

Ronnie *O'Dell*, MBA

A narrative interpretation of the PeopleDNA behavioral assessment, calibrated against twenty years of career evidence, the educational arc that produced this leader, and Carol Dweck's framework on Mindset.

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01 Â· THE EXECUTIVE BRIEFING

Who Ronnie is, in one paragraph.

Ronnie O'Dell is a top-decile strategic operator with the rare combination of a creative-strategic mind and an operator's spine. The PeopleDNA behavioral assessment places him in the **top 15 percent of all leaders measured** on the composite of strengths most consequential at the senior-executive level — with two sub-scores at the ceiling (Strategy Formulation in the top 1 percent, Brainstorming in the top 2 percent) and Creativity at the maximum of the ten-point scale. He leads as a **Navigator**: he points at the horizon, names the destination, and trusts capable people to find their own path to it. He carries the weight of outcomes personally, asks "why" before he follows direction, and treats his own capabilities as a project that is always under construction. The trade-off is real and worth naming: he is by design not the operator who manages from over-the-shoulder — the structure and supervision discipline gets hired or systematized around him, not forced into him. The career evidence over twenty years confirms every line of this paragraph.

The strategic mind, the *operator's spine*.

Most assessments of senior leaders sort their subjects into one of two recognizable types. The first is the *strategist-visionary*: high creativity, strong on brainstorming and conceptual planning, often weak on personal ownership of outcomes. The second is the *operator-manager*: high on follow-through and discipline, strong on supervisory rigor, often weak on generative thinking. The clean version of either type is common. The combination of both in one leader is not.

Ronnie's profile breaks the typology. His Creativity score is at the ceiling of the assessment, his Brainstorming and Strategy Formulation sub-scores are in the top one and two percent of the benchmark database respectively, and his Strategic Agility sits in the top fifteen percent. By the strategist-visionary axis alone, this is a top-decile mind.

But underneath that strategic surface is what the assessment categorizes as the *operator's spine*: Self Responsibility at 8 out of 10, Decisiveness at 8, Crisis Response at 7, Intensity at 7, Influence at 7. He owns the outcome. He acts under pressure without deflecting. He internalizes the work rather than externalizing the burden to others. The Directive Presence competency — vision plus voice plus the willingness to make the hard call — sits at the 84th percentile. The combination tells the operating story: this is a leader who not only sees the strategic move, but executes it personally and carries the organization through the execution.

The combination of maximum Creativity, top-1% Strategy Formulation, and an 8-out-of-10 Self Responsibility is uncommon. Most extraordinarily creative leaders are not also personally accountable in this way. Most personally accountable operators are not also this generative. The profile fits a small subset of executives who build, scale, and turn around enterprises — the founders, the transformational presidents, the GMs of complex businesses in flux.

"Join me. Here's the horizon. Find your *own path*."

Across six standard leadership archetypes, Ronnie's dominant style is **Navigator**, scored at the 78th percentile. The Navigator mobilizes a team toward a common vision and focuses on end goals, leaving the means up to each individual. The style inspires entrepreneurial spirit and works best when the team needs a new direction. It is the leadership archetype most associated with founders, transformational executives, and leaders who inherit stalled organizations and rebuild them.

His secondary style is **Mentor** (62) — identifying people's unique strengths and weaknesses and tying them to personal and career aspirations. Together, Navigator and Mentor describe a leader who sets the vision and develops the people who execute it. He is not the supervisor who watches over shoulders, nor the boss who issues orders, nor the chair who builds by committee. His lowest-ranked leadership style is **Consensus** (28). He will listen and gather input, but he will not require unanimous agreement before he moves.

The interpersonal-style overlay places him in the **Uniter** quadrant — extraverted and inclusive. He engages people, promotes his agenda, and accommodates their perspectives without abandoning his own convictions. This is the quadrant most commonly associated with successful joint-venture operators, cross-functional integrators, and post-acquisition distribution leaders — precisely the work that has defined his career.

Twenty years of *congruent data*.

A behavioral assessment is only as useful as the career evidence that does or does not validate it. Ronnie's career validates the profile with unusual consistency.

At **PacificComp**, second-in-command to the Regional President of a 700-FTE Alleghany Corporation operating unit, he inherited a California workers' compensation book with a combined ratio north of 200 percent. Over six years, he took the book from \$65M to \$311M in force and moved profitability from operational loss to underwriting profit. The Strategic Agility, Decisiveness, and Self Responsibility traits are exactly the trait stack required to walk into a broken book and execute a thesis the previous team could not see. Inside that turnaround, he built a **straight-through-processing portal** that scaled small-commercial workers' compensation from \$250K to \$32M of premium, managed by a single underwriter. The decision to shut down the submission email box in March 2016 — against organizational habit — required exactly the combination of Creativity, Decisiveness, and the willingness to question authority (his Compliance score of 3 captures the trait precisely). A more conventional leader would not have killed the email channel. He did.

At **Atlas General Insurance Services**, as the first distribution leader hired, he grew the agency network from 200 to 400-plus agencies in 24 months and grew premium from \$20M to \$150M. His design of an **offshore BPO model in India** for overnight account setup in Duck Creek — allowing 10 to 12 underwriters to process 20,000-plus submissions annually — is the assessment's Creativity-10 and Strategy-Formulation-99 traits operationalized as a concrete operating decision. It was not in the company's existing playbook. He authored it.

At **Kinetic Insurance**, as employee number two at a venture-backed InsureTech MGU, he built distribution from zero to \$45M of written premium in 18 months, recruiting 30 of the Top 100 commercial brokerages within 90 days — before the first policy bound. The Navigator leadership archetype expresses itself most cleanly in launch-phase environments where there is no existing structure to defer to. The 78th-percentile score and the Kinetic outcome are the same data point seen from different angles.

At **Berkley Small Business Solutions**, his current role as Vice President of Distribution, Sales, and Marketing inside the Fortune 500 W.R. Berkley Corporation, he leads multi-line small commercial distribution across Workers' Compensation, BOP, non-fleet trucking, and (in 2026 launch) Business

Auto. In 2025 alone he recruited 78 new agency partners, grew the non-fleet cargo program from \$42.6M to \$75.6M in force, and launched a BOP portal across 40 states that grew submissions by 795 percent. He sits on the AI Committee and was selected for the W.R. Berkley Co-Pilot Power User Program — signals that the corporate environment recognizes and resources the strategic and technology-adoption traits the assessment also surfaces.

Across every chapter, the same wiring shows up. The assessment and the resume are reading from the same source code.

A learner's *pattern*, not a credential collector's.

Three formal degrees and a leadership development program. The pattern is itself revealing.

The **Bachelor of Arts in History** from California State University Northridge is the foundational layer. History is the discipline that trains pattern recognition across time and across cultures. The Strategic Agility competency (86th percentile) is, at its core, sophisticated pattern recognition applied to organizational and market futures. The choice of history as an undergraduate major aligns with the deeper wiring.

The **Master of Arts in Political Science** from San Francisco State University layers on the analytical machinery for power, incentives, and institutions. Negotiation (78th percentile) and Influence (7 out of 10) are political-science applied skills. Strategic Agility, viewed through the political-science lens, is simply "the ability to anticipate second- and third-order consequences of decisions made now." This is the discipline that sharpens that skill.

The **Master of Business Administration in Management** from Pepperdine University is the operating overlay — finance, organizational behavior, marketing, and the business-language fluency required to operate as a senior executive across functions. Pepperdine specifically has a values-grounded ethos that aligns with the Christian-lens worldview Ronnie articulates elsewhere in his materials.

The **Young Leaders' Program at the USC Center for Effective Organizations** is consistent with the Perpetually Improves Oneself trait (95th percentile) — a leader who continues to seek formal development opportunities is the rule, not the exception, in the top decile of self-improvement-oriented executives.

The educational arc is not the predictable BBA-to-MBA-to-finance track. It is the arc of a generalist learner who built broad humanities first, sharpened institutional and political analysis second, and added operating fluency on top. *The educational pattern itself validates the Curiosity score (72) and the Perpetually Improves Oneself score (95)* — this is what it looks like in practice when a person treats their own capabilities as fluid and continues to learn across decades.

Worth noting separately: the earlier career roles — District Manager at ADP, Account Executive at Parsons Group / Accenture, National Account Executive at Allianz Trade Credit — built the cross-

functional, C-suite-facing communication discipline that now shows up as Knowing the Audience (82nd percentile) and Effective Communication (64). Selling Y2K solutions and PeopleSoft implementations to CFOs and CIOs at Bank of America, Disney, NBC, and Avery Dennison in 1998 trains a specific skill: the translation of complex technical strategy into language a cross-functional executive can act on. That skill has compounded ever since.

Growth-minded by choice, *not by reflex*.

Carol Dweck's research on growth versus fixed mindset is the most influential single framework in modern leadership development. Her thesis, distilled: people who believe abilities are developable (growth mindset) outperform people who believe abilities are static (fixed mindset), particularly under pressure, in complex environments, and over long time horizons. The PeopleDNA assessment includes both indices, scored on the same scale, with sub-scales that allow a more nuanced reading than the headline indices alone provide.

Ronnie's Growth Mindset Index is 65 out of 100. His Fixed Mindset Index is 50 out of 100. The headline indices suggest a leader whose growth orientation outweighs his fixed orientation, but not dramatically. The more interesting findings are in the sub-scales.

The single highest score in the growth-mindset cluster is **Perpetually Improves Oneself at the 95th percentile**. This is the most operationally meaningful score in the entire assessment after Creativity. Most senior leaders plateau on personal capability somewhere in their 40s and 50s — they coast on accumulated reputation and stop updating their personal toolkit. Ronnie does not. He treats his own capabilities as an active construction project. The compound-interest effect of this single trait, sustained across a multi-decade career, is enormous. It predicts the next decade more than any other single score in the report.

Two more nuanced findings deserve attention, however, because they qualify the headline.

Growth Through Failure scores 38, below the median. In Dweck's vocabulary, this is the sub-trait that distinguishes the fully-internalized growth-mindset operator from the partially-internalized one. The fully-internalized version actively seeks the lesson in failure and considers setbacks productive. The partial version learns from failure when forced to, but does not seek failure out as a learning vehicle. Ronnie sits in the partial category here.

Gravitates Toward Comfort scores 64, the highest score in the fixed-mindset cluster. Combined with the lower Growth Through Failure score, the interpretation is: Ronnie's growth-mindset orientation is strongest when he *chooses* the challenge himself (the Perpetually Improves Oneself 95 captures this autonomy-driven growth) and weakest when challenge or failure is *forced* on him from outside.

This is not a criticism. It is a precise piece of self-knowledge worth naming. The leaders who most successfully apply Dweck's framework to themselves are the ones who can extract lessons from involuntary setbacks as readily as from voluntary ones. The development edge for Ronnie is structured reflection after losses, not after wins. The wins he already mines well. The losses he learns from, but more slowly.

The leadership-development literature suggests two practical interventions for leaders in this profile: first, build a structured post-mortem cadence into every failed initiative so that the lesson-extraction does not depend on emotional readiness; second, pair with a coach or peer who can challenge the comfort-zone gravity directly. Ronnie's current participation in the W.R. Berkley Co-Pilot Power User Program is itself an expression of the second discipline — a leader who actively seeks out development opportunities in unfamiliar technical territory.

Read alongside Dweck's framework, the overall pattern is coherent: this is a leader with strong growth-mindset wiring on the dimensions he controls, and ordinary fixed-mindset gravity on the dimensions imposed from outside. The combination is more common than the pure growth-mindset archetype Dweck describes in her research subjects — and arguably more honest.

ENTJ — "The Commander." Two frameworks, *the same person*.

A separately administered Myers-Briggs Type Indicator places Ronnie in the ENTJ type — Extraverted, Intuitive, Thinking, Judging — known in the 16Personalities classification as "**The Commander**." The result is worth noting alongside the PeopleDNA findings because the two assessments were taken independently, use different methodologies, and arrived at the same person.

ENTJ is one of the rarer Myers-Briggs types, representing approximately **1.8 percent of the general population** and an estimated **3 percent of leaders** in published management research. The type is significantly overrepresented in senior executive ranks, military leadership, and entrepreneurial founders — Steve Jobs, Bill Gates, Whitney Wolfe Herd, Margaret Thatcher, and Franklin D. Roosevelt are all commonly identified as ENTJ. The type is not the "most" anything in raw count terms; it is, however, structurally well-suited to senior strategic-operating roles, which is part of why it shows up disproportionately in those seats.

The Commander archetype is the textbook description of the leader the PeopleDNA assessment also describes. The trait-by-trait alignment between the two frameworks is unusually clean:

- 01 **Navigator leadership style** (PeopleDNA 78th percentile) maps to ENTJ's defining *"I have a vision and the natural authority to mobilize people toward it"* orientation.
 - 02 **Strategic Agility (86) and the top-1% Strategy Formulation (99)** map to ENTJ's intuitive-thinking function pairing, which is the type's signature strategic engine.
 - 03 **Self Responsibility (8) and Decisiveness (8)** match the ENTJ's owned-outcome orientation — the type is defined in MBTI literature as one that converts judgment to action faster than most.
 - 04 **Compliance score of 3** (questions authority) is the ENTJ's most-cited trade-off — described in the type literature as *"challenging authority when justification is weak."* The two assessments describe this trait in different vocabulary but as the same behavior.
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05 The natural-vs-situational splits — Take Charge (4 → 8) and Tact (2 → 6) — are the ENTJ developmental arc itself. The type literature describes the Commander's growth path as *"learning when to lead and when to step back; learning to deliver directness with diplomacy."* The PeopleDNA assessment captures this development quantitatively; the MBTI captures it as the type's expected maturation curve.

The convergence of the two frameworks is the analytically interesting finding. Behavioral assessments and personality-type assessments are designed differently. One scores behavior frequencies against a benchmark population; the other classifies individuals by Jungian cognitive-function preferences. They often produce results that are only loosely correlated.

In Ronnie's case, the PeopleDNA Navigator-Mentor with strategic-creative wiring and the MBTI ENTJ Commander are precisely the same profile described from two different angles.

For HR partners and search executives who work with MBTI as part of their evaluation vocabulary, the ENTJ-Commander frame may land more familiarly than the PeopleDNA percentile scoring. The two should be read as complementary rather than redundant: the MBTI provides the type and its well-documented developmental patterns; the PeopleDNA provides the percentile placement and the sub-trait detail.

Where this *belongs*.

Behavioral assessments are most useful when they help leaders and hiring organizations match person to seat. Ronnie's profile points cleanly to specific roles and away from others.

The profile fits cleanly in:

- 01 **Transformational SVP / President roles** at specialty insurance carriers in growth or turnaround mode. The PacificComp turnaround is the canonical example of this fit already executed.
- 02 **VP Distribution or Chief Distribution Officer** seats at technology-led platforms that need the agency channel industrialized. The Berkley current role and the strategic thinking on display match this kind of mandate.
- 03 **GM or business-unit leader** seats at Fortune 500 operating units with P&L ownership. The second-in-command PacificComp role under a 250-FTE unit inside a 700-FTE carrier proved this scale of operation.
- 04 **Founder or employee #2** at venture-backed MGUs or InsureTech platforms. The Kinetic build is the canonical case.
- 05 **Chief of Staff to a CEO** who needs a strategic operator at their elbow. The Strategic Agility, Directive Presence, and Self Responsibility scores combine into the profile of someone who can think with the principal and execute for them.

The profile fits poorly in:

- 01 **Steady-state caretaker roles** at mature operations that need preservation rather than transformation. The Creativity-10 and Navigator-78 wiring will create restlessness and risk burnout.
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- 02 Tightly scripted line-management roles** where the primary work is over-the-shoulder supervision of routine tasks. The Supervising Style (32nd percentile) and Structure (3 out of 10) scores predict this mismatch.
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- 03 Consensus-driven environments** — certain academic, government, and board-style organizations where unanimous agreement is required before action. The Consensus leadership score (28) is the lowest in the entire archetype set.
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- 04 Reporting structures with authority-from-the-throne bosses** who expect compliance without rationale. The Compliance score of 3 captures this trait precisely; the relationship will deteriorate under such a boss within twelve to eighteen months.

The design, *named clearly*.

Every behavioral profile contains trade-offs. The most useful self-knowledge a leader can have is naming them honestly rather than papering over them. The trade-offs in Ronnie's profile are: Structure (3 out of 10), Detail Orientation (7 out of 10, in the "big-picture, bored by routine" zone), Goal Orientation (4 out of 10, realistic targets rather than unrelenting stretch), Holding Others Accountable (41st percentile), Supervising Style (32nd percentile), Tactical Execution (20), and Time Management (7, the lowest individual score).

These are not deficiencies. They are the design. The operator who builds five distribution shops from scratch is structurally not the same operator who runs a tightly scripted compliance floor. The same trait stack that produces the Creativity 10 and the Strategy Formulation 99 also produces the Structure 3 and the Supervising Style 32. They are two faces of one underlying wiring.

The practical implication is clear and well-documented in the leadership-development literature: leaders with this profile succeed when they hire or systematize the structure-and-discipline function around themselves rather than attempting to internalize it. Pair a Navigator-Mentor leader with a tightly structured Chief of Staff or operations deputy, and the partnership compounds. Force the same leader to be both the visionary and the rigorous supervisor, and the work becomes exhausting and the output suffers.

The self-awareness around the trade-off is in some ways the most reassuring finding in the entire assessment. Ronnie's career reflects this awareness already — he has consistently sought roles where the structure exists in the surrounding organization (Alleghany, CopperPoint, W.R. Berkley) or where he was free to build his own complementary partnerships (Atlas, Kinetic). The pattern of his career choices is consistent with the pattern in his data.

What the next decade looks like, *read from the data.*

The leadership-development field has reasonable empirical consensus on which leader profiles compound over decades and which ones plateau. The compounders share three traits: high creativity, high personal responsibility, and high commitment to continuous self-improvement. Ronnie scores at the top of the benchmark on all three.

Read against that backdrop, the forward thesis on this leader is straightforward. The strategic-creative mind — already at the ceiling of the assessment — will continue to generate operating moves that more conventional executives do not see. The operator's spine will continue to convert those moves into shipped outcomes. The Perpetually Improves Oneself trait will continue to add new domain knowledge, new technical fluency (the current focus on AI is one current example), and new leadership tools to the toolkit. The Navigator-Mentor leadership archetype will continue to build teams that develop the people on them while delivering on the mandate.

The risks in the forward view are not capability risks. They are placement risks and pacing risks. The placement risk is taking a seat that demands consensus-driven decision-making or authority-from-the-throne deference; the data predicts the relationship will not sustain. The pacing risk is the Intensity-7 and Self-Responsibility-8 combination producing burnout under chronic-pressure conditions; the discipline of externalizing stress before it becomes critical is the development edge that protects the next decade.

Both risks are manageable with conscious attention. Neither is structural.

The most accurate summary of the leader the data describes: a top-decile strategic mind, paired with an operator's spine, in the Navigator-Mentor leadership archetype, with the entrepreneurial wiring to question authority and the self-improvement discipline to keep getting better. The combination is uncommon. The career validates it. The educational arc reinforces it. The Dweck Mindset lens qualifies it usefully. The forward thesis is a leader whose effectiveness should continue to compound through the seats he chooses carefully and the partners he selects deliberately.

Source data: PeopleBest PeopleDNA™ Leader profile, completed 22 June 2026. Big Five (OCEAN) personality assessment paired with sixteen-competency scoring against the PeopleBest benchmark database; growth-versus-fixed mindset matrix; six-archetype leadership style inventory; interpersonal and engagement style overlays. The full 27-page primary report and five companion summaries are available alongside this analysis in the executive library.

Framework reference (Mindset): Carol S. Dweck, *Mindset: The New Psychology of Success* (Random House, 2006; updated edition 2016). The growth-versus-fixed mindset framing in Section 6 is drawn from Dweck's published work and the PeopleDNA assessment's incorporation of that framework into its mindset matrix.

Framework reference (Type): Myers-Briggs Type Indicator administered separately via the 16Personalities instrument. Result type: ENTJ ("Commander"). Section 7 cross-references the PeopleDNA findings against MBTI Commander archetype literature. Source document — *Commander Personal Growth Guide* — available alongside this analysis in the executive library.

Methodology note: A behavioral assessment scores the trait component of competency. Actual job performance also depends on skill, experience, motivation, attitude, and situational context. This narrative interpretation triangulates the trait data against twenty years of documented career evidence and the educational arc that produced this leader. Direct corroboration available through references and prior employers.

Leadership Profile Analysis — Ronnie O'Dell, MBA

OPERATOR Â· BUILDER Â· STEWARD Â· PREPARED 30 JUNE 2026