

Twindex Executives Report Guide

How to Read and Benefit from Your
Report Step by Step

Introduction:

The Twindex Executives Report is the result of more than 8 years of scientific research conducted by the Twindex research team. The study analyzed the behaviors of over 1,500 executives worldwide and reviewed more than 230 business models across 217 industries.

The goal was clear: to develop a global benchmark that objectively evaluates the administrative practices of executives.

The outcome is the first worldwide standardized assessment that measures executive maturity and identifies with precision the strengths and weaknesses of organizational leadership.

2016

+8 years research

15000 executives

230 models

217 industries

2024

assessments launched in 2024:

- Twindex Executives
- Job Bar

Why Was This Assessment Needed?

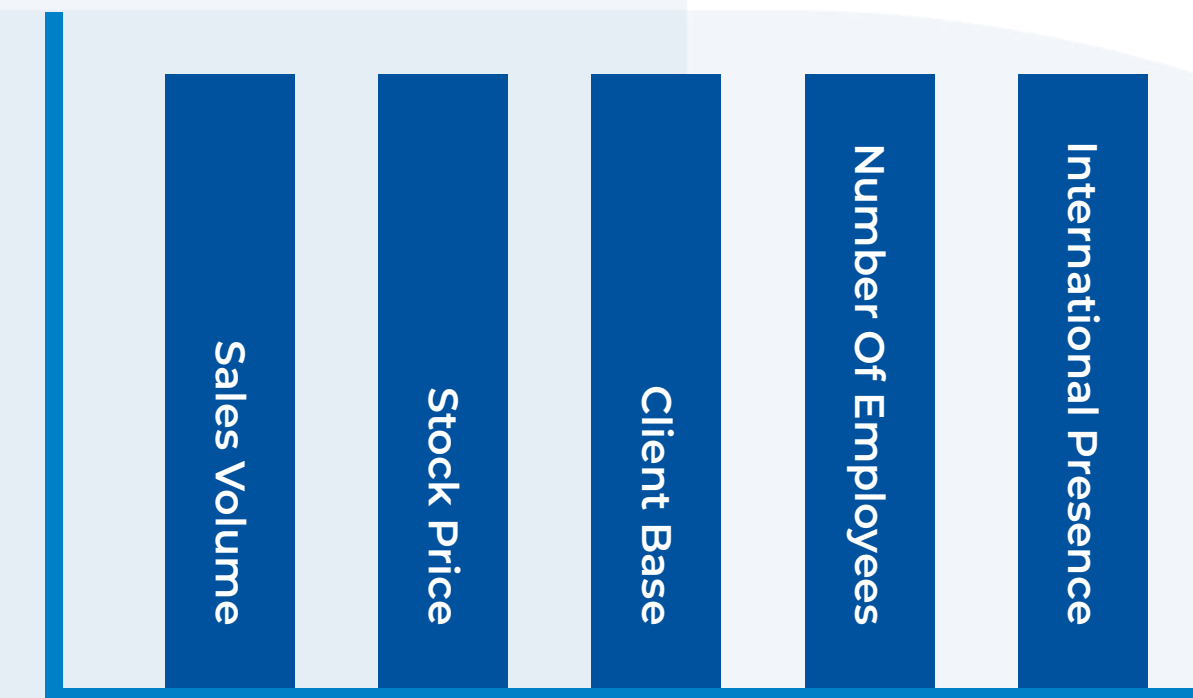
Initially, the researchers examined traditional indicators of corporate success: sales volume, stock price, number of employees, client base, and international presence. The shocking discovery was that these same indicators applied to corporations that later collapsed completely—including Nokia, BlackBerry, and Yahoo.

This proved that traditional indicators are misleading and cannot serve as reliable measures of true organizational success.

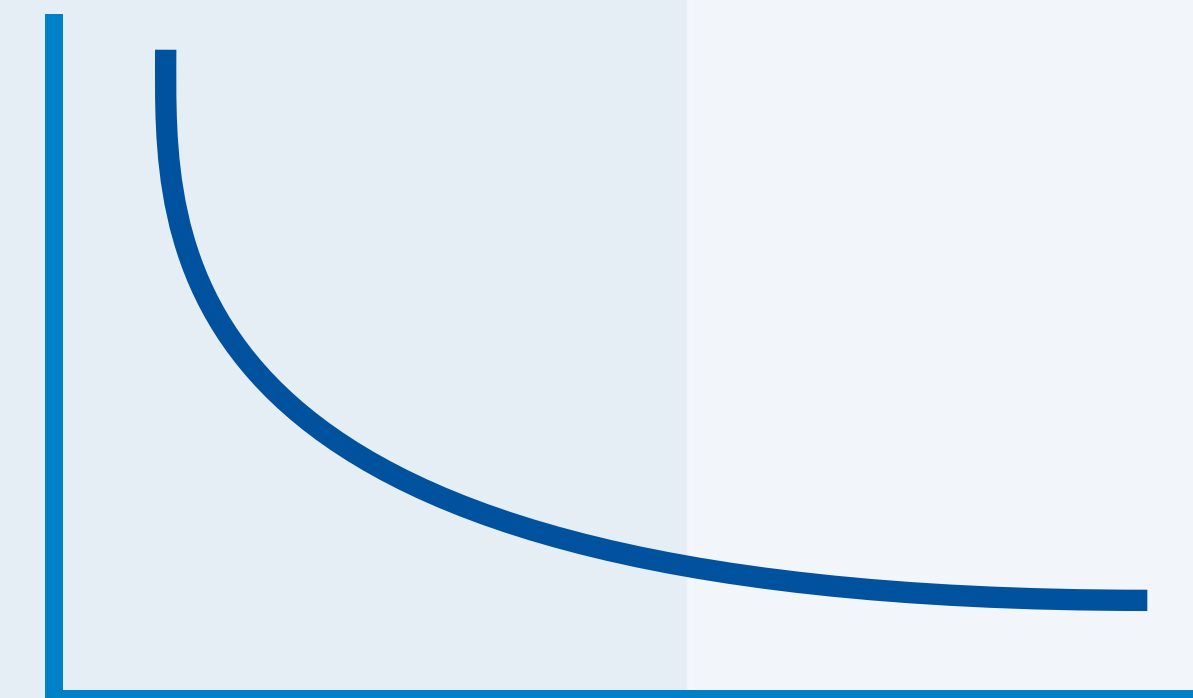
 **BlackBerry**

YAHOO!

NOKIA



Traditional Success Indicators



Failed Companies Despite Meeting Them

Discovering the GHSTA Benchmark

The research team shifted focus and conducted in-depth interviews with dozens of thriving organizations and their executive teams. This effort led to the development of the first real benchmark for institutional success: the GHSTA Benchmark.

What is GHSTA?

GHSTA is an acronym for:
Growing – Healthy – Sustainable – Target – Achieving
Organization.
It defines a successful organization as one that knows its goals and achieves them in a healthy, growing, and sustainable manner.



The Five Elements of GHSTA

1- Growing Organization

A successful organization must be in a state of continuous growth—whether in customer base, market share, or influence. Growth here is strategic and planned, not random expansion.



2- Healthy Organization

Health refers to the balance of internal and external resources. Employees enjoy a productive work environment, financial decisions are well-grounded, and relationships with stakeholders are based on trust and transparency.

3- Sustainable Organization

Sustainability is the ability to endure over time while withstanding challenges and crises. A sustainable organization maintains stability and productivity across generations through resilient strategies.



4- Target Organization

A target-driven organization has clear, measurable objectives. It does not operate randomly or reactively but instead follows defined goals that align with its vision and mission.

5- Achieving Organization

Achievement means delivering results. Success requires not only setting goals but also proving the ability to accomplish them consistently.



Who Drives GHSTA in Organizations?

After eliminating other factors, the research proved conclusively that the executive is the single most decisive factor in whether an organization reaches GHSTA status.

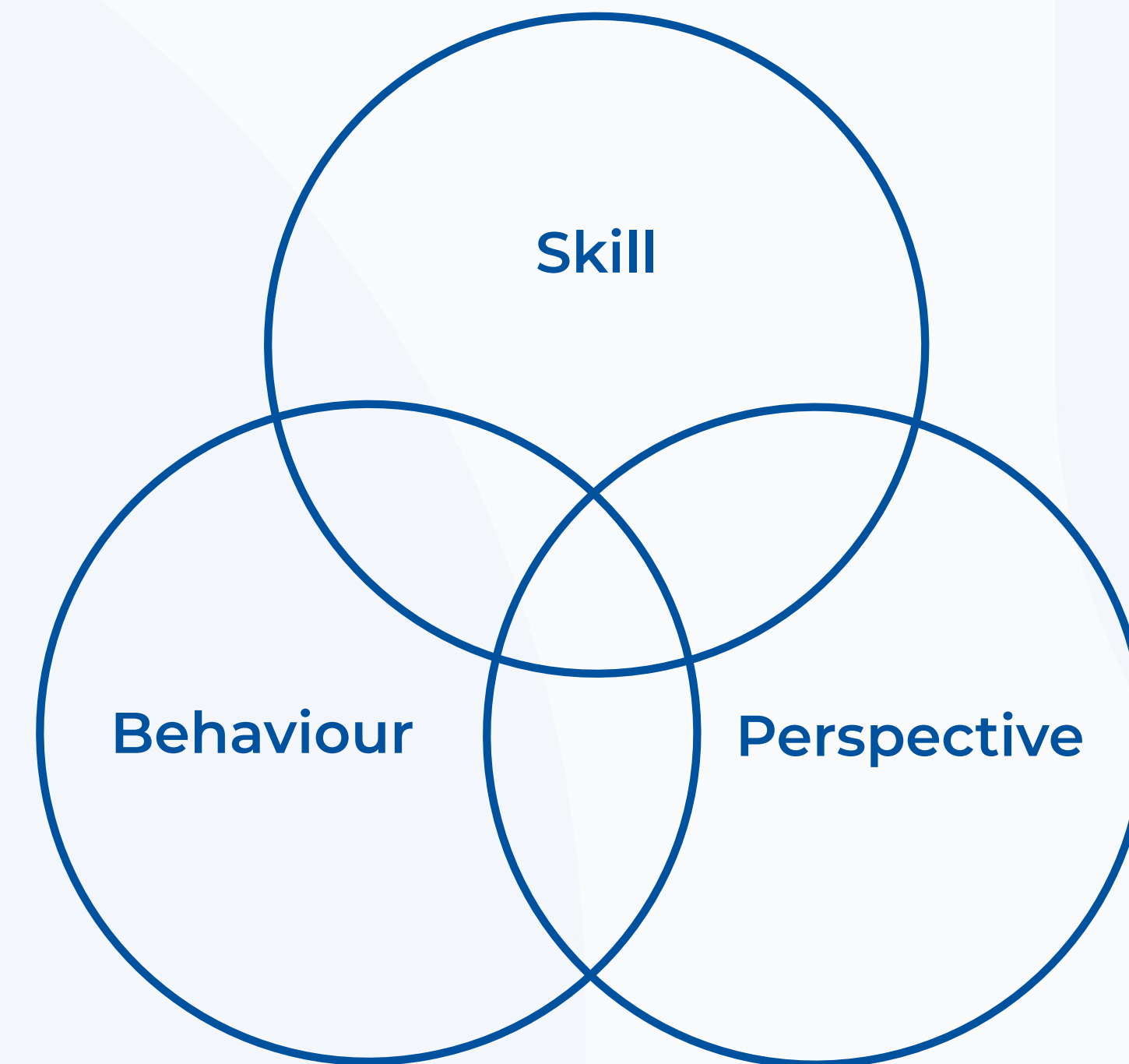
Even with talented teams, excellent products, and favorable markets, an immature executive can waste all success factors. Conversely, a mature executive can transform a struggling organization into a thriving one.



Measuring Each Practice: Three Dimensions

Every practice is evaluated along three interconnected axes:

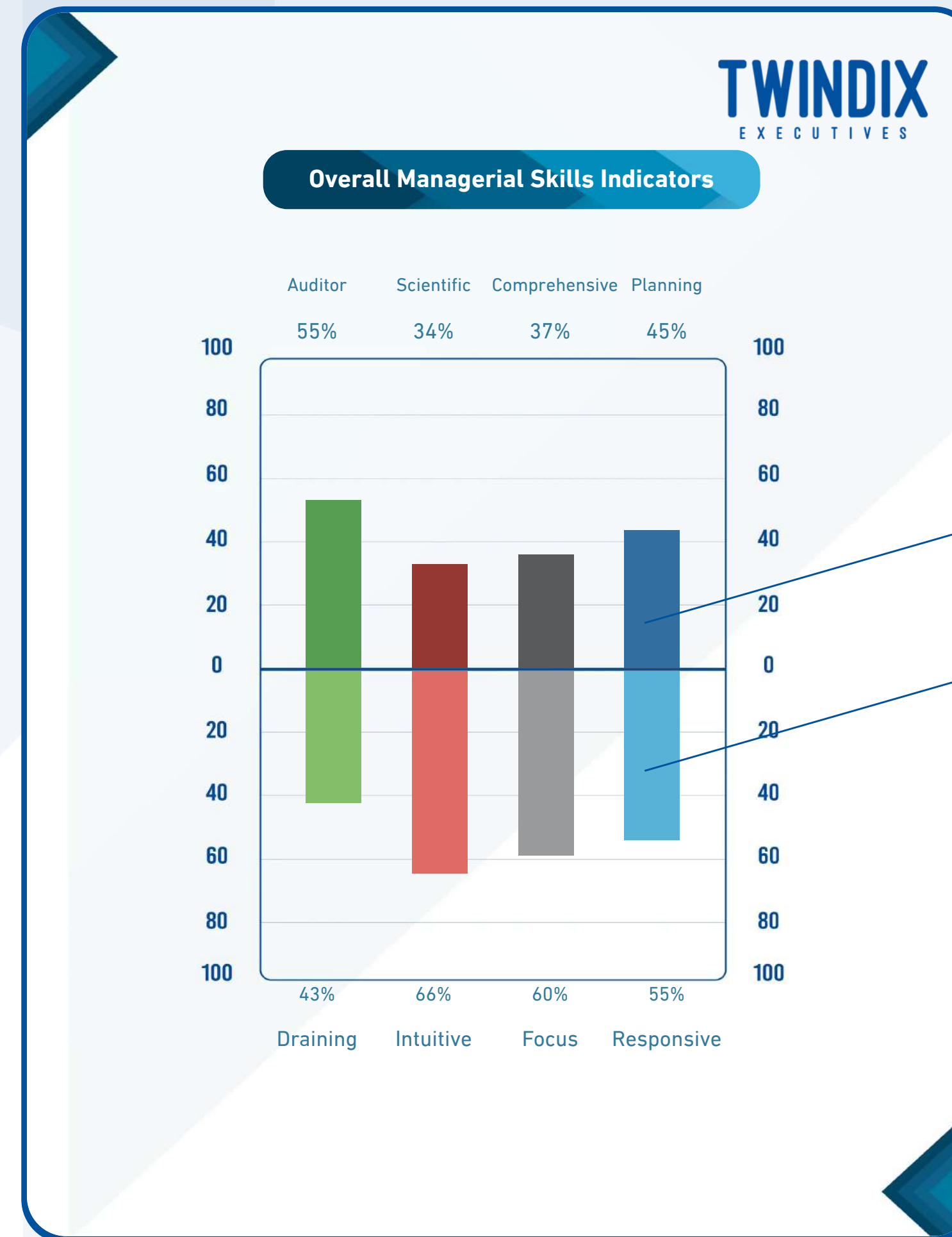
- **Skill** – Natural or acquired ability enabling the executive to apply the practice.
- **Perspective** – The executive's beliefs about the importance of the practice.
- **Behaviour** – The actual observable application of the practice inside the organization.



The Four Bipolar Dimensions (LRS Pairs):

The 36 practices are grouped into four bipolar dimensions:

- 1. Planner vs Responsive
- 2. Comprehensive vs Focus
- 3. Scientific vs Intuitive
- 4. Auditor vs Draining



Executive Evaluation Result Template

Structure of the Twindix Executives Report

The report is divided into five key parts:

Introduction (Pages 1–5):

- General description
- Index
- The Four-Dimension overview chart.



Introduction

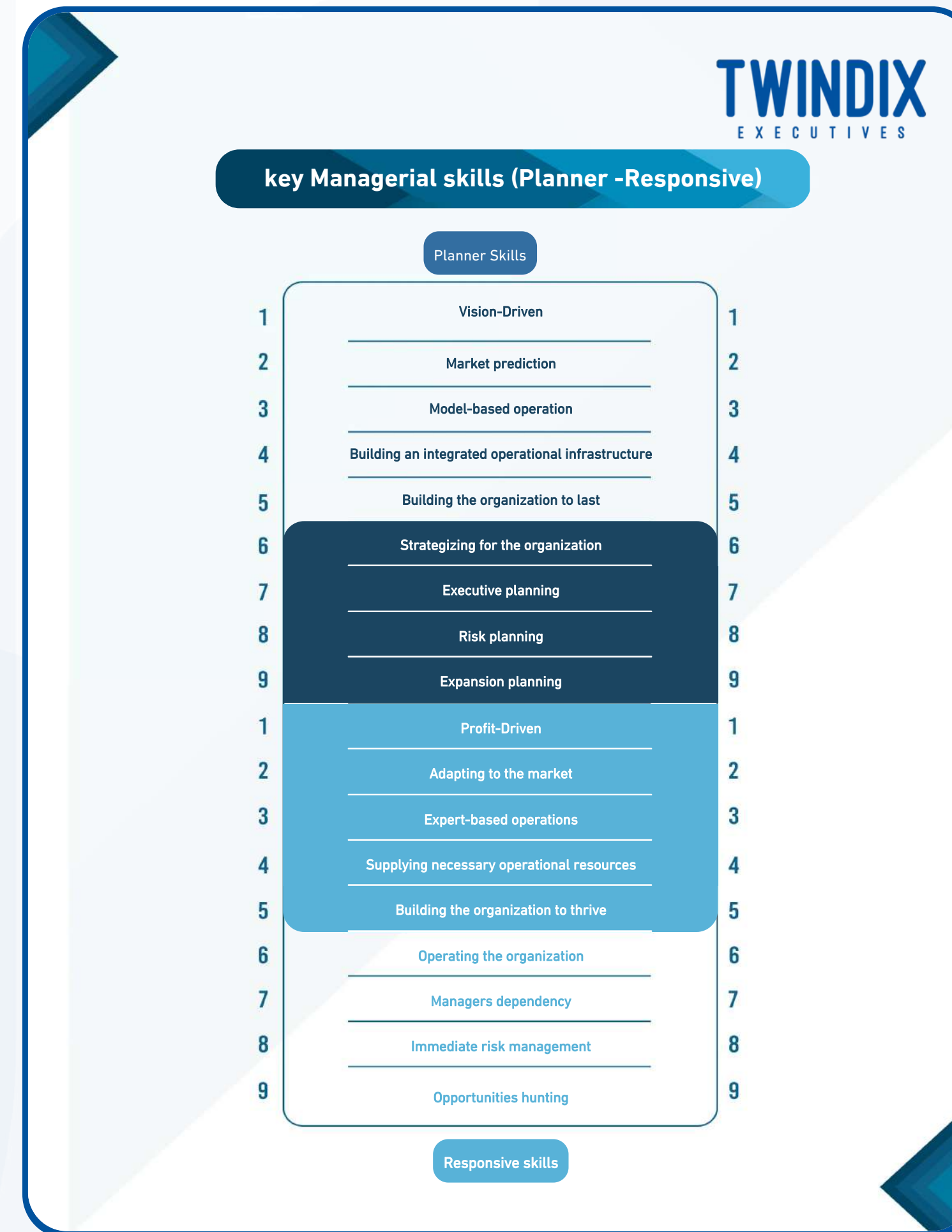
A deep understanding of the personality traits of business leaders and executives is essential in today's dynamic business landscape. This assessment offers a unique opportunity to develop that understanding through a practical, evidence-based framework. The report focuses on four core indicators, each supported by a set of sub-indicators, allowing you to explore your personal style and leadership approach within a real-world business context.

This section provides an applied analysis of the key dimensions of institutional leadership among executives, measured through three primary domains: Organizational Skills, Organizational Perspectives, and Organizational Behaviors. It specifically highlights the four main indicators within each domain, along with their corresponding subcomponents, which include:

Natural indicators:	GHSTA Indicators:
Responsive	Planner
Focus	Comprehensive
Intuitive	Scientific
Draining	Auditor

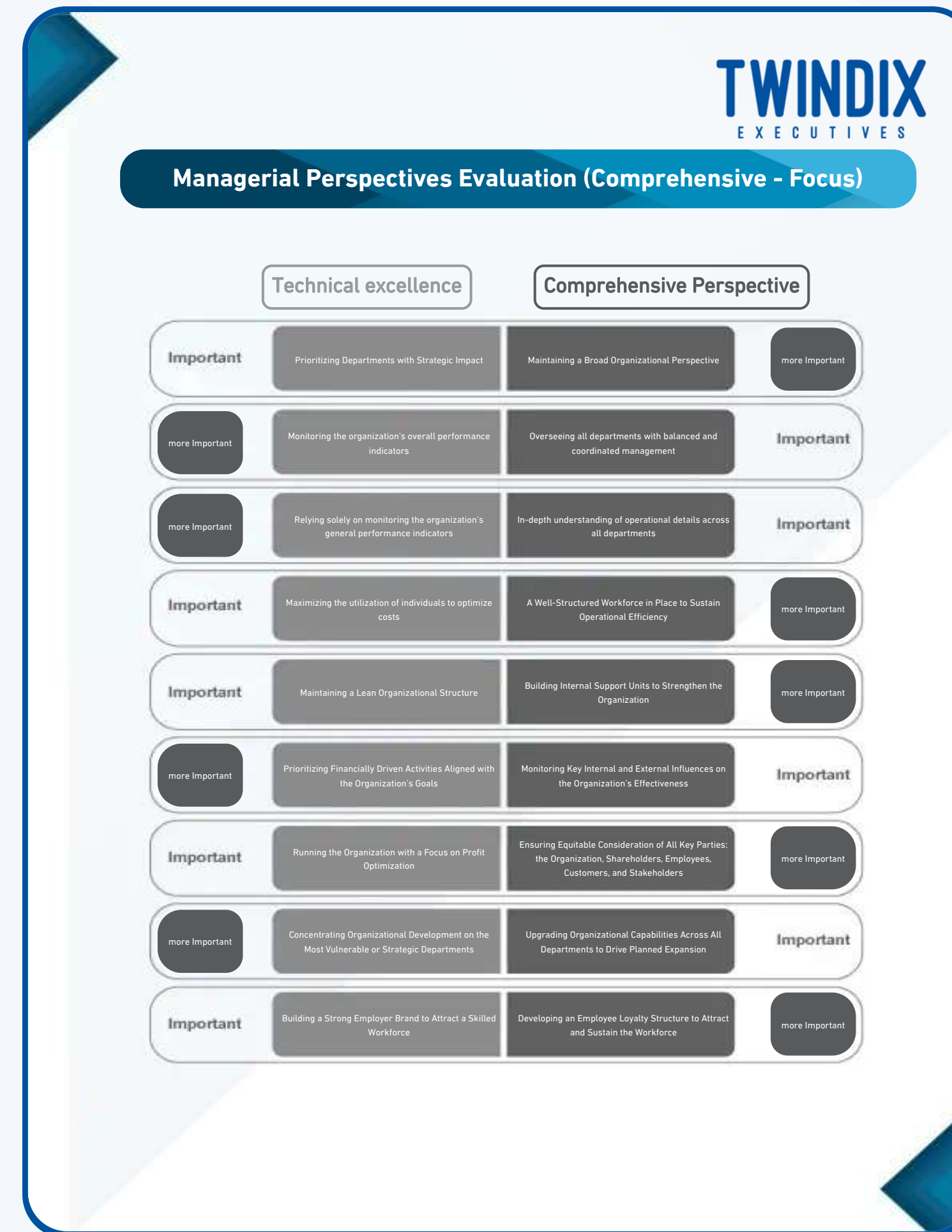
Executive Skills:

Detailed analysis of the 9 practices within each dimension, with commentary for the executive.



Executive Perspectives:

Highlights personal beliefs and attitudes toward each practice.



Organizational Behaviours:

Evaluates the actual application of practices inside the organization.

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Managerial behavior Evaluation (Scientific - Intuitive)

In-Active Engaging External Consultants and Experts to Provide Strategic and Operational Support Active	In-Active Decision-making based on research and studies Active
In-Active Empowering and Training Staff to Drive Ongoing Improvements in Efficiency and Performance Active	In-Active Pursuing the Most Recent Advances in Management Theory and Applying Them in Strategic and Operational Contexts Active
In-Active Driving the Organization Toward Data-Driven Departmental Operations Active	In-Active Leading the Organization Based on Corporate Governance Principles Active
In-Active Balancing Strict Discipline with a Strong Commitment to Innovation and Creative Culture Active	In-Active Commitment to Self-Improvement and Seeking New Knowledge and Insights Active
In-Active Driving the Adoption of Emerging Technologies to Improve Organizational Performance Active	

Integration (The Mix):

Combines skill, perspective, and behaviour for each practice, showing whether it is above or below the GHSTA Bar.



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Managerial Mix: Skills, Perspectives, and Behaviors (Planner - Responsive)

Leading the Organization with a Clear Vision for Its Future

Behaviors	Perspectives	Skills
Responsive	Responsive	Responsive
Behaviors	Perspectives	Skills

Running the Organization for Optimal Profitability

You have the ability to engage in strategic planning and set the necessary plans that support the organization's long-term goals. However, in reality, you are more inclined to believe in the importance of focusing on daily operations and short-term strategies. Your belief extends to your daily administrative practices, where you become immersed in managing the organization's operations to achieve short-term goals without fully focusing on whether these goals will ultimately lead the organization to achieve its long-term ambitions. It may seem obvious to you that focusing on running the organization's internal operations is necessary, but constantly focusing on achieving short-term goals and getting caught up in them may lead to ignoring significant opportunities and long-term investments that could provide sustainable success and stability for the organization.

Managing the Organization Through Structured Strategies That Fulfill Its Vision

Behaviors	Perspectives	Skills
Responsive	Responsive	Planner
Behaviors	Perspectives	Skills

Directing the organization's activities to achieve its profitability goals

Naturally, you are focused on achieving short-term goals. You may not strongly believe in putting extra effort into imagining what the organization could become in the future. Instead, you might see the only measure of success as the organization's ability to generate the highest possible revenues. This approach often drives you to push the organization toward achieving the best financial results. However, this management style could lead to a breakdown in strategic focus. Organizational energy and resources might be directed toward activities that do not align with specific long-term goals. The effects of this could become evident over time. To address this, you should invest in developing your ability to plan for your organization's future, reevaluate its short- and long-term priorities, and work toward a clear long-term vision that ensures organizational focus and stability. Additionally, encourage departments to adopt this vision as it becomes a key factor in making both operational and strategic decisions.

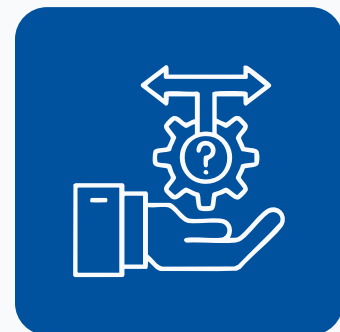
Managing the Organization Based on an Executive Plan for Departmental Operations

Behaviors	Perspectives	Skills
Planner	Planner	Planner
Behaviors	Perspectives	Skills

Relying on the experience of managers in running the organization

Some may describe you, or you may think, that you over-plan things, but this is the case for many managers who work hard to place their organizations on the list of the best global organizations. You fully understand the importance of precise executive planning and the need for an annual plan for the organization. You contribute to supporting departments in formulating a solid and executable plan that ultimately leads to achieving its annual targets to reach its strategic goals. Continuing this management approach is the fastest and most reliable way to achieve sustainability and stability within the organization.

Applications of the Report:



Measuring executive competence.



Identifying training and development needs.



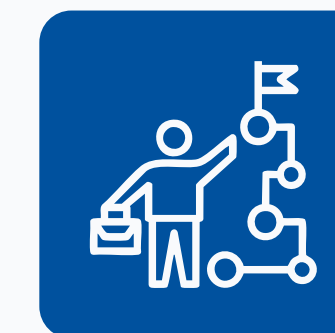
Supporting boards of directors in executive guidance.



Succession planning.



Executive recruitment and selection.



Evaluating entrepreneurs' administrative effectiveness



Banking and finance, where lenders assess management capability before financing.



Academic research in universities and business schools.



Providing consultants with diagnostic insights.

Conclusion:

The Twindex Executives Report is the first standardized global tool that provides a 360° view of executive performance.

It reveals with accuracy:

- Which skills are mature.
- Which perspectives are aligned or misaligned.
- Which behaviours are practiced or missing.

This makes it a roadmap for executives to develop themselves and secure their organization's long-term success.

**Correct Practices Are the Key to
Organizational Sustainability.**

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