

Key Qualities Profile Suzy Sample

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Company t-three - marketing

Project

astute **creative** reserved **democratic** people-oriented
collaborative **non-judgemental** goal-focused
considered perceptive **vigilant**
accommodating critical



What are Key Qualities?

We are all unique. We may be similar to others in some ways but in others we are different. These similarities and differences in our motivations, attitudes and behaviour make us who we are. The way we behave and interact with others depends on our own make-up. When we understand ourselves and others we are able to develop and be more effective. Facet5 provides the foundation for this self-awareness and personal development.

What do they measure?

For self development or building effective teams, the Facet5 Key Quality Report is the start point. Facet5 is founded on modern personality theory so the results are robust and reliable. Your Key Quality Report lists those important building blocks of your personality. We each have key strengths that we can rely on. Recognising and harnessing these strengths enables you to realise your full potential and contribute more effectively. When we understand our strengths we can foster a culture of appreciation and collaboration, where each person’s unique abilities are acknowledged and leveraged.

What does your Key Quality report show?

Strengths	Strengths in Action	Strength Overplayed	Coaching Advice
Strengths are things you do well. They require little effort, come naturally to you and will be seen by others.	Provides a range of ways you can apply your strengths in your work and relationships.	Our strengths can become a barrier to us working well when we over rely or overplay them.	These are potential tactics that you may wish to consider to apply your strengths and monitor your strengths overplayed.

To help you understand how your Key Qualities impact you at work we have grouped them into five Domains as follows:

	Making decisions and setting goals	These key qualities relate to how you approach making decisions and setting goals. Your willingness to resolve issues as they arise and how willing you are to go your own way to deliver on your beliefs.
	Engaging and consulting with others	These key qualities relate to your approach to engaging and consulting with others. Your approach and enthusiasm for new ideas, your need for people and how you go about involving others in your work and thinking.
	Focusing on people and tasks	These key qualities measure how you relate to others. They show how likely you are to put others first, provide support and your approach to giving and sustaining trust.
	Managing your work and commitments	These key qualities relate to how you manage your work and commitments. They help you understand how approach your work, need for structure and process and how you apply rules and standards to yourself and others.
	Responding to stress and identifying risks	These key qualities measure your approach to responding to stress and tension on a day to day basis. They also help you understand your outlook, level of optimism and inner confidence.

Your report includes a Word Cloud. This is on the front page and is a quick summary of the main themes in your report. More important themes are in larger text. To help you understand how your Key Qualities relate to others, you will find a key next to each statement in your Key Quality Summary page. The key is detailed below.

- *Statements in bold and italics show where you are most likely to differ from other people.*
- **Statements in bold show where you differ slightly from other people.**
- Statements in regular font show where you are similar to other people.

DECISION MAKING & GOAL SETTING

	Goal Focused	You make decisions quickly and pursue goals with drive. You can set your own direction without guidance from others, bringing clear views, personal conviction and a healthy pace to get things done.	Page 4
	Accommodating	<i>You are patient and tolerant when faced with differing points of view, listening to others' arguments and thinking carefully before you comment. You keep the peace by not getting into unnecessary debate.</i>	Page 5
	Democratic	<i>You invite advice and direction from those around you and orient yourself with the views and direction of the group. You regularly discuss ideas with others to find shared agreement.</i>	Page 6

ENGAGING & CONSULTING

	Considered	<i>You bring deep and contemplative thinking to your work, taking time to reflect on your ideas. You give others the space to think and discuss, before offering your own well considered ideas.</i>	Page 7
	Reserved	You value enduring relationships with people you have had time to get to know. You comfortably work on your own, not needing others around you to keep you energised. This confidential manner brings a quiet modesty to your work.	Page 8
	Collaborative	You bring others into your thinking, enjoying how ideas flow and develop through discussion. Your curiosity spreads across a breadth of ideas and you naturally stay informed.	Page 9

TASK & PEOPLE FOCUS

	People oriented	You take a broad view that considers the needs of others, bringing a people-centred approach to your work. You believe in doing good and work that is of value to others.	Page 10
	Critical	You bring a healthy scepticism and don't take on the struggles of others quickly. You provide support when genuinely required, pushing people to bring their full efforts and capabilities for themselves.	Page 11
	Astute	You build productive relationships based on mutual trust. You are perceptive and alert to the motives of others, treating people fairly and using supporting evidence to make an informed judgement.	Page 12

MANAGING WORK & COMMITMENTS

	Creative	<i>You bring innovation and imagination, having a fresh, big-picture perspective and enjoying change. You give others free reign to be individual and adapt to the situation.</i>	Page 13
	Non-judgemental	<i>You reinterpret rules and guidelines for each situation, forging your own novel and distinctive path. You resist rigid and restrictive approaches and can deliberately challenge the status quo.</i>	Page 14

IDENTIFYING RISK & MANAGING STRESS

	Vigilant	<i>You are attentive and alert to the world around you, reacting to change and putting your full focus around a problem. Others will feel you take the situation and their concerns seriously, and that things really matter to you.</i>	Page 15
	Perceptive	<i>You are more prepared than you think, being thorough and not leaving things to chance. You bring your past experiences and feelings with you and give careful thought before committing to new ventures.</i>	Page 16

DECISION MAKING & GOAL SETTING

Goal Focused

What Does It Measure?

This key quality looks at your inner drive to commit to your own ideas and set goals for yourself and others. It can help you understand how quickly you form your opinions and your willingness to consult others and make decisions.

Your Key Quality: Strengths

The brilliance of your style lies in a willingness to communicate firm views and intentions. You can develop ideas and set your own goals without much direction or support from others. You decide quickly and pursue your goals with fervour. You hold clear views about most issues and can explain them well if necessary. Others will see you as driven, determined, and goal oriented.

Taking Action To Leverage Your Key Quality

- Utilise your knack for setting goals and your firmer communication style to support effective strategic planning. You can help contribute to crafting long-term goals, business strategies, and action plans, ensuring alignment between your vision and the organisation's objectives.
- Use your naturally decisive nature to help streamline discussions and ensure the group stays focused on the end goal. Work with others to help create timelier decision making criteria and outcomes.
- Become a strong advocate and voice for the team and organisation. Your ability to hold clear views and communicate those can make a significant impact in ensuring alignment, fostering collaboration, and inspiring positive change across all levels of the team and organisation.

Strength Overplayed

Your goal focus may lead you to make decisions without adequate consultation. Others may feel you don't give them enough opportunity to input, or that their ideas are not being considered. You are often one of the first to speak on an issue, so could dominate conversations with your clear opinions.

Coaching Advice

1. Hold back from dominating conversations and rushing in too quickly to state your view or promote your own ideas. Instead, ask questions and listen to other ideas and views. Get curious for just 5 minutes longer and see what happens! You can use phrases like "And what else?", "Tell me more", or "What do / don't we know?".	2. Your idea might feel so clear in your mind that it seems the obvious action. Remember others might need more details or to understand your thinking for themselves before they can build on or further explore this.	3. Challenge yourself to consider who has a very different viewpoint or thinks very differently to you. What could they bring to something you're currently working on? How might they help you shape your thinking and improve the outcome?
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DECISION MAKING & GOAL SETTING

Accommodating

What Does It Measure?

This key quality measures how you put forward and defend your point of view. It will help you understand how quickly you react to issues, your preferred approach to resolving them and your willingness to hold your ground on issues important to you.

Your Key Quality: Strengths

The brilliance of your style lies in a natural tendency to diffuse tension and keep the peace. You stay composed when faced with differing points of view and won't be drawn into unnecessary arguments. You readily accept others' views but will hold your ground on matters that are important to you where you feel it absolutely necessary - choosing your time and place. You are mild and tactful, thinking carefully about your impact before commenting. Others will see you as accommodating, careful and cooperative with a strong focus on maintaining harmony and goodwill.

Taking Action To Leverage Your Key Quality

- Your willingness to accept and consider others' viewpoints can enhance collaboration within your team. By actively listening to colleagues, and valuing their input, you can create an environment where everyone feels heard and respected.
- Use your natural tendency to diffuse tension in conflict resolution by remaining calm means you can act as a mediator, helping conflicting parties find common ground and work towards solutions that benefit all parties involved.
- You can help bridge communication gaps between different departments or teams by serving as a liaison. Your ability to navigate differing perspectives can facilitate smoother interactions and project collaboration.

Strength Overplayed

While you take a calm, patient approach in the face of differing opinions, your preference is to avoid confrontation at all costs. You may discount or ignore your own interests just to keep the peace. As a result, the conversation may lose a valuable moderating influence. In being overly accommodating towards the other person, you may limit your ability to exert influence, leaving you feeling overlooked and frustrated. You risk being seen by others as a bit of a push-over.

Coaching Advice

1. When faced with differences of opinion you will tend to accommodate others' views or avoid difficult conversations. The strength of this is that you're not drawn into every disagreement and pick your battles. In your current role, position or project, what would it help for you to fight more strongly for the things that are important to you?

2. In the moment you may give in to others too soon. Consider how you can state more clearly what you want or believe. If you have an opportunity to prepare, consider what are you flexible on? What are you fixed on and why? Can you meet in the middle or do you need to persuade others of your point of view?

3. Accommodating often leads to a cost – are you willing to pay the price? If you give in too quickly and agree, what are you really saying no to? Are you just trying to avoid a situation or maintain false harmony?

DECISION MAKING & GOAL SETTING

Democratic

What Does It Measure?

This key quality measures your willingness to act on your beliefs, independently of people around you. It can help you understand how much support and direction you need in order to commit to a course of action.

Your Key Quality: Strengths

The brilliance of your style lies in your ability to foster team cohesion through an unwavering commitment to the common good. You passionately believe in the support that comes from being part of a team and will always uphold the needs and interests of the team as a whole. You take on others' ideas and are prepared to modify your stance and approach as required. You value unity and agreement, and as a result are less likely to do things that put yourself apart from others. They will see you as highly consensual, and a real team player.

Taking Action To Leverage Your Key Quality

- Your focus on collective goals and unity allow you to role model a strong democratic approach. This is particularly useful when collective decision making and unity are important; or when there is potential for fragmentation within the team.
- Leverage your approach to consensus and harmony to foster a strong collegiate climate among team members. You can do this by role modelling loyalty to shared goals and ensure mutual support amongst colleagues.
- Your willingness to adapt your approach to support the good of the team can ensure the team maintains momentum and a collective mindset to goals. You can ensure all views are heard and discussed, allowing for everyone to contribute and create a strong shared ownership of the way forward.

Strength Overplayed

You may be seen as overly conformist and highly dependent on the other members of the team. Your reluctance to act without either the approval or permission of others may diminish your own contribution and slow down progress. When you are faced with a course of action that others appear unwilling to get behind, you may feel paralysed and struggle to get started.

Coaching Advice

1. Whilst your preference naturally involves others, there may be times when you need to take a more radical and independent view. When do you need to express or defend yourself as an individual? Try expressing this more assertively, even if it goes against the views of the group.

2. Think of a project or piece of work that you are about to embark on. Scope out your ideas on your own. Get creative about options available to you and practice making your own judgement about the best way forward. Only then think about whether the situation or issue needs to be discussed more widely and who with. Take your thoughts and ideas into that conversation for feedback and input.

3. Before you default to asking others for their view on the direction you should take, ask yourself 'what do I think we should do?' or 'If I had already made a decision, what would it be'. It might feel strange but coming at decisions from a slightly different angle can help you get out of your own way.

ENGAGING & CONSULTING

Considered

What Does It Measure?

This key quality measures your response to new ideas and events, and how you prefer to demonstrate enthusiasm for these. It will help you understand how you consider ideas before committing yourself and others.

Your Key Quality: Strengths

The brilliance of your style lies in your ability to take stock of things in a measured and level-headed way. You are willing to consider new ideas but need time to calmly evaluate them. Your approach is steady and deliberate, reserving comment until you have explored all the pro's and con's. You bring depth and specialism to your work, often making more of a 'back room' contribution than centre stage. You prefer not to be in the limelight. Other will see you as calm and restrained.

Taking Action To Leverage Your Key Quality

- Your considered approach can bring a realistic review and reaction to ideas that may feel impulsive or rushed. This more objective, measured stance can save time and effort and allow more effective decisions.
- You can help a team or group to exercise prudence when shiny new opportunities come along that appear highly attractive. You bring a depth of expertise that can be employed in the evaluation and creating a more rational approach to ideas.
- Steadying the ship during times of rapid change can help teams see plans through in order drive out value. You can emphasise the importance of regulating effort over time to deliver sustainable success.

Strength Overplayed

Your natural tendency to consider things and respond in a very unflustered way can make you seem cool or aloof to others. Your lack of visible enthusiasm for what is going on may be interpreted as disinterest or even disdain, and has the potential to disrupt positive relations within the team.

Coaching Advice

1. You naturally take time to think and reflect on things, not getting caught up in novelty or being quick to show enthusiasm. Consider ways to express some of your inner dialogue which is often much busier than people may realise.

2. Think about what gives you energy and sparks visible enthusiasm in you. This can be anything. Notice how your physique changes; you may have a smile on your face; your tone of voice might change and be more expressive. What impact does this have on you and others around you? Consider how you can bring that energy into your work context, or particular situations where you know you can be quiet and reflective.

3. You may be frustrated by impulsive people who jump from one idea to another. Remember they complement your approach by helping to get the conversation started and generate ideas. Try using simple, curious coaching style questions to help them pause and deepen their thinking.

ENGAGING & CONSULTING

Reserved

What Does It Measure?

This key quality measures your interest in being with other people. It will help you understand your preference for working with and need for other people to feel productive and included.

Your Key Quality: Strengths

The brilliance of your style lies in your ability to make valuable contributions to the team effort in a modest and unpretentious way. You are relatively quiet and reflective, preferring an environment where people are accepted for the depth of their specialist or technical contribution. You welcome and enjoy the company of colleagues you have had time to get to know but are easily able to work alone. Others will see you as reserved and self-contained.

Taking Action To Leverage Your Key Quality

- Your more self-sufficient nature allows you to immerse yourself in your work. This is particularly helpful when concentration is important and the nature of work is impactful. You can role model the importance of expertise and focus on producing quality deliverables.
- Your approach of building close & trusting relationships with key people allows you to lead authentically and based on the issues at hand, rather than a 'big personality'. You will allow others a chance to express themselves and to be recognised for their contribution rather than network.
- Your more reserved approach can help you maintain healthy boundaries where it is necessary to avoid over-familiarity. You honour confidentiality and can use your discrete and considered approach to facilitate outcomes in sensitive situations.

Strength Overplayed

Your quiet and reflective nature are well suited to smaller and more established work groups. This means you may be more difficult to draw out when either the company or the subject (or both) are unfamiliar to you. Others may find it hard to get to know you or what you're thinking. This may lead to you being isolated from others within the team.

Coaching Advice

1. You can work on your own without contact and general socialising with others. Keep in mind that others have unique experiences, perspectives and skill sets to offer, and that Innovation is often collaborative. Who could you connect or reconnect with from outside your typical network of people? Think in advance what you might be curious to ask them about, or what they might like to hear about your current projects.

2. If it takes you time to relax and open up in new groups, think in advance about your personal interests and passions to bring into conversation, or what you'd like to contribute. What do you feel comfortable opening up about? Trust that people will be keen to hear. Be curious and notice what you like about how others do this.

3. Ask questions that draw people out – people love to talk about themselves, and this will allow you time to think about what you want to say, or space to say less.

ENGAGING & CONSULTING

Collaborative

What Does It Measure?

This key quality measures your approach to involving other people in your thinking. It will you understand how you seek out information and ideas and your preference for problem solving.

Your Key Quality: Strengths

The brilliance of your style lies in your ability to incorporate the views of others when deciding on a way forward. You are keen to engage them in your thinking, asking for views and opinions to expand your own perspective and help shape your approach. You prefer to solve problems through discussion and debate, and will flex your views if compelling evidence is presented. Others will see you as collaborative and consultative.

Taking Action To Leverage Your Key Quality

- You can support others by encouraging a wide range of perspectives and ideas. This can help to generate more creative and effective solutions. It allows for more informed decision making, as the decision maker can draw upon the expertise of the group to make a more informed and balanced decisions.
- Your willingness to involve others in your thinking from an early state can ensure greater ownership of decisions through co-creating solutions. This can be particularly helpful when others are expecting to have a say in decisions and plans.
- You can use your style to increase engagement in the team. Your approach reinforces that their view counts and they are making a difference through their contribution. It shows a genuine interests in the views and opinions of others.

Strength Overplayed

You relish and rely on exchanges with others in order to develop your thoughts and plans. You may risk placing more emphasis on the discussion and less on reaching firm conclusions that you can stick to. You instinctively gravitate towards similarly open people but may ignore more specialist individuals who don't share as easily.

Coaching Advice

1. You enjoy sharing your ideas and actively involve others in broad discussions. Consider who you prefer sharing ideas with and what you want from them in that situation. Do you want new suggestions to help shape your thinking, someone to talk it out loud with or just the stimulation of conversation? Be mindful of your intentions and who else you could bring into the discussion for a different dynamic.

2. Don't be put off by someone changing the pace or questioning your ideas. Realise it often shows care and engagement - even if it may not feel like it. While it can change the discussion, consider how this is part of moving ideas into reality.

3. You're skilled at adapting to changing views and evidence. Consider how this might appear to others. How do you communicate with others so they understand your new thinking and bring consistency to your approach?

TASK & PEOPLE FOCUS

People oriented

What Does It Measure?

This key quality measures how likely you are to put others peoples interest first. It will help you understand how you balance your needs versus those of others and what you expect in return for your efforts.

Your Key Quality: Strengths

The brilliance of your style lies in your focus on the people dimensions of your work. You are open and transparent in your dealings with others, believing that that most people have good intentions. You take account of how colleagues and stakeholders will be affected by an issue and like to keep others on-side when making decisions. As a result, they will see you as people oriented and considerate.

Taking Action To Leverage Your Key Quality

- Use your strong altruistic beliefs to demonstrate the value that people bring to the organisation and its work. This can be important, such as when, a highly ethical and socially responsible approach is needed, or when there is a need to evaluate the likely impacts of large scale change.
- You can act as a sounding board for teams and organisations. Your strong people orientation can inform a vision and direction that has the needs and concerns of people and community at its core. This can boost team morale and engagement when they feel their voice has been heard and concerns represented.
- Apply your people orientation to practical applications such as coaching or mentoring. You can guide and support both existing team members as well as new, increasing their confidence and sense of belonging by knowing they have a person who is their to support and look out for them.

Strength Overplayed

With your tendency to look out for the needs of others, you will often act in a selfless way, foregoing what you want possibly to the point of being at a personal disadvantage. Some people may seek to take advantage of this. You may also find it difficult in situations that require you to take a tough stance with others.

Coaching Advice

1. You are focused on the wellbeing of others and may find it easier to take more on yourself than to delegate. Consider the impact on others around you and their own development in their role. What experience and learning might this offer them? You might find others are empowered by the opportunity, or glad to help you in the same way you are glad to help them. A healthy balance of give and take creates stronger relationships of partnership and collaboration.

2. Press pause when you notice yourself wanting to help others by taking work away from them. What drives you to act this way? Do you believe they are capable? Does this help them long term? Consider what your actions really serve and communicate. Recognise what is emotional (what you feel) and what is practical (what you think). Think about this when asking for help from others too.

3. You might struggle working with others who are seem blunt, insensitive or self-centred. Consider how can being more direct benefit relationships or groups? Could this be harnessed for creating space and permission for others to be honest, disagree or defend themselves? Recognise they are also ideal people for you to practice putting yourself first, as they will more naturally take care of themselves.

TASK & PEOPLE FOCUS

Critical

What Does It Measure?

This key quality measures your approach to providing support and being understanding. It can help you understand to whom, when and how you give support and what you expect in return.

Your Key Quality: Strengths

The brilliance of your style lies in the value you place on individual responsibility for results. You believe that people should be willing and able to deliver on what is expected of them, and you'll give them the autonomy they need to fulfill this. If help or support is requested in order to overcome a specific challenge, then you will step in, provided this will be reciprocated in some way. Others will see you as objective and firm.

Taking Action To Leverage Your Key Quality

- As you place value on individual responsibility and accountability, you can role model effective handling of 'zero tolerance' performance issues such as those which are legal, regulatory and employment policy related.
- During times of challenge and high activity you can help to build and maintain a sense of mutual accountability amongst colleagues - "In this team we don't let each other down". You will provide necessary guidance and support to meet the challenge.
- You can convey a sense of duty and responsibility to members of the team. Offering significant stretch and challenge in delegated tasks you can be firm while providing practical support when needed.

Strength Overplayed

Because you want people to deliver with the minimum of support, you can have a tendency to expect a bit too much of those around you. You may underestimate the amount of support they need or be unwilling to be inconvenienced when they need help. This may come across as unresponsive or even unsympathetic.

Coaching Advice

1. Your preferences help you to stand back and let people take care of themselves, allowing them often valuable space to take responsibility, try things out and learn from their experiences. Consider your mindset when you take this approach. Do you expect them to succeed on their own? Do you have confidence in them, or not? If they are aware of this, what impact do you think that has?

2. Recognise when you expect too much from others and assume no support should be needed. For people who need more support – challenge yourself to understand the current gap between expectations and performance. What other factors may be at play here? How else could you help them to support themselves more effectively?

3. If someone seems to need a lot of assistance, it might seem like a choice between helping them or leaving them to get on with it. Remember there is a third way. Rather than coach the problem, you can coach the person. Try to understand them as an individual - their context, experience and beliefs? Is there a common factor across situations?

TASK & PEOPLE FOCUS

Astute

What Does It Measure?

This key quality measures your approach to taking people at face value. It helps you understand your approach to building, sustaining and potentially losing trust with others.

Your Key Quality: Strengths

The brilliance of your style lies in your willingness to place trust in people when it is justified and cultivate healthy reciprocal relationships. You recognise that most people have positive intentions most of the time, but are alert to the possibility that some may take advantage. You accept what others tell you, provided you can see the logic in it e.g. the source seems reputable or there is data to support it. You will withdraw your trust if you feel it is misplaced or has been abused. People will see you as trusting but realistic.

Taking Action To Leverage Your Key Quality

- When you need to strengthen relationships, your natural willingness to place trust in people will allow you take the initiative and extend trust towards others in order to have them trust you in return. This role models healthy, respectful relationships.
- Use your realistic approach to demonstrate a genuine faith in your team whilst role modelling being alert to the selfish motives of certain colleagues. This can help protect not only yourself but the team from those that might take advantage.
- Your approach can be particularly helpful in challenging circumstances, where the support of individuals is mixed or uncertain. By projecting a genuine sense of trust in them, whilst still be alive to the possible dangers caused by malcontents, can guide the group to a more unified agreement or approach.

Strength Overplayed

Because you tend to err on the side of trusting people, you may let others' opinions influence your thinking too readily in the absence of any alternative views or supporting data. On the other hand, if you suddenly withdraw your trust in others, fearing that it has been either abused, or not reciprocated, you may appear inconsistent and unpredictable, causing confusion for others.

Coaching Advice

1. You can hold a balanced perspective, seeing that people both have their own personal gains and motives but are also prepared to help others. Are you able to maintain this view, or can you be pulled to a more one-sided view by others? Most projects must meet the needs of both the business and people in order to be successful and sustainable. Are you willing to call out what's not being considered?

2. You risk having your opinions influenced by other people's view. Remember these are personal and subjective views. Check the intent of people who share negative opinions of others. Do they have something to gain from this?

3. Be clear why you trust someone. Is this based on them as a person, word of mouth or previous experience? Tap into your own instinct. Has this usually proved reliable when knowing who to trust? What helps you connect to this, despite other judgements?

MANAGING WORK & COMMITMENTS

Creative

What Does It Measure?

This key quality measures your approach to being personally planned and organised. It will help you understand how you approach your work and evaluate ideas.

Your Key Quality: Strengths

The brilliance of your style lies in your free and emergent thinking as well as your highly adaptive nature. You are not constrained by barriers such as tradition or unnecessary processes and will take an unconventional, perhaps even radical approach to your work. You enjoy having the freedom to act spontaneously and this allows you to respond quickly to changing demands. Others will see you as creative and non-conforming.

Taking Action To Leverage Your Key Quality

- When situations are fast-moving and plans become quickly outdated, your creativity and responsiveness enables you to flex to meet changing demands. This willingness to take a more radical and ambitious path gives permission to others to think differently and act with more spontaneity.
- You can act as a counter-balance in a team to the more conservative and structured thinking of others. Your willingness to push on the status quo can bring a more energised, free problem solving process that is not bound by what has gone before.
- Your style is ideal when you need to role model a fleet-footed and responsive approach to changing business conditions. You can encourage others to embrace and become agents of change. This is particularly helpful when you need to respond quickly to unpredictable and uncertain conditions or when preexisting or prescribed approaches can and/or should be ignored.

Strength Overplayed

Because you prefer to operate without constraints and like adapting your approach on the fly, you risk being seen as impulsive and unpredictable in the way you come across to others. Your lack of interest in planning tasks and activities may be seen as too casual and could cause you to be somewhat undisciplined and disorganised. When things are routine or predictable you may become easily bored.

Coaching Advice

1. You value freedom for yourself and others and bring flexibility and innovation in how work gets done. Does your current role, team and environment support this way of working? What would more freedom mean to you? Is there such a thing as too much freedom? When are constraints helpful to you?

2. When working with others, consider what level of detail they need. Recognise when you are caught up in your own big picture vision. This can leave others unclear about the core purpose or outcomes, who should be involved and what next. How could shifting to this level of thinking help both you and others? Are those you work with similar to you or different in their preference for ideas over details?

3. Deadlines and constraints are often crucial to great ideas and making things happen. Be aware of the value of a deadline, and your idea of a deadline compared to someone else's. While you might set a 'soft' deadline to help keep you on track, someone else may think of this as a fixed deadline without clear communication. How could you avoid misunderstanding and manage expectations while keeping yourself accountable?

MANAGING WORK & COMMITMENTS

Non-judgemental

What Does It Measure?

This key quality measures your approach to taking personal responsibility. It will help you understand your approach to rules and standards and how you apply those to yourself and others.

Your Key Quality: Strengths

The brilliance of your style lies in your broad-minded nature and willingness to challenge the status quo. You interpret rules flexibly, seeing them as guidelines only and will tend to look at problems in novel ways. You like to have the freedom to approach things differently and would rather use your imagination to come up with different possibilities than be constrained by a precedent or mandate. You will instinctively question things that appear pointless and mundane. Others will see you as uninhibited, inventive and tolerant.

Taking Action To Leverage Your Key Quality

- Your creativity, vision and flexibility enable you to provide unique solutions and out of the box thinking. Your passion for pushing the boundaries means that you can encourage new ideas, risk taking, and challenge conventional thinking. Use these motivations to seek out creative solutions to problems. This will bring broaden team discussions and may encourage others to consider alternative perspectives.
- Your ability to easily adjust to changing demands brings an unconstrained and original approach to your work. You are able to pick up new tasks quickly and value autonomy in your approach. This can encourage others to think more instinctively, encourage individuality and freedom of expression.
- Your more broad-minded approach becomes advantageous when there is a need to go out on a limb and be different. This can bring a step change in the way people think and view an issue. This can be particularly useful when existing or established approaches don't seem to be working or are no longer appropriate.

Strength Overplayed

Because you like to turn things on their head and won't be constrained by the rule book, you tend to take a somewhat unregulated approach and may act inconsistently. You risk being seen as somewhat flighty and rebellious by others as a result. In some cases this may even be deemed irresponsible or unethical, especially in highly-regulated and protocol-rich environments. Your tendency to see no boundaries or limitations has creative benefits but may be too maverick and carefree in some work settings.

Coaching Advice

1. You enjoy bringing fresh thinking and new approaches to a situation or discussion. How much are change and novelty a natural and important part of your current role? Are you in a position to share your ideas? When are they well received and adopted?

2. Before you challenge how things are done, step back and consider your motivation. Is it that you really want the most effective approach, or is it that you want to go down the more innovative or interesting approach for you?

3. There are times when your preference may lead you to ignore rules and guidelines or interpret them loosely. How can you determine when a shortcut is advantageous, and when there is a risk of being seen as maverick or disrespectful? How could showing awareness of possible consequences and others' perspectives help your position?

IDENTIFYING RISK & MANAGING STRESS

Vigilant

What Does It Measure?

This key quality measures the general level of stress or tension you experience on a day to day basis. It will help you understand how you respond to events as they get closer and your sensitivity to changes around you.

Your Key Quality: Strengths

You are attentive and alert to the world around you, reacting to change and putting your full focus around a problem. Others will feel you take the situation and their concerns seriously, and that things really matter to you.

Taking Action To Leverage Your Key Quality

- Your alertness to what is going on in the moment and more instinctive reaction to events allows you to draw the team's attention to issues that would otherwise be missed, downplayed or ignored. This can be particularly valuable in fast-moving situations.
- You can act as a barometer of dynamics and morale within the team. Your more innate sense of the mood with the team can help recognise when a different approach would be valuable. These circuit-breaker moments can help raise up issues and concerns and allow for support where needed.
- Your desire to continually improve and evolve can role model to others an honesty in personal development. Your willingness to explore and grow demonstrates the value of a learning mindset and can help inspire others to be more curious and open with themselves.

Strength Overplayed

Because you are highly affected by events and experience things quite vividly, you can easily become anxious and overwhelmed as the pressure increases. You may find it difficult to relax when a lot is going on and be prone to overreactions or a state of panic. You will have considerable nervous energy which needs to be discharged somehow. There is also a danger that you may make others around you nervous in the process. Your tendency toward always striving to do better can get out of proportion and become unhealthy self-criticism.

Coaching Advice

1. Our experience is a complex mixture of the events happening around us, physiological emotions and the beliefs and thoughts we attach to them. When you notice yourself ruminating or caught in negative self-talk, try to pause. Thoughts are just thoughts. How are you attaching yourself to these?

2. Having a constant 'risk-radar' can be exhausting. How do you get distance from your thoughts when caught up in them? Take a moment to list down some current concerns or worries that are on your mind. What is in your control or influence in the situation, and what isn't? Ask a colleague about their perspective or attitude. Do you resist what they say? Does it feel difficult to see things as they do? Ask 'what if that was true?'.

3. Self-criticism tends to be defensive: at it's core it's trying to keep you safe. But if allowed to take over it can feel disabling or even destructive. Get curious about your "gremlins" or gut instincts. What are they trying to tell you? Is that true? Would it be so bad if that was true? Can you allow yourself to be flawed? What are willing to accept about yourself?

IDENTIFYING RISK & MANAGING STRESS

Perceptive

What Does It Measure?

This key quality measures your level of inner confidence and optimism. It will help you understand how you respond the world around you and your approach to managing the demands of work.

Your Key Quality: Strengths

The brilliance of your style lies in your humility and your ability to anticipate the likely risks in any endeavour. You don't oversell yourself or your abilities and have learned from experience that it is necessary to have contingencies in place to deal with the inevitable danger that things won't go to plan. Because you prefer to stick to what you know, you rarely let yourself or others down by getting yourself in too deep with something you can't cope with or finish. Others will see you as careful and self-effacing.

Taking Action To Leverage Your Key Quality

- Leverage your cautious style when there is clear benefit to be gained from being prepared for important or uncertain events, particularly when the cost of failure could be high. By role modelling your approach to dealing with new or unfamiliar situations you can help others in their own planning and resilience.
- You are good at anticipating issues that the team might face and identifying actions they could take to prepare accordingly. This can ensure the team takes a realistic view of what can be achieved and the potential issues and pitfalls.
- You are highly sensitive to potential complacency when it risks an impact on others or the business. You can support both teams and businesses to be aware and take precautions to ensure that they can cope with what lies ahead. This ensures greater likely hood of success and personal resilience.

Strength Overplayed

You may lack confidence and self-belief at times, finding it hard to put faith in your skills and abilities. You tend to expect problems and therefore may be seen by others as rather pessimistic, taking an unnecessarily negative view of the likely outcome of your endeavours. This may lead you to be too cautious in your approach, over-preparing even for minor events, or be unwilling to take a chance, accept a challenge or push yourself. It may feel as though you will never be good enough, making it harder for you to realise your full potential.

Coaching Advice

1. You are cautious and highly attuned to what can go wrong, especially when it comes to personal projects that you are involved in. Are you as doubtful about others and their future? If you imagine stepping into a different perspective and looking through their eyes at your situation. What changes? How does it feel?

2. Recognise what feels intense and important right now is just a moment in time, often with relatively short-term consequences. Ask yourself questions which help you gain perspective and learn from challenging situations. Where is this issue on a scale of 1-10? How important will this be in six months' time? Can I influence or improve the situation? What can I learn from this? What is positive in this that I am grateful for?

3. Build your confidence in your own abilities by keeping a record of strengths, successes and positive feedback. However small, these are important and making time to acknowledge them will help you shift your focus and attention to what you do really well. Which friend or colleague could help you start this?