhaustion from taking on more
- May mistake focus on goals as sense of purpose
- May come across to others as overly ambitious

Different ways we can operate across leader mindsets

Inhabiting a mindset



When we inhabit a mindset, we operate from that mindset consistently, easily and skillfully.

This is the same as your mindset “center of gravity”.

As you read through the report for your mindset center of gravity consider...

- What do you notice is most true for you?
- What do you find yourself coming back to in the report? What sticks with you?
- What do you find yourself resisting in the report?
- What do your life and work situations ask of you? What mindset enables that?
- What is one thing noted in the report that if you were to become more adept and skillful with, would have impact across several areas of your life and work?

Stretching into the next mindset



When an external situation or internal inclination invites us to experiment with expanding beyond what is familiar and comfortable. This can also start to shift one's center of gravity into the next mindset.

This is stretching into one mindset later from your mindset center of gravity.

As you read through the mindset that comes after your own (one stage later) consider...

- When and how do you exhibit elements of this mindset?
- When and how might this mindset be useful?
- What might be an experiment or way to further explore this mindset in action?
- What do you notice happens when you work from this mindset? What does it take?
- Who do you know that seems to operate from this mindset? What do you notice about their ability to be effective?

Leaning back to an earlier mindset



When we lean back or visit an earlier mindset to meet the needs of the situation. We demonstrate the capacity of that mindset with skill and care.

This is leaning back or visiting an earlier mindset.

As you read through the mindset that comes before the one you scored at, consider...

- When and how do you exhibit elements of this mindset?
- When and how might this mindset be useful?
- What do you notice about why you use this mindset when you do?
- What does it take to operate from this mindset? What do you need to put aside or temporarily suspend in order to lead from this mindset?
- What is the cost of operating from this mindset? Benefit?

Falling back to an earlier mindset



When we are “grabbed up” by an earlier mindset and react from a perceived need for self preservation and protection. We don't necessarily lose capacity of later mindsets, but are just temporarily driven by stress, fatigue, or fear.

This is when we find ourselves “grabbed up” by an earlier mindset.

As you read through the mindset that comes before the one you scored at, consider...

- When and how might you find yourself reacting from this mindset rather than intentionally and skillfully acting from it? If this is hard to answer, consider when you are driven by “shoulds”, judgments or beliefs about yourself and others, or worry that if you don't do something a certain way you will fail, be irrelevant, or not belong?
- What might you need in order to feel more safe, secure, and whole when you find yourself grabbed up by this mindset?
- How might you tap into your later (higher) mindset center of gravity to provide a different perspective and more capacity to deal with what is coming up for you?

The Next Frontier: Expand Your Range

Knowing your mindset and how to develop your individual effectiveness is just the beginning of your vertical leadership journey. As you influence, communicate, and collaborate across teams, each group or circumstance may need different things.

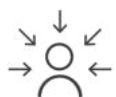


This is when you want to think about tapping into or expanding your range.

- When is it most appropriate to lead with expertise, decisiveness, and heavy operational detail?
- When is a compelling vision best to inspire teams to push through challenges?
- What does each stakeholder group (or mindset) need in order to understand and perform at their best?

Developing range to show up to each context with insight and intention is part of your ongoing work as a leader and will help you go further.

The Seven Mindsets



Opportunist



Diplomat



Expert



Achiever



Redefining



Transforming



Alchemical

You have potential to lean back to **earlier mindsets**, focusing on detail, past practices, expert support, and immediate results. You can also experiment by stretching into **later mindsets**, taking and mitigating risks, iterating, championing, supporting, and leading through uncertainty with a focus on broader perspectives.

How would you know when to flex?

When the mindset required is later than your own:



- You might feel like people are speaking or operating in a different reality than what you know.
- You may feel a bit threatened or uncomfortable.
- You may not be clear why they are doing what they are doing or how it relates to what you know.

When the mindset required is earlier than your own:



- You may feel frustrated, boring, or stuck in the weeds.
- You may feel a sense of impatience.
- It might seem like others don't get the bigger picture or they are going backwards.

Organizational Culture and Your Leadership Mindset

You identified your organizational culture as:

If you were assessed at a later stage than your organization's leadership culture:

"The leadership culture is like a bungee cord. The more individual leaders pull out ahead of the culture the stronger it pulls them back."

Leaders at a later mindset can sometimes feel frustrated that others don't 'get' things in the way the leader does. They may feel that their colleagues are too short-term or don't see the bigger picture. Late-stage leaders who are respected for their way of seeing the world often thrive from being able to see a path that others cannot. If they are in roles that give them enough freedom, they can make full use of their capabilities and can be seen as visionaries and transformational leaders.



Leaders who develop too far beyond the dominant culture must develop the ability to communicate to leaders from the full range of mindsets rather than just from a mindset they are comfortable with. Those that do this are like pianists who can play all the keys on the keyboard. Those that cannot risk being stuck at only one end of the piano. As leaders they may be seen as hard to understand, overly abstract, and not connected with the 'real world'.

Leaders at late stages often take one of three paths:

- Develop flexibility and range to communicate with and lead people from all stages of development.
- Fit in with the mindset of the dominant culture and act more like an Expert or Diplomat, for example, and risk feeling resentful, constrained, or unfulfilled.
- Become increasingly frustrated with the organization and leave to find a different culture or independent work.

*Notes about this report:

The summary provided in this Leadership Mindset Indicator Report (LMI) is based on a subset of the sentence stems used by Susanne Cook-Greuter and her work in Leadership Maturity Assessments. Your leadership mindset, referred to as your 'center of gravity', is calculated using an arithmetic mean of the AI scoring of each of your answers to the sentence stems. We recommend also looking at the summaries for the stage beyond and before your center of gravity. If you are interested in learning more about this or other Vertical Leadership Assessments, please contact us at hello@adeption.io.

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Next: Unpack Your Results

Now that you have read through your Vertical Mindset Indicator, it's time to get the most of your report.

Start →