



● RESEARCH WHITE PAPER · FEBRUARY 2026

# The Leadership DNA

What 683,000 profiles reveal about what makes leaders different.

**683K**

PROFILES  
ANALYSED

**40**

YEARS OF  
RESEARCH

**4**

KEY FINDINGS

**13**

LINKING SKILLS

TMS Global®

Evidence-based insight for better leadership decisions



# Executive Summary

What enables some people to step into leadership roles more effectively than others? This question has driven decades of research in organisational psychology, yet many organisations still struggle to identify high-potential leaders effectively. According to the World Economic Forum (2020), **52% of CHROs** rate their leadership pipeline readiness as only 4–5 out of 10. Yet, the cost of getting leadership selection wrong is substantial. Research suggests that up to **60% of new executives fail** within their first 18 months, with the cost of a failed senior hire estimated at 2–3 times their annual salary (Banks et al., 2016).

This whitepaper presents findings from Team Management Systems' analysis of **683,000 professional profiles** collected over 40 years of research. By comparing psychometric data across organisational levels, we have identified distinctive characteristics that form what we call **'The Leadership DNA'**. These characteristics are supported by extensive external evidence including research from Harvard, McKinsey, and decades of peer-reviewed meta-analyses (Judge et al., 2002; Newman et al., 2024; McKinsey & Company, 2024).

Our research reveals that raw psychological characteristics are not sufficient on their own. Effective leadership requires the deliberate cultivation of **13 'Linking Skills'** that enable leaders to translate their innate preferences into high-performing team outcomes (McCann, 2020). Self-aware, relationship-focused leaders who develop situational Linking Skills consistently outperform those who rely solely on natural tendencies.

## THE IMPLICATION

It's possible for organisations to both identify leadership potential and to develop it systematically. Leadership potential can be identified through psychometric profiling, and honed through the development of strong interpersonal and strategic skills. Organisations that combine psychometric selection insights with targeted development create leaders who are both psychologically suited to leadership and practically equipped to succeed.

## KEY FINDINGS

*Leaders tend to stand out in four key ways.*

**They're more energised by people.** In our assessments, leaders score +7 higher on Extroversion, meaning they naturally look outward, connect easily with others and bring energy to group interactions. We call this the **Extroversion Edge** (Judge et al., 2002; Newman et al., 2024).

**They stay positive under pressure.** Leaders demonstrate 48% higher Opportunities-Obstacles Quotient (QO<sub>2</sub>) scores, indicating greater opportunity-focus, optimism and resilience under pressure. We call this the **Resilience Factor** (Luthans & Youssef-Morgan, 2024).

**They think more creatively about the future.** Leaders score 4 points more Creative on the Practical-Creative scale, giving them a preference for new ideas and possibilities, balanced with the ability to turn those ideas into real plans. We call this the **Visionary Mindset**.

**They value autonomy and empowerment.** Leaders place higher importance on Empowerment (+13%) and Independence (+16%), and they're less driven by strict compliance (–34%). They want the freedom to make decisions and to give that freedom to others. We call this the **Values Signature** (Ryan & Deci, 2000).

# Introduction: The Leadership Selection Challenge

Organisations invest billions annually in leadership development and executive recruitment, yet leadership failures remain alarmingly common. The challenge lies not in a shortage of leadership frameworks or development programs, but in the fundamental question of identification: How do we recognise leadership potential before someone is in the role?

Traditional approaches rely heavily on past performance, interview impressions and subjective assessments. While these methods capture important information, they often miss the underlying psychological characteristics that predict leadership success.

Drawing on analysis of 683,000 profiles and decades of research, we identified consistent patterns among individuals in leadership roles. These patterns reflect an interaction between **psychological predispositions** (innate work preferences), **self-awareness** (understanding one's tendencies) and **learned skills** (behaviours that support coordination and decision-making). While these patterns highlight common preferences and values associated with leadership roles, they tell only part of the leadership story. A leader may possess the 'ideal' psychological profile but fail without the self-awareness to recognise when their tendencies are counterproductive, or without the Linking Skills to translate their vision into coordinated team action. Conversely, leaders whose profiles diverge from the norm can succeed spectacularly when they possess strong Linking Skills and the situational awareness to adapt their approach.

# Methodology

This analysis draws on Team Management Systems' worldwide normative database, comprising 683,000 completed Team Management Profiles collected between the late 1990s and 2025. This represents one of the largest psychometric databases in the world for work-related preferences and behaviours. The database spans 40 years of research, reviewed by the British Psychological Society (2003, 2006) and replicated across diverse industries, geographies, and organisational contexts.

**683,000**

### Team Management Profile (TMP)

Work preferences across 4 RIDO  
(Relationships, Information, Decisions, Organisation) scales

**15,134**

### Opportunities-Obstacles Quotient (QO<sub>2</sub>) Profile

Risk orientation and resilience

**6,083**

### Window on Work Values (WoWV) Profile

8 workplace value types

**21,918**

### Linking Leader Profile (LLP)

13 Linking Skills via 360-degree assessment

For this analysis, we compared psychometric profiles across four organisational levels, drawing on samples large enough to provide robust statistical power. The Team Management Profile measures work preferences across four bipolar scales, each ranging from +30 to -30. Positive scores indicate preference for the first-named pole; for example, a score of +7 on Extroversion-Introversion indicates an Extroversion preference, while a score of -4 on Practical-Creative indicates a Creative preference.

## Sample by Organisational Level

LEVEL	SAMPLE SIZE	DESCRIPTION
Top Manager/Leader	59,571	C-suite, Directors, Senior Leaders
Middle Manager/Leader	132,874	Department heads, Senior Managers
Front Line Manager/Leader	62,856	Team Leaders, Supervisors
Team Member	145,113	Individual contributors

## The Four Work Preference Scales

### EXTROVERSION ↔ INTROVERSION

#### Relating to Others

The Extroversion-Introversion scale measures how individuals relate to others and where they direct their energy. People with extroversion preferences energise through interaction and tend to think out loud, while those with an Introversion preference recharge through reflection and prefer to process internally before speaking.

### PRACTICAL ↔ CREATIVE

#### Gathering and Using Information

The Practical-Creative scale measures how individuals gather and use information. Practical preferences favour tested approaches, concrete facts, and incremental improvement, while Creative preferences favour novel approaches, future possibilities and transformational change.

### ANALYTICAL ↔ BELIEFS

#### Making Decisions

The Analytical-Beliefs scale measures how individuals make decisions. Analytical preferences emphasise logic, evidence, and objective criteria, while Beliefs preferences emphasise values, principles, qualitative data and impact on people.

### STRUCTURED ↔ FLEXIBLE

#### Organising Self and Others

The Structured-Flexible scale measures how individuals organise themselves and others. Structured preferences favour planning, schedules and closure, while Flexible preferences favour adaptability, spontaneity, and keeping options open.

## The Extroversion Edge

Leaders are more energised by people — and the gradient tells a story

# +7

Top Managers score 7 points higher on Extroversion than Team Members. This +7 point gap is remarkably consistent across industries, countries and functional areas, suggesting it reflects a fundamental characteristic of leadership rather than a cultural or contextual artefact.

The most striking difference between leaders and team members is their orientation toward others. Top Managers score **+8** on the Extroversion–Introversion scale, compared to just **+1** for Team Members. This +7 point gap is remarkably consistent across industries, countries and functional areas, suggesting it reflects a fundamental characteristic of leadership rather than a cultural or contextual artefact.

The gradient tells an important story. As you move up the organisational hierarchy, extroversion scores increase progressively: Team Members at +1, Front Line Managers at +3, Middle Managers at +5, and Top Managers at +8. This pattern suggests that extroverted behaviours become increasingly important, or increasingly selected for, at higher levels of organisational responsibility.

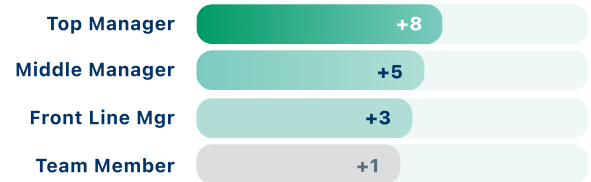
These findings align with decades of academic research on leadership and personality. Judge et al.'s (2002) landmark meta-analysis of **73 samples** found that Extraversion had the strongest correlation with leadership emergence and effectiveness of all Big Five personality traits, with a correlation coefficient of  **$r = .31$** . More recently, Newman et al.'s (2024) meta-analysis confirmed that Extraversion positively predicts both leader emergence and leader effectiveness across cultural contexts.

However, the relationship between extroversion and leadership is not deterministic. Research by Grant, Gino, and Hofmann (2010), published in **Harvard Business Review**, demonstrated that leaders with an introversion preference can actually outperform extroverted preferences when managing proactive teams. The key insight is **situational adaptation**.

Effective leaders adjust their style based on the needs of their team and context, a capability that emerges from strong Linking Skills rather than raw personality traits alone. This finding is particularly important for inclusive leadership development. Organisations committed to diversity, equality and inclusion must recognise that effective leadership emerges from diverse psychological profiles. Leaders with introversion preferences often excel in roles requiring deep listening, careful analysis and thoughtful decision-making.

The critical factor is not the preference itself, but the development of Linking Skills that enable leaders to adapt their approach to different contexts and team needs. Research on adaptive leadership (MDPI Administrative Sciences, 2025) confirms that leaders who can flex their style based on situational demands achieve superior outcomes across diverse team compositions.

### EXTROVERSION–INTROVERSION SCORE BY LEVEL



LEVEL	EI SCORE	DELTA FROM TEAM MEMBER
Top Manager/Leader	+8	<b>+7</b>
Middle Manager/Leader	+5	<b>+4</b>
Front Line Manager/Leader	+3	<b>+2</b>
Team Member	+1	—

Scale: –30 (Introversion) to +30 (Extroversion).

Source: TMS normative database, n = 400,414

### TMS INSIGHT

When assessing leadership candidates, look for evidence of ease with extroverted behaviours: comfort with public speaking, energy in group interactions, willingness to initiate conversations and organisational visibility. However, recognise that leaders with introverted preference can excel when they develop strong People Linking Skills, particularly Active Listening, Communication and Team Relationships. The Linking Leader Profile provides a framework for identifying and developing these skills.

## The Resilience Factor

Leaders see opportunities where others see obstacles

# +48%

Top Managers demonstrate 48% higher QO<sub>2</sub> scores than Team Members — scoring 9 percentage points higher on Optimism and 8 points lower on Fault Finding.

Leaders see opportunities where others see obstacles. The Opportunities-Obstacles Quotient (QO<sub>2</sub>) Profile measures an individual's orientation toward risk and opportunity, capturing the balance between optimistic, opportunity-seeking behaviour and cautious, obstacle-focused thinking. The differences between organisational levels are dramatic and consistent.

Top Managers achieve a QO<sub>2</sub> score of **2.81**, representing the ratio of opportunity-focus to obstacle-focus. Team Members, by contrast, score **1.90**. This 48% difference manifests across multiple dimensions: leaders score 9 percentage points higher on Optimism and 8 points lower on Fault Finding. They are more likely to view challenges as opportunities for growth, more willing to take calculated risks and more resilient in the face of setbacks.

This finding connects directly to the **Psychological Capital (PsyCap)** research framework, which has accumulated **25 years** of evidence identifying optimism and resilience as key predictors of job performance and goal attainment (Luthans & Youssef-Morgan, 2024). A comprehensive 2024 review confirms that psychological capital is a reliable predictor of performance outcomes, with particular relevance for leadership roles that require navigating uncertainty and inspiring others through difficult circumstances.

McKinsey's (2024) CEO priorities research reinforces this finding, noting that 'leading firms capitalise on uncertainty' and that 'resilience and flexibility are more important than ever' in an era of accelerating change. Leaders who can maintain an opportunity-focused mindset while others become paralysed by obstacles create significant competitive advantage for their organisations.

LEVEL	QO <sub>2</sub> SCORE	OPTIMISM	FAULT FINDING
<b>Top Manager/Leader</b>	<b>2.81</b>	<b>77%</b>	25%
<b>Middle Manager/Leader</b>	2.41	<b>73%</b>	28%
<b>Front Line Manager/Leader</b>	2.20	71%	31%
<b>Team Member</b>	1.90	68%	33%

QO<sub>2</sub> = Opportunity-to-Obstacle ratio.

Source: TMS QO<sub>2</sub> database, n = 15,134

### TMS INSIGHT

Resilience and opportunity-focus can be developed through targeted interventions. The Linking Leader Profile provides a framework for building psychological capital through improved Motivation and Strategy skills. Leaders who learn to reframe challenges as opportunities, and who can articulate compelling visions even in difficult circumstances, demonstrate enhanced team effectiveness and discretionary effort from their reports.

## The Visionary Mindset

03

Future-oriented thinking balanced by practical execution

**+4**

Top Managers are 4 points more Creative than Team Members on the Practical–Creative scale — occupying a balanced middle ground between vision and execution.

On the Practical–Creative scale, where positive scores indicate Practical preference and negative scores indicate Creative preference, Top Managers score **–1** while Team Members score **+3**. This 4-point difference toward the Creative pole reveals that leaders tend to be more future-oriented, more interested in new possibilities and more comfortable with transformational change than those they lead.

This finding aligns with the essential function of leadership: setting direction. While individual contributors often excel at executing within established frameworks, leaders must envision possibilities beyond current constraints. The Creative preference manifests as comfort with ambiguity, interest in novel approaches, and willingness to challenge existing assumptions.

### PRACTICAL–CREATIVE SCORE BY LEVEL

LEVEL	PC SCORE	INTERPRETATION
Top Manager/Leader	–1	Slightly Creative
Middle Manager/Leader	+2	Slightly Practical
Front Line Manager/Leader	+3	Moderately Practical
Team Member	+3	Moderately Practical

The relatively modest Creative preference among leaders (only –1 on a scale of +30 to –30) is itself instructive. Effective leaders are not extreme visionaries disconnected from practical reality. Rather, they occupy a middle ground where they can envision possibilities while remaining grounded enough to translate vision into executable strategy. This balance is reflected in the Linking Leader Model's emphasis on Strategy as a core leadership skill: the ability to develop clear action plans that connect short-term goals to long-term vision.

TMS' Major Role Preference data provides additional context. Leaders are **50% more likely to be Assessor-Developers**, the role characterised by analytical evaluation and shaping ideas into workable plans. They are also **40% more likely to be Explorer-Promoters**, who spot opportunities and influence others. Conversely, leaders are less likely to prefer Controller-Inspector (56% fewer) or Concluder-Producer (35% fewer) roles. This combination of Creative preference with strategic evaluation suggests that successful leaders specialise in the translation function: converting creative possibilities into implementable strategies.

### MAJOR ROLE PREFERENCES: TOP MANAGERS VS TEAM MEMBERS

ROLE PREFERENCE	DISTRIBUTION	TOP MGR	TEAM MBR	DELTA
Assessor-Developer	24%  16%	24%	16%	+8%
Explorer-Promoter	14%  10%	14%	10%	+4%
Thruster-Organiser	28%  26%	28%	26%	+2%
Creator-Innovator	9%  8%	9%	8%	+1%
Concluder-Producer	17%  26%	17%	26%	–9%
Controller-Inspector	4%  9%	4%	9%	–5%
Reporter-Adviser	2%  3%	2%	3%	–1%
Upholder-Maintainer	1%  2%	1%	2%	–1%

Coloured bars = Top Manager · Grey bars = Team Member. Source: TMS normative database, n = 400,414

### 💡 TMS INSIGHT

Leadership development should cultivate both visionary thinking and practical execution capability. The Linking Skills of Strategy and Objectives Setting provide the bridge between creative vision and practical results. Leaders who can articulate compelling futures while establishing clear, achievable milestones create both inspiration and confidence in their teams.

## The Values Signature

Leaders value autonomy, resist constraints, and empower others

The Window on Work Values (WoWV) Profile reveals fundamental differences in what leaders and team members prioritise in the workplace. Across eight core value types, leaders consistently demonstrate a pattern of valuing autonomy and influence while resisting constraints on their independence.

The most pronounced difference appears in the **Compliance** value, where Top Managers score **34% lower** than Team Members. Leaders resist being bound by rules and procedures for their own sake, preferring to exercise judgment based on context and outcomes. Similarly, they score **22% lower on Conformity**, indicating less interest in fitting in with group norms and greater willingness to challenge conventional thinking.

On the other hand, leaders value **Authority 30% more** highly, seeking positions where they can influence outcomes and direct resources. They value **Empowerment 13% more**, preferring environments where they can enable others to succeed. And they value **Independence 16% more**, seeking the freedom to pursue goals through their own methods and approaches.

These findings align with **Self-Determination Theory**, one of the most robust frameworks in motivational psychology. Ryan and Deci's (2000) foundational research demonstrates that when individuals perceive their behaviour as autonomous, their intrinsic motivation flourishes. Leaders appear to be individuals who particularly value and require autonomy, which may explain both their drive to achieve leadership positions and their effectiveness once there.

### TMS INSIGHT

High-potential leaders thrive in environments that offer autonomy and resist bureaucratic constraints. Organisations with highly compliance-focused cultures may find it difficult to attract and retain leadership talent. The Linking Skills of Delegation and Participative Decision Making enable leaders to extend autonomy to their teams, creating environments where other high-potential individuals can also flourish.

VALUE TYPE	TOP MGR	TEAM MBR	DELTA	% DIFF
Authority	6.7%	5.1%	+1.6%	+30%
Empowerment	17.8%	15.7%	+2.1%	+13%
Independence	15.0%	12.9%	+2.1%	+16%
Compliance	6.3%	9.6%	-3.3%	-34%
Conformity	8.5%	10.9%	-2.4%	-22%

Source: Window on Work Values, n = 6,083

# Developing Leadership Potential: The Linking Leader Model

Raw psychological characteristics must be translated into effective behaviours through deliberate skill development. Through 40 years of research, TMS identified 13 Linking Skills that bridge innate preferences and measurable performance outcomes.



While the four characteristics above form the psychological foundation of leadership potential, our research reveals they are not sufficient on their own. Raw psychological characteristics must be translated into effective behaviours through deliberate skill development.

Unlike trait-based models that treat leadership as fixed, the Linking approach recognises that **leadership effectiveness can be developed** through deliberate skill acquisition. Organisations that combine psychometric profiling with 360-degree Linking Skills feedback create leaders who are better equipped to transform potential into performance.

The TMS model identifies 13 distinct Linking Skills organised into three categories: People Linking Skills, Task Linking Skills and Leadership Linking Skills. People Linking Skills enable leaders to build relationships, communicate effectively and motivate team members. Research shows that leaders with strong People Linking Skills create higher levels of team engagement and performance (Frontiers in Psychology, 2025). Leadership Linking Skills enable leaders to think long-term, make decisions and adapt to change.

Through 40 years of research, TMS Global (previously Team Management Systems) has identified **13 Linking Skills** that distinguish effective leaders from those who merely possess leadership potential (McCann, 2020; Elliott, 1996, 1997). These skills, responsible for coordinating and integrating the work of teams, form the bridge between personal preferences and measurable performance outcomes.

The Linking Leader Model is grounded in the fundamental principle that leadership is about the skills required to coordinate and integrate team effort. Research by Elliott (1996, 1997) established the relationship between Linking Skills and transformational leadership, demonstrating that these skills predict leadership effectiveness beyond personality measures.

Research on self-awareness in leadership (Shams et al., 2025) confirms that leaders with accurate self-awareness achieve superior outcomes. Building this capability creates leaders who are both psychologically suited to leadership and practically equipped to succeed. Profiles identify potential; the Linking Leader Model develops it into performance. This is why the Linking Leader Profile 360 provides a comprehensive assessment of all 13 Linking Skills through multi-rater feedback from direct reports, peers and managers. A 360-degree approach enables leaders to understand not just their self-perception but how their leadership behaviours are experienced by others.

## The 13 Linking Skills

### PEOPLE LINKING SKILLS

6 skills



#### Communication

Articulating vision, expectations, and feedback clearly to ensure understanding and alignment.



#### Team Relationships

Building trust, collaboration, and positive working relationships within teams.



#### Active Listening

Understanding others' perspectives by listening attentively and asking clarifying questions.



#### Problem Solving & Counselling

Being available and responsive when team members have a problem, so problems can be 'reframed' into opportunities for growth.



#### Participative Decision Making

Engaging team members in decisions to build commitment and leverage collective wisdom.



#### Interface Management

Establishing good information flows within the team as well as maintaining open lines of communication with stakeholders.

### TASK LINKING SKILLS

5 skills



#### Objectives Setting

Establishing clear, measurable goals that align with organisational strategy.



#### Quality Standards

Following guidelines, methods, systems and requirements to ensure operation at high level.



#### Work Allocation

Effective allocation of work balancing individual strengths, experiences, preferences and organisational goals.



#### Team Development

Cultivating the balance of work preferences, tasks and skill development within the team.



#### Delegation

Transferring work responsibilities by identifying which activities can be completed by others, then negotiating those tasks with team members.

### LEADERSHIP LINKING SKILLS

2 skills



#### Motivation

Building relationships, providing a compelling vision of the future and continuously inspiring commitment and energy.



#### Strategy

Have a comprehensive understanding of the interconnections between various components within an organisation, combining a clear long-term vision with actionable plans to achieve short-term goals.

# Implications: Putting the Leadership DNA to Work

Practical applications for HR leaders, talent teams, L&D and organisations



## For Talent Acquisition

The insights from the Leadership DNA framework offer a useful lens for clarifying leadership role requirements. You can apply these findings to shape how leadership roles are defined, described and communicated.

Job descriptions and search criteria can be written to reflect the behavioural demands commonly associated with leadership roles highlighted in this research. This may include signalling the need for comfort with influence and visibility, resilience in the face of ambiguity, an opportunity-seeking mindset and the ability to operate with a high degree of autonomy. Clear articulation of these expectations helps attract candidates who are more likely to recognise themselves in the role and self-select accordingly.

Structured conversations during the hiring process can then focus on experience and behaviour. Exploring how individuals have navigated uncertainty, coordinated others, reflected on their own tendencies, or adapted their approach in different contexts provides an insightful way to assess alignment with the role.

Importantly, the patterns identified in this research are **descriptive, not deterministic**. Leadership roles are successfully performed by individuals with diverse profiles, particularly when they demonstrate strong Linking Skills and situational awareness. The value of the framework lies not in defining an 'ideal leader', but in helping organisations better understand the demands of leadership roles and the development support that may be required once individuals step into them.



## For Leadership Development

Development efforts should focus on building self-awareness about innate work preferences and their impact on others. Pay particular attention to interpersonal skills for emerging leaders, as these form the relational foundation for leadership effectiveness.

The Linking Leader Profile 360 tool provides a comprehensive assessment of 13 Linking Skills, offering leaders and their organisations a clear picture of current capabilities and development priorities. This 360-degree feedback enables leaders to understand how their leadership style is perceived by direct reports, peers, and managers, creating a foundation for targeted development planning.

Development programs built around the Linking Skills framework enable organisations to move beyond generic leadership training to targeted capability building. By focusing on specific skills such as Communication, Delegation, and Strategy, organisations can create development pathways that directly address the coordination and integration challenges leaders face.



## For Succession Planning

The Leadership DNA framework can support succession planning by clarifying the capabilities and demands associated with leadership roles. Organisations can begin by identifying individuals in line for future leadership roles and using the framework to highlight the capabilities leaders are typically required to develop.

Psychometric insights can then be used as a developmental input, helping individuals build self-awareness around their work preferences and how these may support, or constrain, their effectiveness as leaders. Development efforts can focus on strengthening Linking Skills, expanding behavioural range and building the situational awareness required to lead in any contexts.

Importantly, succession planning should not assume that strong individual performance automatically translates into leadership readiness. The value of the framework lies in supporting early, targeted development, enabling future leaders to practise the behaviours and coordination skills leadership roles demand well before they formally step into them.

## The Bottom Line

By understanding the psychological characteristics needed by leaders, organisations can make more informed talent decisions, target development investments more precisely and build leadership pipelines that deliver results.

# Conclusion

Based on 683,000 profiles and 40 years of research, we have identified four distinctive characteristics that form the Leadership DNA.

**+7 EI**

### Extroversion Edge

A more outward-facing orientation that energises through interaction and drives organisational visibility.

**+48%**

### Resilience Factor

Greater opportunity-focus, optimism, and resilience that enables leaders to navigate uncertainty and inspire others through challenges.

**+4 PC**

### Visionary Mindset

Future-oriented thinking balanced by practical implementation capability, enabling visionary leadership grounded in achievable results.

**+16%**

### Values Signature

Preference for autonomy that drives leadership aspiration and enables delegation to high-potential team members.

These findings are validated by external research from academic meta-analyses, industry research from McKinsey and the World Economic Forum, and the British Psychological Society's review of TMS instruments.

The practical implications are significant. Organisations can use this framework to improve leadership development by incorporating psychometric assessment, target investments toward building Linking Skills, and build more robust succession pipelines that identify high-potential individuals early and develop them systematically. In a world where leadership failures are costly and common, an evidence-based approach offers meaningful competitive advantage.

Validated by 683,000 profiles · 40 years of research · British Psychological Society reviewed

## About TMS Global

TMS Global® (previously Team Management Systems) is a global leader in psychometric profiling for team and leadership development. Founded on the research of Drs. Charles Margerison and Dick McCann, TMS has helped over **2.5 million professionals worldwide** understand their work preferences and improve team effectiveness.

Our suite of profiles provides a comprehensive framework for individual, team and leadership development:

- **Team Management Profile (TMP):** Work preferences and team roles across four validated scales
- **Opportunities-Obstacles Quotient (QO<sub>2</sub>) Profile:** Risk orientation, resilience and opportunity/obstacle-focus
- **Window on Work Values (WoWV) Profile:** Workplace values and motivations across eight value types
- **Linking Leader Profile (LLP):** 360-degree assessment of 13 Linking Skills for leadership effectiveness

## Next Steps

To learn more about how the Leadership DNA framework can support your talent management strategy, contact TMS Global. Our network of accredited practitioners worldwide provides expert guidance on profile interpretation, development planning and organisational implementation.

We offer several ways to get started:

**Consultation:** Engage a TMS trained coaching consultant to facilitate sessions or workshop series.

**Development:** Train in-house talent to use TMS tools within your existing HR and L&D infrastructures.

**Structured integrated support:** Train in-house talent and work with TMS to design and support tailored development programs and cultural shifts.

Visit [www.TMS.Global](http://www.TMS.Global) for more information, to request a demonstration of our profiling tools or to connect with a TMS Global accredited practitioner in your region.

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## Appendix: References

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