

PSYCHOMETRIC INTERPRETATION AND PROFESSIONAL SUMMARY

Prepared by: Dr. S. Mathis, Ph.D., Psychologist

Date: October 2025

Client: Rodney Sharples

Target Role: Chief Operating Officer / Global Operations Executive

Instruments: Innermetrix DISC and Innermetrix Attribute Index

Overview

The combination of the Innermetrix Attribute Index (based on Hartman's Formal Axiology) and the DISC + Values Profile reveal a leader whose professional identity is grounded in people-centered stability, intellectual rigor, and disciplined execution.

Rodney demonstrates a structured yet empathetic leadership orientation, characterized by a strong sense of purpose, loyalty, and conscientiousness. His psychometric profile supports the conclusion that he is a "people-first operator" — one who achieves results through alignment, clarity, and trust rather than coercion or confrontation.

Behavioral and Decision-Making Profile (DISC)

Rodney's DISC pattern is distinctive among senior executives. He exhibits:

- *Low Dominance (D = 21):* A reflective and deliberate decision-maker who values analysis and consensus over confrontation. Prefers clarity and logic to assertiveness.
- *Moderate Influence (I = 46):* Balanced interpersonal energy. Persuasive when appropriate, but not reliant on charisma to lead.
- *Exceptionally High Steadiness (S = 99):* Predictable, patient, and consistent — creating calm amid volatility. Provides a steadying presence in dynamic or high-pressure environments.
- *Very High Conscientiousness (C = 88):* Values precision, order, and quality control. Demonstrates strong operational discipline and risk awareness.

This pattern is consistent with an executive who prioritizes stability, trust, and procedural excellence, enabling sustainable performance and cohesive cultures. His adaptive profile indicates that when visibility or stakes increase, he becomes more decisive and analytical — suggesting an adaptive capacity for high-stakes leadership without losing composure.

Motivational Drivers (Values Index)

Rodney's motivational hierarchy reflects intellectual curiosity and altruistic intent over material or positional gain:

- *Theoretical (86 – Very High):* A passion for learning, pattern recognition, and applied knowledge. Reflects an evidence-based, systems-thinking mindset.

- *Altruist (65 – High)*: A desire to mentor, support, and develop others. Views leadership as service.
- *Aesthetic (48 – Average)*: Appreciates harmony and balance but maintains practicality.
- *Economic (31 – Low)*: Not primarily motivated by financial reward; measures success through value creation, not compensation.
- *Individualistic (46) / Political (43)*: Balanced; comfortable in authority but not driven by power.
- *Regulatory (33 – Average-Low)*: Values order and process but resists unnecessary rigidity; prefers flexible systems that empower rather than constrain.

This combination supports a learning-oriented, people-developing executive who seeks intellectual stimulation, cultural alignment, and purpose-driven achievement over purely transactional success .

Cognitive and Ethical Structure (Attribute Index)

Rodney's Attribute Index reveals balanced reasoning patterns across personal, practical, and analytical domains, with a pronounced people and performance orientation.

External Decision-Making:

He interprets situations primarily through the lens of human dynamics and pragmatic outcomes rather than rigid systems. This positions him as an empathetic and operationally grounded leader who integrates human and business needs effectively .

Internal Decision-Making:

He defines self through duty, integrity, and mission — guided by a strong moral compass and loyalty to purpose. While highly self-directed, he occasionally underemphasizes personal recognition, focusing instead on responsibility and contribution .

Leadership Capacities (0–10 scale):

- Understanding Supporters – 9.0
- Serving Others – 8.9
- Inspiring Others – 7.7
- Guiding Others – 7.0
- Envisioning Outcomes – 6.7
- Communicating Vision – 6.5
- Developing Self – 5.8

This pattern underscores his high empathy and accountability, paired with a pragmatic, servant-leadership approach. His developmental opportunity lies in prioritizing his own growth with the same intentionality he applies to developing others .

Executive Interpretation

Rodney Sharples exemplifies the leadership archetype of a steady, principled, and people-centric Chief Operating Officer. He thrives in complex, growth-oriented environments where structure, culture, and performance must be aligned.

He is best described as:

A people-first, structured, and steady COO — grounded in knowledge and clarity. Not a brash, hard-driving operator, but one who delivers consistency, cultural strength, and scalable execution. Seen by CEOs, boards, and private equity partners as a trustworthy, stabilizing force who can scale organizations without breaking people or systems.

Summary of Developmental Observations

Domain	Growth Focus	Balanced Strength
Dominance / Decisiveness	Strengthen assertive decision-making under pressure	Maintains calm, analytical judgment
Economic Motivation	Translate purpose-driven goals into financial language (EBITDA, ROI)	Naturally values long-term sustainability
Regulatory Discipline	Emphasize structural rigor when scaling	Builds systems that enhance, not restrict
Self-Development	Invest equal energy in personal growth	Deeply invested in developing others

Overall Summary

Rodney’s psychometric profile presents a rare blend of emotional intelligence, operational discipline, and intellectual curiosity. He leads through clarity and compassion, excels at aligning teams toward common goals, and sustains performance through cultural integrity rather than force.

His measured approach to leadership — steady, ethical, and evidence-based — positions him as an executive uniquely suited to guide organizations through transformation, integration, and scale with both humanity and precision.