



# 360 Leadership Profile

**Strictly Confidential**

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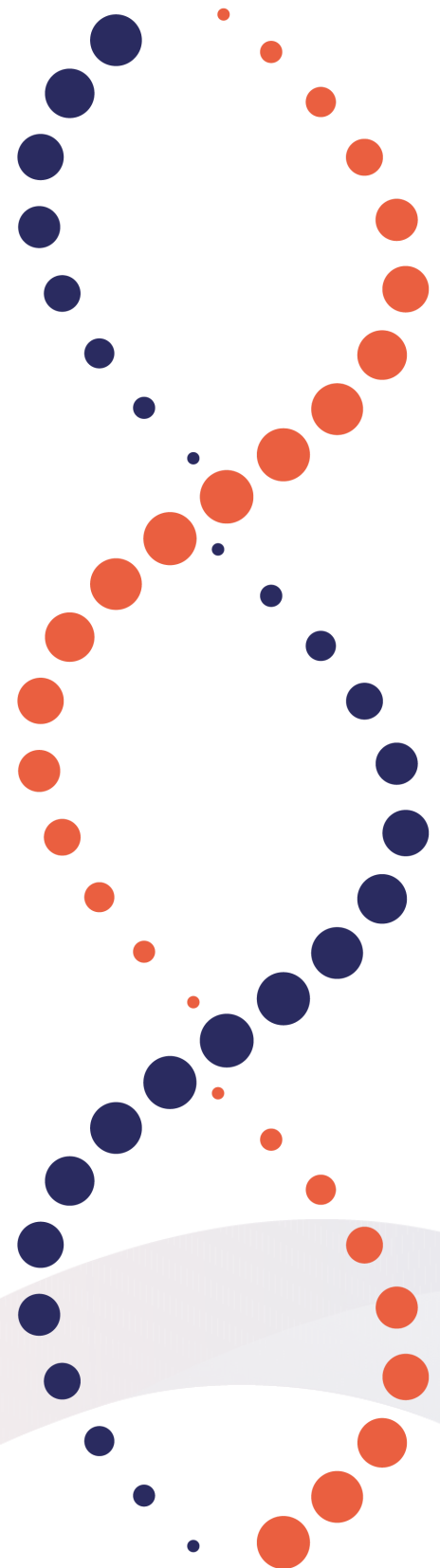
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# 1. About this Profile

Welcome to your personalized TalentPredix™ 360 Profile. This is designed to provide you with specific, appreciative and actionable insights and suggestions to enhance your effectiveness and growth.

This report is based on your responses to the TalentPredix™ 360 assessment, which you completed on **22/08/2025**, along with feedback from **9** raters. For a full list of your raters, please refer to the end of this profile.

Your 360 Profile is designed to help you achieve your goals, accelerate your growth, and fulfill your potential by enhancing your understanding of:

- **Your Top Talents:** Discover your strongest talents and learn how to apply them effectively to boost your performance and advance your career.
- **Key Skill:** Identify the skills that complement your talents, as well as any skill gaps that, when addressed, can amplify your effectiveness and impact
- **Stakeholder Feedback:** Gain valuable insights from your manager, supervisor, and other stakeholders on how well you're utilizing your talents and skills, and uncover ways to optimize them further.
- **Potential Performance Limiters:** Recognize areas that may limit your performance and explore strategies to address them, ensuring they don't hinder your progress.

## Rater key

- Throughout the profile, your self-rating is marked with an **S** inside a dark grey circle.

Where applicable, your manager's/ supervisor's rating is indicated by an **M** inside a purple circle. If you have two managers, this will be shown as **M1** and **M2**

To maximize the value of your 360 profile, we recommend you:

- ✓ **Review the profile thoroughly**, focusing on key insights, recurring themes, discrepancies between your self-ratings and others' ratings, variations between different rater groups, and any unexpected findings to discuss during your debrief session.
- ✓ **Engage in a discussion with a trained practitioner**, coach, or trusted colleagues to gain deeper insights into your profile and uncover actionable strategies for improvement.
- ✓ **Develop a focused action plan to leverage your strengths**, address areas for growth, and enhance your overall performance

This approach will help you apply the feedback effectively and drive your personal and professional development.

## 2. Your Top 5 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



#### Organization

**You are organized and methodical in the way you approach tasks and achieve your goals**

##### In The Zone

- You are well-ordered and methodical in the way you work
- You manage your time productively to ensure tasks are tackled in order of priority
- You take time to plan your work, making lists and schedules to organize your work



#### Persuasion

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

##### In The Zone

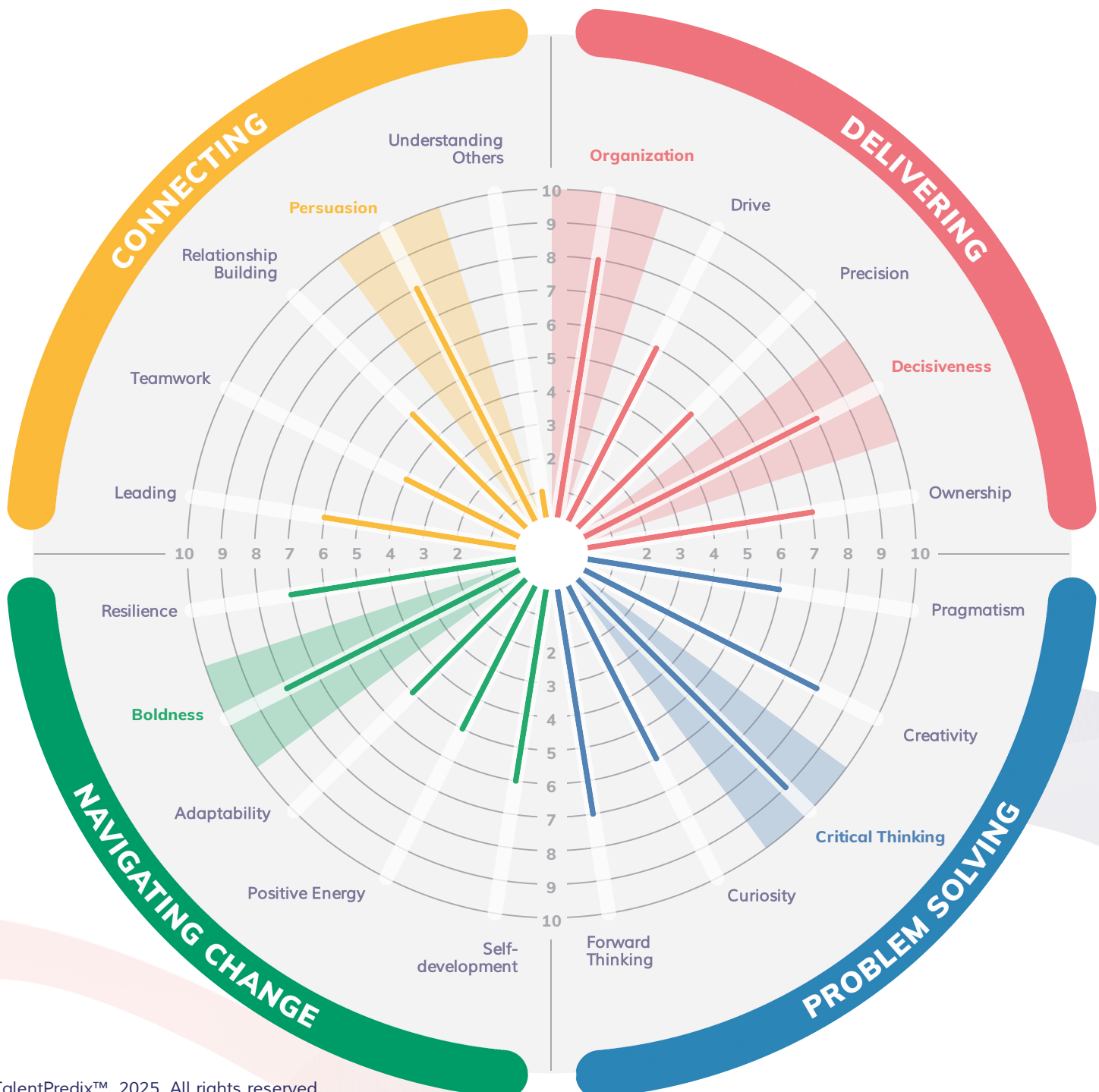
- You enjoy the challenge of persuading others to accept your ideas and solutions
- You are able to effectively influence different types of people, regardless of their background or seniority
- In a debate or disagreement you are good at winning others over to your way of thinking

## 3. Your Talent Wheels

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



## 4. 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

Building and maintaining strong relationships.

### DELIVERING

Delivering results in an effective and efficient manner.

### PROBLEM SOLVING

Finding solutions to problems using information, ideas and analysis.

### NAVIGATING CHANGE

Navigating and responding effectively to change.

## 5. Building Skill and Effectiveness

Once you understand your top talents, the next step is to build skill in using them effectively. This helps you refine your talents, adapt them across situations, and achieve better outcomes for yourself and your organization.

The tables below compare your self-assessment with how others perceive your skill level (1 = Low Skill to 5 = Highly Skilled) and how often they see you applying each talent effectively (1 = Never to 5 = Always). Your self-rating and the rater average (excluding your own rating) appear in the top-right of each table.

These insights highlight key growth areas and help you turn your talents into lasting strengths and career success.



### Decisiveness

You make clear decisions under pressure or with limited information

Self-Rating: 5

Rater-Average: 4.7

What level of skill do you demonstrate in applying Decisiveness?	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating					S	
Manager / Supervisor					M	
Peer / Colleague				1	3	
Direct Report				2	2	

Self-Rating: 5

Rater-Average: 4.9

How often do you use Decisiveness effectively at work?	Never	Rarely	Sometimes	Often	Always	Unable to observe
Self-Rating					S	
Manager / Supervisor					M	
Peer / Colleague					4	
Direct Report				1	3	



## Critical Thinking

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

Self-Rating: 5

Rater-Average: 3.9

What level of skill do you demonstrate in applying Critical Thinking?	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating					S	
Manager / Supervisor					M	
Peer / Colleague		1	1	2		
Direct Report				3	1	

Self-Rating: 5

Rater-Average: 4.1

How often do you use Critical Thinking effectively at work?	Never	Rarely	Sometimes	Often	Always	Unable to observe
Self-Rating					S	
Manager / Supervisor				M		
Peer / Colleague				2	2	
Direct Report			1	3		





## Boldness

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

Self-Rating: 4

Rater-Average: 4.9

What level of skill do you demonstrate in applying Boldness?	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating				S		
Manager / Supervisor					M	
Peer / Colleague				1	3	
Direct Report					4	

Self-Rating: 4

Rater-Average: 4.7

How often do you use Boldness effectively at work?	Never	Rarely	Sometimes	Often	Always	Unable to observe
Self-Rating				S		
Manager / Supervisor					M	
Peer / Colleague				1	3	
Direct Report				2	2	



## Persuasion

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

Self-Rating: 5

Rater-Average: 4.6

What level of skill do you demonstrate in applying Persuasion?	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating					S	
Manager / Supervisor					M	
Peer / Colleague					4	
Direct Report			1	2	1	

Self-Rating: 5

Rater-Average: 4.6

How often do you use Persuasion effectively at work?	Never	Rarely	Sometimes	Often	Always	Unable to observe
Self-Rating					S	
Manager / Supervisor					M	
Peer / Colleague				1	2	1
Direct Report			1		3	



## Organization

You are organized and methodical in the way you approach tasks and achieve your goals

Self-Rating: 4



Rater-Average: 4.2



What level of skill do you demonstrate in applying Organization?	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating				S		
Manager / Supervisor				M		
Peer / Colleague				2	2	
Direct Report				4		

Self-Rating: 5



Rater-Average: 4.1



How often do you use Organization effectively at work?	Never	Rarely	Sometimes	Often	Always	Unable to observe
Self-Rating					S	
Manager / Supervisor			M			
Peer / Colleague				3	1	
Direct Report				3	1	

## 6. Potential Performance Limiters

### 6.1. Potential Overused Talents

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.

The table below describes behaviours that might show up when your Top Talents are overused, which may be inhibiting your performance.

Review this list of **Overused 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**

#### Overused

- 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**

#### Overused

- 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**

#### Overused

- 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



Organization



Persuasion

#### Overused

- Your well-planned task lists may cause you to miss important emerging priorities
- You may come across as anxious, inflexible or overly cautious when plans have to change
- Your highly structured plans may leave little room for new alternatives or vital last-minute changes




#### Overused

- 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

## 6.2. Your Most Limiting Overused Behaviours

This section shows your three most limiting overused behaviours as chosen by you 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	Overused Behaviour	Actions to Reduce
 <p>Decisiveness</p>	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.
 <p>Boldness</p>	My direct and blunt style can annoy or upset people.	Observe the style of the person/culture before jumping in. Soften your language and ease into difficult discussions gradually by starting with polite conversation. Pay close attention to non-verbal language and cues, including facial expressions and tone of voice.
 <p>Persuasion</p>	When persuading others, I can sometimes be too pushy and forceful.	Rather than always trying to convince people by pushing forward your own views and arguments, first ask questions and listen to understand the person's goals, interests, and opinions. This will help you understand the person, find common ground, and build trust, providing a stronger foundation for agreement.



### 6.2.1 Rater Feedback: Overused Behaviours

**Overused Talents** are talents that, when used excessively or in the wrong way, can have unintended consequences - undermining your results and relationships if left unchecked. The table below reveals behaviours which may limit your performance when your talents are overused or used excessively. Raters were presented with a list of your 10 potential behaviours that may show up when your talents are overused and asked to select up to 3 behaviours they observe most frequently.

This feedback offers valuable insights into areas where your talents may be overused or not fully adapted to specific situations, highlighting opportunities to apply your top talents more effectively.

Your self-rating, together with the rater average (the average of all ratings you received, including your manager(s) but excluding your self-rating) is displayed on the top right-hand side of the table.

Talent	Overused Behaviour	Self	Manager / Supervisor	Peer / Colleague	Direct Report	Total (Excluding Self)
 <b>Decisiveness</b>	This person may get frustrated when required to consult with others during decision-making, as it can feel like it slows things down.	S		3	2	5
	This person may often make decisions too quickly without fully exploring alternative options.			2	2	4
 <b>Critical Thinking</b>	This person's focus on the negatives can sometimes lead them to overlook novel ideas and creative alternatives.			3	1	4
	This person can be overly critical or harsh when responding to others' input and ideas.		M			1
 <b>Boldness</b>	This person's direct and blunt style can sometimes annoy or upset others.	S	M	3	2	6
	This person may challenge authority, even when it could be inappropriate or involve excessive risk.				1	1

 <b>Organization</b>	<p>This person may become easily frustrated when others want to change plans they have worked hard to create.</p>			1		1
	<p>Once this person has created a plan, they tend to stick to it closely, which can sometimes limit flexibility and collaboration.</p>					
 <b>Persuasion</b>	<p>This person can sometimes come across as too pushy or forceful when trying to persuade others.</p>	S	M		2	3
	<p>This person may sometimes argue just to win the debate or make a point, even when the outcome isn't particularly important.</p>				1	1

### 6.3 Rater Comments: Overused Behaviours

Your raters were invited to provide feedback on other overused behaviours that may undermine or limit your performance or relationships.

Please note: The comments are presented exactly as submitted by your raters, without edits, and are displayed in a randomized order for objectivity.

#### Rater Comments



No comments provided by your raters.



#### 6.4. 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>Teamwork</b></p> <p>You collaborate effectively to improve working relationships and team outcomes</p>	<ul style="list-style-type: none"><li>● Invite support from others who can provide you with input and expertise that will help you achieve better results.</li><li>● Proactively offer support, information, and feedback to others.</li><li>● Volunteer to help co-workers/stakeholders who are struggling to manage workload or time pressures or could benefit from your input.</li></ul>
 <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>

## 6.5. Rater Feedback: Impact of Lowest Scoring Talents

This section presents rater feedback on your two lowest-scoring talents. While these may not be weaknesses, they could limit your performance or affect relationships in certain situations.

The tables below show how often your raters perceive these talents as potentially undermining your effectiveness at work (1 = Never to 5 = Always). Your self-rating and the rater average (excluding your own rating) are shown in the top-right corner of each table.

This feedback is intended to help you uncover potential blind spots and identify areas for growth, offering valuable opportunities to enhance your effectiveness and career success.



### Understanding Others

May have difficulty understanding others' perspectives or emotions, which can limit the ability to offer appropriate empathy and support

Self-Rating: 4

Rater Average: 3.8

How often does Understanding Others limit your performance in your daily work?	Never	Rarely	Sometimes	Often	Very Often	Unable to observe
Self-Rating				S		
Manager / Supervisor			M			
Peer / Colleague			1	1	2	
Direct Report			3		1	



### Teamwork

May show limited motivation to collaborate with others, which can affect working relationships and reduce overall team effectiveness

Self-Rating: 4

Rater Average: 3.4

How often does Teamwork limit your performance in your daily work?	Never	Rarely	Sometimes	Often	Very Often	Unable to observe
Self-Rating				S		
Manager / Supervisor				M		
Peer / Colleague			1	3		
Direct Report		1	2	1		

## 7. Other Standout Talents

The graph below highlights additional talents, beyond your Top 5, that your raters identified as areas where you have demonstrated significant skill and potential. Raters could select up to two talents from the remaining list of 13 (excluding your Top 5 Talents and Lowest Scoring Talents).

Together with your Top 5, these highlight priority areas for ongoing development and stretch, enabling you to enhance your effectiveness and unlock your full potential.

The far-right column displays the total frequency of each talent selected by raters, including your manager(s) but excluding your self-rating. Talents are listed in descending order, from highest to lowest frequency.

Talent	Manager / Supervisor	Peer / Colleague	Total
 Creativity		3	3
 Forward Thinking	M	4	7
 Ownership		1	2
 Resilience		1	1
 Self-development		1	1
 Pragmatism			1
 Curiosity			1
 Leading	M		2
 Adaptability			1
 Relationship Building			1

## 8. 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

Driving strategic talent initiatives that shape organizational growth.

Coaching and developing leaders to unlock their full potential.

Building a strong culture that inspires engagement and innovation.

## 9. Feedback on Leader Skills

### 9.1. Leader Skills

The section below presents feedback from raters on eight Leader Skills that are critical for success in today's fast-changing workplace. These skills are important for leaders to master, as they amplify your talents and enhance your leadership effectiveness and impact.

By understanding how you demonstrate these skills through the lens of those who work closely with you, this feedback offers valuable insights into your transferable skills and areas for development.

Each skill is defined below, along with the key behaviors that demonstrate its effective application in the workplace.

Each behaviour has been rated by your raters using the following scale:



Leader Skills & Definition	Behaviours Related To Effective Use Of This Skill
<b>Leads with Vision</b> Guides others with a clear, inspiring vision and goals that align with the overall strategy.	<ul style="list-style-type: none"> <li>Communicates a well-defined vision that guides and energizes others.</li> <li>Collaborates with others to set clear, achievable goals aligned with the vision.</li> <li>Stays well informed on external trends and changes, collaborating with others to adjust goals and priorities as needed.</li> </ul>
<b>Motivates Others</b> Creates a supportive, engaging environment that motivates others to perform at their best.	<ul style="list-style-type: none"> <li>Creates a supportive and engaging environment that motivates others to give their best.</li> <li>Provides opportunities for others to take on meaningful work that builds on their strengths and aligns with their career goals.</li> <li>Recognizes achievements and ensures others feel appreciated for their efforts and contribution.</li> </ul>
<b>Develops Talent</b> Empowers others to grow their skills and reach their full potential.	<ul style="list-style-type: none"> <li>Provides regular coaching and check-ins to support development and growth.</li> <li>Encourages others to take on challenging tasks that stretch their talents and promote their growth.</li> <li>Delivers timely, constructive feedback with actionable suggestions to help others grow and improve.</li> </ul>

### Inspires Excellence

Sets high expectations and motivates others to consistently deliver strong results, even under challenging conditions.

- Creates a safe environment where others feel comfortable to openly share their ideas and concerns.
- Role models active listening and respect for different perspectives to encourage openness and knowledge sharing.
- Inspires a positive team environment and cultivates a motivating culture.

### Builds High-Performing Teams

Creates an inclusive, high-performing team environment that encourages collaboration, growth, and excellence.

- Maintains clarity and confidence while making effective decisions under pressure.
- Clearly communicates the rationale behind decisions, using data and logical reasoning to provide transparency and understanding.
- Promotes collaborative decision-making by actively involving those with the most relevant expertise and insights.

### Makes Clear Decisions

Makes effective decisions under pressure while keeping others informed and involved whenever possible.

- Maintains clarity and confidence while making effective decisions under pressure.
- Clearly communicates the rationale behind decisions, using data and logical reasoning to provide transparency and understanding.
- Promotes collaborative decision-making by actively involving those with the most relevant expertise and insights.

### Promotes Innovation

Promotes innovation by embracing change and encouraging continuous learning and improvement.

- Encourages others to explore and share new ideas and approaches.
- Promotes continuous improvement through curiosity, intelligent risk taking and experimentation.
- Uses mistakes and failures as opportunities for feedback, learning and progress.

### Develops Leadership Impact

Takes initiative to learn, grow, and improve continuously by seeking opportunities for self-development, feedback, and greater impact.

- Manages emotions effectively, staying composed and focused under pressure.
- Proactively raises and addresses challenges and barriers to effective delivery, even when difficult.
- Maintains a positive, solution-focused mindset, even in high-pressure or challenging situations.

## 9.2. Highest and Lowest Scored Behaviours

Below are your three highest- and lowest-rated behaviours, along with the corresponding Leader Skills, based on the average ratings from all raters (excluding your self-assessment).

These graphs provide a clear snapshot of your top skill areas alongside key development opportunities. Each behaviour is rated on a 5-point scale reflecting perceived competence: 1 = Low Skill, 2 = Developing, 3 = Competent, 4 = Skilled, 5 = Highly Skilled.

### Highest Scored Behaviours

Makes Clear Decisions	Clearly communicates the rationale behind decisions, using data and logical reasoning to provide transparency and understanding.	<p>Self-Rating: 4</p>  <p>Rater Average: 4.8</p> 
Develops Leadership Impact	Proactively raises and addresses challenges and barriers to effective delivery, even when difficult.	<p>Self-Rating: 4</p>  <p>Rater Average: 4.8</p> 
Makes Clear Decisions	Maintains clarity and confidence while making effective decisions under pressure.	<p>Self-Rating: 4</p>  <p>Rater Average: 4.6</p> 

### Lowest Scored Behaviours

Inspires Excellence	Role models active listening and respect for different perspectives to encourage openness and knowledge sharing.	<p>Self-Rating: 5</p>  <p>Rater Average: 3.6</p> 
Promotes Innovation	Encourages others to explore and share new ideas and approaches.	<p>Self-Rating: 4</p>  <p>Rater Average: 3.2</p> 
Develops Talent	Provides regular coaching and check-ins to support development and growth.	<p>Self-Rating: 4</p>  <p>Rater Average: 2.8</p> 

### 9.3 Feedback on Leader Skills

The tables below show feedback from raters on behaviours linked to the Leader Skills. Each behaviour is rated on a 5-point scale reflecting perceived competence: 1 = Low Skill, 2 = Developing, 3 = Competent, 4 = Skilled, 5 = Highly Skilled. Raters could also select "Unable to Observe" if applicable.

This feedback offers actionable insights into the skills that complement your talents -helping you identify growth opportunities, strengthen performance, and expand your impact. Your self-rating and the rater average (excluding your own score) appear in the top-right corner of each table.

#### Leads with Vision

Communicates a well-defined vision that guides and energizes others.

Self-Rating: 3



Rater-Average: 4.2



	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating			S			
Manager / Supervisor					M	
Peer / Colleague			1	1	2	
Direct Report			1	2	1	

#### Leads with Vision

Collaborates with others to set clear, achievable goals aligned with the vision.

Self-Rating: 3



Rater-Average: 4.3



	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating			S			
Manager / Supervisor				M		
Peer / Colleague				1	3	
Direct Report			1	2	1	



## Leads with Vision

Stays well informed on external trends and changes, collaborating with others to adjust goals and priorities as needed.

Self-Rating: 4

Rater-Average: 4.3

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating				S		
Manager / Supervisor					M	
Peer / Colleague				1	3	
Direct Report			1	3		

## Motivates Others

Recognizes achievements and ensures others feel appreciated for their efforts and contribution.

Self-Rating: 4

Rater-Average: 4.1

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating				S		
Manager / Supervisor			M			
Peer / Colleague				2	2	
Direct Report			1	2	1	

## Motivates Others

Provides opportunities for others to take on meaningful work that builds on their strengths and aligns with their career goals.

Self-Rating: 3

Rater-Average: 4.2

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating			S			
Manager / Supervisor				M		
Peer / Colleague		1			3	
Direct Report				3	1	

## Motivates Others

Creates a supportive and engaging environment that motivates others to give their best.

Self-Rating: 4

Rater-Average: 4.3

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating				S		
Manager / Supervisor				M		
Peer / Colleague				2	2	
Direct Report				3	1	

## Develops Talent

Provides regular coaching and check-ins to support development and growth.

Self-Rating: 4

Rater-Average: 2.8

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating				S		
Manager / Supervisor			M			
Peer / Colleague	1	1	1		1	
Direct Report	1		2	1		

## Develops Talent

Delivers timely, constructive feedback with actionable suggestions to help others grow and improve.

Self-Rating: 4

Rater-Average: 4.1

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating				S		
Manager / Supervisor				M		
Peer / Colleague				2	1	1
Direct Report			2		2	

## Develops Talent

Encourages others to take on challenging tasks that stretch their talents and promote their growth.

Self-Rating: 4

Rater-Average: 4

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating				S		
Manager / Supervisor				M		
Peer / Colleague			2		2	
Direct Report				3		1

## Inspires Excellence

Creates a safe environment where others feel comfortable to openly share their ideas and concerns.

Self-Rating: 5

Rater-Average: 4.4

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating					S	
Manager / Supervisor				M		
Peer / Colleague				2	2	
Direct Report				2	2	

## Inspires Excellence

Inspires a positive team environment and cultivates a motivating culture.

Self-Rating: 5

Rater-Average: 4.3

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating					S	
Manager / Supervisor				M		
Peer / Colleague			1		3	
Direct Report			1	1	2	

## Inspires Excellence

Role models active listening and respect for different perspectives to encourage openness and knowledge sharing.

Self-Rating: 5

Rater-Average: 3.6

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating					S	
Manager / Supervisor			M			
Peer / Colleague		1	1	1	1	
Direct Report			2	1	1	

## Builds High-Performing Teams

Clearly communicates the rationale behind decisions, using data and logical reasoning to provide transparency and understanding.

Self-Rating: 5

Rater-Average: 3.9

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating					S	
Manager / Supervisor			M			
Peer / Colleague			1	2	1	
Direct Report			1	2	1	

## Builds High-Performing Teams

Maintains clarity and confidence while making effective decisions under pressure.

Self-Rating: 5

Rater-Average: 4

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating					S	
Manager / Supervisor				M		
Peer / Colleague			1	3		
Direct Report			1	1	2	

## Builds High-Performing Teams

Promotes collaborative decision-making by actively involving those with the most relevant expertise and insights.

Self-Rating: 5

Rater-Average: 4.2

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating					S	
Manager / Supervisor				M		
Peer / Colleague				2	2	
Direct Report				4		

## Makes Clear Decisions

Clearly communicates the rationale behind decisions, using data and logical reasoning to provide transparency and understanding.

Self-Rating: 4

Rater-Average: 4.8

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating				S		
Manager / Supervisor					M	
Peer / Colleague				1	3	
Direct Report				1	3	

## Makes Clear Decisions

Maintains clarity and confidence while making effective decisions under pressure.

Self-Rating: 4

Rater-Average: 4.6

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating				S		
Manager / Supervisor					M	
Peer / Colleague				1	3	
Direct Report				3	1	

## Makes Clear Decisions

Promotes collaborative decision-making by actively involving those with the most relevant expertise and insights.

Self-Rating: 5

Rater-Average: 3.7

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating					S	
Manager / Supervisor				M		
Peer / Colleague		1		3		
Direct Report	1			1	2	



## Promotes Innovation

Promotes continuous improvement through curiosity, intelligent risk taking and experimentation.

Self-Rating: 4

Rater-Average: 4.4

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating				S		
Manager / Supervisor				M		
Peer / Colleague				2	2	
Direct Report				2	2	

## Promotes Innovation

Uses mistakes and failures as opportunities for feedback, learning and progress.

Self-Rating: 5

Rater-Average: 4.2

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating					S	
Manager / Supervisor				M		
Peer / Colleague				2	1	1
Direct Report			1	1	2	

## Promotes Innovation

Encourages others to explore and share new ideas and approaches.

Self-Rating: 4

Rater-Average: 3.2

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating				S		
Manager / Supervisor			M			
Peer / Colleague	1	1	1	1		
Direct Report				4		

## Develops Leadership Impact

Manages emotions effectively, staying composed and focused under pressure.

Self-Rating: 5

Rater-Average: 4.1

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating					S	
Manager / Supervisor				M		
Peer / Colleague		1		2	1	
Direct Report				2	2	

## Develops Leadership Impact

Maintains a positive, solution-focused mindset, even in high-pressure or challenging situations.

Self-Rating: 5

Rater-Average: 4.4

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating					S	
Manager / Supervisor				M		
Peer / Colleague				2	2	
Direct Report				2	2	

## Develops Leadership Impact

Proactively raises and addresses challenges and barriers to effective delivery, even when difficult.

Self-Rating: 4

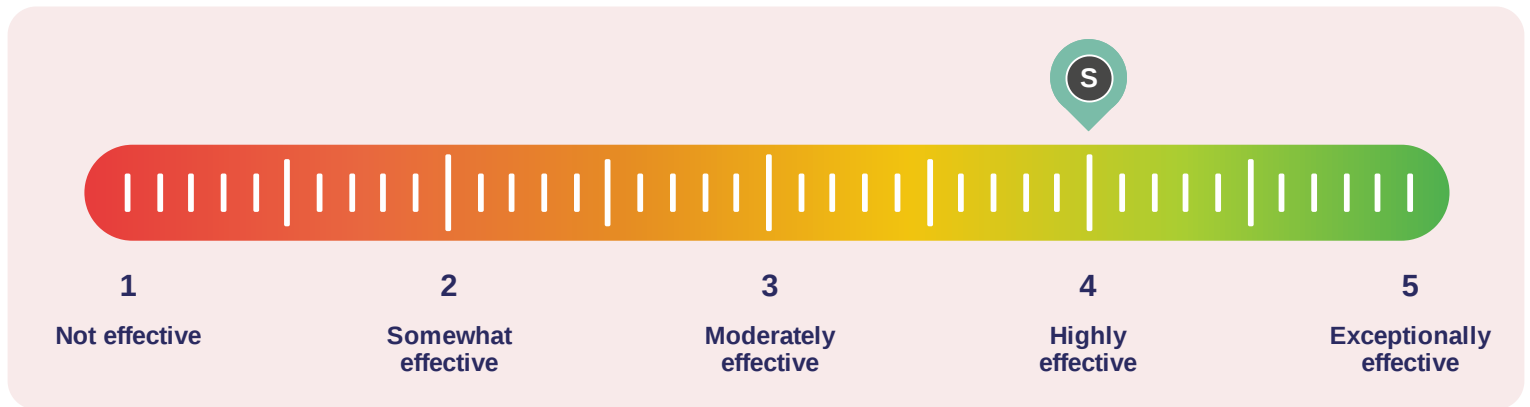
Rater-Average: 4.8

	Low Skill	Developing	Competent	Skilled	Highly Skilled	Unable to observe
Self-Rating				S		
Manager / Supervisor					M	
Peer / Colleague				1	3	
Direct Report				1	3	

## 10. Your Overall Effectiveness

The graphic below shows how you and your raters assessed your overall effectiveness in using your talents and skills to contribute to team and organizational goals

Ratings range from 1 (Not Effective) to 5 (Exceptionally Effective). This feedback, together with insights from the profile, highlights opportunities to enhance your overall effectiveness.



### Rater Feedback



Average Rating (Excluding Self): 4

Highest Rating: 5

Lowest Rating: 4



Self-rating: 4

# 11. Additional Comments and Suggestions

Your raters were invited to answer the following open-ended questions, providing additional feedback and suggestions to help you improve your effectiveness. These comments are presented exactly as submitted, without edits, and are displayed in random order.

## What are the tasks and activities the person does best?

### Self

"Driving enterprise-wide talent strategies, influencing senior leaders, and building programs that elevate leadership capability. I excel at aligning talent priorities with business objectives and fostering a culture of high performance and engagement across the organization."

### Manager/Supervisor

"Alex is exceptional at shaping bold, future-focused talent strategies, influencing senior stakeholders, and making decisive calls under pressure. Alex constantly scans external trends and translates them into practical initiatives that align people strategy with business goals"

### Other raters

"Alex sets a clear vision and makes confident decisions that help the team stay aligned and focused. Alex is very good at anticipating future needs in our industry and translating them into priorities, and he pushes us to deliver ambitious results that raise standards across the team."

"Alex excels in creative problem-solving and building strong relationships. He thrives when generating new ideas, motivating others, and taking initiative on projects that benefit from independent thinking."

"Creating learning opportunities that help us grow professionally."

"Building credibility with senior leadership and turning ideas into approved initiatives."

"Securing resources and support for our projects by influencing senior stakeholders."

"Making quick decisions when deadlines are tight, which helps the team stay on track."

"Partnering across departments to deliver integrated talent initiatives"

"Driving transformation in the way we think about employee experience."

## What 3 words would you use to describe the person's standout qualities and strengths?

### Self

"Strategic, Influential, Empowering. I am known for connecting big-picture vision with practical execution, inspiring others through clear communication, and creating innovative solutions that enhance business and people outcomes."

### Manager/Supervisor

"Strategic, Bold, Persuasive"

### Other raters

"1. Decisive 2. Inspiring 3. Future-focused"

"Leader, Autonomous, Creative"

"Transformational, Credible, Determined"

"Confident, Forward-thinking, Practical"

"Collaborative, Resourceful, Bold"

"Driven, Insightful, Energetic"

"Influential, Engaging, Solution-oriented"

"Assertive, Fast-paced, Knowledgeable"

### What are the person's greatest opportunities for improvement?

#### Self

"Improving patience in high-pressure situations and adopting a more consultative approach during debates. At times, my drive for results can overshadow the need for broader alignment. Strengthening stakeholder involvement earlier in projects would help build consensus and reduce friction."

### Manager/Supervisor

"At times, Alex' assertive style feels forceful; he'd benefit from delegating more and balancing vision with short-term delivery"

### Other raters

"Alex can sometimes move at a pace that makes it hard to keep up. Could benefit from taking more time to listen, recognising smaller contributions, and involving others earlier in decisions so the team feels more ownership of outcomes."

"He could improve organization and teamwork. Strengthening these areas will help ensure his creative contributions are implemented efficiently and team objectives are achieved."

"Delegating more would help manage her workload and empower the team."

"Focusing on day-to-day execution as well as big-picture vision would strengthen outcomes."

"Can occasionally come across as too assertive when trying to influence decisions."

"Acknowledging small wins could boost team morale even further."

"Could involve cross-functional partners earlier in planning to reduce last-minute changes."

#### Other raters

"Avoid taking on too much personally; let others take ownership where possible."

What specific skills, practices, or behaviours can this person improve in the next 90 days to maximize their effectiveness?

#### Self

"Focus on active listening in leadership discussions, delegate more effectively to empower the team, and incorporate structured feedback loops into decision-making. Additionally, dedicating time to stakeholder alignment early in strategic initiatives will help improve collaboration and execution speed."

#### Manager/Supervisor

"Adopt a more consultative tone in executive discussions, delegate more responsibility to empower his team, and balance strategic vision with short-term priorities. Providing regular recognition and feedback will also strengthen motivation and sustain performance"

#### Other raters

"Create more space for team input in planning, delegate stretch tasks more consistently, and celebrate small wins. Introducing more regular one-to-one feedback conversations would help us feel supported and give clarity on how to develop further."

"Alex can focus on planning, prioritization, and active collaboration with colleagues. Using organizational tools and communicating more consistently will increase his overall effectiveness."

"Introduce a feedback loop before rolling out major talent programs."

"Streamline priorities and communicate them clearly to avoid team overload."

"Practice active listening in brainstorming sessions and avoid jumping to solutions too quickly"

"Celebrate progress more openly to reinforce team motivation."

"Share early-stage ideas with peers to foster co-creation rather than presenting finished plans."

"Focus on collaborative problem-solving instead of driving solo solutions."

## 12. Getting the Most from Your Profile



### Take your time to review

Read through the report carefully, paying attention to key insights, recurring themes, and differences between rater groups. Highlight anything that surprises you or sparks questions.



### Reflect on the feedback

Consider how the insights align with your self-perception and current performance. Identify areas where your strengths shine and opportunities for growth.



### Engage with a coach or mentor

Discuss your feedback with a trained practitioner, coach, and/or trusted mentor to gain deeper understanding and actionable strategies for improvement.



### Clarify any feedback you don't fully understand

Use the profile as a starting point to seek additional insights from your raters on how you can enhance your effectiveness.



### Seek additional perspectives

Share specific aspects of the profile with colleagues or peers who know you well to gather further feedback and input.



### Focus on actionable steps

Use the insights from the profile to create a targeted development plan. Set clear goals to build on your strengths and address areas for improvement.



### Embrace a growth mindset

View the feedback as an opportunity to learn and grow, rather than as a judgment of your abilities.



### Prioritize alignment

Reflect on how well your talents, motivators and values align with the needs of the team and organization. Consider steps to strengthen this alignment.



### Revisit your profile

Periodically review the profile to track progress and ensure you're staying aligned with your development goals.

For personalized development suggestions and guidance, visit your **Development Zone** in the TalentPredix Portal. Use the development actions in your **TalentPredix™ Standard Report** alongside the **Leader Development Guide** to take actionable steps toward maximizing your Top Talents, minimizing Performance Limiters, and strengthening your Leader Skills.



## 13. Full List of Raters

### Rater Breakdown

The table below displays the total number of rater responses received compared to the number of individuals invited to participate in the survey.

Your TalentPredix™ 360 profile includes feedback from 12 raters out of the 14 invited to participate.

	SENT	RECEIVED
Manager / Supervisor	1	1
Peer / Colleague	6	4
Direct Report	5	4
<b>Total</b>	<b>12</b>	<b>9</b>

### Raters Who Provided Feedback


RATER NAME	RELATIONSHIPS	FREQUENCY OF OBSERVATION (ACCORDING TO RATER)
Johanna Smith	Manager / Supervisor	Very often
Ashley Martin	Peer / Colleague	Often
Ashton Crew	Peer / Colleague	Often
Ahana Pandey	Peer / Colleague	Often
Alexandra Piers	Peer / Colleague	Often
Ben Piers	Direct Report	Often
Olivia Shelly	Direct Report	Often
Olive Martin	Direct Report	Very often
Ruhana Shariq	Direct Report	Regularly

## 14. 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>

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TalentPredix™ is a next-generation strengths assessment and optimization platform that unlocks potential, passion, and peak performance across every level of your organization. Trusted by leading companies worldwide, it empowers people to thrive and fuels high-performing, future-ready workplaces.

