> **Illustrative example.** Sam is a fictional person, and every read-out is written for the individual.

Three Lenses, One Person

A synthesis of Predictive Index, CliftonStrengths and 16Personalities (Commander, ENTJ-T)

Prepared for Sam · November 2026

Sam is an operations manager at a growing logistics business, promoted eight months ago to lead a team of twelve. Sam booked Three Lenses with coaching because the new role feels harder than it should: the work gets done, but the team seems to hold back, and two good people have asked to move teams.

You've taken three very different assessments: Predictive Index, CliftonStrengths 34 and 16Personalities. Read separately, each tells part of the story. Read together, they describe the same person from three angles, and where they agree is where the most useful insight lives. This read-out draws out five threads that run through all three, then looks at how far you've been stretching your natural style in the new role.

Your question going in was: "*Why does leading people feel so much harder than doing the job?*" By the end, I hope you'll have an answer, and a few ideas about what to do with it.

Your results at a glance

16Personalities trait	Your score	What it means here
Energy	58% Extraverted	Comfortable with people, but not driven by them. You enjoy company most when there's a purpose to it.
Mind	61% Intuitive	You lean towards the big picture and where things are heading.
Nature	74% Thinking	Your clearest result. Logic and fairness lead your decisions, not feelings.
Tactics	67% Judging	You like a plan, a deadline and things settled.
Identity	62% Turbulent	High standards, and a tendency to doubt yourself when things don't go to plan.

Your top ten CliftonStrengths themes: 1 Achiever · 2 Responsibility · 3 Focus · 4 Strategic · 5 Relator · 6 Arranger · 7 Analytical · 8 Competition · 9 Learner · 10 Belief. Near the bottom of your 34: Empathy (32), Harmony (33) and Includer (34).

Predictive Index: a strong drive to take charge (Dominance well above the line), a fast pace (Patience well below), moderate sociability, and decisions made on facts and logic.

1. The core throughline: ownership and results

This is the clearest signal across all three profiles. It's not a personality quirk; it's the engine of how you work.

CliftonStrengths: Achiever (#1), Responsibility (#2) and Focus (#3). Every day starts at zero for you, and you need to finish it having got something done. Once you've said you'll do something, it's yours, and you'll see it through. Focus means you set a direction and keep coming back to it when others drift.

Commander / ENTJ: Thinking at 74% and Judging at 67%. A type that is at its best taking charge of a goal, organising people and resources to reach it, and making the hard call when others hesitate.

Predictive Index: Dominance is your highest factor, well above the line. You're independent, assertive and comfortable taking ownership of results, with a strong sense of urgency.

Why this matters: this is why you were promoted. You were the person who could be relied on to deliver, and the business noticed. It's also the first clue to your question. Everything in this thread rewards *you* doing things well. Leading asks you to get results *through other people*, which is a very different source of satisfaction, and one your profile doesn't naturally reward.

Shared blind spot

- Taking work back. When a task matters and someone else is doing it more slowly, all three profiles predict the same instinct: step in and finish it yourself.
- Measuring your day by your own output. On days spent coaching, listening or unblocking others, you may feel you've achieved nothing, even when they were your most valuable days.
- Carrying too much. Responsibility makes it hard to let go of anything you've touched, so your list only ever grows.

2. The strategist: seeing the route ahead

If thread one is what drives you, this is how you think.

CliftonStrengths: Strategic (#4), Analytical (#7) and Learner (#9). You sort quickly through options to find the best route, you want evidence before you believe something, and you enjoy getting to grips with a new problem.

Commander / ENTJ: Intuitive at 61%. You look at where things are going, not just where they are, and you spot inefficiencies others have learned to live with.

Predictive Index: your decisions are clearly objective. You weigh facts and logic, and you're comfortable acting once the case is made.

Why this matters: this is the part of you that makes you a good operations manager. You can see that a scheduling problem, a missed handover and a frustrated customer are really the same issue. The catch is speed. You get to the answer so quickly that the steps in between can feel too obvious to explain.

Shared blind spot

- Skipping the "why". To you, a decision is the end of a line of reasoning. To your team, it can arrive out of nowhere.
- Treating questions as resistance. When someone asks you to explain, they may be trying to understand, not push back.
- Analytical can sound like criticism. Asking "how do you know that?" is curiosity to you, but it can feel like a challenge to someone less sure of themselves.

3. The paradox: caring deeply, showing it rarely

On paper this looks like a contradiction. It isn't, and understanding it may be the most useful part of this read-out.

CliftonStrengths: Relator is #5. You value a few close, genuine relationships, and you're fiercely loyal to the people you trust. Belief (#10) adds a strong sense of doing right by people.

Commander / ENTJ: Thinking at 74%. Your type is often described as cool, rational and focused on the task, more comfortable solving a problem than sitting with how someone feels about it.

CliftonStrengths, the other end: Empathy (32), Harmony (33) and Includer (34) sit at the very bottom of your 34. Sensing how others feel, smoothing over conflict and drawing in people on the edge don't come naturally.

Why this isn't a contradiction: Relator is about *depth* with people you know well. Empathy and Includer are about *reading and reaching* everyone. You care a great deal, but you show it in your own way: by fixing problems, defending your people and being someone they can rely on. To a team that's new to you, that care is mostly invisible. What they see first is the drive and the logic.

Practical implication

- The two people who asked to move teams may not know how much you value them. They may never have been told.
- With a team of twelve, Relator can't reach everyone at depth. A few will feel close to you; the rest may feel managed.
- You don't need to become more emotional. You need to make the care you already feel visible: a direct word of thanks, a question about how someone is, time that isn't about a task.

4. Pace: why patience costs you energy

The quieter thread, but the one that explains a lot about how your days feel.

Predictive Index: Patience is well below the line. You're driven by urgency, you like variety and change, and repetition or waiting wears on you quickly.

CliftonStrengths: Competition (#8) and Arranger (#6). You measure progress against others and against yesterday, and you like juggling the pieces until they fit, ideally right now.

Commander / ENTJ: Turbulent at 62%. High standards and restlessness: when things move slowly, you can start to wonder whether you're failing, rather than accepting that

some things just take time.

Why this matters: much of leading is waiting. Waiting for someone to learn, for a change to bed in, for a quieter person to speak up. For someone with your pace, that waiting isn't neutral; it costs energy. That is a big part of why the role feels harder than the job did. Your old work rewarded speed. Your new work often rewards patience, and patience is the thing you have to manufacture.

Shared blind spot

- Pace that reads as pressure. What feels like normal speed to you can feel relentless to steadier colleagues.
- Turbulent plus Achiever can turn a slow week into self-criticism: "I should be further on by now."
- Arranger loves rearranging. Changing plans quickly is a strength in a crisis, but in a steady team it can feel unsettling.

5. The shared risk pattern: what all three profiles warn about

When three different methods flag the same risk from different angles, it's a signal, not noise.

- **CliftonStrengths (Achiever, Responsibility):** a pull to do more yourself, and difficulty handing over anything you feel accountable for.
- **CliftonStrengths (Analytical, low Empathy):** a tendency to deal with the problem before the person, which can leave people feeling judged rather than helped.
- **Commander / ENTJ:** under pressure, this type can become controlling and impatient, and may not notice the effect on others until it's too late.
- **Predictive Index:** high Dominance with low Patience. When things slip, the instinct is to take charge and speed up, not to pause and ask.

Put together, the pattern is this: something slips, you feel responsible (Responsibility), you see the fix straight away (Strategic, Analytical), and you step in to deliver it yourself (Achiever, Dominance). It works in the short term. But each time, the team learns that you'll take over, so they hold back, and you carry more. That is very likely the "holding back" you described.

Your Turbulent identity (62%) adds a twist. When the team holds back, you may read it as your own failure as a leader, and respond by working even harder, which feeds the same loop.

What all three converge on as the fix

- **CliftonStrengths:** use Achiever and Focus on a different goal. Make *their* growth the thing you deliver, and count it as an achievement.
- **Commander / ENTJ:** your type grows when it learns that patience and listening are leadership tools, not delays.
- **Predictive Index:** your team will include people with very different drives. Ask about pace and detail explicitly rather than assuming yours is the norm.

- **One practical test:** before you step in, ask "What would you do next?" and wait. The wait is the work.

6. How you've been adapting: your PI self-concept

PI compares how you naturally behave (Self) with how you feel you need to behave in your current role (Self-concept). A small gap means you're working with your grain. Yours is noticeably wider, and it's in exactly the places this read-out has been pointing to.

PI factor	Natural self	Self-concept	Shift
A: Dominance	Very independent (about +2.1)	About +1.6	Slightly down
B: Extraversion	Moderately sociable (about +0.6)	About +1.1	Up
C: Patience	Very driving (about −1.6)	About −0.4	Up by more than a step
D: Formality	Fairly flexible (about −0.4)	About +0.6	Up by a step

Positions are approximate and, like everything in this sample, illustrative.

What it suggests

You feel the role needs you to be noticeably more patient, more careful with detail, a little more sociable and a little less forceful than you naturally are. Those are sensible instincts for a new manager, and in moderation they're healthy. But stretching on four factors at once, for eight months, is tiring. It is likely a large part of why the job feels harder than it should.

Worth knowing

- The answer isn't to stop adapting. It's to choose where to stretch. Patience with people is worth the effort. Patience with slow processes may be better solved by fixing the process.
- Some of the detail you're forcing yourself to hold could sit with someone on your team who has it naturally. That's delegation that plays to everyone's strengths.
- A retake in six months would show whether the gap is closing as you settle into the role.

Closing thought

Five threads, three sources, one coherent picture: a decisive, loyal, fast-moving person who was promoted for delivering, and is now being asked to deliver in a completely different way. Leading feels harder than the job because it rewards almost the opposite of what got you here. The good news is that nothing here needs fixing. Your drive, your clarity and your loyalty are exactly what a team needs from its leader. They just need pointing at the team, not the task.

Questions to reflect on

- Which task did you take back from someone this month, and what would have happened if you had left it with them?
- Who on your team works most differently from you, and what do they do well that you don't?

- How would your team know you value them, if you never solved a problem for them?
- Of the four ways you're stretching in the role, which one is worth the effort, and which could you stop?
- What would you count as a good day, if your own output didn't count?

With Three Lenses with coaching, these questions are where our session begins.

About the sources

Predictive Index: behavioural assessment. Positions in section 6 are read approximately from the report graphs.

CliftonStrengths 34: Gallup assessment. Strengths themes are generally stable over time.

16Personalities: Commander (ENTJ-T). The percentages in the summary table are Sam's scores.

The full assessment reports belong to their publishers and aren't reproduced here. This read-out is an original synthesis, in my own words, of what the three say together.

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