

COMPANION DIAGNOSTIC TO THE JUNCTURE CODE

PERSONAL OPERATING SYSTEM DIAGNOSTIC

A Leader's Honest Assessment of the Code
Running Their Most Important Decisions

This is not a personality test.

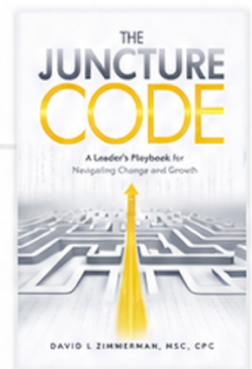
It is a structured look at the decision-making system you inherited, adapted, and now have the opportunity to redesign.



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Author of The Juncture Code

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Companion to the book

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INTRODUCTION

This Is Not a Personality Test

Most leadership assessments tell you what you want to hear. They confirm your strengths, gently surface a few development areas, and leave you feeling broadly validated.

This one is designed to do something different.

The Personal Operating System Diagnostic is built around a single uncomfortable premise: most leaders are running a decision-making system they inherited rather than designed. It was assembled from the bosses who shaped you, the cultures that rewarded certain behaviors, the crises that forced certain adaptations — and the beliefs you absorbed before you were senior enough to question them.

That system has brought you this far. It may not take you where you're going next.

This diagnostic won't tell you you're failing. It will show you, with some specificity, exactly where your operating system is running well — and where it's running on code that deserves a closer look. That's a different kind of uncomfortable. The productive kind.

I've spent over 40 years in leadership and executive coaching. The patterns this diagnostic surfaces are the ones I encounter in virtually every senior leader I work with. The leaders who grow fastest aren't the ones with the fewest gaps. They're the ones with the most honest relationship with their gaps.

Take it slowly. Resist the urge to answer how you aspire to respond. Stay with the answer about where you are now. That's where the learning is.

— **David L. Zimmerman, MSc, CPC**

BEFORE YOU BEGIN

How to Use This Diagnostic

Work through each section in order. You'll encounter three types of questions:

Scenario questions — Choose the response that most accurately reflects how you actually behave, not how you aspire to behave. The gap between those two things is exactly what this diagnostic is designed to surface.

Rating scales — Circle or mark your honest answer. A 7 when you mean a 4 helps no one.

Open reflection prompts — Write in the spaces provided. These are not scored. They are for you. The act of writing an honest answer is often the most valuable part of this diagnostic.

At the end you'll use the Operating System Profile section to identify your current archetype. This is not a grade. It's a starting point.

Complete time: approximately 25-30 minutes.

PART 1

System Check

Before you can upgrade your operating system, you need an honest read on what's actually running.

Section 1: The Self-Awareness Gap

The most expensive mistake I ever made in leadership wasn't a strategic miscalculation or a hiring error. It was spending nearly a decade completely certain I understood how I was coming across to my team — and being wrong. The gap between how I saw myself and how my people experienced me was the gap where trust quietly eroded. Rachel's feedback — 'You don't really listen, David' — landed like a gut punch precisely because I believed I was one of the most open leaders in the building. I wasn't. This section is about surfacing yours.

RESEARCH INSIGHT: THE SELF-AWARENESS GAP	
95%	of leaders believe they are self-aware — able to see themselves clearly and understand how they affect others
10–15%	actually meet the research criteria for genuine self-awareness (Eurich, T. — organizational psychology studies with 5,000+ participants)
80%+	of leaders are walking around with a significant blind spot about their own blind spots — including highly experienced, high-performing ones

The implication is not that most leaders are failing. It's that most leaders are operating with a confident but incomplete picture of how their decisions, behaviors, and patterns affect the people around them — and the outcomes they're responsible for.

Q1

In a meeting you're leading, someone challenges your approach before you've finished laying out your reasoning. Before they finish speaking, you are most likely:

- A Mentally composing your response to their objection
- B Genuinely listening while holding your own view lightly
- C Feeling mild impatience — this is slowing things down
- D Curious about what experience is driving their perspective

Q2

When you receive feedback that genuinely surprises you — something about yourself you didn't see coming — your most honest first reaction is:

- A Skepticism: do they really understand the full context?
- B Curiosity: what am I not seeing that they are?
- C Defensive acknowledgment: I hear you, but...
- D Genuine discomfort mixed with openness — I sit with it even when it stings

Q3

Think about the last significant decision you made that didn't produce the outcome you expected. Which most accurately describes your process afterward?

- A I identified external factors: market conditions, team execution, timing
- B I examined what I personally could have done differently
- C I looked at both external factors and my own decision-making
- D I moved to the next priority — there wasn't time for extended review

Q4

How accurately could you articulate, right now, the top three assumptions you're currently making about your team, organization, or strategic direction — and which of those you've never explicitly examined?

Rate yourself: 1 · 2 · 3 · 4 · 5 · 6 · 7 · 8 · 9 · 10

I couldn't do this right now ←————→ *I could write all three down immediately*

Q5

In the last 90 days, name one assumption you held about yourself or your leadership that turned out to be incomplete or wrong. What revealed it?

Write your answer here — be specific. If nothing comes to mind immediately, that itself is worth noting.

Section 2: Emotional Intelligence & Trigger Mapping

In 2008, standing in front of eleven exhausted people in that Beverly Hills conference room after the Lehman collapse had just destroyed an acquisition we'd spent months trying to save, I had a list of perfectly rational excuses ready. Every one of them was true. And none of them was the right response. What I had to override that day wasn't logic — it was the part of my operating system that had spent decades treating vulnerability as a threat. Choosing accountability over self-protection in that moment was the hardest emotional regulation I'd done in my career. And it changed everything that happened next.

RESEARCH INSIGHT: THE STRESS-DECISION CASCADE

↓30%	Working memory capacity under acute stress — the same cognitive resource driving your most complex leadership decisions
37%	Faster decisions made by leaders under high-pressure conditions — with measurably lower accuracy (2022 leadership cognition research)
17–19 hrs	of wakefulness produces cognitive impairment equivalent to 0.05% blood alcohol content — affecting the prefrontal cortex where judgment lives (Walker, W. — sleep and performance research)

Your emotional state isn't background noise in your leadership decisions. It is an active variable — one that systematically affects the quality of your judgment in ways that feel invisible from the inside and are often visible to everyone around you.

Q6

Your most consequential meeting of the month is scheduled for 4:00 PM on a Friday. What does your calendar look like in the hours immediately before it?

- A** Back-to-back meetings since 9 AM — I'll be fine, I operate well under pressure
- B** A lighter afternoon — I deliberately protect cognitive space before high-stakes conversations
- C** It varies — whatever the week brings
- D** I've never connected my calendar density to my cognitive state in high-stakes moments

Q7

You're presenting a recommendation to senior leadership and receive significant pushback — more than you anticipated. In the moment, what happens inside you?

- A** A surge of energy — I actually perform better when challenged
- B** A brief spike of defensiveness, followed by genuine curiosity about what I'm missing
- C** A strong urge to dig in — I've done the work and I'm prepared to defend it
- D** Awareness that I'm getting activated, and a deliberate attempt to slow down before responding

Q8

Name your three most consistent emotional triggers in a professional setting — the situations, people, or patterns that most reliably produce a reaction rather than a considered response.

Trigger 1:

Trigger 2:

Trigger 3:

Now answer honestly: How recently did any of these triggers influence a leadership decision before you caught it?

Circle one: This week / This month / This quarter / I rarely catch it in real time

Q9

After a difficult interaction — a challenging conversation, unexpected resistance, a meeting that went sideways — how long does it typically take before you're fully back to your baseline cognitive state?

- A** Less than an hour — I reset quickly and move on
- B** A few hours — I need some processing time
- C** The rest of the day — it tends to stay with me
- D** I've never mapped this honestly — I'm not sure

Q10

How specifically can you predict, right now, what situations are most likely to compromise your judgment in the next 30 days?

Rate yourself: 1 · 2 · 3 · 4 · 5 · 6 · 7 · 8 · 9 · 10

I have no idea ←-----→ *I could describe them specifically today*

Section 3: The Cognitive Bias Audit

I can trace confirmation bias through at least a dozen major decisions in my career where I was absolutely convinced I was being objective. The one I still think about is a conference planning session in the early 1990s — a colleague named James came in with something genuinely better than what we'd done before, and I shut it down because it didn't match what had worked before. I got my way. The enthusiasm in the room quietly died. What I was actually doing was running a consultation designed to reach the conclusion I'd already reached — dressed up as openness. I didn't see it until the damage was done.

RESEARCH INSIGHT: THE BIAS BURDEN	
200+	documented cognitive biases catalogued by researchers — each one a systematic shortcut your brain takes without your awareness or consent
85%	of people search for information that confirms what they already believe, rather than information that challenges it (confirmation bias prevalence research)
76%	of significant organizational decisions have been informally pre-decided before the formal decision process begins (McKinsey organizational research)

The problem isn't having cognitive biases. Every human brain has them — including yours and mine. The problem is not knowing which ones are most active in you at the moments of highest stakes.

Q11

Your team presents a rigorous analysis that directly contradicts a strategy you've already committed to publicly. Your most honest likely response:

- A** Look for flaws in their methodology before engaging with their findings
- B** Request additional data — specifically data that might support the original position
- C** Sit with the genuine possibility that you might be wrong, publicly
- D** Acknowledge the data, then explain why the strategy is still right

Q12

You're interviewing two finalists for a senior role. Both are equally qualified, but one has a background and communication style very similar to yours. Which is most likely true about your process?

- A** I would consciously compensate for the similarity bias and evaluate both equally
- B** I would probably be unaware that any bias was operating
- C** I know this bias exists in me and have a specific practice to catch it
- D** I've never examined my hiring patterns through this specific lens

Q13

In the last major strategic decision you made, which best describes your information-gathering process?

- A** I built the case I already believed and looked for evidence to support it
- B** I actively sought out perspectives that would challenge my initial instinct
- C** I did a mix — but confirming information was honestly more comfortable to engage with
- D** I don't have a consistent process — it varies with the decision and the pressure

Q14

How many of the following cognitive biases could you accurately define AND give a specific recent personal example of: confirmation bias, anchoring bias, availability heuristic, status quo bias, affinity bias?

- A** 0-1 — I know the terms but not how they show up in my specific decisions
- B** 2-3 — I can describe some of them in my own behavior
- C** 4-5 — I actively work with these concepts in my decision-making
- D** I know them conceptually but haven't mapped them to my actual decision patterns

Q15

How systematically do you check for cognitive bias before your most consequential decisions?

Rate yourself: 1 · 2 · 3 · 4 · 5 · 6 · 7 · 8 · 9 · 10

Never — I have no formal practice ←————→ *Consistently, with a specific and repeatable process*

Q16

Name one significant professional decision you made in the last 12 months. What assumptions were you making that you didn't examine at the time? What would a trusted, honest challenger have said about those assumptions?

The decision:

Unexamined assumptions:

What a challenger might have said:

PART 2

System Diagnostics

You've completed the System Check — the broad diagnostic of what's operating beneath your daily leadership. Part 2 goes deeper into the specific architecture: what's actually fueling your performance, how your most important decisions get made, and whether accountability and trust are genuinely built into your operating system.

Section 4: Motivation & Purpose Alignment

Kevin was my top advisor at PaineWebber in Nashville — the best performer in the district. His numbers were perfect. His eyes were empty. It took one conversation — me actually stopping the agenda and asking what was going on — to discover he'd been running on someone else's definition of success for three years. I've seen that same look on the faces of CEOs. The performance is still there. The fuel is gone. This section isn't about whether you're performing. It's about what's actually powering the performance — and whether it will last.

RESEARCH INSIGHT: THE MOTIVATION SUSTAINABILITY GAP	
32%	higher long-term performance ratings among leaders primarily driven by intrinsic motivation — meaning, mastery, contribution — vs. extrinsic drivers (meta-analysis, SDT research)
3×	higher burnout rates among high-performers whose primary motivation is extrinsic (title, compensation, recognition) — even when those leaders are objectively succeeding
47%	of senior leaders report that their primary motivation has shifted significantly at some point in their career — but only 23% deliberately examined that shift as it happened

Q17

What were you doing the last time you completely lost track of time at work? Be specific — not the category ('helping my team') but the actual activity, conversation, or type of problem.

The specific activity:

Now answer this honestly: How often does your current role put you in that state?

Circle one: Daily / Weekly / Monthly / Rarely / I can't remember the last time

Q18

Complete this sentence as honestly as you can — not as you think a good leader should answer, but as you actually would:

"I would still be doing essentially what I do even if _____."

If you paused for a long time before completing that sentence — or couldn't complete it — that pause is the data.

Q19

Which most accurately describes what drives your performance right now?

- A Genuine passion for the work and the impact I'm having
- B The responsibility I feel to my team and organization
- C Momentum — I've built this, but I'm not sure I've examined the fuel source lately
- D External markers more than I'd honestly like to admit

Q20

How clearly could you articulate, to someone you trust, what genuinely fuels your leadership — not what looks good on paper, but what actually energizes you when you're doing it?

Rate yourself: 1 · 2 · 3 · 4 · 5 · 6 · 7 · 8 · 9 · 10

I've never thought about this clearly ←————→ *I could describe it specifically right now*

Section 5: Decision-Making Architecture

The \$600 million email I sent at 4 AM at PaineWebber wasn't a strategic failure. It was an architecture failure. I had no system that said: decisions of this magnitude require a minimum cognitive state and a specific review threshold before action. My system was: press on until it's done. That costs you differently depending on the stakes. At high enough stakes, it cost me everything the deal was worth. I learned that lesson. I'm still paying attention to it.

RESEARCH INSIGHT: DECISION FATIGUE — THE HIDDEN TAX	
65%	Rate of favorable parole board decisions immediately after food/rest breaks — dropping to near 0% just before breaks, regardless of case merit (Danziger et al., judicial decision research, 2011)
↓40%	Decline in decision quality over the course of a demanding workday — decisions made late in the day are significantly more likely to default to the status quo

Most leaders

have no systematic process accounting for cognitive depletion — they make their highest-stakes decisions when their decision-making system is most compromised

Q21

Can you describe your personal decision-making process — not your organization's, yours — in three sentences or fewer, right now?

- A Yes — I could write it down right now
- B I have a general approach but it isn't articulated
- C My process varies significantly — I don't have a consistent one
- D I've never thought of my decision-making as having a describable structure

Q22

You're facing the most consequential decision of your quarter — real uncertainty, significant organizational impact, 48 hours. What does your actual process look like?

- A Rapid analysis, trust my experience and instinct, decide
- B Gather data, consult a few trusted advisors, decide
- C Structured: assumptions first, risks mapped, multiple options considered, biases checked
- D Entirely dependent on how pressured I feel — the process changes under stress

Q23

If you mapped your last ten most significant decisions, how consistently did you follow the same decision-making process?

- A Very consistently — I have a repeatable approach I actually follow
- B Somewhat — I use a process when I have time, instinct when I don't
- C Inconsistently — my process changes significantly with context and pressure
- D I haven't mapped my decisions in a way that would let me answer this honestly

Q24

How much confidence do you have that your decision-making quality remains consistent whether you're operating under low pressure or high pressure?

Rate yourself: 1 · 2 · 3 · 4 · 5 · 6 · 7 · 8 · 9 · 10

My quality degrades significantly under pressure ←-----→ *Genuinely consistent regardless of pressure level*

Q25

Describe a decision you made under significant time or performance pressure that you would make differently today. What does it tell you about how your personal operating system performs when the stakes are highest?

The decision and what it revealed:

Section 6: Accountability & Vulnerability Index

There's a test I give every leader I work with. It's simple: When did you last tell your team 'this one's on me' — without a qualifier, without the context about extenuating circumstances, without the 'but'? The ones who can answer that question specifically tend to have teams that bring them real problems early — before they become crises. The ones who pause and struggle to find an example tend to have teams that have learned to manage around them. The quality of information reaching you is a direct function of what you've modeled.

RESEARCH INSIGHT: PSYCHOLOGICAL SAFETY & TEAM PERFORMANCE	
#1	Predictor of high-performing teams across Google's Project Aristotle study — the largest organizational team performance study ever conducted: psychological safety
76%	Higher rate of problems surfaced early (before becoming crises) in teams where leaders actively model vulnerability and accountability
35%	Higher innovation output and 27% lower turnover in teams where psychological safety is high — both directly influenced by how the leader responds when things go wrong

Q26

When did you last say 'this one's on me' — genuinely, without qualification — to your team?

Circle one: In the last month / Last quarter / Last year / I can't point to a specific instance

Q27

A significant problem surfaces in your organization that your team was aware of for 30-60 days before you knew about it. Your most honest first question to yourself is:

- A** Why didn't they tell me sooner?
- B** What did I do — or not do — that made it feel unsafe to bring this to me earlier?
- C** A mix of both — but I'd start with them, not with myself
- D** I'd focus on fixing the problem first and examine the communication pattern later

Q28

How confident are you that the information reaching you from your team reflects what's actually happening — rather than what your team thinks you want to hear?

Rate yourself: 1 · 2 · 3 · 4 · 5 · 6 · 7 · 8 · 9 · 10

Low confidence — significant filtering likely ←-----→ *High confidence — they tell me hard things regularly*

Q29

When you receive feedback you strongly disagree with, what do you actually do with it — not what you intend to do, what happens?

- A** I sit with it genuinely, even when it's uncomfortable
- B** I acknowledge it verbally but privately discount it
- C** I challenge it — ask for evidence, examine the credibility of the source
- D** I'm honest that I respond differently depending on whether the feedback confirms or challenges my self-image

PART 3

System Output

The first two parts examined what's in your operating system. This final part examines what it's producing — and how deliberately it was built in the first place.

Section 7: Learning & Adaptation Rate

After the PaineWebber district expansion went sideways in the early 1990s, I had two choices. I could explain it — markets were difficult, the timeline was aggressive, the team was still finding its rhythm. Every one of those things was true. Or I could examine it — what assumptions did we make that turned out to be wrong, what feedback loops did we not build in, what would a more honest post-mortem produce? The first choice protects your ego. The second choice builds your operating system. I learned that the hard way, and I've watched the same choice play out in hundreds of leaders since.

RESEARCH INSIGHT: THE REFLECTION DIVIDEND	
23%	Higher performance improvement among employees who spent 15 minutes at end of each workday reflecting on lessons learned vs. those who didn't — Giada Di Stefano, Harvard Business School research
Leaders who reflect	consistently outperform peers not because they have better outcomes — but because they extract more learning from the same set of experiences (Duckworth, A. — grit and learning research)
The gap compounds	A leader who reflects intentionally on outcomes for 10 years builds a qualitatively different decision-making system than one who moves immediately to the next priority

Q30

After your last significant outcome — positive or negative — which best describes your process?

- A** I moved quickly to the next priority — the pace didn't allow for extended analysis
- B** I did a brief mental review and noted what felt most relevant
- C** I conducted or facilitated a structured review: what worked, what didn't, what my patterns tell me
- D** I'm honest that I do post-mortems for failures, but rarely examine why successes worked

Q31

Think about a recurring pattern in your leadership — a type of challenge, conflict, or outcome that keeps appearing in different forms. Have you ever done a genuine root cause analysis of your personal role in that pattern?

- A Yes, specifically — I can describe what I found
- B In general terms, but not with real precision
- C I've noticed the pattern but haven't deeply examined my contribution to it
- D I'm not sure I've identified recurring patterns in my own behavior

Q32

After significant outcomes, what ratio of your reflection time is spent explaining what happened versus inquiring — examining what your operating system produced and what you'd change?

Mark your honest position:

100% Explaining ←-----→ 100% Inquiring

Q33

What did your last major juncture — a significant decision, transition, or outcome — teach you about your personal operating system that you've actually applied since?

What you learned and how you applied it:

Section 8: Operating System Design

The hardest questions. Answer them as honestly as you can.

I entered the brokerage industry in the 1980s and was handed a code: hard sell, short-term commissions, success defined in very specific terms that didn't match my values. My manager ran that code. Most colleagues ran it. I remember the specific moment I decided not to. Not because I had everything figured out — I didn't. But because it didn't align with who I was trying to become. That was my first conscious act of operating system design. It took me years before I understood it as such. The Juncture Code, and everything I've built since, has been an ongoing process of making that design more intentional. These final questions are about where you are in that process.

Q34

Name the person who most significantly shaped how you lead today. Then name one pattern you inherited from them — directly or by reaction — that you have never consciously examined or explicitly chosen to keep.

The person:

The unexamined pattern:

Q35

Which most honestly describes your current leadership style?

- A Something I've consciously designed around my values and what I've learned about myself
- B Something that evolved organically from my experiences — largely undesigned
- C A combination — some elements are intentional, others I inherited and haven't examined
- D I'm not sure I've ever thought of my leadership style as something I could deliberately design

Q36

When did you last genuinely update your personal operating system — not add a new skill or tool, but actually re-examine the underlying code: your assumptions about leadership, your values in practice, your decision-making architecture?

- A In the last year, with some intentionality
- B During a significant career transition
- C I'm not sure I've ever done this explicitly
- D This diagnostic is the first time I've framed it this way

Q37

Your most honest answer to this: Is the leader you are today primarily the result of design or circumstance?

- A Primarily design — I've been intentional about building my operating system
- B Primarily circumstance — I've been shaped more than I've shaped myself
- C A mix — and I'm ready to be more intentional
- D Circumstance so far — and this diagnostic is making me want to change that

SCORING

Your Operating System Profile

Review your responses across all eight sections. Don't count answers mechanically. Look for the honest gestalt — the pattern that emerges across your responses. Which of the following four profiles most accurately reflects what you see?

A note on these profiles: none of them is a verdict. They are starting points. The rarest and most valuable quality in any leader is not arriving at Profile 4 — it's the willingness to look honestly at where you actually are and build from there.

01 Running on Legacy Code

EXPERIENCED · SUCCESSFUL · LARGELY UNEXAMINED

You've built a strong career and a record of real achievement. Your operating system got you here — and for good reason. It was built from genuine experience, hard-earned lessons, and instincts that have proven themselves over time.

If you're honest with yourself, much of what runs your most important decisions was assembled rather than designed. The patterns that served you well at an earlier level may not be the ones that serve you best at this one. You likely explain your decisions more than you examine them. You trust your instincts in ways that worked brilliantly — before the complexity of your current role increased.

You're not in trouble. You're at a juncture. The gap isn't ability — it's awareness. And awareness, with the right framework, is precisely what can change.

Where to start: *Part 1 of The Juncture Code — Building the Foundation for Strong Leadership — establishes the self-awareness base your operating system needs. Begin there.*

02 Aware but Untooled

SEES THE GAPS · LACKS THE ARCHITECTURE TO CLOSE THEM

You have genuine self-awareness — more than most. You can name your blind spots in broad terms. You know what you want to work on. And you keep finding yourself in the same patterns despite good intentions.

The challenge isn't awareness. It's architecture. You're relying on willpower and intention rather than designed systems. You know confirmation bias exists — but you haven't built a bias-check into your actual decision process. You value vulnerability — but you haven't built the psychological safety structures that make it safe for your team to be consistently honest with you.

The gap between awareness and behavior is closed by structure, not by trying harder. That's the work.

Where to start: *Chapters 10–12 of The Juncture Code — The Juncture Code framework, self-awareness in practice, and strategic approach — give you the architecture to match your awareness.*

03 In Active Development

BUILDING INTENTIONALLY · SOME LEGACY CODE STILL RUNNING

You're doing the work. You reflect honestly on outcomes. You've examined your biases with real rigor. You have at least the beginnings of a structured decision-making process. You've been willing to say 'this one's on me' in contexts where it cost you something.

There are still patterns you haven't fully examined — code that surfaces occasionally and produces outputs that surprise you. But you're genuinely curious about them rather than defensive. You're growing.

The question for you isn't whether you'll keep developing. You will. It's whether you can accelerate — shorten the gap between experiencing a pattern and extracting what it's trying to teach you.

Where to start: *Chapters 14–15 of The Juncture Code — Execute with Excellence and Learn from Outcomes — will give your active development more structure and intentionality.*

04 Operating by Design

RUNNING A CODE YOU BUILT · KEEPING IT CURRENT

You've done the foundational work. You can articulate your personal operating system — the values it runs on, the processes it follows, the biases you actively manage, the patterns you've identified and continue to examine honestly. Your team can largely predict how you'll behave under pressure, because the code is visible and consistent.

You are not perfect. No operating system is. But you've replaced 'good instincts' with 'good instincts plus good architecture' — and that combination is significantly more reliable at the stakes you're playing at.

The risk at this profile is maintenance. Operating systems need updating. The world you're leading in today is not the one you built your code for. The leaders at this level who stay here are the ones who treat their code as a living document rather than an achievement — who keep asking: does this still fit?

Where to start: *The Juncture Code's Chapter 16 and Final Thoughts — Your Personal Juncture Code — speak directly to leaders at this profile. The work is refinement, not construction.*

YOUR NEXT STEP

The Juncture You're Standing at Right Now Deserves More Than Instinct.

If this diagnostic surfaced something you already knew but hadn't named — that's the most common response. Most leaders know somewhere that their operating system has gaps. What they lack is a structured, honest way to examine and address them. That's what The Juncture Code was built for. Not someone else's framework adapted for you. A process for building your own — grounded in your values, your experience, and the specific leadership context you're navigating right now.

GET THE BOOK

The Juncture Code: A Leader's Playbook for Navigating Change and Growth gives you the complete framework — sixteen chapters mapping the science of how you think and decide, the structured code for navigating your most consequential moments, and the tools for designing a personal operating system that is genuinely yours. Visit www.amaxxagroup.com/the-juncture-code/ which will connect you to The Juncture Code landing page for more information and buttons to major retailers for easy access to purchase the book.

WORK WITH DAVID

If what this diagnostic surfaced feels like work, and you want a guide alongside of you — someone who has navigated this complexity at the executive level and spent a decade coaching others through it — that's why AMAXXA exists.

Find David at www.amaxxagroup.com or reach out directly david@amaxxagroup.com

"You already have a Personal Operating System. The question is whether you designed it — or whether it happened to you. Either way, the next juncture is coming. The only question is what code you'll bring to it."

— **David L. Zimmerman, MSc, CPC**