



Personal Profile

Strictly Confidential

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Date of completion: 3rd May 2024



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1. About this Profile

Welcome to your personal TalentPredix™ profile. This is based on your responses to the TalentPredix™ assessment you completed on **03/05/2024**

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**.



Boldness

You take personal risks to challenge the way things are done in pursuit of progress

In The Zone

- You are not afraid to take calculated risks and try out new or better ways of doing things
- You vigorously stand up for your ideas, even when they are unpopular or controversial
- You do not avoid challenging the way things are done in order to improve them



Critical Thinking

You logically analyse information and evaluate problems to reach well-reasoned conclusions

In The Zone

- You find yourself playing 'devil's advocate', pointing out gaps, problems and weaknesses
- You like to evaluate all problems and risks in depth before committing to a decision or solution
- You quickly spot problems and gaps based on your logical analysis of the information



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



Forward Thinking

You are future focused and anticipate the potentials, possibilities and risks on the horizon

In The Zone

- Your future-focused thinking enables you to anticipate opportunities, trends and threats not obvious to others
- You can generally foresee the implications and consequences arising from current decisions and actions
- You are quick to spot future trends and external changes and the likely implications of these



Persuasion

You persuade others to actively support goals and interests you are pursuing

In The Zone

- You enjoy the challenge of persuading others to accept your ideas and solutions
- You are able to effectively influence different types of people, regardless of their background or seniority
- In a debate or disagreement you are good at winning others over to your way of thinking

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.



| | | | |
|--|--|--|--|
| CONNECTING | DELIVERING | NAVIGATING CHANGE | PROBLEM SOLVING |
| Building and maintaining strong relationships. | Delivering results in an effective and efficient manner. | Navigating and responding effectively to change. | Finding solutions to problems using information, ideas and analysis. |

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.



Boldness

You take personal risks to challenge the way things are done in pursuit of progress

| When you're at your best | Actions to optimize | Supporting Talents |
|--|--|---|
| <ul style="list-style-type: none">● Delivering candid and honest opinions to prevent potentially costly business mistakes.● Challenging current processes and ways of thinking to drive positive change.● Responding to wrong, unfair, or unethical practices. | <ul style="list-style-type: none">● Share difficult feedback you've been holding back with your manager or co-workers candidly and constructively. Listen carefully to their views and agree on actions to improve the relationship.● Get involved in controversial, emotive, or tough transformation initiatives that require people to take bold decisions to move things forward.● Challenge outdated, unethical or unprofessional practices to change them for the better. | <ul style="list-style-type: none">● If you are attempting to tackle a complex challenge involving conflicting stakeholder interests, you will need DRIVE and RESILIENCE to persevere in your fight for what you believe is right and in the organization's best interests.● Apply UNDERSTANDING OTHERS, taking time to understand people's views, interests, and feelings to avoid offending them with your direct approach. |



Critical Thinking

You logically analyse information and evaluate problems to reach well-reasoned conclusions

When you're at your best

- Evaluating complex data to reach the most effective decisions.
- Thinking analytically to make logical, evidence-based decisions.
- In meetings and situations that require a critical thinker to spot gaps, problems, and weaknesses.

Actions to optimize

- In team meetings, offer to play "devil's advocate" to examine all ideas critically and constructively.
- Find opportunities to get involved in projects or assignments requiring strong analytical and critical thinking capabilities.
- Thoroughly evaluate shortlisted solutions against pre-determined criteria to help your team determine the best solution.

Supporting Talents

- Amplify CREATIVITY and POSITIVE ENERGY to think creatively and imaginatively when problem-solving.
- Dial-up CURIOSITY to remain open to different ideas and perspectives. Ask questions to explore others' ideas and views before judging them.



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.



Forward Thinking

You are future focused and anticipate the potentials, possibilities and risks on the horizon

When you're at your best

- Anticipating trends, emerging ideas and forces impacting the team/business.
- Considering the likely implications and consequences of significant decisions on the team/business.
- Forecasting how external trends, threats and opportunities might impact the business and how best to respond.

Actions to optimize

- Look for opportunities in meetings with your team where you can highlight forecasts, future thinking, and trends not obvious to others.
- Before important decisions are made, encourage your team to consider likely implications, consequences, and risks and how to manage potential downsides.
- Volunteer for strategic planning or forecasting activities that will stretch your forward thinking.

Supporting Talents

- Use DECISIVENESS and LEADERSHIP to focus attention on the changes, trends and opportunities that are most important for future success.
- Apply PRAGMATISM and CRITICAL THINKING to direct your time to develop feasible, realistic solutions.



Persuasion

You persuade others to actively support goals and interests you are pursuing

When you're at your best

- Persuading customers/ stakeholders about the benefits and value of your idea, product, or service.
- Securing buy-in to implement plans or new ideas.
- Negotiating agreements or deals with internal/external stakeholders.

Actions to optimize

- Get involved in deal-making or negotiations with other parties to achieve beneficial outcomes for the business.
- Use your persuasiveness to help the team to achieve buy-in for its plans. Offer to lead efforts to secure support from different stakeholders.
- Apply active listening and powerful questioning to balance your natural tendency to push forward your arguments.

Supporting Talents

- Apply CURIOSITY by asking questions and exploring others' points of view and their underlying assumptions, interests, and values.
- Spend time UNDERSTANDING OTHERS to take account of their goals, interests, and feelings to avoid forcefully imposing your arguments or positions.

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?



Boldness

In Excess

- Less bold people may see you as rude, too direct or brash in the way you challenge others and express your opinions
- You may take risks that are considered unwise, careless or reckless
- You may spend insufficient time understanding views and perspectives different from your own



Critical Thinking

In Excess

- You might spend so much time focusing on the weaker points that you overlook the possibilities and potential
- You may dismiss others' ideas and solutions too quickly, even when there are small, solvable weaknesses or problems
- You can come across as negative, sceptical or too critical if you overdo your critique and evaluation



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



Forward Thinking



Persuasion

In Excess

- You may focus so much on future opportunities that you lose sight of what needs to be done right now
- You could spend considerable time investing in opportunities and possibilities that are too futuristic or unrealistic
- You may live too much in the future and forget to appreciate the present




In Excess

- You may spend too much time trying to win positions or arguments that are of little importance
- You may be too forceful, pushy or inflexible
- You may become too argumentative and fixed on your position

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 |
|---|--|--|
|  Forward Thinking | I often get so caught up thinking about the future that I lose sight of what needs to be done right now. | Get into the habit of setting aside a specific time for your future thinking so it does not impact your current work and results. Try to do this immediately before or after work, or during your commute to or from work, so it does not impact adversely on your day-to-day productivity. |
|  Forward Thinking | I spend too much time imagining possibilities that are unrealistic, unworkable, or ahead of their time. | Capture your future ideas and possibilities in a digital or physical notebook when they arise so you can deal with them later. Allocate a small amount of dedicated time every month to discuss the best of these with your manager and co-workers who are more pragmatic and critically minded. This feedback will enable you to modify and evolve your ideas, ensuring they are more realistic and feasible. |
|  Persuasion | I often argue just to win the debate or make a point, even when the outcome does not really matter. | Know when to step away from an argument or debate that does not make a difference to the goals you are pursuing. This is far better than risking damage to valuable relationships you may need to call on in the future. |

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.

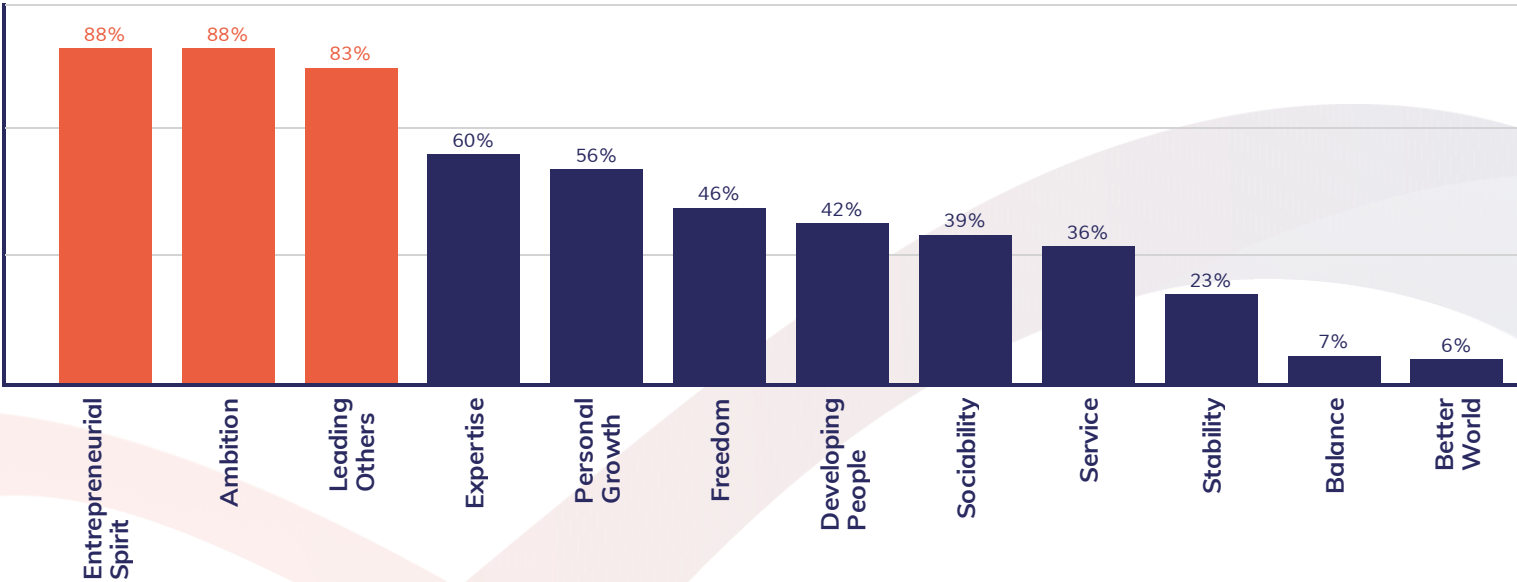
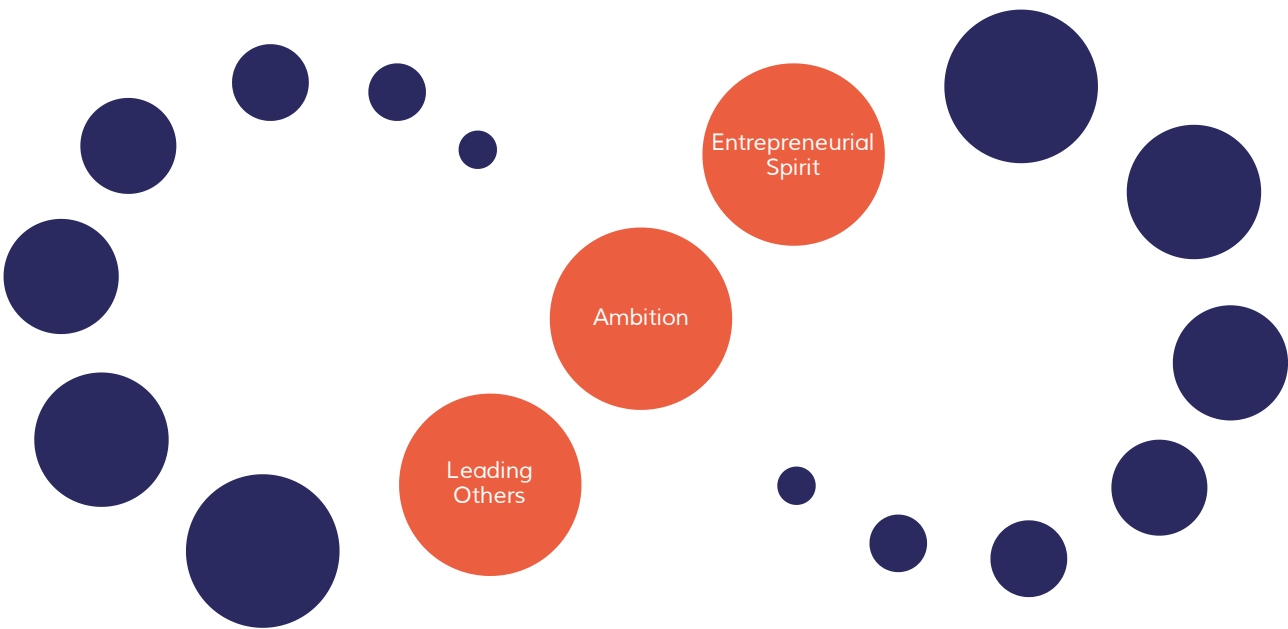
| Talent | Actions to Improve |
|--|--|
| <div></div> <div>Curiosity</div> <div>You strive to expand your knowledge and deepen your learning about new or unfamiliar areas</div> | <ul style="list-style-type: none">● Try new things that you have always wanted to do to broaden your interests, both in and outside of work.● Look beyond the face value of facts. Ask lots of open and “Why?” questions, listen carefully to understand why things work as they do. Look for opportunities for improvement.● Discuss opportunities with your manager to explore and research topics that are of interest to both you and your team. |
| <div></div> <div>Drive</div> <div>You keep focused and persevere to achieve results</div> | <ul style="list-style-type: none">● Set yourself personal stretch targets, measure your performance against them and invite feedback from your manager and co-workers to reach your goals faster.● Identify your top three priority goals at work and focus 80% of your effort on achieving them.● Have a clear picture of success for what you are trying to achieve and why it is important. |

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 |
|------------------------|---|---|
| Entrepreneurial Spirit | <ul style="list-style-type: none">● Roles that enable you to set up a new business or progress an original idea to implementation.● Creative problem-solving projects that aim to develop innovative solutions that address unmet needs. | <ul style="list-style-type: none">● Stretch opportunities that allow you to take responsibility for creating, developing, and implementing new business ideas or solutions.● Opportunities to learn from and take inspiration from other successful founders, entrepreneurs, and innovators. |
| Ambition | <ul style="list-style-type: none">● Roles that put you in the centre of power and give you a lot of influence in the organization.● Work that enables you to take responsibility for ambitious and high-profile goals. | <ul style="list-style-type: none">● Leading a high-profile project or initiative involving exposure to higher levels or senior leaders.● Promotion or “acting-up” opportunities that provide greater influence and responsibility. |
| Leading Others | <ul style="list-style-type: none">● Projects and initiatives requiring you to gain people’s commitment to use their combined efforts and expertise to deliver a common vision.● Roles that enable you to lead, motivate and co-ordinate others to achieve a shared goal. | <ul style="list-style-type: none">● Opportunities to work with and learn from experienced leaders or emerging leaders.● Progression pathways enabling you to take increasing leadership and people management responsibility within the business. |

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.



Work you find most energizing

- Coordinating my team to facilitate growth and development
- Motivating the team to succeed
- Solving interesting problems and coming up with creative ideas

7. Full List of Talents

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

8. Full List of Career Drivers

| Career Drivers | Definition |
|-------------------------------|--|
| Ambition | People with this driver continuously strive for progression and promotion. They often prioritise work and career goals over other aspects of their life. |
| Balance | 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. |
| Better World | 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. |
| Developing People | 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. |
| Entrepreneurial Spirit | 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. |
| Expertise | 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. |
| Freedom | 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. |
| Leading Others | 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. |
| Personal Growth | 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. |
| Service | 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. |
| Sociability | 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. |
| Stability | 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

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

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Our purpose is to unleash exceptional talent and thriving workplaces.

To advance our purpose, **we pledge** part of the proceeds from the sale of each TalentPredix™ profile to help disadvantaged job seekers gain equal access to job opportunities.

