

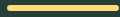


The Wise Nest

WISE NEST LEADERSHIP ASSESSMENT

# Marcus Chen

Project Manager



MBTI PROFILE

INTJ

PEER RESPONSES

1

REPORT DATE

June 4, 2026

PROGRAM

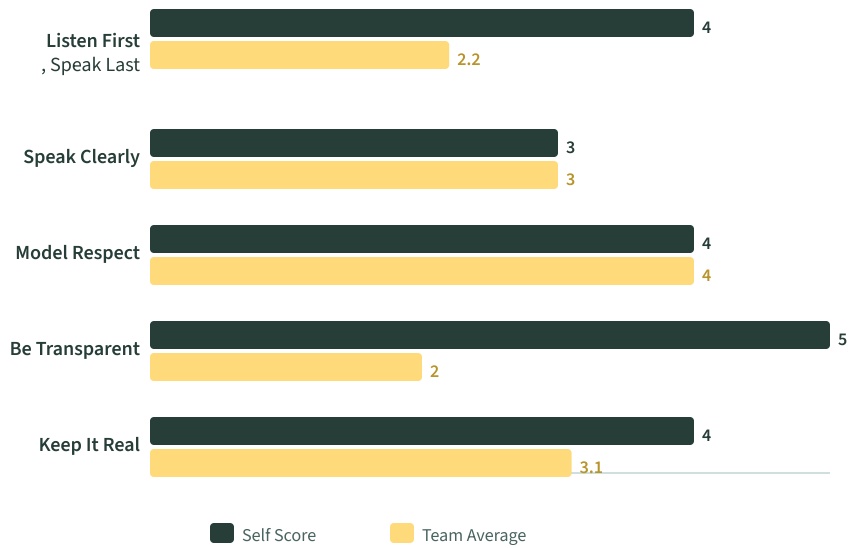
Rule of 15



## I.

### Your Rule of 15 Results – Interpersonal

Self vs. Team Perception — B01 through B05



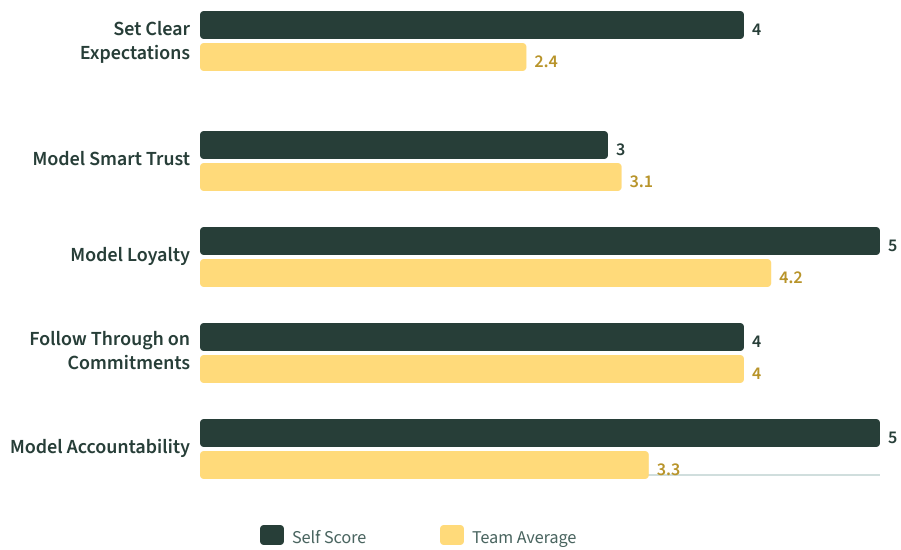
BEHAVIOR	SELF	TEAM AVG	GAP	STATUS
B01 Listen First, Speak Last	4	2.2	1.8	RED
B02 Speak Clearly	3	3	0	GREEN
B03 Model Respect	4	4	0	GREEN
B04 Be Transparent	5	2	3	RED
B05 Keep It Real	4	3.1	0.9	YELLOW



## II.

### Your Rule of 15 Results – Relational

Self vs. Team Perception — B06 through B10



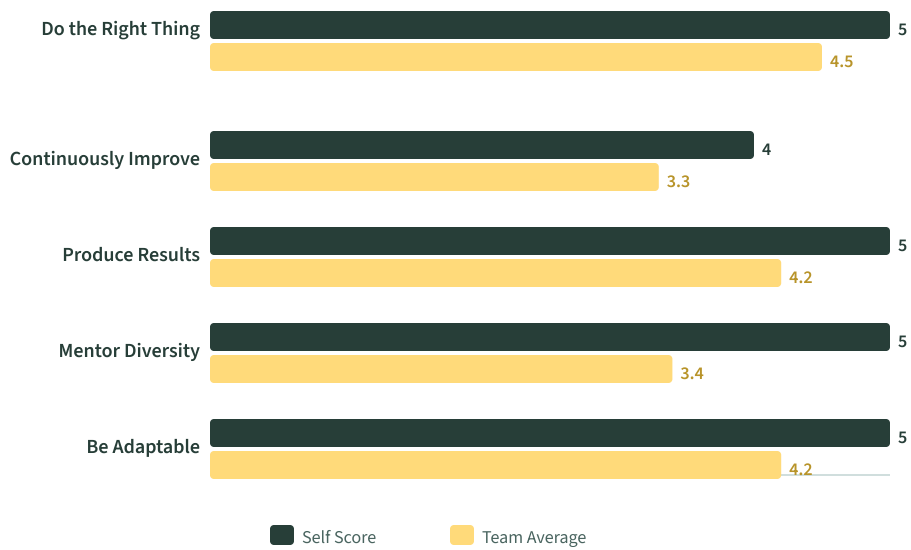
BEHAVIOR	SELF	TEAM AVG	GAP	STATUS
B06 Set Clear Expectations	4	2.4	1.6	RED
B07 Model Smart Trust	3	3.1	-0.1	GREEN
B08 Model Loyalty	5	4.2	0.8	YELLOW
B09 Follow Through on Commitments	4	4	0	GREEN
B10 Model Accountability	5	3.3	1.7	RED



## III.

### Your Rule of 15 Results – Growth

Self vs. Team Perception — B11 through B15

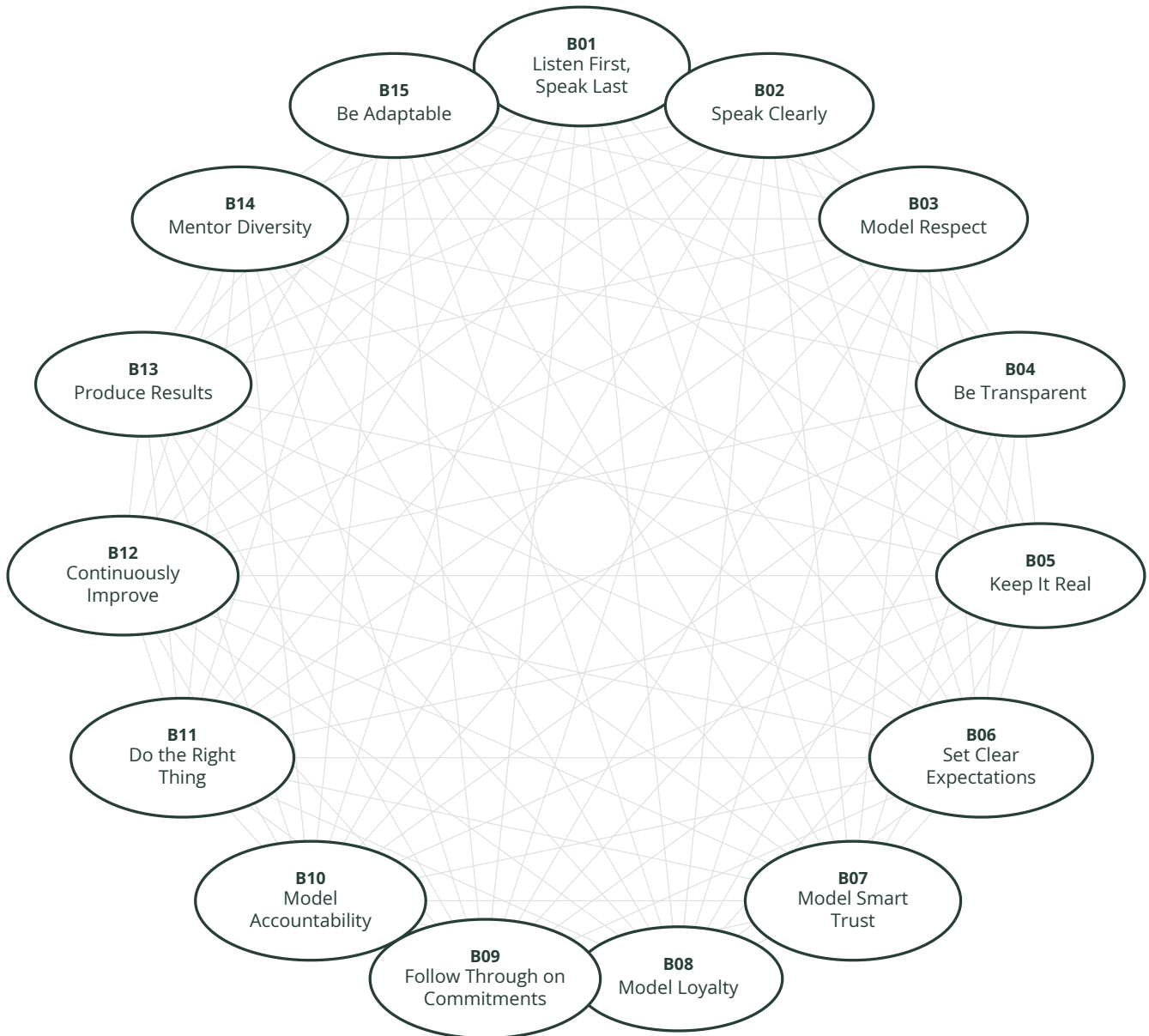


BEHAVIOR	SELF	TEAM AVG	GAP	STATUS
B11 Do the Right Thing	5	4.5	0.5	YELLOW
B12 Continuously Improve	4	3.3	0.7	YELLOW
B13 Produce Results	5	4.2	0.8	YELLOW
B14 Mentor Diversity	5	3.4	1.6	RED
B15 Be Adaptable	5	4.2	0.8	YELLOW



## The Rule of 15 Road Map

Every behavior supports every other — no one is a lost cause



*Lines connect behaviors sharing core values and prerequisites*

Tier I: Interpersonal (B01–B05) · Tier II: Relational (B06–B10) · Tier III: Growth (B11–B15)



## Tier 1: Interpersonal

How you listen, communicate, and show up in one-on-one and group interactions.

### B01 Listen First, Speak Last RED

Self: 4 | Team Avg: 2.2 | Gap: 1.8

You gave yourself a 5 on listening. Your team scored you much lower. Before you move on, sit with that gap. This is not about intent. It is about what actually happens in the room. When you are smart and fast, your brain forms a conclusion before the other person finishes speaking. You think you are listening. What your team experiences is someone who has already decided. The conversation feels like a formality to them. Here is your one practice for the next 30 days: speak last. Not second. Not third. Last. And before you speak, ask one question of whom only goal is to learn something you did not already know. The discomfort you feel in that silence is exactly where your growth is. The skills of patience, humility, and genuine curiosity are trainable. Build them here and you will also get better at showing respect, building trust, and making people feel safe enough to bring you their real thinking.

### B02 Speak Clearly GREEN

Self: 3 | Team Avg: 3 | Gap: 0

Your team rates you exactly where you rate yourself here, and that alignment reflects a real communicator. Someone who brings genuine thought to how they deliver information and of whom team experiences the result as consistent and reliable. Zero gap on this behavior is a meaningful foundation because clear communication is the operating system everything else runs on. The forward edge at this score level is range. The extension of the clarity you bring to comfortable messages into the full spectrum of communications this behavior requires, particularly the ones that are hardest to deliver cleanly. Difficult feedback. Unpopular positions. Honest assessments that require real directness. Those are where the development edge lives for a communicator at your level. Your practice: identify the type of communication you most consistently make less clear than it needs to be and practice the plain version of that message this week. The skills of genuine courage to be direct when directness creates friction, honest awareness to catch the moment when you are softening for your own benefit, and the habit of verification that treats the receiver comprehension as the measure of your clarity are what carry this behavior from solid to exceptional.

### B03 **Model Respect** GREEN

Self: 4 | Team Avg: 4 | Gap: 0

Your team rates you exactly where you rate yourself on modeling respect, and at a mid-range score that alignment reflects a genuine and consistent practice of treating people with care and regard. The alignment itself is the most important thing about this result. You see yourself accurately here, which means your development work is built on an honest foundation. The forward edge at this score level is extension and consistency across the full range of people and moments in your day. Not just the relationships at the center of your attention but the ones at the edges. Not just the interactions that feel significant but the ones that feel peripheral. Respect becomes a genuine strength when it is indistinguishable from your default. When the quality of regard you bring to the most important conversation in your day is the same quality you bring to the briefest exchange with someone who cannot do anything for you. Your practice: audit one week of interactions specifically for the edge moments and ask whether the quality of regard you brought to them matched your standard in the ones you were most focused on.

### B04 **Be Transparent** RED

Self: 5 | Team Avg: 2 | Gap: 3

You rated yourself a 5 on transparency. Your team gave you a much lower score. Here is the most important thing to understand about that gap: your team is not questioning your honesty. They are telling you they cannot see your reasoning. There is a difference between sharing your conclusion and sharing how you got there. High-performing leaders often share the decision but not the process. The data they used. The options they rejected. The things they are still unsure about. When your team cannot see that process, they cannot fully support your decisions or make good choices on your behalf when you are not in the room. Your practice starting now: for every major decision you communicate this month, share the why, the what-else-you-considered, and the what-you-are-still-figuring-out. Not as justification. As information. The skills of courage, integrity, and honest self-awareness are what make transparency a real practice. They also build the credibility that makes people trust you even when they cannot see everything you see.

### B05 **Keep It Real** YELLOW

Self: 4 | Team Avg: 3.1 | Gap: 0.9

You engage with reality and do not shy away from hard topics. The gap is pointing to a specific dimension you may be underinvesting in: the human experience of the work. At a score of 3 or 4, leaders typically keep it real about the operational and strategic facts. The dimension that lags is the emotional reality. The acknowledgment of what is hard. The willingness to name the friction people are carrying. The tough conversation that addresses not just what is happening but how it is landing for the person in front of you. Your team is not asking you to be a therapist. They are asking you to engage with the full reality, not just the part that fits on a report. Your practice: add one check to your most transactional conversations this week. Before you move to solutions, name what is difficult about the situation and ask how the other person is experiencing it. The skills of empathy, real sensitivity to others, and the courage to stay present with difficulty rather than moving past it quickly are what complete this behavior.



## Tier 2: Relational

How you build trust, set expectations, and show up for your team over time.

### B06 Set Clear Expectations RED

Self: 4 | Team Avg: 2.4 | Gap: 1.6

You set direction and your team generally understands where you are pointing. The gap is telling you that the clarity they receive at the moment of communication does not hold all the way through execution. The most common pattern at this level is expectations that are clear at the outcome level but underspecified at the path level. Your team knows what done looks like. They do not know the waypoints, what decisions they can make on their own, or what should trigger a conversation with you before they proceed. The other common issue is skipping the verification step. The conversation ends before you know whether what you communicated is what they actually received. Your practice: add one verification question to every significant delegation this week. After you set the expectation, ask what questions do you have. Then hold the silence until the answer is honest rather than polite. The skills of genuine awareness of others starting points, discipline to slow down enough to confirm understanding, and treating clarity as a shared responsibility are what close this gap.

### B07 Model Smart Trust GREEN

Self: 3 | Team Avg: 3.1 | Gap: -0.1

Your team rates you higher than you rate yourself on modeling smart trust. You may be measuring yourself against an ideal of trust and finding gaps against that standard that your team does not experience as gaps at all. The people who work closest to you are telling you that the trust you extend feels genuine, that the autonomy you give is real, and that the space you create for them to own their work is more consistent than your self-rating suggests. The forward edge at a mid-range absolute score is the stretch dimension. Deliberately extending trust slightly ahead of what has been fully proven, with the right level of support to make success more likely than failure. You are doing this more than you know. The development opportunity is to do it more intentionally, to make the decision to extend stretch trust a deliberate practice rather than something that happens when conditions feel right. Trust what your team is telling you about the foundation you have already built.

## B08 Model Loyalty YELLOW

Self: 5 | Team Avg: 4.2 | Gap: 0.8

Your team knows you are in their corner. The small gap is almost always in the hardest moments, not the ones where loyalty is easy and visible, but the ones where it costs something and happens without an audience. You have built the foundation of this behavior completely. What you are refining now is its expression in the moments of greatest organizational pressure. Your fastest path forward is to find someone on your team who is learning what loyalty looks like in practice and work with them on it directly. Help them identify a specific situation where they could advocate for someone at real personal cost and think through what that advocacy looks like. That conversation will sharpen the edge of your own practice in the moments where sharpness matters most. The skills of courage that holds when the cost is real, faithfulness to commitment that does not waver under pressure, and the strength to prioritize your team wellbeing in the moments when doing so is least convenient are what carry this behavior to its fullest expression.

## B09 Follow Through on Commitments GREEN

Self: 4 | Team Avg: 4 | Gap: 0

Your team rates you exactly where you rate yourself on follow-through, and that alignment reflects a genuine reliability. A leader of whom word means something and of whom team can organize their work around the expectation that what you said you would do is what gets done. Zero gap on this behavior is a meaningful foundation because reliability is the bedrock of trust. The forward edge at this score level is the informal end of the commitment spectrum. The commitments that are smallest in scale but most numerous in frequency and of whom cumulative effect on your team experience of your reliability is larger than any individual instance suggests. At a mid-range score, follow-through is typically strong on the significant formally tracked commitments and has room to grow on the informal ones. Your practice: track every commitment you make for one week, including the informal ones, and close every loop before the week ends. That single practice will reveal the full scope of your commitment landscape and show you exactly where the development edge is.

## B10 Model Accountability RED

Self: 5 | Team Avg: 3.3 | Gap: 1.7

You rated yourself a 5 on modeling accountability. Your team rated you lower. Here is what is most likely happening: your accountability is real but it is private. You know when you fall short. You adjust. You move forward. And your team never sees any of that because it happens inside you, quickly and quietly. But accountability only works as a leadership behavior when it is visible. When your team can watch you name a miss, own your part without deflecting, and say what you are changing. That is when accountability becomes something they feel safe practicing too. Your practice: the next time something on your watch does not go as planned, name it to your team before they bring it to you. Say your specific part in it. Say what you are doing differently. The skills of courage to be seen falling short, honesty that does not qualify before it owns, and humility to treat public accountability as a gift to your team are what make this behavior contagious.



## Tier 3: Growth

How you lead with integrity, develop others, and navigate change.

### B11 Do the Right Thing YELLOW

Self: 5 | Team Avg: 4.5 | Gap: 0.5

Your team experiences you as a leader of genuine integrity. The small gap is almost always in the speed and completeness of expression. The acknowledgment that arrives correctly but a beat late. The apology that is genuine but slightly incomplete. The right action taken but not quite communicated in a way that fully lands for the person on the other side. You have the integrity this behavior requires at its core. What you are refining now is its expression at the level of immediate, complete, and fully human. Your fastest path forward is to find someone on your team who struggles with this behavior and work with them directly. Help them identify a specific situation where they fell short and work through what a complete, immediate response would have looked like. That work will sharpen the last edge of your own practice. The skills of courage that acts before it is comfortable, awareness to catch the moment while it is still available, and genuine humility to make the other person experience your priority over your own process are what complete this behavior.

### B12 Continuously Improve YELLOW

Self: 4 | Team Avg: 3.3 | Gap: 0.7

Your team experiences you as a genuine learner and sees real investment in growth. The small gap is almost always in the precision of your investment in others. You create conditions for growth reliably. The last edge is the degree to which that investment is targeted to each person specific current growth edge rather than available generally. Your fastest path forward is to identify the person on your team of whom development has most recently stalled, understand exactly where their edge is, and create one precisely targeted opportunity for them this month. That level of specificity will reveal the last layer of your own developmental practice. The skills of genuine curiosity about each individual specific growth edge, discipline to invest in development that is targeted rather than general, and humility to keep learning how to develop others even when you are already doing it well are what complete this behavior at its fullest expression.

### B13 Produce Results YELLOW

Self: 5 | Team Avg: 4.2 | Gap: 0.8

Your team experiences you as a high-output leader who delivers on what matters and holds a real standard for performance. The small gap is almost always in the sustainability dimension. Not whether results are happening, but whether the process that produces them is building your team independent capacity alongside the output. Your fastest path forward is to find the person on your team who is closest to being able to lead a significant deliverable independently and give them the opportunity to do it with your support available but not your direction driving it. Watching someone else navigate the critical path decisions you usually make will reveal the last layer of your own results process that you have not yet fully transferred. The skills of genuine patience with the pace of capability development, discipline to accept short-term variance in service of long-term team strength, and awareness of where your team independent capacity ends and your orchestration begins are what complete this behavior.

### B14 Mentor Diversity RED

Self: 5 | Team Avg: 3.4 | Gap: 1.6

You rated yourself a 5 on mentoring diversity. Your team scored you lower. Here is what usually creates this gap for high performers: you have built a career on high standards. You trust people who think rigorously and deliver reliably. That is not a flaw. It is also a pattern that, without deliberate effort, tends to draw from a narrow field of experience and background. Not out of bias but out of efficiency. The people who think like you, move like you, and approach problems like you feel familiar. Familiar feels like competent. And over time, the strongest available thinking stays outside your circle because it does not fit the pattern you recognize. Your team is telling you that the proactive, deliberate effort to go find perspectives and talent that are most unlike your own is not yet showing up consistently. Your practice: identify one real decision or challenge in front of you right now. Go find the strongest available thinking on it from someone of whom background and approach is most unlike yours. Listen for what you would not have arrived at on your own. The skills of genuine humility about your own blind spots, curiosity about what you have not yet encountered, and discipline to build toward the best rather than the familiar are what make this behavior a real competitive edge.

## B15 **Be Adaptable** YELLOW

Self: 5 | Team Avg: 4.2 | Gap: 0.8

Your team experiences you as genuinely adaptable and sees a leader who communicates the why behind change with enough clarity that people can move with you rather than behind you. The small gap is almost always in the follow-through after the communication. You adapt well and you explain the change well. The last edge is the degree to which you are actively checking on how specific individuals are experiencing the transition rather than assuming that clear communication equals complete adaptation. Your fastest path forward is to find someone on your team who struggles to bring people through change and invest in their development on this behavior. Help them build the communication and follow-through practices that make adaptation a shared experience. That work will reveal the last layer of your own follow-through practice. The skills of genuine awareness of others individual experience of change, patience to check in after the communication, and empathy to treat the human cost of transition as a real and ongoing leadership responsibility are what complete this behavior.



The Wise Nest

Leadership is a practice,  
not a destination.

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