

An Introduction to the LCI Leadership Insights Series

With over two decades of executive assessment and talent advisory work across the Caribbean, LCI has observed a consistent and measurable leadership pattern: while technical competence remains strong, many leaders experience challenges in behavioural competencies that increasingly determine effectiveness at senior levels.

Traditionally, leadership evaluation has focused heavily on qualifications, experience and technical skills. While these factors are still important, modern leadership roles require much more. Leaders today need to influence various stakeholder groups, handle uncertainty, maintain engagement during constant change and achieve results in fast-changing environments. As organisations in the Caribbean region face economic shifts, digital changes, workforce evolution and increasing regulatory challenges, behaviour-based leadership skills continue to show up as essential for sustained performance.

Behavioural assessment data gives us a clearer view of how leaders operate under pressure, engage others, process information, adapt to change and execute responsibilities. It moves beyond what leaders know and examines how they lead.

One way to understand and measure leadership behaviour is through established psychometric frameworks. A range of tools exist in this space, including instruments such as DISC, Hogan assessment, Team Management Systems (TMS) and others, each offering different perspectives on behavioural tendencies. For this Leadership Insights Series, LCI has utilised the Wave Professional Styles from the Saville Assessment suite of psychometric tools. As a globally recognised and research-based psychometric tool, Saville provides the behavioural data and terminology used throughout this report to analyse leadership patterns and potential.

The insights presented throughout this series are drawn from aggregated psychometric assessment data collected from leadership populations across the Caribbean over multiple years and sectors. The data provides a unique regional perspective on the behavioural patterns emerging across middle management, senior leadership and executive populations.

This paper serves as the introduction to LCI's Leadership Insights Series and explores the four leadership clusters that form the foundation of the assessment framework used throughout the series: Thought, Adaptability, Influence and Delivery.

While each cluster measures distinct behavioural dimensions, leadership effectiveness rarely depends on a single cluster. High performance often emerges through the interaction of thinking, adaptability, influence and execution. Together, these clusters provide a more complete picture of how leaders navigate complexity, engage people, solve problems and sustain organisational performance.

Understanding the Four Leadership Clusters

The Saville assessment framework groups leadership behaviours into four broad clusters, each representing a different dimension of leadership effectiveness. Together, they provide insight into how leaders think, adapt, influence and deliver within organisational environments.

Thought Cluster	Adaptability Cluster	Influence Cluster	Delivery Cluster
Analytical	Self-Assured	Interactive	Reliable
Factual	Composed	Engaging	Meticulous
Rational	Resolving	Self-Promoting	Conforming
Learning Oriented	Positive	Convincing	Organised
Practically Minded	Change Oriented	Articulate	Principled
Insightful	Receptive	Challenging	Activity Oriented
Inventive	Attentive	Purposeful	Dynamic
	Involving	Directing	Enterprising
	Accepting	Empowering	Striving

Leadership environments have changed considerably over the past decade. Organisations and their leaders are now operating in conditions that are more connected, fast-moving and unpredictable. When we look at how leadership works, we see changes driven by multi-generational workforces, distributed teams and evolving expectations for how leaders should engage, support and motivate others. In this setting, we can't measure leadership effectiveness just by technical skills or years of experience. Increasingly, organisations need leaders who can think strategically, adjust quickly, influence others well and execute tasks consistently. These behaviors affect how leaders respond to uncertainty, engage teams during changes and maintain high performance under pressure.

Data from Caribbean leadership groups shows that while technical skills remain strong, the ability to lead behaviorally presents both opportunities and challenges that organisations must address.

Understanding these patterns is essential not only for leadership selection but also for succession planning, leadership development and long-term organisational competitiveness.

The next paper in the series will explore two of the most significant leadership capabilities specific to the Caribbean: Influence and Adaptability. Specifically, it will examine the relationship between these clusters, the behavioural patterns emerging across leaders and why these capabilities increasingly differentiate high performance in modern organisational environments.