TRIADA

PSYCHOMETRICS

PERSONALITY BEHAVIOUR EMOTION 360

Development report

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Role	Organisation	Date
Head of Operations	Example company	24 October 2026

Confidential document for the person assessed and their TRIADA-certified coach.
Example report with simulated data.

BEFORE YOU START

How to read this report

This report combines your own answers with what 6 people who work with you have observed. There are no good or bad profiles: every trait adds something and has a cost when taken to the extreme.

1 · Personality

Who you are *when calm*: what drives you (Engine, Bridge, Anchor or Compass), your pace and your social energy.

2 · Behaviour

What you do *under pressure*: 8 risk patterns. The highest is your breaking point.

3 · Emotion

How you *manage your emotions*: 5 competencies. The lowest is your development lever.

THE 360 VALIDATES YOUR SELF-ASSESSMENT

Your colleagues answered the same questions about you. When their mean is within 0.75 points of yours and they agree with each other, the scale is **confirmed**. When not, the difference is valuable information: a blind spot or a strength you don't recognise in yourself.

SCORES

1.0 – 2.4	2.5 – 3.5	3.6 – 5.0
Low	Medium	High

● How you see yourself ◇ How others see you

WHO RESPONDED

GROUP	INVITED	RESPONDED
Manager	1	1
Peers	3	2
Direct reports	3	2
Other relationships	1	1
Total	**8**	**6**

To protect anonymity, groups with fewer than 3 people are shown together as "Others". Individual answers are never shown.

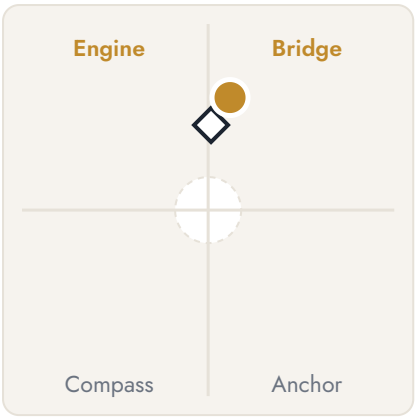
CONSISTENCY CHECK

Consistent

Answers are consistent with each other, with no signs of random answering, excessive speed or trying to look good (8 of 8 checks passed). Code TRD-8C1F-04A2-77E9 · 24 October 2026

SUMMARY

Your profile at a glance



Pace

steady — balanced — fast

Social energy

alone — flexible — with people

You describe yourself as Engine-Bridge and your colleagues see you the same way. What they value most: drive and learning. When pressure rises, Imposing appears, and others see it more strongly than you do.

● How you see yourself ◇ How others see you

360 VALIDATION

PERSONALITY

Validated

6 of 8 scales confirmed

BEHAVIOUR

Validated

6 of 8 scales confirmed

EMOTION

Validated

4 of 5 scales confirmed

Type Engine-Bridge: confirmed · Breaking point: confirmed.

STRENGTHS OTHERS CONFIRM

- **Drive.** You take the initiative and seek responsibility. You like to influence the direction things take.
- **Learning.** You learn fast, seek out training and keep up to date on your own initiative.
- **Curiosity.** You are drawn to new ideas, unsolved problems and long-term vision.

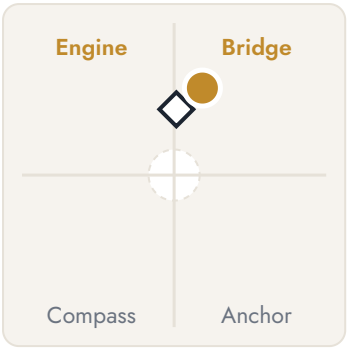
DIFFERENCES TO DISCUSS

- **Sociability.** You rate yourself higher than others do (5.0 vs 3.8).
- **Rigidity.** You judge yourself more harshly than others do (4.0 vs 3.0).
- **Reading others.** You rate yourself higher than others do (4.5 vs 3.7).

DIMENSION 1

Personality · when calm

Who you are on a normal day, without pressure: what drives you, your pace and how you relate to others.



Pace

steady · balanced · fast

Social energy

alone · flexible · with people

YOUR TYPE

Engine-Bridge

Driven by results · pace fast

You combine Engine and Bridge. Decides, sets direction and rises to challenges. You work at a fast pace and you recharge both with people and alone.

According to your colleagues: Bridge-Engine · fast pace (confirmed).

1 2 3 4 5 — ME · OTHERS

Composure — 2.8 · 3.3
You stay calm in most situations, although some tensions affect you more than others.

Drive — 4.1 · 3.8
You take the initiative and seek responsibility. You like to influence the direction things take.

Sociability — 4.0 · 3.8
You connect easily: you talk to everyone and feel at home in any group.

Warmth — 3.4 · 3.2
You combine attention to people with frankness when it's needed.

Rigour — 3.0 · 3.3
You are reliable on what matters and flexible on the rest.

Curiosity — 3.9 · 3.8
You are drawn to new ideas, unsolved problems and long-term vision.

Learning — 4.0 · 4.5
You learn fast, seek out training and keep up to date on your own initiative.

Social energy — 3.0 · –
You recharge both with people and on your own, depending on the moment.

Pace — 4.0 · 3.9
You work and decide quickly; slow processes bore you.

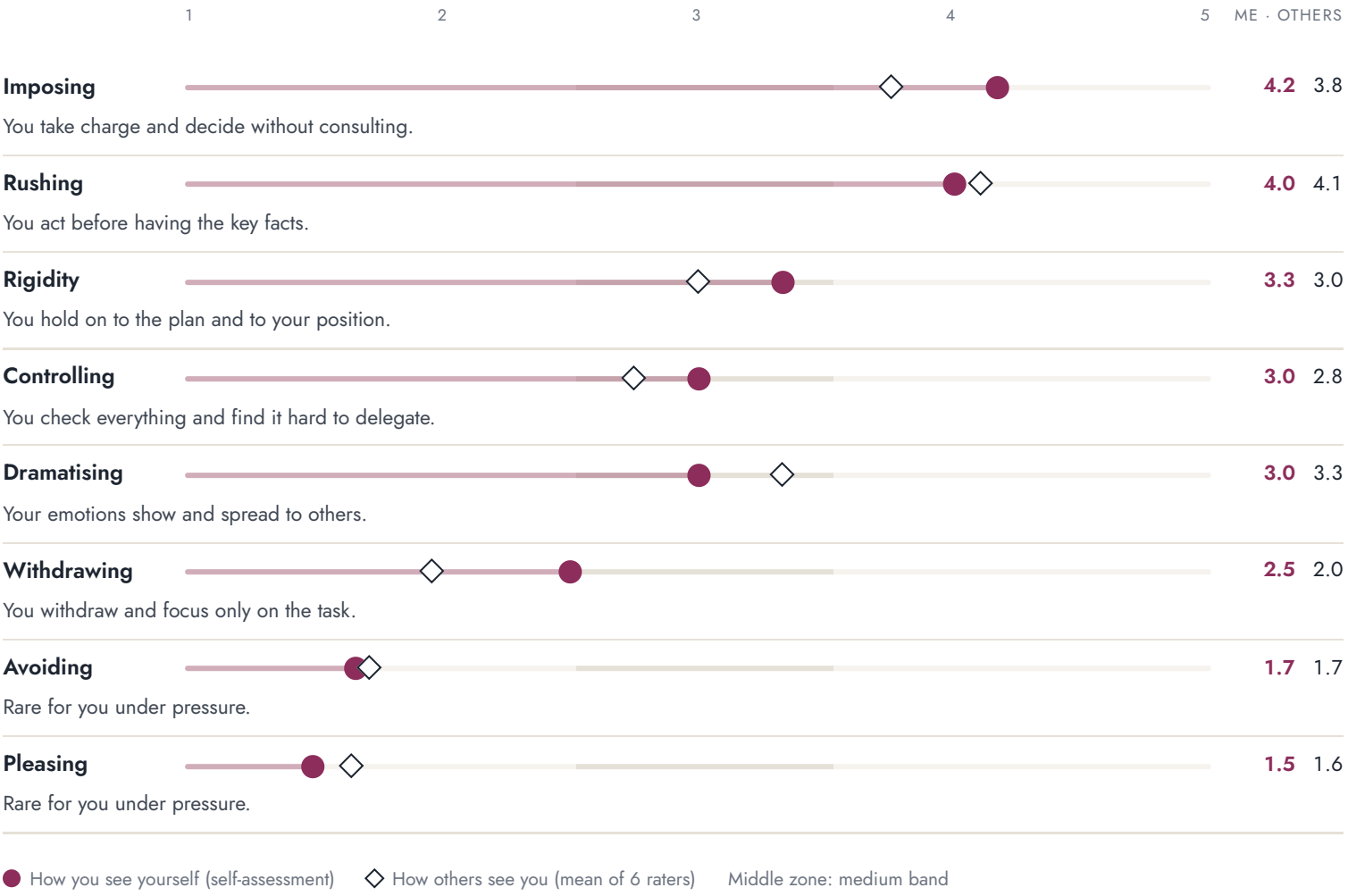
● How you see yourself (self-assessment) ◇ How others see you (mean of 6 raters) Middle zone: medium band

DIMENSION 2

Behaviour · under pressure

When there are deadlines, conflicts or crises, we all take shortcuts. These patterns are not flaws: they are your automatic reactions when pressure exceeds your resources. Knowing them lets you see them coming.

> Your breaking point is Imposing. You take charge and decide without consulting. Your colleagues confirm it.



Imposing

SIGNAL — You interrupt and give orders instead of asking.

ANTIDOTE — Before deciding, ask: “What am I missing?”

Rushing

SIGNAL — You promise before checking or reply in the heat of the moment.

ANTIDOTE — Apply a 10-minute rule to anything that isn't truly urgent.

DIMENSION 3

Emotional intelligence

Emotions decide whether pressure stays pressure or turns into a risk pattern.
These five competencies are what let you stop in time.



YOUR STRENGTH

Recovery

Getting back to your best after a setback. Use it as support: it is what helps you notice that pressure is rising.

YOUR LEVER

Self-regulation

Managing your reactions when tension rises. It is the competency that will help you most to curb Imposing.

Practice: Write your reply when tense and send it later.

What you say and what they see

Each row compares your answer with each group's. The stronger the colour, the higher the score. The last column shows whether the 360 confirms your self-assessment.

SCALE	ME	MANAGER (1)	OTHERS (5)	ALL (6)	VALIDATION
PERSONALITY · VALIDATED					
Composure	3.5	3.5	3.2	3.3	Confirmed
Drive	4.5	3.0	4.0	3.8	Confirmed
Sociability	5.0	3.5	3.8	3.8	Not confirmed
Warmth	3.0	3.0	3.2	3.2	Confirmed
Rigour	2.5	3.0	3.4	3.3	Not confirmed
Curiosity	3.5	4.0	3.8	3.8	Confirmed
Learning	4.0	4.5	4.4	4.5	Confirmed
Social energy	–	–	–	–	No data
Pace	4.0	4.0	3.8	3.9	Confirmed
BEHAVIOUR · VALIDATED					
Imposing	3.5	3.0	3.8	3.8	Confirmed
Avoiding	2.0	2.0	1.6	1.7	Confirmed
Controlling	3.0	2.5	2.8	2.8	Confirmed
Dramatising	2.5	3.0	3.3	3.3	Not confirmed
Withdrawing	2.5	1.5	2.1	2.0	Confirmed
Pleasing	1.5	2.0	1.6	1.6	Confirmed
Rigidity	4.0	3.0	3.0	3.0	Not confirmed
Rushing	4.0	4.0	4.1	4.1	Confirmed
EMOTIONAL INTELLIGENCE · VALIDATED					
Self-awareness	4.0	4.0	3.9	4.0	Confirmed
Self-regulation	2.5	2.5	2.7	2.6	Confirmed
Reading others	4.5	4.0	3.6	3.7	Not confirmed
Relationship management	4.0	4.0	4.0	4.0	Confirmed
Recovery	4.5	5.0	3.6	4.0	Confirmed

"Me" uses only the self-assessment questions that have a mirror in the 360, so exactly the same content is compared. "No consensus" would appear if raters disagreed with each other (standard deviation above 1).

What they observe most

The statements with your raters' highest mean, and those with the largest difference between your answer and theirs.

DAY TO DAY

	ME	OTHERS
Learns from mistakes and changes how they work. Learning	5	4.6
Quickly understands new and complex topics. Learning	3	4.4
Notices when an emotion is influencing their decisions. Self-awareness	4	4.2
Looks for chances to talk with colleagues. Sociability	5	4.0

UNDER PRESSURE

	ME	OTHERS
Makes decisions without consulting the team. Imposing	3	4.0
Decides before having the key facts. Rushing	4	4.0
Reacts more strongly than the situation calls for. Dramatising	2	3.4
Sticks to the original plan even when it isn't working. Rigidity	4	3.0

LARGEST DIFFERENCES IN PERCEPTION

	ME	OTHERS
Notices when someone on the team is not okay. Reading others	5	3.5
Quickly understands new and complex topics. Learning	3	4.4
Reacts more strongly than the situation calls for. Dramatising	2	3.4
Prefers communicating in writing rather than in person. Sociability	1	2.3

In their words

Verbatim comments from your raters, unnamed and in random order.

WHAT DO THEY CONTRIBUTE MOST TO THE TEAM?

> “Creates a great atmosphere and connects people across departments.”

> “Their energy carries the team through launches.”

> “Always knows who to call to unblock something.”

> “Listens to new ideas and champions them upwards.”

> “Makes clients trust the team.”

HOW DO THEY CHANGE UNDER PRESSURE?

> “When there's a rush, decides alone and leaves no room for doubts.”

> “Becomes very directive and cuts meetings short.”

> “Responds quickly, sometimes too quickly.”

> “The tension shows in their tone.”

WHAT WOULD YOU RECOMMEND THEY DO DIFFERENTLY?

> “Pause for a moment before deciding in a crisis.”

> “Ask for input even when time is short.”

> “Delegate more when the team is overloaded.”

> “Explain the reasons behind urgent decisions.”

NEXT STEPS

Your development plan

Choose a few things and practise them for 90 days. Share the plan with your manager and repeat the 360 at the end to measure the change.

Keep

Drive and Learning: your colleagues confirm it and value it most in you.

Start

Before deciding, ask: “What am I missing?”

Write your reply when tense and send it later.

Watch

The signal that Imposing is appearing: you interrupt and give orders instead of asking.

Ask someone you trust to tell you when they see it.

MY COMMITMENTS FOR THE NEXT 90 DAYS

1.

2.

3.

QUESTIONS FOR YOUR FEEDBACK SESSION

- In which specific situations does Imposing appear?
- Why do you think you rate yourself higher than others do on Sociability?
- Who on your team can warn you when pressure starts rising?

ABOUT THIS REPORT

TRIADA is a professional development assessment, not a clinical or selection test. Bands are provisional until norms are available. Results describe preferences and observed behaviour, not fixed abilities, and should be interpreted with a TRIADA-certified professional. Data processed in line with the GDPR.