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## Personal Profile

**Strictly Confidential**

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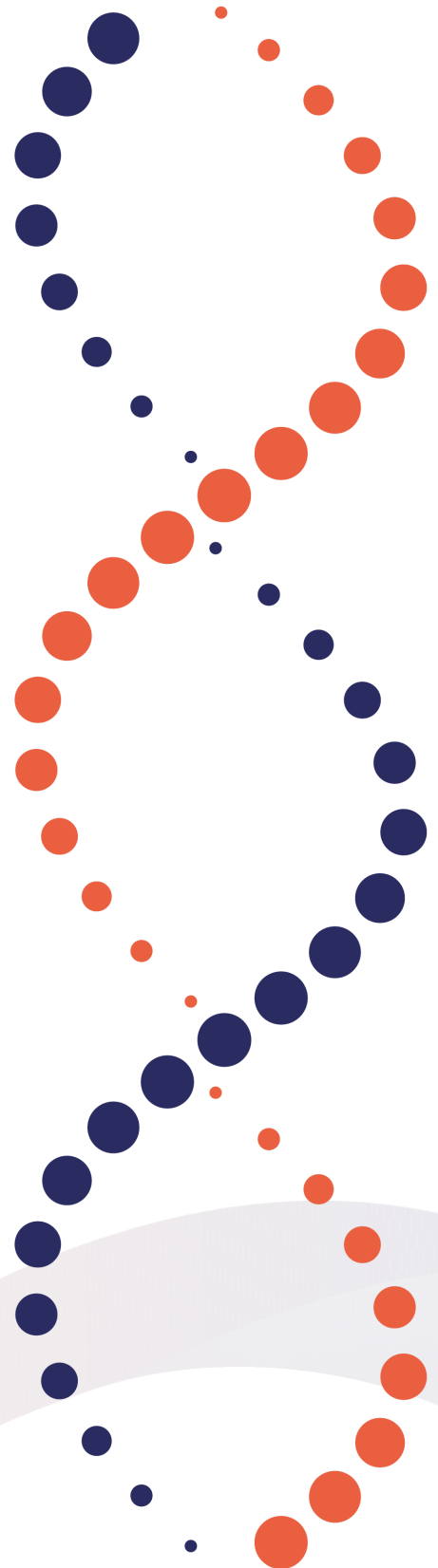


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# 1. About this Profile

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Welcome to your personal TalentPredix™ profile. This is based on your responses to the TalentPredix™ assessment you completed on **19/07/2021**

Your profile will help you to achieve your goals, accelerate your development and fulfil your potential by improving your understanding of:

- Your **Top Talents** and how to apply these to strengthen your performance and career.
- Your **Career Drivers** and how you can use these to make better career choices.
- Your **Potential Performance Limiters** and how best to tackle these so they do not undermine your progress.

To get the most from your profile we recommend you:

- ✓ Read it carefully, making notes on key insights, questions, and surprises to discuss during your debrief session.
- ✓ Discuss it with a trained practitioner or coach, as well as others within and outside work who know you well. This will enable you to get more feedback and suggestions.
- ✓ Compile a focused development plan to apply your insights and strengthen your performance.

**Key Definitions:**

- **Top Talents** are underlying qualities that come naturally to you and enable you to do your best work.
- Talents **In The Zone** are Talents that are employed effectively and help you achieve your best performance
- Talents used **In Excess** are Talents that are overused and can undermine your performance and relationships if left unchecked.
- **Career Drivers** are your underlying career motivations that are most important to you. They guide your career choices and decisions.
- **The Norm Group** is a reference group that is used to compare your scores on the assessment to other, similar respondents to see how you score relative to them.
- **Values** are fundamental beliefs you hold about what is most important that guide your decisions and actions at work and in your life generally.

## 2. Your Talents

We define “Talents” as underlying qualities that enable people to do their best work. When fully optimized through skill development, application and practice, our Talents enable us to perform at our best and reach our full potential.

### 2.1. Your Top 5 Talents

Your Top Talents, based on your responses to the assessment, are listed below in alphabetical order. These are the areas where you have the greatest opportunity to do your best work and achieve your full potential. The column on the right describes behaviours typically associated with people with this Talent when they're **In The Zone**.



#### Adaptability

**You adapt quickly in response to changing or unfamiliar situations**

##### In The Zone

- You thrive on lots of variety in your day-to-day work
- You like the challenge of adapting to people with different working styles and approaches
- You are able to adapt to new priorities quickly and effectively



#### Creativity

**You generate creative ideas and novel solutions to improve outcomes**

##### In The Zone

- You quickly come up with creative and original solutions to solve problems
- You enjoy coming up with novel or better ways to achieve your goals
- You often have flashes of creative inspiration at work and outside



#### Decisiveness

**You make clear decisions under pressure or with limited information**

##### In The Zone

- You can make rapid, clear and considered decisions even when you have limited or ambiguous information
- Others come to you when they need help making difficult decisions
- You are confident making tough decisions under pressure



#### Drive

**You keep focused and persevere to achieve results**

##### In The Zone

- You push yourself to achieve ideal results
- You remain focused on the end goal until the job is done
- You have a strong drive to succeed in whatever you take on



#### Pragmatism

**You apply common sense and past experience to find practical ways to solve problems**

##### In The Zone

- Before tackling a new task or project, you examine the specifics of each situation to determine the most sensible approach
- You look for practical and straightforward solutions that work
- You use a common-sense approach to test what works best, changing direction if necessary

**2.2. Your Talent Wheel**

Your Talents are shown in the graph below. Your scores for all twenty Talents are shown on a standardized scale from 1-10, 1 being low and 10 being high, in relation to the norm group you are compared against.

Your Top 5 Talents are coloured labels and displayed in a larger font

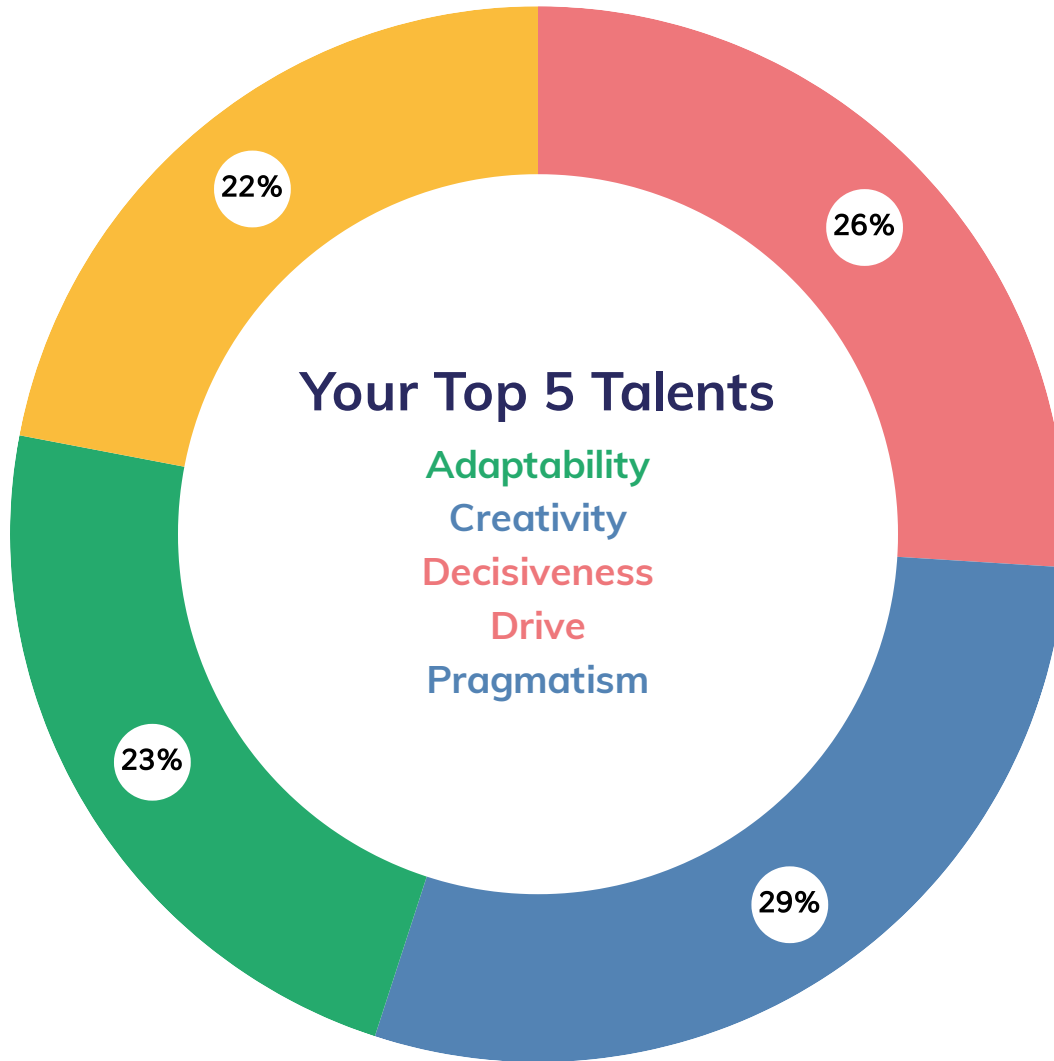
Your scores indicate the strength of your preference for each Talent rather than the level of skill or competence you have in that Talent area. Although preferences are usually good indicators of competence, higher scores do not necessarily mean you are more competent than other people. Therefore, rather than comparing yourself against other people, focus on your own Talent scores, particularly the highest and lowest ones, and how these are spread across the four Talent zones



### 2.3. Your Talent Zones

Your Talents are grouped into four Talent Zones: Connecting, Delivering, Navigating Change and Problem Solving.

The percentages below are based on the average scores for all your Talents in each of the four zones and will add up to 100%. The zone with the highest percentage score represents your preferred zone. If you score the same highest percentage score in multiple zones, it shows that you do not have a single preferred or dominant zone.



<p><b>CONNECTING</b></p> <p>Building and maintaining strong relationships.</p>	<p><b>DELIVERING</b></p> <p>Delivering results in an effective and efficient manner.</p>	<p><b>NAVIGATING CHANGE</b></p> <p>Navigating and responding effectively to change.</p>	<p><b>PROBLEM SOLVING</b></p> <p>Finding solutions to problems using information, ideas and analysis.</p>
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## 3. Making the Most of Your Talents

Once you are aware of your Talents, you need to become more effective in the way you apply them. This involves developing skill and competence and finding opportunities to practice using your Talents so you can optimize them.

The following list identifies situations where you can be at your best and suggested actions to optimize your Talents. We have also suggested “Supporting Talents” that will help you get the most out of each Talent. By using these Supporting Talents in combination with your Top Talents, your overall performance will improve over time.



### Adaptability

You adapt quickly in response to changing or unfamiliar situations

#### When you're at your best

- Working across multiple teams, projects or geographies that require a high level of flexibility.
- In fast-changing teams and environments.
- In roles that require different interpersonal styles to get the best out of interactions with a diverse range of people.

#### Actions to optimize

- Support others to adapt more proactively and positively by providing them with targeted guidance.
- Volunteer for assignments or projects that require you to adapt to different tasks, teams, and operating contexts..
- Look for opportunities to adapt to fast-changing circumstances so you can set an example to others on how best to deal with the change.

#### Supporting Talents

- Use **CRITICAL THINKING** and **FORWARD THINKING** to consider the implications of changing tasks and work processes to avoid hasty or unnecessary adjustments and unexpected consequences.
- Apply **DRIVE** and **ORGANIZATION** to avoid deviating from agreed priorities. Focus on completing tasks properly before moving on to avoid distraction.





## Creativity

You generate creative ideas and novel solutions to improve outcomes

### When you're at your best

- Introducing new ideas and imaginative solutions to encourage broader thinking.
- In roles that require a high level of creative thinking and innovation to perform effectively.
- Developing original ideas to overcome problems or take advantage of emerging opportunities.

### Actions to optimize

- Use a digital or physical notebook to capture ideas as they arise so you can reflect on them later. Schedule 'creative time' in your workweek to evaluate, refine and implement your best ideas.
- Use creative problem-solving techniques to tackle stubborn or long-standing problems and challenges within your team.
- Volunteer for projects or assignments that enable you to participate in developing a new or improved process, product and solution.

### Supporting Talents

- Apply PRAGMATISM, PRECISION and CRITICAL THINKING to ensure your ideas are realistic and feasible.
- Dial-up DRIVE and ORGANIZATION to ensure your best ideas are effectively implemented to improve results.



## Decisiveness

You make clear decisions under pressure or with limited information

### When you're at your best

- In teams that require decision-making to keep things moving.
- Tasks where tough trade-offs or compromises need to be made to reach a decision.
- Making rapid decisions with limited information and data.

### Actions to optimize

- Have the courage to change course or revisit your decisions in response to new information or changing circumstances.
- Collaborate with people who have different thinking styles and views to challenge your assumptions and broaden your perspective.
- Apply clear decision criteria and analyse the pros and cons to effectively evaluate options before making a final decision.

### Supporting Talents

- When making decisions that impact people and the business, apply LEADERSHIP and TEAMWORK to incorporate expertise and different perspectives.
- If time allows, apply systematic problem-solving and CRITICAL THINKING to carefully evaluate options and reflect on decisions.





## Drive

You keep focused and persevere to achieve results

### When you're at your best

- Time-pressured projects where your drive will ensure deadlines are met.
- Situations that need high levels of energy and determination to overcome difficult obstacles and achieve goals.
- Keeping teams on track and focused on delivering results.

### Actions to optimize

- Remind the team of their purpose and priorities when they lose focus.
- Offer to take on business-critical projects or initiatives that require a strong focus on execution to produce good results. Ensure you clarify expectations from the get-go.
- Help the team to set clear, measurable goals and identify markers of success for transparency.

### Supporting Talents

- Allow time for CURIOSITY and SELF-DEVELOPMENT to find better ways of working to achieve your goals.
- Use LEADING and UNDERSTANDING OTHERS to take account of different work styles and avoid pushing less-driven people too hard.



## Pragmatism

You apply common sense and past experience to find practical ways to solve problems

### When you're at your best

- Bringing a pragmatic voice to conversations in teams or workgroups favouring creativity, conceptual and big picture thinking.
- Providing clear and down-to-earth guidance on how to implement 'big picture' plans, novel ideas, or complex solutions.
- Applying common sense to assess what already works and is supported by established practice and evidence.

### Actions to optimize

- Collaborate with more creative thinkers to help them effectively communicate and implement their solutions.
- Identify practical and straightforward solutions keeping the end-user in mind to prevent ideas from becoming too complex or unrealistic.
- Work with stakeholders to find out what works before developing recommendations to improve products, processes, and work practices. Consider running a pilot before any full-scale roll-out.

### Supporting Talents

- Dial-up FORWARD THINKING so you don't focus too much on past approaches and overlook new ways of working that are more appropriate for a fast-changing world.
- Draw on CURIOSITY to understand creative approaches better before passing judgement.

## 4. Potential Performance Limiters

Performance excellence involves more than optimizing your Talents. You also need to tackle weaknesses and other performance limiters that can undermine your achievements and career. Becoming aware of your performance limiters and how they impact your achievements and the way you are seen by others enables you to tackle unproductive patterns of behaviour early, before they lead to bigger problems.

### 4.1. Talent Used in Excess

This table below describes behaviours that might show up when your Top Talents are overused or used **In Excess**, inhibiting your performance.

Review this list of **In Excess** behaviours and put a mark against those that show up most frequently. Ask yourself:

- ✓ What triggers these unhelpful behaviours?
- ✓ What steps can I take to tackle or mitigate them?
- ✓ Who can I ask for support to help reduce these behaviours?



Adaptability

#### In Excess

- You may move on too quickly, before completing current tasks or projects fully
- You can make changes unnecessarily, before fully considering the implications and risks
- You may quickly get bored with work that is repetitive, routine or lacks variety



Creativity

#### In Excess

- You may start lots of creative initiatives and projects, but struggle to complete them properly
- You may overlook pragmatic solutions in favour of more radical, risky alternatives
- Your ideas may be too radical, risky or unworkable if they are not realistic or take insufficient account of the realities of the organization



Decisiveness

#### In Excess

- Once you have decided you may then ignore any new contrary information that arises
- You may fail to consult sufficiently prior to making decisions, potentially undermining your relationships with co-workers or various stakeholders
- You may at times make rushed, risky, or even reckless decisions



Drive

**In Excess**

- Your excessive drive may impact other aspects of your life, resulting in a loss of perspective and balance
- Your strong drive may overwhelm others
- You may get frustrated when progress is slowed by factors outside your control



Pragmatism

**In Excess**

- You may overlook new innovations and possibilities as they have not proven to work
- Conversations that are too abstract or theoretical may seem trivial or unnecessary to you
- You may be dismissive of new approaches in favour of alternatives that have worked for you before

**4.2. Your Most Limiting In Excess Behaviours**

This section shows your three most limiting overused or In Excess behaviours and the Talent they relate to.



To help you tackle these priority limiters, we have provided several development ideas to consider and discuss with others who support your development.

Talent	In Excess Behaviour	Actions to Reduce
 Decisiveness	When making decisions I get frustrated by having to consult with others as it slows things down.	Consider the advantages of getting input from others: What value has this input provided in the past? What value could it provide now? Consider the risks and consequences of not inviting broader input from those who expect to be involved or will be impacted by the decision.
 Decisiveness	I often make decisions too quickly without fully exploring the alternatives.	Apply the rule of 3. Before deciding, write down at least 3 alternatives with the pros and cons of each. Depending on deadlines, try to get input from 3 people who are experienced and knowledgeable about the matter.
 Creativity	Others say that my ideas are sometimes too radical, unrealistic, or unworkable.	Listen to the feedback, but do not be discouraged by it. Use more robust criteria for evaluating your ideas, including ones that take account of the organization's resources as well as its appetite for innovation and risk. Ask co-workers and friends who are good at critical thinking and pragmatism to evaluate and challenge your ideas and try to identify at least one key sponsor of your ideas, before presenting them.

### 4.3. Your Lowest Scoring Talents

Your two lowest scoring Talents are shown below in alphabetical order. Although these are not necessarily limiting weaknesses, they could undermine your performance in certain situations.

To strengthen these Talents, we have suggested development ideas to consider and discuss with others who support your development.

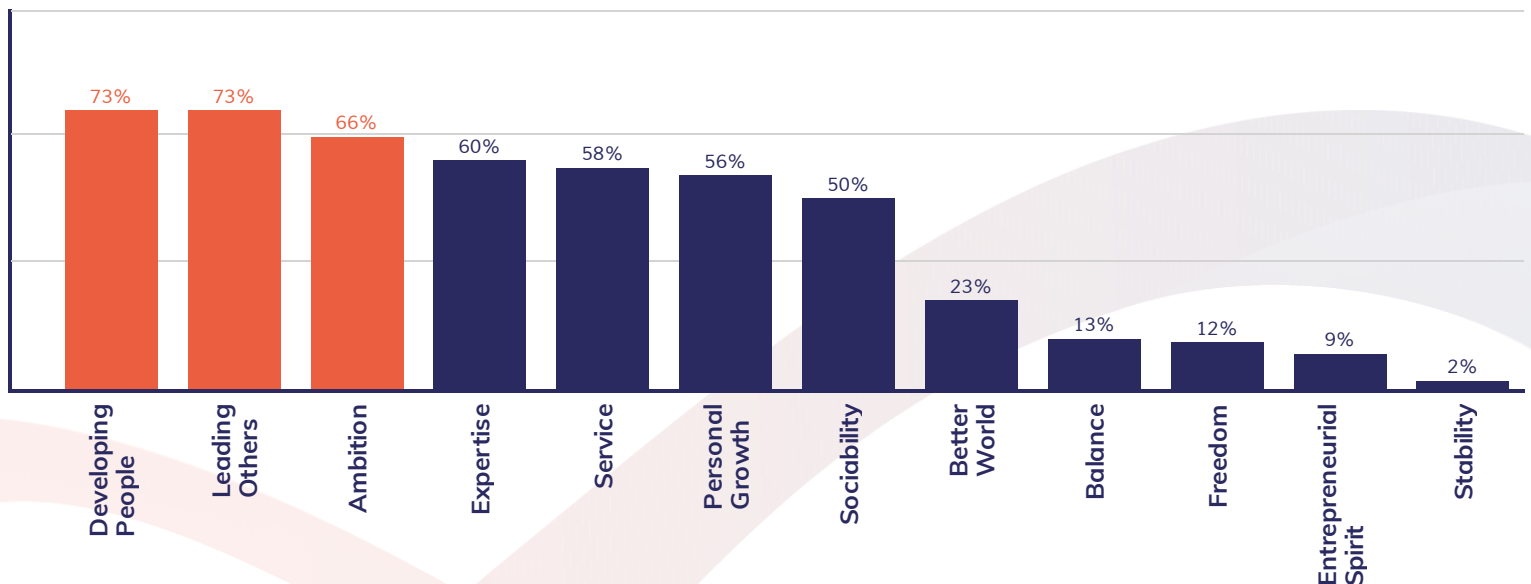
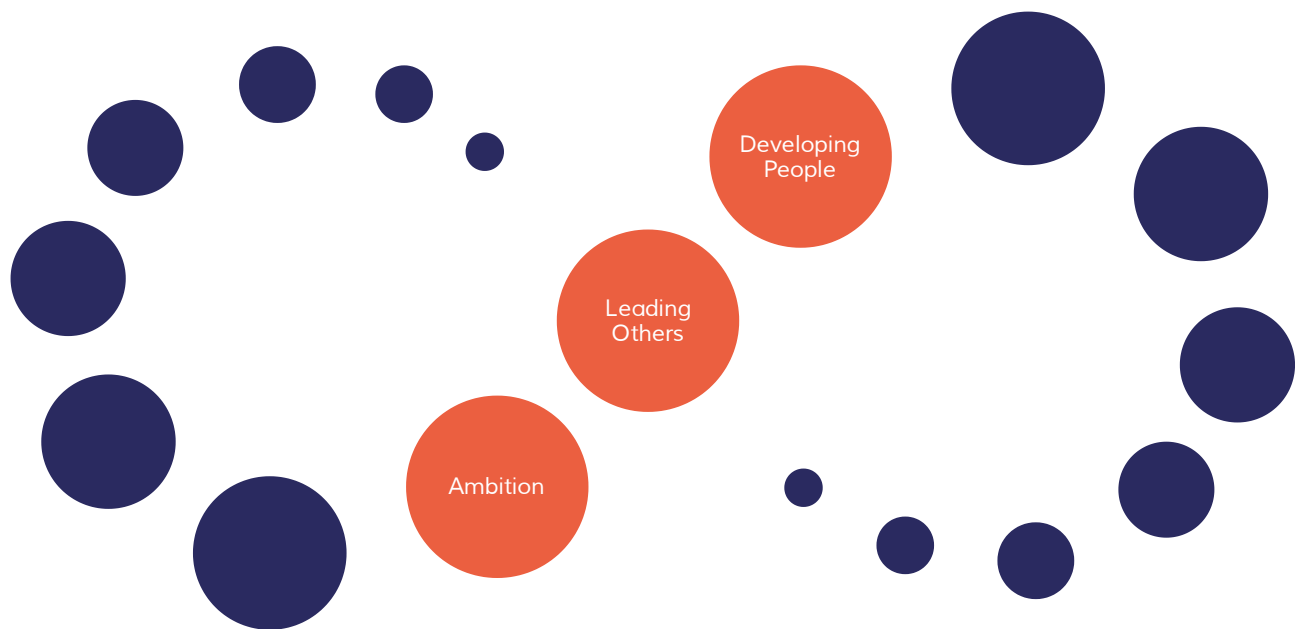
Talent	Actions to Improve
 <p><b>Understanding Others</b></p> <p>You understand others' perspectives and sense their emotions, providing support where appropriate</p>	<ul style="list-style-type: none"> <li>• Show genuine concern for people. If someone looks upset or burdened, ask if they are ok and if there is anything you can do to help.</li> <li>• Develop great active listening skills, withhold judgement, and try not to offer advice unless asked. Often, people just want a sympathetic ear.</li> <li>• Learn to understand your own emotions to feel comfortable opening up with others. This will improve how you help people.</li> </ul>
 <p><b>Boldness</b></p> <p>You take personal risks to challenge the way things are done in pursuit of progress</p>	<ul style="list-style-type: none"> <li>• Share helpful feedback with one of your co-workers on an area for improvement. Make a note of how they respond to see how you can improve your delivery.</li> <li>• Set yourself a stretch goal to push you outside your comfort zone at least once a month. This will build your confidence and ability to take risks.</li> <li>• Speak up and candidly share ideas, concerns and feelings with your manager, co-workers, and others outside work.</li> </ul>

## 5. Your Career Drivers

Your Career Drivers are the underlying career motives that are most important to you. They guide your career and help you make difficult choices when you face transitions, crossroads and dilemmas in your career. Studies show that people who choose roles that closely fit their Career Drivers generally enjoy more successful and fulfilling careers.

The graph below shows how you score in relation to the relevant norm group for all the twelve Career Drivers measured by TalentPredix™. Your score is shown as a percentile. If your score is in the 90th percentile, then you are in the top 10% of people in the relevant comparison group.

**Your strongest three Career Drivers are shown in orange**



### 5.1. Making the Most of Your Career Drivers

To enjoy a fulfilling and meaningful career, it is important to find work that is closely aligned with your preferred Career Drivers. It also helps to find growth and progression opportunities that are consistent with your Career Drivers, which will enable you to learn and develop in a way that suits you best.

Based on your top three Career Drivers, the following types of work and development opportunities are best suited for you.

Career Driver	Types of work you most enjoy	Growth opportunities that fit you best
<b>Developing People</b>	<ul style="list-style-type: none"> <li>Tasks that involve coaching, mentoring, and training others to become more competent and confident.</li> <li>Roles that enable you to identify and develop others' talent to help them reach their full potential.</li> </ul>	<ul style="list-style-type: none"> <li>Acting as a coach or mentor for others to help them learn and develop their full potential.</li> <li>Opportunities to onboard others in the team and help them upskill, even when you are not their line manager.</li> </ul>
<b>Leading Others</b>	<ul style="list-style-type: none"> <li>Projects and initiatives requiring you to gain people's commitment to use their combined efforts and expertise to deliver a common vision.</li> <li>Roles that enable you to lead, motivate and co-ordinate others to achieve a shared goal.</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities to work with and learn from experienced leaders or emerging leaders.</li> <li>Progression pathways enabling you to take increasing leadership and people management responsibility within the business.</li> </ul>
<b>Ambition</b>	<ul style="list-style-type: none"> <li>Roles that put you in the centre of power and give you a lot of influence in the organization.</li> <li>Work that enables you to take responsibility for ambitious and high-profile goals.</li> </ul>	<ul style="list-style-type: none"> <li>Leading a high-profile project or initiative involving exposure to higher levels or senior leaders.</li> <li>Promotion or "acting-up" opportunities that provide greater influence and responsibility.</li> </ul>

## 6. Your Best Self DNA

A strong match between your personal strengths, role requirements, and the work environment will enable you to perform at your best and achieve your goals. Discovering your unique **Best Self DNA**, or combination of your Top Talents, Career Drivers and Values, will help you find work and development opportunities that enable you to perform at your best and realize your full potential.

Your Best Self Snapshot summarizes your assessment results and can be used in your CV/resume, personal development plan and performance and development dialogues with your manager, coach, or mentor. It is also an ideal summary to share with others, including team members, to get additional feedback for your development, or as part of a training, coaching or team building exercise.



### Talents

Adaptability  
 Creativity  
 Decisiveness  
 Drive  
 Pragmatism

### Career Drivers

Developing People  
 Leading Others  
 Ambition

### Values

Achievement  
 Innovation  
 Quality  
 Responsibility

### Work you find most energizing

Working collaboratively with key stakeholders to determine areas of optimization and developing solutions to problems.

Supervising and training employees.

Networking with potential clients and business partners.



# 7. Full List of Talents

DELIVERING	PROBLEM SOLVING	CONNECTING	NAVIGATING CHANGE
 <p><b>Decisiveness</b> You make clear decisions under pressure or with limited information</p>	 <p><b>Creativity</b> You generate creative ideas and novel solutions to improve outcomes</p>	 <p><b>Leading</b> You inspire and guide people to achieve shared goals by working together</p>	 <p><b>Adaptability</b> You adapt quickly in response to changing or unfamiliar situations</p>
 <p><b>Drive</b> You keep focused and persevere to achieve results</p>	 <p><b>Critical Thinking</b> You logically analyse information and evaluate problems to reach well-reasoned conclusions</p>	 <p><b>Persuasion</b> You persuade others to actively support goals and interests you are pursuing</p>	 <p><b>Boldness</b> You take personal risks to challenge the way things are done in pursuit of progress</p>
 <p><b>Organization</b> You are organized and methodical in the way you approach tasks and achieve your goals</p>	 <p><b>Curiosity</b> You strive to expand your knowledge and deepen your learning about new or unfamiliar areas</p>	 <p><b>Relationship Building</b> You confidently build and maintain a wide range of relationships</p>	 <p><b>Positive Energy</b> You bring positivity and enthusiasm to situations, lifting the energy of people around you</p>
 <p><b>Ownership</b> You take full responsibility for your work and initiate action to deliver beyond expectations</p>	 <p><b>Forward Thinking</b> You are future focused and anticipate the potentials, possibilities and risks on the horizon</p>	 <p><b>Teamwork</b> You collaborate effectively to improve working relationships and team outcomes</p>	 <p><b>Resilience</b> You handle stress and setbacks effectively, staying calm under pressure to maintain performance</p>
 <p><b>Precision</b> You ensure work is precise and accurate, delivering high quality output</p>	 <p><b>Pragmatism</b> You apply common sense and past experience to find practical ways to solve problems</p>	 <p><b>Understanding Others</b> You understand others' perspectives and sense their emotions, providing support where appropriate</p>	 <p><b>Self-development</b> You constantly challenge yourself to learn and achieve your full potential</p>

## 8. Full List of Career Drivers

Career Drivers	Definition
<b>Ambition</b>	People with this driver continuously strive for progression and promotion. They often prioritize work and career goals over other aspects of their life.
<b>Balance</b>	People with this driver want to achieve balance between their career and life beyond work. They seek out roles offering flexibility to satisfy their personal and family goals.
<b>Better World</b>	People with this driver are highly motivated to do meaningful work that contributes to a better, more sustainable world. They want to make a positive difference to society.
<b>Developing People</b>	People with this driver are strongly motivated to develop others and see them reach their full potential. They look for opportunities to guide, mentor and coach others.
<b>Entrepreneurial Spirit</b>	People with this driver are strongly motivated to build an original business of their own or create innovative new ventures or products within established organizations.
<b>Expertise</b>	People with this driver strive to be the technical expert others count on for specialist know-how and input. They continuously look for ways to master deep skills and expertise in their chosen discipline.
<b>Freedom</b>	People with this driver want the freedom to accomplish their goals as they see fit. They typically do their best work when left to make their own choices, free from close supervision.
<b>Leading Others</b>	People with this driver are motivated to lead and direct the work of others. They enjoy taking charge of teams and groups to achieve shared goals.
<b>Personal Growth</b>	People with this driver have a strong need for learning and self-improvement. They actively seek out opportunities and challenges that enable them to learn and grow.
<b>Service</b>	People with this driver focus on supporting and serving others. They get pleasure and satisfaction from improving others' lives through the service and support they provide.
<b>Sociability</b>	People with this driver are most motivated by fulfilling relationships they build with others at work. They have a desire for belonging and enjoy a high level of social connection with co-workers.
<b>Stability</b>	People with this driver look for security, predictability and steady progression in their career. They try to minimize big changes or risks in the way they approach their career.

## 9. Full list of Values

<b>Achievement</b>	Ambition, Excellence, Success
<b>Agility</b>	Adaptability, Change, Flexibility
<b>Autonomy</b>	Independence, Freedom, Self-reliance
<b>Collaboration</b>	Partnership, Support, Teamwork
<b>Courage</b>	Bravery, Challenge, Risk Taking
<b>Customer-focus</b>	Client-centred, Customer-driven, Service
<b>Inclusivity</b>	Equality, Fairness, Respect
<b>Innovation</b>	Creativity, Discovery, Imagination
<b>Integrity</b>	Honesty, Trustworthiness, Truthfulness
<b>Kindness</b>	Compassion, Generosity, Love
<b>Learning</b>	Competence, Growth, Wisdom
<b>Lifestyle</b>	Balance, Well-roundedness, Wholeness
<b>Perseverance</b>	Determination, Grit, Persistence
<b>Positivity</b>	Enthusiasm, Happiness, Optimism
<b>Quality</b>	Accuracy, High Standards, Perfection
<b>Responsibility</b>	Accountability, Commitment, Pride
<b>Results-driven</b>	Driven, Dynamic, Fast-paced
<b>Security</b>	Predictability, Reliability, Stability
<b>Sustainability</b>	Citizenship, Social Impact, Unity with Nature

 [www.talentpredix.com](http://www.talentpredix.com)

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**Our purpose** is to empower people to find meaningful work and support their ongoing growth so they can achieve their full potential and thrive.

To advance our purpose, **we pledge** part of the proceeds from the sale of each TalentPredix™ profile to help unemployed people discover their talents and present their best self in job searches.

