



LEADERSHIP TOOL 0008

TEAM PERSPECTIVE DIAGNOSTIC

A practical reflection tool to help leaders take the temperature of their team.



THEQUIETLEADERHQ.COM

WHY THIS TOOL

Leadership teams don't always experience themselves in the same way.

People can sit around the same table, work towards the same goals and share responsibility for the same organisation, yet have very different experiences of how leadership actually works.

Communication may feel clear to one person and inconsistent to another. Some may experience trust and openness while others hesitate to raise difficult issues. Decisions may appear well understood at team level while individual leaders remain uncertain about how or why they were reached.

Those differences are not necessarily signs that something is wrong. But when they remain invisible, they are difficult to understand and even harder to discuss.

The **Team Perspective Diagnostic** provides a structured way to bring those perceptions into view. It helps leaders reflect on both **their own leadership contribution** and **their experience of the wider team**, creating a richer picture than either perspective could provide alone.

The purpose is not to grade leaders, rank individuals or diagnose a team. It is to identify **strengths worth protecting, perceptions worth understanding, differences worth exploring and conversations worth having.**

Because better leadership development does not begin by assuming what a team needs.

It begins by understanding what the team is actually experiencing.

WHAT DOES THIS DIAGNOSTIC EXPLORE?

The **Team Perspective Diagnostic** looks at leadership from two connected perspectives.

For each of 60 leadership statements, participants consider:

SELF

How do I experience my own leadership contribution?

TEAM

How do I experience this across the wider team?

This creates **120 points of reflection for every participant**, allowing the diagnostic to explore not only how leaders see themselves, but how they experience leadership around them.

Four Leadership Areas

The 60 statements are organised within four broad areas of leadership:

Quietly Leading Yourself

How leaders understand themselves, manage their impact and continue to grow.

Quietly Leading Individuals

How leaders support, challenge, develop and respond to individual people.

Quietly Leading Teams

How leadership shapes communication, relationships, belonging, trust and the way people work together.

Quietly Leading Organisations

How leaders navigate change, judgement, organisational influence, improvement and strategic direction.

WHAT DOES THIS DIAGNOSTIC EXPLORE?

Twenty Leadership Topics

Within those four areas, the diagnostic explores **20 distinct Leadership Topics**, including communication, trust and psychological safety, conflict and difficult conversations, coaching and development, culture and belonging, teams and collaboration, decision making and judgement, adaptability and change, and vision, strategy and direction.

Each Topic is explored through **three underlying leadership Constructs**, allowing the analysis to move beyond a headline score when a pattern deserves closer attention.

More Than a Score

The analysis isn't simply looking for the highest and lowest numbers.

It looks for **relative strengths, areas of alignment, Self-Team differences, variation between people's experiences and patterns** that may deserve further exploration.

The result is a much richer question than:

“How good is our leadership?”

Instead, it helps a team ask:

“What are we experiencing — and what might be worth understanding better?”

HOW DOES IT WORK?

The **Team Perspective Diagnostic** is more than a questionnaire. When you purchase the diagnostic, your team completes the reflections and **The Quiet Leader HQ analyses the responses and produces the resulting reports for you.**

1. Purchase the diagnostic

Agree the number of participants and how the diagnostic will be used with your leadership team.

2. Your team completes it

Each participant privately considers the 60 leadership statements from both a **Self** and **Team** perspective, alongside a small amount of contextual reflection.

3. We analyse the responses

The Quiet Leader HQ analyses the completed diagnostics across the four Leadership Areas, 20 Leadership Topics and, where useful, the 60 underlying Constructs. The analysis looks beyond averages to identify patterns such as **relative strengths, alignment, differences in perception and variation across the team.**

4. Your reports are produced

The responses are converted into professionally designed individual and team-level reports, with different reports created for different audiences and purposes. Individual responses remain protected, while appropriate group reporting uses aggregated and anonymised evidence.

5. The evidence becomes a conversation

The reports don't simply tell you what people scored. They help identify **what may be worth understanding, discussing, protecting or developing.**

6. Take it further

For an additional fee, **The Quiet Leader HQ can work directly with your leadership team to explore the findings**, facilitate the resulting conversations and help identify practical development priorities.

You complete the diagnostic. We do the analysis. You receive the insight. Together, you decide what happens next.

WHAT DO YOU RECEIVE?

You are not simply purchasing access to a questionnaire. Your purchase includes the collection, analysis and professional reporting of your team's diagnostic responses.

Depending on the agreed package and number of participants, the process can include:

- Access to the complete 60-statement Team Perspective Diagnostic for each agreed participant.
- 120 points of reflection per participant, considering every statement from both Self and Team perspectives.
- Analysis across four Leadership Areas and 20 Leadership Topics.
- Deeper analysis of the 60 underlying Constructs where the evidence makes this useful.
- Analysis of relative strengths, areas of alignment, Self-Team differences, variation across the group and patterns worth exploring.
- Consideration of participants' written leadership context alongside their numerical responses.
- Professionally produced individual leadership reports.
- Where appropriate, individual-to-group comparison, using anonymised group evidence.
- Aggregated team-level reporting designed to identify meaningful collective patterns without exposing individual responses.
- Carefully constructed reflection and conversation questions to help turn the evidence into useful discussion.
- Clear confidentiality safeguards separating private individual evidence from appropriate group reporting.
- Professionally designed reports prepared and returned to you by The Quiet Leader HQ.

And if you want to take it further...

Additional professional support is available for a supplementary fee. The Quiet Leader HQ can work directly with your leadership team to:

- explore the analysis
- debrief the findings
- facilitate team conversations
- investigate particular Leadership Areas or Topics
- identify development priorities
- translate insight into practical next steps

The diagnostic gives you the evidence. The reports help you understand it. The conversation determines what you do with it.

01 | INDIVIDUAL LEADERSHIP REPORT

Typically 7 pages

This is the participant's personal report and the starting point for individual reflection. It brings together their responses across the complete diagnostic, **showing how they view both their own leadership contribution and their experience of the wider team.**

What does it show?

The report includes the participant's:

- Overall Self and Team leadership profile
- Results across all four Leadership Areas
- Profile across the 20 Leadership Topics
- Personal leadership context and written reflections
- Significant patterns within the underlying Constructs
- Areas where Self and Team perceptions are particularly aligned or different
- Selected patterns that may deserve closer consideration
- Carefully framed reflection questions

Why is it useful?

The purpose isn't to tell somebody whether they're a “good” or “bad” leader. It gives them a structured opportunity to consider: **What am I experiencing? Where do I see myself differently from the wider team? What appears to be working? What surprises me? And what might I want to understand better?**

Private to the participant

The Individual Leadership Report is designed for **personal reflection**. Individual results are protected and are not reproduced within team-level reporting.

01 | INDIVIDUAL LEADERSHIP REPORT

Individual Leadership Report

Report 01

Prepared for: Adam Ahmed
Team Leader
Fake HQ



21/08/2026

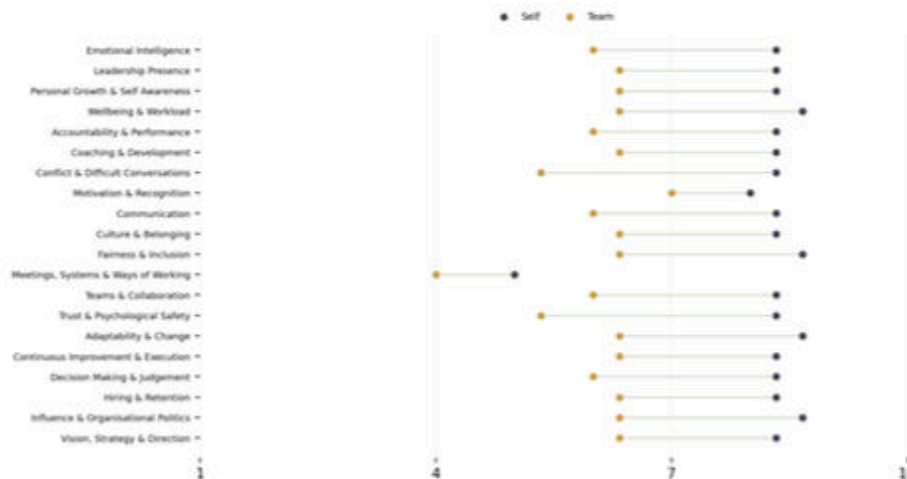
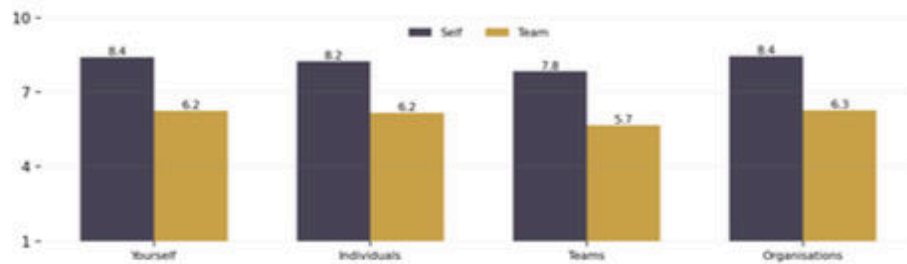
Leadership Profile

Overall Self
8.2

Overall Team
6.1

Difference
Self +2.2

Self is your view of your own contribution. Team is your view of the team as a whole. These are perception ratings on a 1-10 scale, intended to prompt reflection rather than provide an objective judgement.



Patterns worth noticing

Conflict & Difficult Conversations: Self +3.0
Trust & Psychological Safety: Self +3.0
Emotional Intelligence: Self +2.3

Strongest combined scores

Wellbeing & Workload: 7.5 average
Motivation & Recognition: 7.5 average
Fairness & Inclusion: 7.5 average

02 | INDIVIDUAL TO GROUP COMPARISON REPORT

Typically 5 pages

The Individual to Group Comparison Report adds an important second perspective to the diagnostic. Rather than looking only at a participant's own Self and Team responses, it compares those responses with the **anonymised average of the other members of their leadership team**. Crucially, the participant is excluded from the comparison group, creating a genuine “**me and my experience**” versus “**the wider group**” comparison.

What does it show?

The report explores:

- The participant's **Self and Team** perspectives
- The anonymised **Self and Team averages of the rest of the group**
- Comparisons across the **four Leadership Areas**
- Differences across the **20 Leadership Topics**
- Areas where the participant and wider group are closely aligned
- Areas where their perspectives differ more substantially
- Selected patterns that may deserve deeper reflection
- Carefully framed questions to help the participant explore what those similarities and differences might mean

Why is it useful?

Leadership doesn't happen in isolation. Seeing your own profile is valuable. Seeing how your perspective **sits alongside the experiences of the people you lead and work with** can reveal something different. The purpose isn't to determine who is right. It is to ask: **Where do we see things similarly? Where do I experience things differently? What might explain that? And what could I learn from the difference?**

Confidential and anonymised

The comparison protects the identity of other participants. Individual scores are not disclosed, and the report is designed to encourage **reflection rather than comparison, competition or ranking**.

02 | INDIVIDUAL TO GROUP COMPARISON REPORT

Individual to Group Comparison Report

Report 02

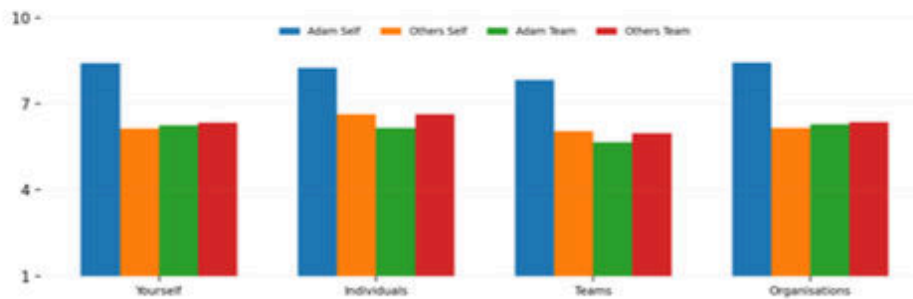
Prepared for: Adam Ahmed
Team Leader
Fake HQ



21/08/2026

Leadership Area Comparison

The chart keeps your Self and Team perspectives separate from the equivalent averages across the other seven participants.



Area	Adam Self	Others Self	Adam Team	Others Team
Yourself	8.4	6.1	6.2	6.3
Individuals	8.2	6.6	6.2	6.6
Teams	7.8	6.0	5.7	6.0
Organisations	8.4	6.2	6.3	6.4

What the Area comparison suggests

Your Self ratings are higher than the comparison-group Self average across all four Areas. Your Team perceptions sit much closer to the wider group's Team averages. The clearest comparative feature is therefore not simply that your ratings are high or low, but that your view of your own contribution is more positive than the Self view expressed by the rest of the group.

03 | COMMISSIONER SUMMARY REPORT

Typically 7 pages

The Commissioner Summary Report gives the person responsible for commissioning the diagnostic **a clear, organisation-level view of the leadership evidence**. It brings together the anonymised responses of the participating group to show the overall leadership picture, without exposing individual participants or overwhelming the reader with unnecessary analytical detail.

What does it show?

The report provides:

- An overview of the **participating group and diagnostic approach**
- The group's overall **Self and Team perspectives**
- Results across the **four Leadership Areas**
- Significant patterns across the **20 Leadership Topics**
- Areas of relative strength
- Important Self–Team differences
- Areas where experiences across the group appear more varied
- Key themes that may warrant further exploration
- A concise summary of the most significant findings emerging from the diagnostic

Why is it useful?

A commissioner needs enough evidence to understand what the diagnostic has revealed, without receiving confidential individual information or the much deeper analysis required by a facilitator. The report helps answer questions such as: **What appears to be working well? Where are perceptions aligned? Where are experiences different? What deserves further exploration? And where might leadership development have the greatest value?** It provides a strategic overview of the evidence that can help inform conversations about leadership development and appropriate next steps.

Confidentiality by design

The Commissioner Summary Report uses **aggregated and anonymised evidence**. Its purpose is to help the commissioner understand the collective picture — **not to identify, compare or evaluate individual participants**.

03 | COMMISSIONER SUMMARY REPORT

Group Leadership Profile

Report 03

Prepared for: Fake HQ
8 diagnostic participants



21/08/2026

Bringing the Group Evidence Together

The overall group picture is Group Self 6.5 and Group Team 6.3. At that level the difference is 0.2 points, but the Topic profile shows that the size and direction of differences vary across the leadership framework.

The strongest combined Topic is Motivation & Recognition at 8.2, while the lowest combined Topic is Meetings, Systems & Ways of Working at 5.2. These relative positions are useful for prioritising inquiry, but they should not be converted automatically into labels of strength and weakness.

The widest Topic-level Self-Team difference is Meetings, Systems & Ways of Working. Because the anonymised participant distribution also shows meaningful variation across the group, any interpretation should test both the average pattern and the possibility that people are having quite different experiences.

Questions for Group Reflection

- Which parts of the group profile feel most recognisable from day-to-day experience, and which do not?
- Where Self and Team perspectives differ, what recent examples might help explain the difference?
- Where the group appears aligned, is that alignment around a genuinely effective practice or simply a shared perception?
- Which lower combined Topic would be most useful to understand before deciding whether action is needed?
- Where individual experiences vary, what conditions might be creating those different experiences within the same organisation?

Confidentiality and Use

This report presents aggregated and anonymised evidence from eight Fake HQ diagnostic participants. It does not identify individual respondents or provide individual rankings. The results describe this response set at this point in time; they are not external norms, performance judgements or proof of causation.

04 | FACILITATOR ANALYSIS REPORT

Typically 10 pages

The Facilitator Analysis Report is the **deepest analytical report within the diagnostic system**. It is designed for the person preparing to work with the leadership team. It goes beyond presenting results to examine the relationships, differences and variation within the group evidence and identify what may be most valuable to explore.

What does it show?

The report provides deeper analysis of:

- Overall **Self and Team** patterns
- The **four Leadership Areas**
- Evidence across the **20 Leadership Topics**
- The underlying Constructs where closer analysis is useful
- Significant **Self-Team perception differences**
- Variation in experience across the group
- Areas of relative strength and alignment
- Patterns requiring closer attention
- Relevant themes emerging from participants' written context
- Possible interpretations and **alternative explanations**
- Questions and hypotheses that should be tested rather than assumed
- Facilitation cautions and areas requiring particular sensitivity
- Potential lines of enquiry for the team conversation

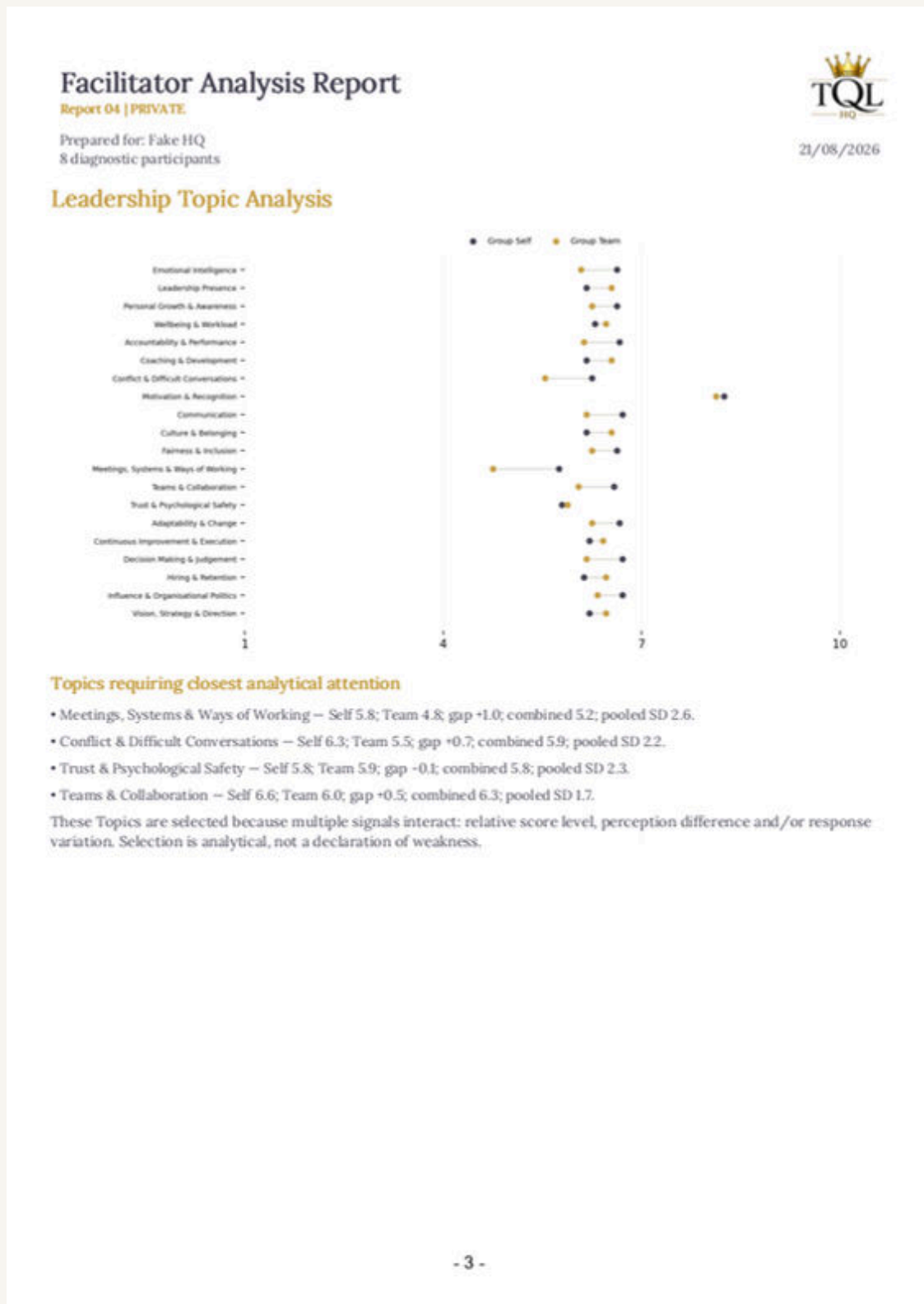
Why is it useful?

Numbers can show that a pattern exists. They cannot, on their own, explain **why** it exists. The Facilitator Analysis Report helps ensure that the person working with the team enters the conversation informed by the evidence without treating that evidence as proof of a predetermined conclusion. It helps the facilitator ask: **What appears significant? What could explain it? What else could explain it? What should we explore with the team? And what must we be careful not to assume?** That creates the foundation for a more thoughtful, evidence-informed and psychologically safe leadership conversation.

A private analytical document

This report is intended for the **authorised facilitator or analyst**, rather than general circulation among participants. Its deeper analysis, hypotheses and facilitation considerations are used to **prepare the conversation – not dictate its conclusions**.

04 | FACILITATOR ANALYSIS REPORT



05 | TEAM CONVERSATION REPORT

Typically 6 pages

The Team Conversation Report turns the diagnostic evidence into a **structured and psychologically safe conversation for the leadership team**. Rather than presenting every score or piece of analysis, it selects the patterns that are most useful for collective exploration and translates them into accessible evidence, themes and questions.

What does it show?

The report brings together:

- A clear overview of the **group-level diagnostic evidence**
- Selected patterns across the **four Leadership Areas and 20 Leadership Topics**
- Areas of relative strength that may be worth protecting
- Significant **Self-Team differences** worth understanding
- Areas where participants appear to have different experiences
- Relevant themes emerging from the anonymised evidence
- Carefully selected evidence to support each conversation theme
- Questions designed to encourage **examples, reflection and different perspectives**
- Possible areas for further exploration or action

Why is it useful?

A sophisticated diagnostic is only valuable if the evidence can lead to a useful conversation. This report bridges the gap between **analysis and discussion**. Instead of telling the team: “**This is your problem.**” It helps the team explore: “**This is what the evidence appears to show. Does this reflect our experience? What might sit behind it? What is already working? And what, if anything, would we like to do differently?**” That allows the team to create meaning from its own evidence rather than having conclusions imposed upon it.

Designed for collective discussion

The Team Conversation Report uses **aggregated and anonymised evidence** and deliberately excludes private individual analysis. Its purpose is to help the team talk openly about its **collective leadership experience while protecting the confidentiality of individual participants**.

05 | TEAM CONVERSATION REPORT

Team Conversation Guide

Report 05

Prepared for: Fake HQ
8 diagnostic participants



21/08/2026

About This Conversation Guide

This guide turns the group diagnostic evidence into a small number of safe, useful themes for collective discussion. It is not a presentation of every score and it does not expose individual responses. Its purpose is to help the team explore what may sit behind the patterns, test them against real experience and identify where further attention would be useful.

Participants	Conversation themes	Individual scores	Purpose
8	5	Not shown	Explore together

How to Use It

The themes are deliberately phrased as questions rather than conclusions. The diagnostic can tell us where perceptions cluster, diverge or vary; it cannot tell us why. The conversation should therefore move from evidence to examples, from examples to understanding, and only then toward possible action.

- Use the evidence to open a conversation, not to prove a point.
- Invite examples from different perspectives before seeking agreement.
- Do not ask participants to reveal or defend their individual scores.
- Where experiences differ, treat that difference as information rather than a problem to eliminate.
- Capture possible actions only after the team has explored what may be happening.

Group Starting Point

Across the eight responses, the overall pattern is Group Self 6.5 and Group Team 6.3. The averages provide context, but the most important feature of the dataset is that experiences vary substantially across participants and Topics. The discussion therefore needs to make room for more than one valid experience.

06 | LEADERSHIP AREA REPORT

Typically 6 pages

The Leadership Area Report takes a **focused look at one of the four Leadership Areas**, allowing the team to move beyond the overall diagnostic picture and explore a particular area of leadership in greater depth. It brings together the relevant Topics, underlying Constructs and group patterns within that Area, creating a more concentrated evidence base for reflection, discussion or development.

What does it show?

The report provides:

- A focused profile of the selected **Leadership Area**
- The relevant **Leadership Topics** within that Area
- Group **Self and Team** perspectives
- Analysis of the underlying leadership Constructs
- Areas of relative strength within the selected Area
- Significant Self–Team differences
- Areas where participants' experiences appear more varied
- Patterns and relationships between the Topics and Constructs
- Selected evidence that may deserve closer exploration
- Reflection and conversation questions linked specifically to that Leadership Area

Why is it useful?

A whole leadership diagnostic can reveal a great deal. Sometimes the most useful next step is to **go deeper rather than broader**. The Leadership Area Report allows a team to concentrate on an area that has emerged as particularly relevant – whether because it represents an existing strength, contains an important pattern, connects with current organisational priorities or deserves further development. It helps the team move from: “**What does our overall leadership picture look like?**” to: “**What is happening within this particular area of our leadership – and what can we learn from it?**”

Focused development without losing the wider picture

The Leadership Area Report doesn't treat one Area in isolation from the rest of the diagnostic. It provides **a deeper lens on selected evidence**, while keeping that evidence connected to the team's broader leadership context.

06 | LEADERSHIP AREA REPORT

Team Conversation Report

Report 06

Prepared for: Fake HQ
8 diagnostic participants



21/08/2026

Possible Next-Step Themes

Depending on what emerges in discussion, the team may wish to consider:

- Protecting the practices behind the relatively stronger parts of the profile.
- Clarifying where Self and Team perceptions differ and testing those differences against concrete examples.
- Improving shared understanding around communication, expectations and ways of working.
- Creating safer, earlier routes for raising difficult issues.

These are possibilities for the team to test through conversation, not actions prescribed by the diagnostic.

Closing Questions

- What have we understood more clearly as a result of this conversation?
- What should we protect because it is already helping the team?
- What one or two areas deserve further attention?
- What small next step would be useful and realistic?
- How will we know whether that step has made a difference?

Closing Note

The diagnostic captures perceptions from this respondent group at this point in time. Aggregate patterns can support a useful conversation, but they do not establish causes or solutions. The strongest use of this report is to combine the evidence with examples, curiosity and careful listening while preserving the anonymity of everyone who contributed.

07 | PATTERNS AND DIFFERENCES REPORT

Typically 8 pages

The Patterns and Differences Report looks across the diagnostic evidence to identify **where the most significant similarities, differences and variations appear within the leadership team**. Rather than concentrating on one individual or one Leadership Area, it examines the relationships across the wider dataset to reveal patterns that may be difficult to see from averages alone.

What does it show?

The report explores:

- Significant patterns across the **four Leadership Areas**
- Relationships across the **20 Leadership Topics**
- Areas where Self and Team perspectives are closely aligned
- Areas showing larger **Self-Team differences**
- Topics where participants appear to have relatively similar experiences
- Topics where experiences across the group are more varied
- Relative strengths and patterns worth protecting
- Lower-scoring or contrasting patterns that may deserve exploration
- Relevant underlying Constructs where they help explain a broader pattern
- Connections between different parts of the diagnostic evidence
- Carefully framed questions arising from the most significant patterns

Why is it useful?

An average can hide important differences in how people experience the same team. **The Patterns and Differences Report** looks beneath those averages to identify where perspectives align, where they differ and where experiences vary. It helps the team ask: **What do we see similarly? Where do our experiences differ? And which patterns deserve a closer conversation?**

Difference is evidence, not a verdict

The report does not assume that disagreement or variation means something is wrong. Different perceptions can reflect different **roles, experiences, expectations or visibility of leadership practice**. The purpose is to make those differences visible enough to explore — **not to decide automatically which perspective is correct**.

07 | PATTERNS AND DIFFERENCES REPORT

Leadership Development Priorities Report

Report 07

Prepared for: Fake HQ
8 diagnostic participants



21/08/2026

Priority Overview

Priority	Development territory	Intended direction
1	Meetings, Systems & Ways of Working	Improve the practical conditions through which leadership work gets done.
2	Communication and Shared Understanding	Increase clarity around expectations, decisions and meaning.
3	Trust, Challenge and Difficult Conversations	Make it easier to surface important issues early and respectfully.
4	Different Experiences Within the Team	Strengthen the team's ability to notice and work constructively with different experiences.

What Should Be Protected

Development should not begin from a deficit assumption. Motivation & Recognition sits among the relatively stronger parts of the current group profile. Any changes to systems, communication or challenge should therefore preserve practices that help people feel recognised, able to contribute and supported in sustaining their work.

Sequencing

The four priorities are related. Practical systems can improve communication; clearer communication can make challenge safer; safer challenge can reveal different experiences earlier. For that reason, the priorities may be more effective as a connected sequence than as four unrelated training topics.