




TALEGENT.

DETAIL REPORT

Development Report

Simon Sample

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This Talegent Development report gives you deep insight into an individual's strengths and development areas, in relation to the competencies you have selected. It is designed to be used as part of a development discussion. It contains sensitive personal information, and should be kept in a secure location with minimal access. The report should be disposed of confidentially once the results are no longer valid.

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How to guide

This report is to be used for personal growth and career development. The information is intended to give you good insight into an individual's strengths and development areas, forming relevant training and development hypotheses for you to explore together. Results remain valid for approximately 12 months.


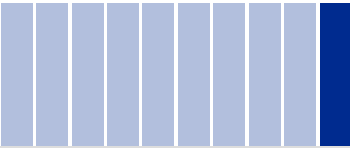

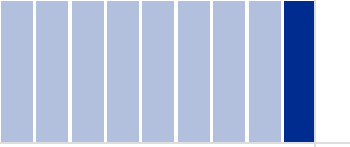

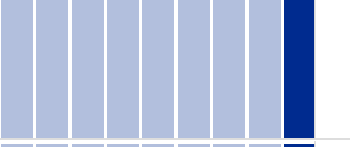

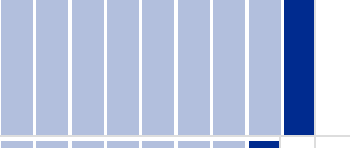

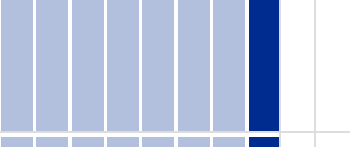



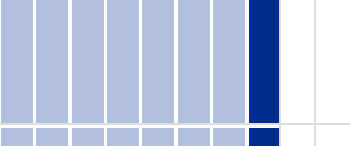

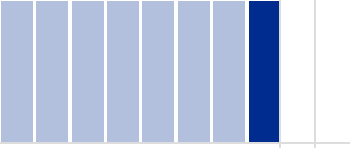

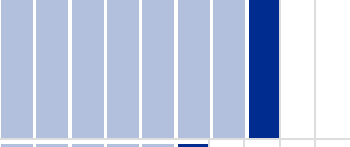

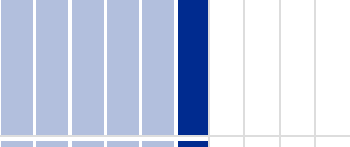

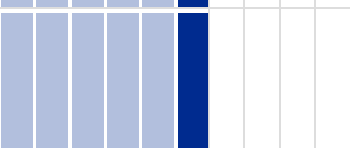

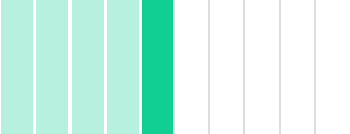
Individual results are produced by comparing each individual's responses with those of a relevant comparison












group. In almost all cases, an incumbent comparison group should be used for development reports. The personality items form a self-report questionnaire, meaning that an individual's results represent the way they see themselves and their behaviour, rather than necessarily how someone else might describe them. Nevertheless, research shows that self-report measures can be a powerful predictor of how a person operates at work.

Our assessment of an individual's expected strengths and development areas is based on their responses to this assessment, which need to be matched against your unique work environment and organisational culture.

This information is part of Talegent's comprehensive suite of assessment and development reports. Please review our range to ensure that this report is the most appropriate for your current needs.

Profile

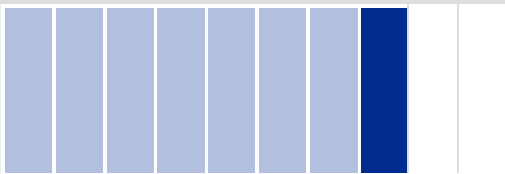
 Adherence	Treats rules and agreements as flexible, operates comfortably 'in the grey'.		Prefers to follow rules, guidelines, and processes consistently.
 Negotiation	Avoids personal influence, maintains a more consistent interpersonal style.		Influences, persuades, and negotiates effectively using a range of styles.
 Numerical Analysis	Prefers qualitative information over numerical data to make decisions.		Enjoys skilfully analysing data to solve problems and make decisions.
 Learning Agility	Takes time to digest new learnings and feedback, prefers to use current skillset.		Grasps and applies new concepts quickly, enjoys learning and feedback.
 Achievement	Prefers to commit to realistic, achievable goals, takes a relaxed approach.		Consistently demonstrates high energy and drive to achieve more in the workplace.
 Ingenuity	Adopts a 'tried and true' mentality, prefers existing solutions.		Generates and drives innovative solutions to support long-term outcomes.
 Managing Talent	Prefers others to take responsibility for self-development, may need support to coach or influence.		Provides coaching, guidance and feedback. Manages conflict; supports development.
 Communication	May appreciate support to communicate effectively to different audiences		Shares information in a confident and articulate way, that suits the audience.
 Customer Focus	Tends to prioritise operational needs over assisting and connecting with individual clients.		Fulfils customer obligations, interacts in a friendly and composed manner.
 Building Relationships	May be more socially reserved, takes time to form bonds with new people.		Initiates and maintains relationships with others, connects widely.
 Organisation	Is more holistically-minded and flexible, makes plans on-the-go.		Transforms objectives into actionable steps through detailed planning to ensure delivery.
 Teamwork	Prefers autonomy and independence when achieving outcomes.		Works inclusively and prioritises team goals, delivering on commitments.

 Self-Insight	Wants to be viewed by others as capable, may be subjective in self-reflection.	<div style="display: flex; justify-content: space-between; width: 100px; height: 10px; background-color: #e0f2f1;"><div style="width: 100%;"></div></div>	Is aware of own strengths and weaknesses, and responsive to feedback.
 Commercial Acumen	Focuses on tactical plans, risks, or significant change ahead of vision.	<div style="display: flex; justify-content: space-between; width: 100px; height: 10px; background-color: #e0f2f1;"><div style="width: 100%;"></div></div>	Understands context and makes strategically sound commercial decisions.
 Implementation	Adopts an agile and pragmatic style, adjusting to situational requirements.	<div style="display: flex; justify-content: space-between; width: 100px; height: 10px; background-color: #e0f2f1;"><div style="width: 100%;"></div></div>	Works in a focused and meticulous manner to execute to a high standard.
 Resilience	May focus on shortcomings or obstacles, expresses emotions openly.	<div style="display: flex; justify-content: space-between; width: 100px; height: 10px; background-color: #e0f2f1;"><div style="width: 100%;"></div></div>	Is confident and persistent, remains calm and optimistic even under pressure.
 Interpersonal Sensitivity	Uses a consistent approach, prioritises work over personal factors.	<div style="display: flex; justify-content: space-between; width: 100px; height: 10px; background-color: #e0f2f1;"><div style="width: 100%;"></div></div>	Sensitive to the needs and emotions of others. Responds with empathy.
 Evaluation	Takes information at face value, using instincts or experience to guide analysis.	<div style="display: flex; justify-content: space-between; width: 100px; height: 10px; background-color: #e0f2f1;"><div style="width: 100%;"></div></div>	Makes astute decisions on the basis of thorough analysis, logic, and data.
 Sales Tenacity	Takes a facilitative approach to sales, prefers support over selling.	<div style="display: flex; justify-content: space-between; width: 100px; height: 10px; background-color: #e0f2f1;"><div style="width: 100%;"></div></div>	Demonstrates energy, enthusiasm, and ambition to influence customers to buy.
 Directing Action	Takes a hands-off or less confident approach to leadership, participates rather than directs.	<div style="display: flex; justify-content: space-between; width: 100px; height: 10px; background-color: #e0f2f1;"><div style="width: 100%;"></div></div>	Leads, gives direction and drives progress through engagement and delegation.
 Judgement	Approaches decisions with caution, seeks support and verification.	<div style="display: flex; justify-content: space-between; width: 100px; height: 10px; background-color: #e0f2f1;"><div style="width: 100%;"></div></div>	Uses logic and experience to make sound, confident decisions, despite ambiguity.
 Strategic Vision	Adopts a shorter-term approach, typically more tactical and detail focused.	<div style="display: flex; justify-content: space-between; width: 100px; height: 10px; background-color: #e0f2f1;"><div style="width: 100%;"></div></div>	Understands big-picture, long-term view of the company; considers risk.
 Flexibility	Prefers structure and consistency, may see change as disruptive.	<div style="display: flex; justify-content: space-between; width: 100px; height: 10px; background-color: #e0f2f1;"><div style="width: 100%;"></div></div>	Adapts to change and feedback, seeks variety and is open-minded.



Managing Talent

Prefers others to take responsibility for self-development, may need support to coach or influence.



Provides coaching, guidance and feedback. Manages conflict; supports development.

Your results indicate that supervision may be an area of strength for you.

People who score here typically...



Excel at:

- Understand the unique motivations or drivers of people
- Influence others to manage conflict effectively
- Take charge of situations and provide guidance
- Have the confidence to address even difficult people issues
- Understand others' feelings and use this to provide guidance
- Encourage two-way feedback conversations



Need to work harder at:

- Understand and leverage the unique motivations or drivers of different people.

Development Tips

- Reporting to be as comfortable taking charge of situations as most others, Simon is expected to be most comfortable leading when he is keen on the topic or has particular expertise to offer. Simon is likely balance a fairly involving style with being able to provide clearer direction when required.
- Simon is expected to be as outspoken about his ideas and opinions as most others. This suggests he will be most comfortable managing conflict when he believes he has the authority to do so. Simon should be most confident influencing peoples' opinions when he is familiar with those involved, or a subject matter expert.
- Simon reports that he is reasonably concerned with understanding what drives and motivates other people. This suggests that when he has an interest in someone's performance or development he is likely to provide them with relevant and meaningful personalised feedback.
- As empathetic as most others, Simon is expected to convey feedback and information in a way that is fairly considerate of others' feelings, and generally tactful and constructive.
- Simon profiles as reasonably receptive to comments and feedback from others. This suggests that he might encourage two-way dialogue on some occasions, yet may be less inclined when discussing difficult topics.

Directing Action

Takes a hands-off or less confident approach to leadership, participates rather than directs.

Leads, gives direction and drives progress through engagement and delegation.

Your responses suggest that you may be able to further develop your capability around providing direction and monitoring performance.

People who score here typically...

Excel at:

- Let others take charge of situations
- Prefer to work with self-motivated individuals
- Take a measured approach to goal setting
- Remain across the status of the tasks delegated to team members
- Acknowledge that they don't have all the answers
- Display some flexibility with deadlines

Need to work harder at:

- Enjoy taking on leadership opportunities
- Leverage the strengths and motives of each individual
- Drive the team to achieve good results
- Empower team members to own their performance
- Act with confidence, and believe in their own authority
- Promote accountability amongst team members

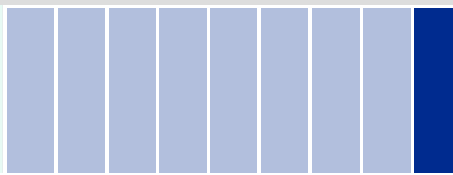
Development Tips

- Reporting to feel most comfortable taking direction from others', Simon may avoid situations which require him to take charge.
- Simon profiles as being fairly sceptical of other people, and may feel less comfortable delegating responsibilities to them. He may be inclined to oversee work fairly closely rather than affording team members autonomy.
- Profiling as highly achievement oriented, Simon is expected to actively drive his team towards attaining their goals.
- Simon has indicated a great deal of confidence in his ability to be successful across situations. He should come across as poised and assured in a leadership role.
- Reporting to be very interested in what motivates people, Simon is likely to be more effective at engaging his team and leveraging individual strengths to achieve results.
- Focused on delivery and following through on commitments, Simon is expected to hold others to account and ensure that the team's expected outputs are achieved.



Negotiation

Avoids personal influence, maintains a more consistent interpersonal style.



Influences, persuades, and negotiates effectively using a range of styles.

On balance, your responses suggest that you will be an effective negotiator. Still, there is always scope to improve on personal strengths.

People who score here typically...



Excel at:

- Effectively influence the opinions and actions of others
- Feel comfortable initiating interactions with stakeholders
- Come across as being confident during negotiations
- Read interpersonal cues, and adjust their approach



Need to work harder at:

- More confidently persuade others towards their point of view.

Development Tips

- Reporting to be sociable and outgoing, Simon is likely to feel comfortable engaging in discussions with multiple stakeholders, even if he has had limited contact with them.
- Profiling as feeling more assured than most, Simon is expected to come across as confident during his negotiations. This is likely to help him in more challenging discussions.
- Simon's responses suggest he is reasonably comfortable negotiating or influencing others. This suggests he is most likely to influence projects about which he has stronger feelings.
- Simon reports that he is as attuned as his peers to interpersonal cues such as body language and tone. This should help him to negotiate more astutely in most settings.



Strategic Vision

Adopts a shorter- term approach, typically more tactical and detail focused.

Understands big-picture, long-term view of the company; considers risk.

Your responses indicate that you may be able to further develop your strategic focus, to better anticipate and manage the long-term implications of plans and strategies.

People who score here typically...



Excel at:

- Focus on immediate priorities
- Appreciate more time to digest conceptual information
- Take account of the details in strategic plans
- Adopt a cautious approach to risk
- Tend towards tried and tested methods



Need to work harder at:

- Focus on achieving strategic, long-term objectives
- Anchor concepts with practical examples to aid understanding
- Take a broad perspective, rather than focus on the details
- Evaluate risk in light of the potential benefits
- Create and propose new strategies or ideas

Development Tips

- Reporting to strike a balance between being meticulous and considering the bigger picture, Simon is expected to take a broad view of issues. At the same time, he should be reasonably aware of the information at a finer level.
- Performing as well as peers in the logical reasoning assessment, Simon is expected to be capable at integrating strategic information. Consequently, he should be able to evaluate the merits of different strategic options as quickly as his peers.
- Simon's responses suggest that he will be attentive to some risks during strategic decision making. Generally speaking, he should be comfortable accepting a degree of calculated risk if it weighs up against the potential gains.
- Reporting to be about as creative as most, Simon is likely to think reasonably broadly when strategizing. While he may rely on tried-and-true strategies to begin with, if these appear ineffective, Simon may then consider more innovative ideas.
- Simon profiles as being keenly interested in strategy and achieving longer-term objectives. He is likely to see the road ahead clearly and should be better than most at foreseeing and planning for future events.



Interpersonal Sensitivity

Uses a consistent approach, prioritises work over personal factors.



Sensitive to the needs and emotions of others. Responds with empathy.

Your results indicate that you may be able to improve your ability to read and respond to the feelings and behaviours of others.

People who score here typically...



Excel at:

- Retain authenticity in their approach
- Balance different perspectives with company best practice
- Enjoy some space from others' emotions
- React openly and transparently to events



Need to work harder at:

- Adjust their style to connect better with their audience
- Accept others regardless of their background or perspective
- Understand others' feelings and convey empathy
- Remain calm and collected despite any tension

Development Tips

- Simon's responses suggest that he may find it difficult to work with and accept people whose perspectives differ markedly from his own.
- Simon reports to be as considerate of other people's thoughts and feelings as his peers. Thus, he is expected to demonstrate more care for people he knows, and may be less considerate of newcomers.
- Like most, Simon is expected to generally pick up on body language or tone, and is likely to respond in an appropriate manner the majority of the time. However, his average level of interest suggests he could benefit from paying more attention to these interpersonal cues.
- Simon profiles as a highly composed individual who, even under pressure, should interact with others in a calm and collected way.

Teamwork

Prefers autonomy and independence when achieving outcomes.

Works inclusively and prioritises team goals, delivering on commitments.

While your responses suggest you are comfortable working in a team environment, you still may have scope to improve your effectiveness in a collaborative setting.

People who score here typically...



Excel at:

- Work well independently, and can collaborate when required
- Align with similar team members whilst also listening to some quite different views
- Recognise when commitments can't be met due to external factors
- Enjoy some cooperative achievements alongside personal 'wins'
- Dedicate some time towards discussing feelings
- Adopt an astute but consistent way of interacting with people



Need to work harder at:

- Seek out more opportunities for collaboration
- Recognise that differences in peoples' views can lead to better outcomes
- Press themselves and others to uphold their commitments to the team
- Ensure their competitiveness does not reduce team unity

Development Tips

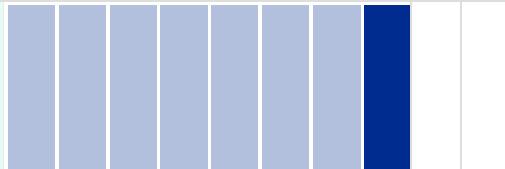
- As accepting as most of individual differences, Simon should generally be comfortable working with a wide range of people. Although at times, he may be less tolerant of those who are markedly different from himself.
- Reporting to be as reliable as most, Simon should be reasonably diligent in delivering on his team commitments.
- Profiling as being reasonably competitive, Simon may, on occasion, compete with team members. This could be a useful source of energy for him, but he should also consider its impact on team cohesion.
- As empathetic as most, Simon is expected to demonstrate an appropriate level of care and consideration towards his team members' feelings.
- Simon profiles as being as socially aware as most. He can be expected to notice some changes in team member's behaviour, and adapt his approach accordingly.
- Simon profiles as having a fairly strong preference for working on his own. He may find it difficult to adjust to a more collaborative style, and require encouragement to prioritise team objectives ahead of his own.

- Consider how others' emotions drive their behaviour
- Adapt their style to interact effectively with each team member



Customer Focus

Tends to prioritise operational needs over assisting and connecting with individual clients.



Fulfils customer obligations, interacts in a friendly and composed manner.

Your responses indicate that this is an area of particular strength for you. Here are a few ideas for you to check you are on top of your game.

People who score here typically...



Excel at:

- Follow through on promises to customers
- Treat all customers equally
- Interpret client reactions well, and adapt accordingly
- Care about customers and their experience
- Remain calm and controlled with frustrated clients



Need to work harder at:

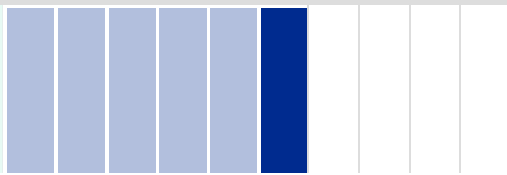
- Follow through on promises to customers every time.

Development Tips

- Based on his responses, it appears that Simon is very tolerant of different viewpoints, and should be comfortable working with a broad range of customers.
- Simon reports that he is moderately aware of interpersonal cues. This understanding provides a good basis to help him adapt his responses to suit his customers.
- Similar to most, Simon should generally strike a balance between being objective and empathetic with customers. He should be good at dealing with emotions yet maintaining some distance and objectivity during interactions.
- Reporting to be as calm and composed under pressure as most, Simon should generally remain in control of his emotions. Despite this, he may show signs of strain during heavy workload or high stress situations.
- Reporting to be less concerned with following-through on promises, Simon is expected to reprioritise his commitments regularly.

Building Relationships

May be more socially reserved, takes time to form bonds with new people.



Initiates and maintains relationships with others, connects widely.

While your responses suggest that you are fairly adept in this area, you may still like to invest some time into strengthening your relationship building. Initiate interactions with new people. Read your audience and adjust your style in order to generate the best response. Focus on your non-verbal cues. Listen attentively, ask questions, wait to offer your opinions. Treat every transaction as if the other person was a client.

People who score here typically...



Excel at:

- Sociable, without coming across as too lively
- Have a degree of consistency in their interpersonal style
- Identify similarities with people who are different to themselves
- Develop warmth and rapport with most people
- Maintain healthy levels of trust and cynicism in relationships



Need to work harder at:

- Feel confident to use networks and contacts
- Tune into social cues, and adapt their behaviour to suit
- Build relationships across a broader range of people
- Make people feel at ease right away during interactions
- Give everyone a fair chance

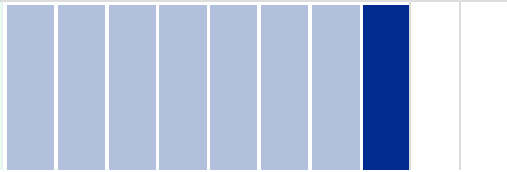
Development Tips

- Reporting to be more effective at making a positive first impression than most, Simon is likely to dedicate a great deal of effort to making sure other people feel at ease during interactions.
- Highly tolerant of individual differences, Simon should interact comfortably with people who have different backgrounds or perspectives to his own.
- Like most people, Simon is expected to pick up on some social cues such as body language or tone of voice, and should respond appropriately the majority of the time.
- As trusting as most, Simon is expected to start relationships with a reasonable degree of openness. However, his mindfulness of others' intentions should minimise the risk of deception.
- Simon's responses suggest that he may avoid social events. When required to network, he is expected to use his tasks to develop professional relationships.



Communication

May appreciate support to communicate effectively to difference audiences



Shares information in a confident and articulate way, that suits the audience.

Your responses indicate that your communication skills are likely a strength for you to leverage. Still, run through the list below to help you achieve the best level you can.

People who score here typically...



Excel at:

- Grasp the point behind communications quickly and accurately
- Persuade others to align with their opinion or argument
- Pick up on body language and non-verbal cues
- Communicate confidently and fluently on a range of topics



Need to work harder at:

- Grasp the point behind complex or unfamiliar messages quickly and accurately.

Development Tips

- Rating himself as more influential than most, Simon is expected to feel comfortable offering his opinion and persuading people, even in areas where he has little experience.
- Simon profiles as being reasonably aware of others' behaviour, and may make some effort to tailor his communications to resonate most with his audience.
- Performing at a similar level to peers in the verbal reasoning assessment, Simon is expected to be reasonably quick at grasping what is and is not being said. He may, however, require more time to communicate effectively when working with novel or complicated information.
- Reporting to take time to develop confidence in himself, Simon's communications may come across as reserved compared to peers.



Evaluation

Takes information at face value, using instincts or experience to guide analysis.

Makes astute decisions on the basis of thorough analysis, logic, and data.

Your results suggest that you may be able to improve upon your approach to analysis and evaluation.

People who score here typically...



Excel at:

- Appreciate more time to digest conceptual information
- Accept the data presented to them at face value
- Use other sources of information when making decisions
- Prefer to work with tangible issues



Need to work harder at:

- Determine causal relationships quickly
- Analyse information to get to the root cause of a problem
- Use facts and data to develop well-supported decisions
- Draw on theoretical knowledge and concepts when evaluating

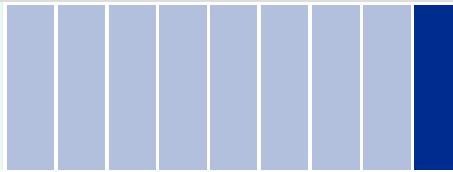
Development Tips

- Simon profiles as being less interested than most others in evaluating information critically. Thus he is expected to accept information at face value rather than investigating the underlying factors and how they relate to the situation.
- Simon's responses suggest that he is as concerned as most others with examining data, opinions, and empirical information during problem solving. Simon is most likely to draw on objective evidence when it is necessary to support or defend decision making.
- A reasonably deep thinker who has a moderate interest in exploring concepts, Simon may take a more superficial approach when pushed for time or the situation is familiar. He should, however, seek to understand the root cause when the situation is novel or outside his comfort zone.
- Scoring strongly in the logical reasoning assessment, Simon is likely able to quickly interpret and analyse novel or conceptual information. He may also be savvy at determining underlying themes and causality between issues and outcomes. Given his score, this is likely to occur even when faced with problems outside his usual realm of experience.



Numerical Analysis

Prefers qualitative information over numerical data to make decisions.



Enjoys skilfully analysing data to solve problems and make decisions.

Your results indicate that using numbers when problem solving may be a strength for you. Make sure that you leverage this to its full advantage.

People who score here typically...



Excel at:

- Understand and apply numerical information with ease
- Solve numerical problems quickly
- Analyse data thoroughly before using it
- Incorporate objective data into problem solving



Need to work harder at:

- Understand and apply numerical information with ease

Development Tips

- Simon appears to pride himself in being a critical thinker who quickly identifies potential sources of risk within plans. He is likely to investigate data thoroughly when making decisions and solving numerical problems.
- Simon's strong score on the numerical reasoning assessments suggests that he will be much more adept than most at understanding and applying numerical information. He is likely to manage even when the data is very technical, complex, or outside his previous scope of experience.
- Simon is likely to see the value in working with metrics and numerical data during problem solving, idea generation, and decision-making. However, he is most likely to do so when he does not have preconceived ideas on an issue.



Commercial Acumen

Focuses on tactical plans, risks, or significant change ahead of vision.

Understands context and makes strategically sound commercial decisions.

Like most, you may be able to improve upon your commercial acumen to some extent.

People who score here typically...



Excel at:

- Analyse commercial opportunities thoroughly when given the time
- Weigh short-term needs or constraints against future goals
- Adopt a pragmatic approach to evaluate opportunities against risks and rewards
- Adapt reasonably well, while minimising potentially disruptive changes
- Assimilate familiar data effectively when interpreting business issues



Need to work harder at:

- Critically evaluate information to increase their commercial understanding
- Anticipate future hurdles and opportunities for the business
- Understand the benefit of being more risk aggressive when needed
- Advocate for broad scale change in the organisation
- Use a wider range of numerical data to solve business problems

Development Tips

- Performing strongly on the numerical reasoning assessment, Simon is likely to be astute in his understanding, evaluation, and application of numerical information in a business context.
- Reporting to have a similarly analytical thinking style to others, Simon is most likely to think critically about commercial problems when they appear important, complex or unfamiliar. He may have some success at uncovering and assessing the different variables that impact the business.
- Reasonably strategic in his thinking style, Simon is expected to balance the immediate needs of the business with longer-term objectives. He should usually be mindful of how future obstacles and opportunities might impact commercial outcomes.
- Simon has indicated that he prefers routine, and may therefore need ample forewarning of, or guidance through, changes to the commercial environment. Furthermore, he may require additional time to adjust his commercial plans accordingly.
- Simon has indicated that he is not comfortable taking risks even when there is a good chance the outcomes will weigh up favourably. This risk adverse approach may mean he fails to recognise occasions where taking a risk is necessary for business success.



Judgement

Approaches decisions with caution, seeks support and verification.

Uses logic and experience to make sound, confident decisions, despite ambiguity.

Your results suggest that you may be able to further develop your decision-making skills, to help you gain confidence in your own judgment.

People who score here typically...



Excel at:

- Like to deal with tangible, concrete situations
- Leave numerical data out of decision making
- Seek guidance from others
- Recognise the subjectivity of intuition when using it to make judgements
- Display cautiousness when it comes to risk



Need to work harder at:

- Interpret abstract information to connect facts and outcomes
- Draw on facts and figures during decision making
- Form confident and timely opinions, with or without others
- Value instinct and experience when making judgements
- Be at ease working with managed risk

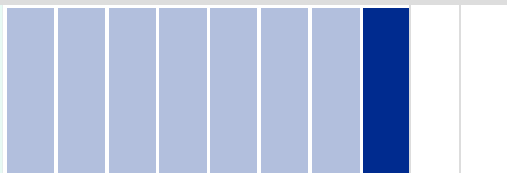
Development Tips

- Scoring below the average range on the logical reasoning assessment, Simon may take longer than others to interpret or analyse conflicting information to reach a logical decision.
- More cautious than most, Simon is expected to take a conservative approach to making judgment calls. He may opt for what he sees as the safe option with more clearly defined outcomes.
- Simon reports that he does not believe in making judgments based solely on personal experience. This suggests he probably spends more time gathering evidence, rather than relying on his instincts alone.
- Simon's responses suggest that he is as likely as others to consider the facts and figures when making a judgment call. He may be more inclined to do so when other inputs are making a final decision unclear.
- Simon's responses suggest he will form opinions quite quickly and confidently, even under pressure. As such, Simon is unlikely to rely on others for approval during decision making.



Ingenuity

Adopts a 'tried and true' mentality, prefers existing solutions.



Generates and drives innovative solutions to support long-term outcomes.

Overall, your responses indicate that you have a high level of ingenuity.

People who score here typically...



Excel at:

- Consider the long-term, strategic implications of new ideas
- Generate creative, 'out-of-the-box' ways of doing things
- Constantly grow their knowledge of market innovations
- Push past obstacles to get novel solutions adopted
- Utilise past experience to generate ideas
- Evaluate any potential risks when innovating



Need to work harder at:

- Focus more intently on longer-term, strategic implications of new ideas.

Development Tips

- More driven than most to achieve goals, Simon is expected to use this drive to develop or adopt new ideas, and push through obstacles to get them completed.
- With a partly intuitive thinking style, Simon is likely to incorporate some past experience when generating new ideas or optimising processes.
- Simon's responses suggest that he will be attentive to the risks involved in pursuing innovative ideas, and to be comfortable with some calculated risk.
- Simon indicates he is about as innovative as most others. This may mean he is most likely to generate new ideas when an existing solution is broken.
- Fairly interested in continual learning, Simon reports some desire to keep up to date with new innovations. However, he may need some encouragement to seek knowledge outside his industry.
- More focused on the here-and-now, Simon is expected to explore the immediate aspects of new ideas, rather than visualising how these might play out over the longer term.



Organisation

Is more holistically-minded and flexible, makes plans on-the-go.

Transforms objectives into actionable steps through detailed planning to ensure delivery.

You profile as similar to most in terms of your tendency to plan and deliver on objectives. Like most, there may be scope for you to improve here.

People who score here typically...



Excel at:

- Remain realistic about what can be achieved in a given situation
- Spend some time critically analysing plans and breaking them into components
- Are organised without becoming fixated on details
- Respond to changing requirements, while delivering on important priorities
- Think ahead while also responding to immediate needs



Need to work harder at:

- Set clear objectives, and go the extra mile to complete difficult goals
- Analyse projects and tasks more thoroughly to enable better planning
- Focus on intricate details, specifying all information required
- Keep to all commitments and deadlines
- Account for future events that may impact delivery

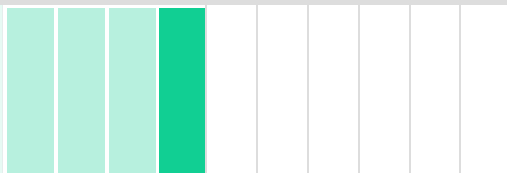
Development Tips

- As driven as most others, Simon is expected to set reasonably clear objectives when planning. When deadlines are tight, he may need to raise his game to deliver on time.
- More focused on the here-and-now than the future, Simon should devote more time to immediate gains, and less to the strategic implications of plans.
- More inclined to accept information at face value, Simon may not dedicate enough time towards analysing plans and breaking these down into realistic, discrete tasks.
- Simon's 'big-picture' approach to his work may seem to speed projects along, however his lack of detail could result in key aspects being missed.
- With a flexible attitude towards deadlines, Simon is likely to continually reprioritise tasks. This may result in him struggling to organise work to meet timelines.



Implementation

Adopts an agile and pragmatic style, adjusting to situational requirements.



Works in a focused and meticulous manner to execute to a high standard.

Your results suggest that while you should pay fair attention to the details of your work, there is still scope for you to improve.

People who score here typically...



Excel at:

- Switch regularly between tasks in order to manage multiple priorities
- Respond to changing requirements, while delivering on important priorities
- Balance quality with efficiency to produce good results
- Comply with guidelines, yet are prepared to work around these if required
- Follow rules for the most part, but question these if appropriate
- Respond to changing requirements, without deviating too far from set procedures
- Appreciate the overarching themes within rules and guidelines



Need to work harder at:

- Remain focused on delivering each task through to completion
- Consistently deliver on time, despite challenges
- Ensure all work is high quality and error-free

Development Tips

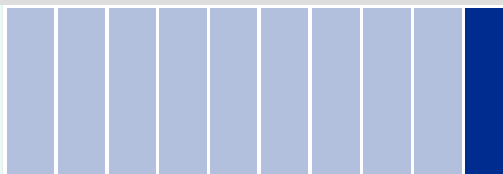
- Viewing himself as more reliable than most people, Simon is likely to prioritise well, and be able to deliver tasks and implement projects on time.
- Reporting to be a highly engaged worker, Simon is expected to be focused on completing his work, and is unlikely to get distracted from the tasks at hand.
- Profiling as being typically compliant with rules, Simon is expected to follow most procedures. However, he may challenge these if he feels they are a hindrance to task completion.
- As precise as most, Simon is expected to be capable of taking a meticulous approach when necessary. However, when the finer details are less critical, he may adopt a more holistic perspective.

- Appreciate procedures and work well with even complicated rules
- Understand the subtleties of when to follow rather than question a rule
- Follow processes all the way through
- Pay closer attention to the details within procedures



Adherence

Treats rules and agreements as flexible, operates comfortably 'in the grey'.



Prefers to follow rules, guidelines, and processes consistently.

Your responses suggest that you value rules and guidelines, and work most effectively when operating within these.

People who score here typically...



Excel at:

- View processes as helpful rather than a hindrance
- Follow rules and guidelines closely
- Keep commitments made to others
- Pay close attention to procedures



Need to work harder at:

- View processes as helpful rather than a hindrance.

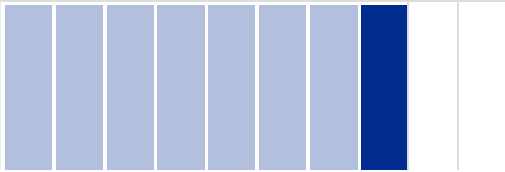
Development Tips

- Priding himself on being reliable, Simon is expected to prioritise work effectively. As such, he should consistently meet deadlines and commitments, without letting others down.
- Preferring to take a holistic approach rather than getting into the finer details, Simon is unlikely to pay close attention to guidelines and processes. For example, he may not specify milestones or requirements in detail.
- Reporting to prefer a relaxed approach to rules, Simon is not expected to work well with guidelines or procedures. He may challenge, or operate outside of, existing structures.



Achievement

Prefers to commit to realistic, achievable goals, takes a relaxed approach.



Consistently demonstrates high energy and drive to achieve more in the workplace.

You demonstrate a strong focus on setting and reaching stretch goals, and driving yourself to achieve.

People who score here typically...



Excel at:

- Be motivated by competitive situations
- Drive hard to meet difficult targets and achieve success
- Thrive in a fast-paced environment with a full workload
- Remain focused and stay on track



Need to work harder at:

- Be motivated by competitive situations.

Development Tips

- Reporting to be more competitive in the workplace than most, Simon should be motivated by opportunities to compare his performance with others. He is likely to expend significant effort to win.
- Simon has indicated that he is about as driven as most. He should be comfortable committing to some challenges, but may also push back on more difficult targets.
- Preferring a moderate pace of work, Simon is likely to adjust the amount of energy he expends based on job requirements. He may experience fatigue at times when coping with a heavier workload.
- Working with as much focus as others, Simon's capacity to achieve should be strongest when he is working on interesting tasks. Closer supervision may be required when the work is more mundane, to avoid distraction.



Sales Tenacity

Takes a facilitative approach to sales, prefers support over selling.

Demonstrates energy, enthusiasm, and ambition to influence customers to buy.

Your answers suggest that you may be able to better engage and persuade others when selling, and increase your drive to achieve targets.

People who score here typically...



Excel at:

- Side with their customers
- Set realistic sales targets
- Appreciate periods of 'down time' to recuperate their energy
- Come across as modest or gentle
- Avoid comparing their performance with peers
- Prefer not to reveal their weaknesses
- Prefer the client to make the first move or initiate contact



Need to work harder at:

- Persuade customers to buy products or services
- Tackle challenging sales targets head on
- Display more energy throughout the sales cycle
- Present as confident, even after setbacks or rejections
- Engage in healthy competition with others
- Work on any weaknesses that impact their ability to sell

Development Tips

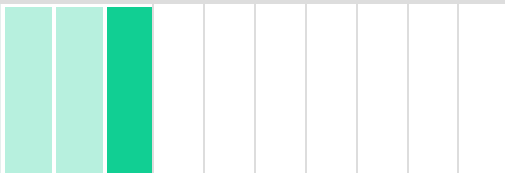
- Competition is unlikely to energise Simon, who may feel uncomfortable having his performance compared to peers.
- Simon's self-confidence is expected to help him sell, yet on occasion he may need some support to overcome obstacles.
- Moderately energetic, Simon is expected to adjust his energy levels in response to each sales situation.
- In sales situations, Simon should be somewhat effective at influencing others' opinions, particularly when he knows the client or believes strongly in the product.
- Simon should present as moderately outgoing, but may be slightly uncomfortable approaching clients unless he has interacted with them previously.
- With a level of self-awareness similar to peers, Simon should show some tendency to mitigate his development areas when selling.
- Quite driven to succeed, Simon is expected to tackle stringent sales goals, but may require support in more challenging circumstances.

- Initiate conversations with new clients and prospects



Resilience

May focus on shortcomings or obstacles, expresses emotions openly.



Is confident and persistent, remains calm and optimistic even under pressure.

Your responses indicate that you show some strength here, but could still benefit from guidance around managing stress.

People who score here typically...



Excel at:

- Don't overcommit themselves
- Express some doubt about their ability
- Let others know when they are struggling and need help
- Readily identify problems or difficulties
- Stick to their goals without needing something new



Need to work harder at:

- Persevere in the face of continual setbacks
- Build confidence in their ability to succeed even in challenging situations
- Keep calm and composed during particularly stressful times
- Believe there is always a way to achieve a good outcome
- React well to even significant change or variety

Development Tips

- Profiling as being more driven and self-motivated than others, Simon is expected to persevere in the face of obstacles without needing encouragement.
- While he may be affected by some pressure, Simon should usually maintain composure. Like most, he may be somewhat vocal during particularly stressful times.
- Profiling as a fairly positive person, Simon is expected to remain quite upbeat on most occasions. When times are particularly tough, he may adopt a more pessimistic view of the situation.
- While he reports to enjoy a degree of predictability at work, Simon is likely to adapt to unforeseen obstacles when required.
- Reporting a reasonable level of self-belief, Simon is expected to be fairly confident in familiar environments, but may require additional support when acting outside his "comfort zone".



Flexibility

Prefers structure and consistency, may see change as disruptive.

Adapts to change and feedback, seeks variety and is open-minded.

Your responses highlight a preference for routine over variety and change, and as such you may need to develop the way you handle new situations.

People who score here typically...



Excel at:

- Enjoy structure and routine
- Let others know when a change is causing them stress
- Readily identify problems with impending changes
- Display some scepticism towards feedback



Need to work harder at:

- Enjoy lots of variety at work
- Adjust to change calmly and quickly
- See the positive side to proposed changes
- Be open to feedback and use this to help them adapt

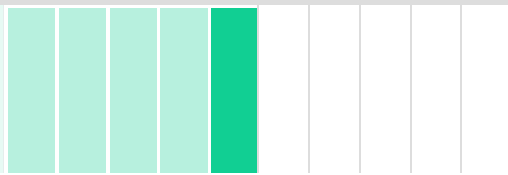
Development Tips

- Simon has indicated he feels stress more than others, and may become flustered under pressure. Thus, he may demonstrate a more overt emotional response to change.
- Simon should generally focus on the positive things in life. He is expected to take a reasonably optimistic view of change, particularly when it is justified, or he has been forewarned.
- Simon has indicated he prefers a changing environment over a fixed routine. He is likely to enjoy variety, and welcome the growth opportunities presented by change.
- Simon's openness to feedback indicates he will be able to use this information to adapt his behaviour.



Self-Insight

Wants to be viewed by others as capable, may be subjective in self-reflection.



Is aware of own strengths and weaknesses, and responsive to feedback.

Your responses suggest that you have fairly good self-insight, however could benefit from developing this further.

People who score here typically...



Excel at:

- Identify some of their limitations
- Receive and integrate feedback from trusted advisors
- Engage with learning opportunities that strengthen an existing skillset



Need to work harder at:

- Speak openly and comfortably about their limitations
- Seek wide, varied, and even difficult feedback on their performance
- Develop more openness to a wider range of learning opportunities.

Development Tips

- Given Simon's responses, he is likely to be as interested as most in receiving development suggestions. Linked to this, he should incorporate selected feedback to improve his performance.
- Simon's responses suggest that he is less aware of his limitations than most people. Thus, Simon may be more inclined to keep his weaknesses to himself.
- Simon reports that he feels little need to expand his knowledge, skills or expertise. He may engage in learning only when it is a direct job requirement, or occurs naturally.