

The Host • PD

Warm and trusted; you build the relationships everything else depends on. You move toward people. Energy is your instrument — you think out loud, persuade naturally, and make work feel like something worth joining. People believe in the plan because they believe in you first.

PRIMARY STYLE

Peacock

60 · mirror graph

PROFILE CONFIDENCE

76

Good confidence

SECONDARY STYLE

Dove

57 · mirror graph

COMPLETION

0s

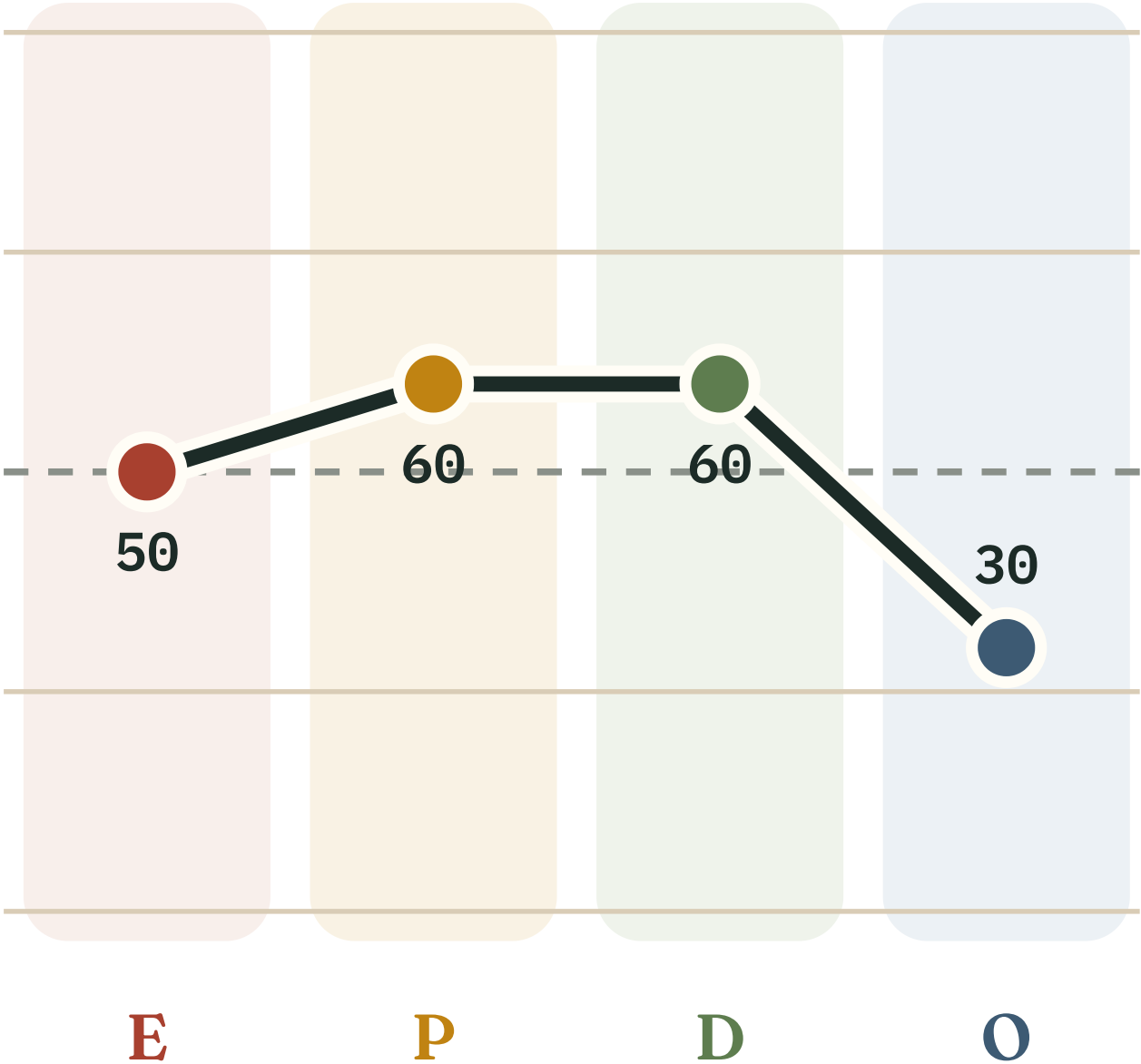
median 0.2s per item

The three graphs

Your scores plotted three ways, side by side.

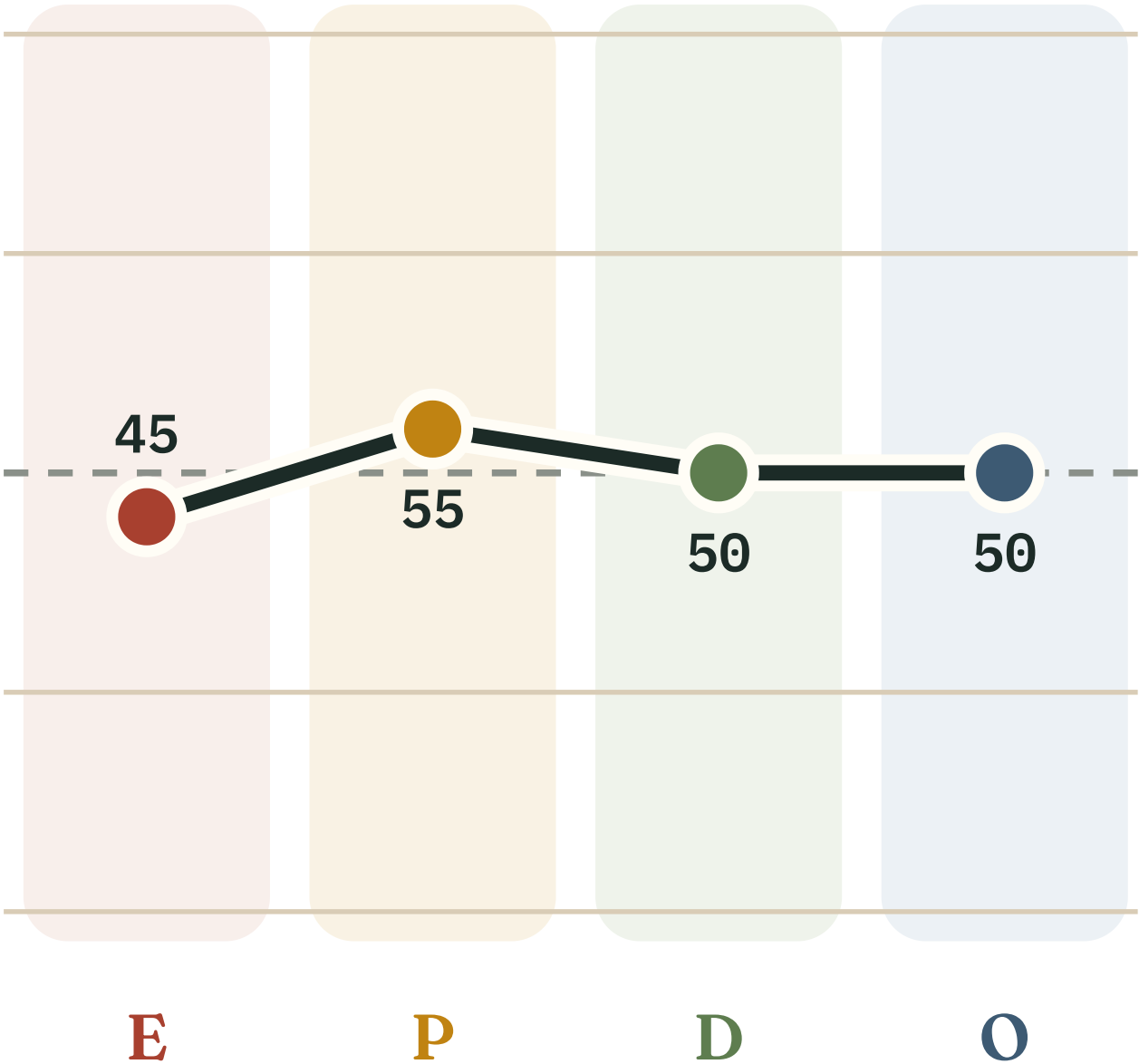
Graph I — Adapted self

Built from your "most" choices: the behaviour you consciously bring to your current environment.



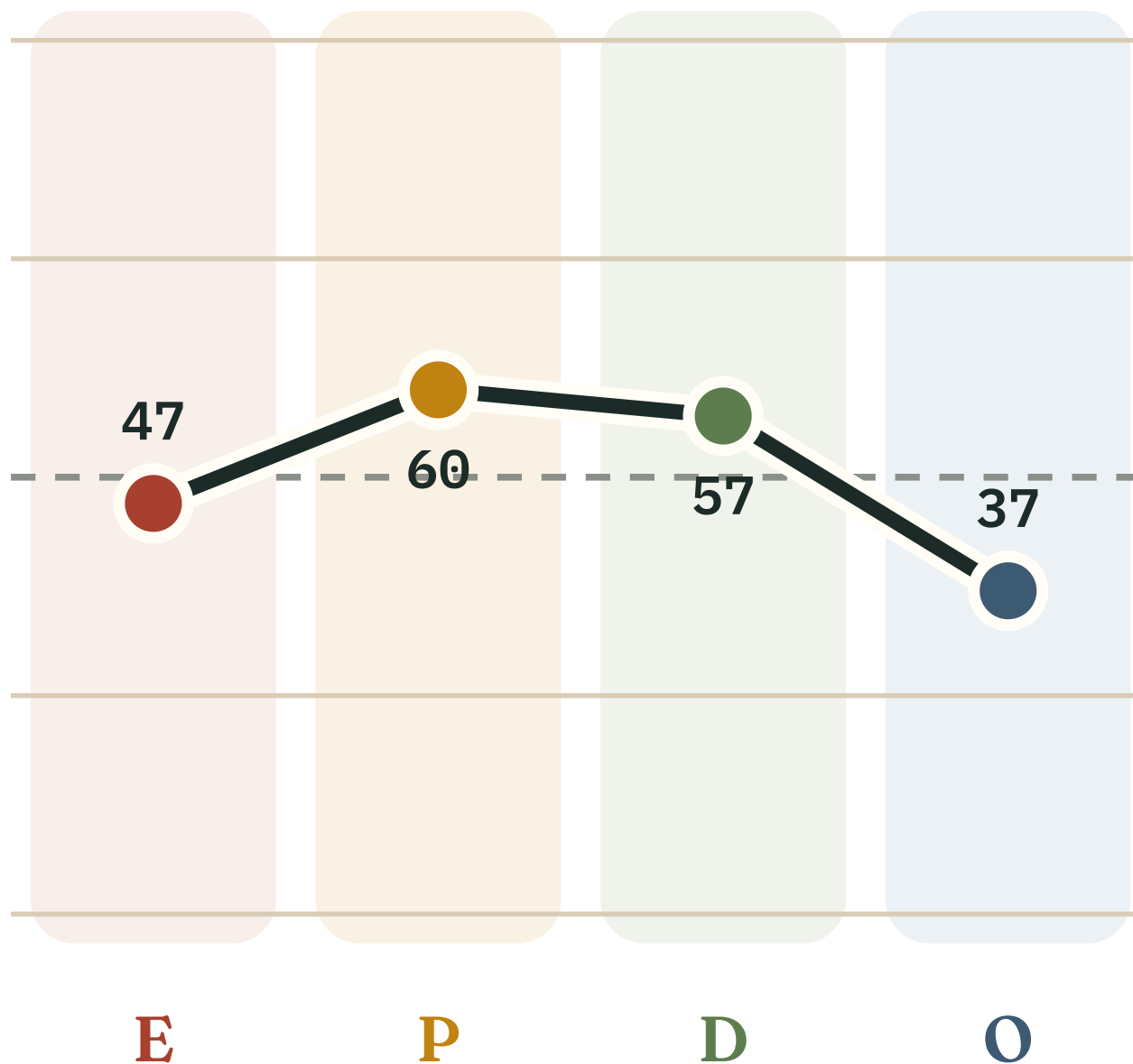
Graph II — Instinctive self

Your "least" choices inverted: what remains available under pressure, when adapting is expensive.



Graph III — Mirror self

The difference between “most” and “least”: your settled self-picture. Primary and secondary styles are read here.



Reading your three graphs

One assessment, three views of you. Where the graphs agree, the pattern is settled. Where they differ, that gap is the most useful conversation in the debrief.

You hold some of your Owl back, on purpose

Your Mirror Owl is 37, but your Adapted Owl is 30. At work you bring less owl than your settled self carries. Most people perform more force at work than they feel; you do the opposite here. That is mature. But held-back force does not disappear. Ask yourself where it goes at the end of the week.

Under pressure, Owl rises

Under pressure your Owl rises from 37 in the Mirror to 50 in the Instinctive graph. When stress lasts, this is the style you fall back on. It can save the situation. It can also crowd out the styles that go quiet while it runs.

Owl is your quiet number

Your Owl sits lowest in the Mirror graph at 37, and it is low across all three graphs. This is not a flaw. It is a bill, and someone around you pays it for you. The question is whether you have chosen that person deliberately, or left the bill unpaid.

Style intensity

Mirror-graph scores, with the shift each style makes when you adapt and under pressure.

Eagle

47



Moderate signal

adapt +3 · pressure -2

Peacock

60



Moderate signal

adapt +0 · pressure -5

Dove

57



Moderate signal

adapt +3 · pressure -7

Owl

37



Low intensity

adapt -7 · pressure +13

Your leadership signature

Read primary first; the secondary style colours it.

■ How you lead — Peacock

You lead through belief and visibility. People follow you because they feel seen, and because the future you describe sounds like a place they want to work.

Dove undertone: You lead through trust. Your people feel safe, seen and supported — that is why they stay, and why they tell you things other leaders never hear.

How you decide

You decide with optimism and with people in mind. The risk: promising more than the plan can carry. Before any meeting ends, attach an owner, a date and a number to every exciting commitment.

You, under pressure

Under pressure you may become louder and busier instead of clearer. In hard weeks, your team needs your calm more than your energy.

Your development edge

- End every meeting with written actions — charisma does not survive the corridor
- Keep one careful, detail-minded adviser close, and truly read their notes
- Practise giving bad news yourself, early, without softening it away

Working with Mei

For your team and your peers.

Do

- Give them time to talk — their thinking happens out loud
- Show real interest in them before the agenda
- Celebrate wins openly and by name

Avoid

- Criticise them in public
- Bury the discussion in documents
- Assume a friendly person has nothing serious to say

Optimise — strengths to use more

These strengths are already yours. The gain comes from pointing them at the right situations, on purpose.

- **Openings are your superpower.** First meetings, reactivating cold contacts, introductions, new initiatives. You open doors and restart rooms that have gone flat. Ask for the hardest openings; you make new things feel inevitable, and it should show in how work is assigned.
- **Warmth under pressure.** When a group or a deadline gets tense, you keep people calm and talking. This is real leadership in casual clothes. Name it, and use it on purpose instead of letting it happen by accident.
- **Your network is an asset, used on purpose.** You know who is good at what, and people tell you things first. Trade your explaining and your connections for other people's structure, detail and follow-through.

Improve — the priorities that pay

Each point names the habit, the cost of leaving it alone, and one small first action you can take this week.

- **The boring middle.** Energy opens things; it does not finish them. Every missing note, record or follow-up is a thread that never gets pulled, and follow-through is where the value hides. **First action:** Block one daily slot for the records and follow-ups you avoid. Same hour every day. Treat it like a client meeting.
- **Silence after the ask.** You talk past your own close. The other person was ready; your next sentence gave them a reason to wait. **First action:** Rehearse the closing question plus five seconds of silence. Count in your head. Do not rescue the room.
- **Put the detail inside the story.** Your stories win people and skip past the careful ones, often the person who decides. **First action:** New rule: every story you tell carries one exact number or one specific fact. Practise it on your next three conversations.

Coaching Mei

This page is for the coach, manager, teacher or facilitator working with this profile.

COACH'S PAGE

How to get the best from this profile

Feedback that lands

Warmly and specifically, one-to-one. Never compare them with a friend; comparison converts motivation into shame in this profile. Praise the specific behaviour, then name the next step.

Questions that open the door

- Imagine your best possible day a year from now. Walk me through it.
- Who do you help the most, and who helps you?
- What did you want to lead recently, but stayed quiet about?

What shuts this person down

- Public criticism, even mild
- Being labelled "too social" or "not serious"
- Solo work that cuts them off from the group for long

A 90-day growth assignment

Co-lead one small visible event or project this quarter, and present the result themselves. Co-leading protects the steady side; presenting stretches the quiet decisive muscle.

The one debrief question that matters most

Your Eagle is the quiet number in your profile. When did you last have the best idea in the group and let someone else say it, and what would have happened if you had spoken?

Profile validity

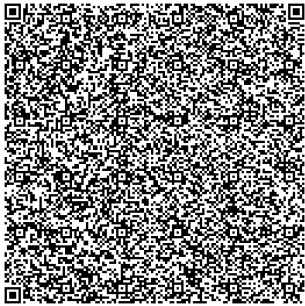
Automatic checks that protect the quality of this result.

Confidence 76 — Good confidence



- Paired questions answered consistently
- Answers followed a screen-position pattern
- Completed very quickly
- Primary and secondary styles very close

Confidence reflects how steadily the paired questions were answered, how naturally the answers were spread, the answering speed, and the overall shape of the profile. A lower score does not cancel the result — it shows where a facilitator should check in conversation.



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