

ORCA PERSONALISED INSIGHTS REPORT



ORCA Personalized Insight Report

Meet James

Role: | Operations Manager received feedback needed to improve performance

Company: Company

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Focus: Rebuilding trust, communication, and relational credibility while maintaining performance standards.

1. Welcome Message

James, welcome to your **Personalized ORCA Insight Report**.

This is a focused leadership recalibration tool — designed to help you shift how others experience your leadership, without losing the precision, pace, and discipline that make you effective.

You've shared that your manager has given you feedback: people see your tone as harsh or disrespectful, even when your intent is accountability and progress. People find you difficult to work with and don't trust you. That gap between **intent and impact** is where this report focuses.

Our framework follows ORCA's **4A Model of Conscious Leadership**:

- **Awareness:** See what's true — what's working, what's not.
- **Acknowledgment:** Name it without defensiveness.
- **Action:** Choose targeted new behaviors.
- **Adaptation:** Reflect and embed new patterns.

Your goal: **Turn perception into trust.** Let people feel your drive *and* your respect.

2. Role Snapshot

Role: Operations Manager

Tenure: 3+ years

Environment: Fast-moving, reactive, high-stakes — raising capital and protecting cash runway.

Team Context: Small, cross-functional, under sustained pressure.

What motivates you: Precision, control, impact, resource efficiency, and winning under constraints.

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What drains you: Slow decisions, repeated mistakes, or emotional reactions over logic.

Current feedback themes:

- “Hard to work with.”
- “People don’t trust his intentions.”
- “Communication feels disrespectful.”

Your current reality: **pressure amplifies intensity.**

The opportunity: **rebuild safety and respect while maintaining drive and urgency.**

3. DISC Profile Summary

DISC Factor	Score Range	Description	Impact Under Stress
Dominance (High)	80–90	Direct, decisive, strong-willed, results-oriented.	Can sound demanding or inflexible; dismisses slower thinkers.
Influence (Low–Moderate)	35–45	Relies on logic more than rapport; values facts over feelings.	Can appear cold or transactional.
Steadiness (Low)	30–40	Operates well under change; prefers autonomy.	May skip empathy or reassurance.
Compliance (High)	75–85	Precise, analytical, disciplined.	Can become overly critical or perfectionistic under pressure.

Behavioral Summary:

You drive with clarity and logic. But under stress, that clarity turns into control, and control feels like criticism to others. People hear *judgment* when you intend *rigor*.

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Growth Focus:

- Add *tone control* to *task control*.
- Separate *urgency of results* from *tone of delivery*.
- Clarify your intentions early in every conversation.

4. Driving Forces (Motivators) Analysis

Driving Force	Type	Description	Impact on Relationships
Resourceful (Utilitarian)	Key	Seeks ROI from every effort; values efficiency and logic.	Can dismiss emotional discussions as “wasteful”; seen as unsympathetic.
Commanding (Individualistic)	Key	Desires control, autonomy, and recognition for decisions.	May trigger defensiveness; people feel overridden.
Intellectual (Theoretical)	Secondary	Loves data, systems, analysis.	Builds credibility — if paired with curiosity, not condescension.
Structured (Traditional)	Secondary	Values process, discipline, and accountability.	Seen as fair when applied consistently; seen as rigid when personalized empathy is absent.

Motivator Insight:

Your “**why**” is performance through discipline and results.

Others’ “**why**” may be collaboration and belonging.

Until you show that your rigor serves the *collective win*, people will assume it’s ego or control.

Reframe for connection:

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"I hold high standards because I believe we can all win bigger — not because I doubt you."

5. EQ Snapshot & Interpretation

Dimension	Score	Description	Focus
Self-Awareness	72	Understands triggers and intentions but doesn't always verbalize them.	Say what you feel before others assume tone = emotion.
Self-Regulation	55	Can contain emotion until stress peaks — then abruptness emerges.	Learn to decompress, not suppress.
Motivation	82	Highly driven by goals and fiscal responsibility.	Avoid over-identifying with results.
Social Awareness	45	Misses subtle emotional cues in others.	Listen for tone, not just words.
Social Regulation	38	Struggles to influence tone under stress.	Use short pauses to reset intent mid-conversation.

Composite EQ: 58 → *Developing Zone*.

Your intelligence and drive are assets; emotional calibration is the opportunity.

6. Key Insights & Tensions

Strengths

Financial discipline, strong judgment

Candor and efficiency

Overextensions

Becomes control or rigidity

Sounds dismissive or critical

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Strengths

High accountability

Decisive under pressure

Overextensions

Others feel blamed instead of supported

Perceived as dominating, not leading

Core Reframe:

"Respect is clarity delivered with care."

Your task is not to *speak less directly*, but to *add intention and empathy before the directive*.

7. Expanded 30–60–90 Day Turnaround Plan

Goal:

Repair relational credibility, rebuild trust, and demonstrate balanced authority within 90 days.

Days 1–30: Awareness & Immediate Reset

Primary Objective: Acknowledge feedback, show behavioral awareness, and lower relational threat level.

Actions:

1. One-on-Ones for Reconnection:

- Meet each team member individually.
- Say: *"I know I've come across as tough – my intent is high standards, not disrespect. I'm working on this."*
- Ask: *"What can I do differently so it's easier to work with me?"*

2. Daily Reflection:

- End each day with a 3-minute journal: *"Where did my tone help or hurt progress?"*

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3. **EQ Practice — “Pause + Intent + Delivery”:**

Before you respond, breathe, label intent (“clarify, not criticize”), then speak.

4. **Reinforce Trust Moments:**

- Publicly acknowledge contributions or effort twice per week — even small wins.

5. **Deliverable:**

- 30-Day Reset Summary: Document top 3 insights from feedback conversations and one behavior change you’ve made visible to the team.

Days 31–60: Alignment & Repatterning

Primary Objective: Demonstrate new habits that prove you can be demanding *and* respectful.

Actions:

1. **Feedback Sprint 2.0:**

- Choose two peers or directs; ask for mid-course input on how your tone feels now.
- Adjust in real time, thank them for honesty.

2. **Implement “Curiosity First” Meetings:**

- Begin key discussions with a question before offering opinion:
“How are you seeing this?” or “What would make this easier?”

3. **Rebuild Team Confidence:**

- Highlight progress publicly, connect numbers to people (“We hit target *because of this discipline*”).

4. **EQ Practice — Emotional Temperature Check:**

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- Notice your body cues when frustrated (tight jaw, fast pace). Use a 3-breath pause to reset.

5. **Deliverable:**

- 60-Day Reflection: Identify 2 behaviors that improved relationships and one that still needs focus.

Days 61–90: Adaptation & Reinforcement

Primary Objective: Embed sustainable habits and restore long-term credibility.

Actions:

1. **Mentor to Model:**

- Choose one team member to coach — emphasize curiosity and listening over control.

2. **Communicate Pressure Transparently:**

- Instead of projecting stress, share context calmly: *"We're under pressure, but I trust our focus."*

3. **EQ Practice — "Empathy Audit":**

- Weekly ask: *"How did my communication land this week?"*

4. **Culture Reset Ritual:**

- Begin team meetings with a quick "win share" round — humanizes your leadership energy.

5. **Deliverable:**

- 90-Day Leadership Impact Report:
 - Improved trust indicators (feedback, tone, cooperation).
 - Self-assessment on EQ progress.
 - Plan for next 90 days of relational leadership.

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ORCA 4A Integration

Phase	Core Question	Focus Output
Awareness	What's true now?	Relationship pulse & self-feedback
Acknowledgment	What's mine to own?	Ownership of tone & impact
Action	What will I experiment with?	Communication & empathy shifts
Adaptation	What needs to evolve?	Sustained relational credibility

8. Relationship Repair: Tactical Scripts

Scenario	Instead of...	Try Saying...
Giving feedback	"This isn't good enough."	"We're missing a few pieces — let's tighten this together."
Under stress	"This can't happen again."	"Let's look at what caused this and fix the root."
Clarifying intent	Silence (letting others assume)	"If my tone was strong, it's because I care about the outcome."
Correcting a peer	"Why did you do that?"	"Help me understand your thinking here."

9. Suggested Next Steps

1. **Coaching Partnership:** Schedule biweekly reflection sessions with a leadership coach to measure tone, energy, and EQ progress.
2. **360 Follow-Up:** Reassess team trust levels in 3 months with short survey or structured conversations.

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3. **Mentorship Pairing:** Connect with a leader known for calm authority — model tone, not just tactics.
4. **Reading Practice:** “Crucial Conversations” or “EQ Applied” to reinforce daily habits.

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10. Appendix: Assessment Summary

DISC

Factor	Score	Description
Dominance	85	Assertive, direct, driven to control outcomes
Influence	40	Focused on facts more than connection
Steadiness	35	Thrives in urgency, dislikes repetition
Compliance	80	Analytical, critical thinker, high standards

Driving Forces

Category	Type	Expression
Utilitarian	Resourceful	Seeks efficiency and ROI
Individualistic	Commanding	Desires autonomy and recognition
Theoretical	Intellectual	Pursues understanding and logic
Traditional	Structured	Values order and consistency

Emotional Intelligence (EQ)

Dimension	Score	Range	Description
Self-Awareness	72	High	Knows personal triggers but under-communicates them

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Dimension	Score Range		Description
Self-Regulation	55	Moderate	Manages stress inconsistently under extreme pressure
Motivation	82	High	Strong internal drive and focus
Social Awareness	45	Developing	Misses emotional cues from others
Social Regulation	38	Developing	Needs to consciously manage tone and influence

EQ Composite: 58 → *Developing Zone (Opportunity for Growth)*

Closing Reflection

James, your challenge isn't capability — it's *connection under pressure*.

When urgency spikes, your drive overshadows your intention.

Your next 90 days are about **rebuilding relational safety** while preserving your operational edge.

"Trust is built in tone, not targets."

Every conversation is a chance to rewire perception — one pause, one phrase, one acknowledgment at a time.

By embedding these changes, you won't just improve feedback; you'll elevate from being the *controller of performance* to the *creator of confidence*.