

Expert

80 Profile.

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How to use this Profile

Welcome to Skills Discovery. Your Expert Profile provides insights to help you develop your skills, make informed career choices and increase your motivation – both at work and in life. Your skills have been assessed against Cappfinity’s world-leading skills set. The skills in your Profile have been classified as realized strengths, unrealized strengths, learned skills and weaknesses.

There is no ideal number of skills to have in each area, it is what you do with your results that matters. Use the tips below and in this report to enhance your skills today and set yourself up for long-term success.

Realized Strengths - Use Wisely

- **Set motivating goals** - Use your realized strengths to set objectives and take on energizing tasks. Focus on what you enjoy and align with your values to achieve greater success. Keep refining your expertise for lasting impact.
- **Use Wisely** - As you use your realized strengths frequently, you will need to ensure you are using them in the right way and at the right time. Avoid overuse by balancing them with other skills.

Unrealized Strengths - Use More

- **Develop them** - Your unrealized strengths hold great potential but may require further development. Practice them regularly, seek feedback and learn from others’ techniques to refine your approach.
- **Find new opportunities** - Your unrealized strengths are ready to be discovered and put to use. Pursue challenges and opportunities to unlock and maximize their impact.

Unlock your Potential

- Use these ideas to develop your greatest untapped resource - your unrealized strengths.
- Use the suggestions provided or adapt them to fit your unique context and needs.

Learned Skills - Use When Needed

- **Use strategically** - While you perform your learned skills well, they can be draining. Use them when necessary but avoid over-reliance on them.
- **Balance with your strengths** - Balance with your strengths. Identify ways to apply your strengths to complement or reduce the use of a learned skill. By integrating your strengths, you’ll maintain energy and motivation.

Weaknesses - Use Less

- **Mitigate any impact** - Accept that some weaknesses may not improve significantly. Instead of focusing on fixing them, use your strengths to achieve the desired outcomes in a different way.
- **Work with complimentary people** - What drains you will energize someone else. Collaborate with people who complement each other’s strengths and weaknesses.

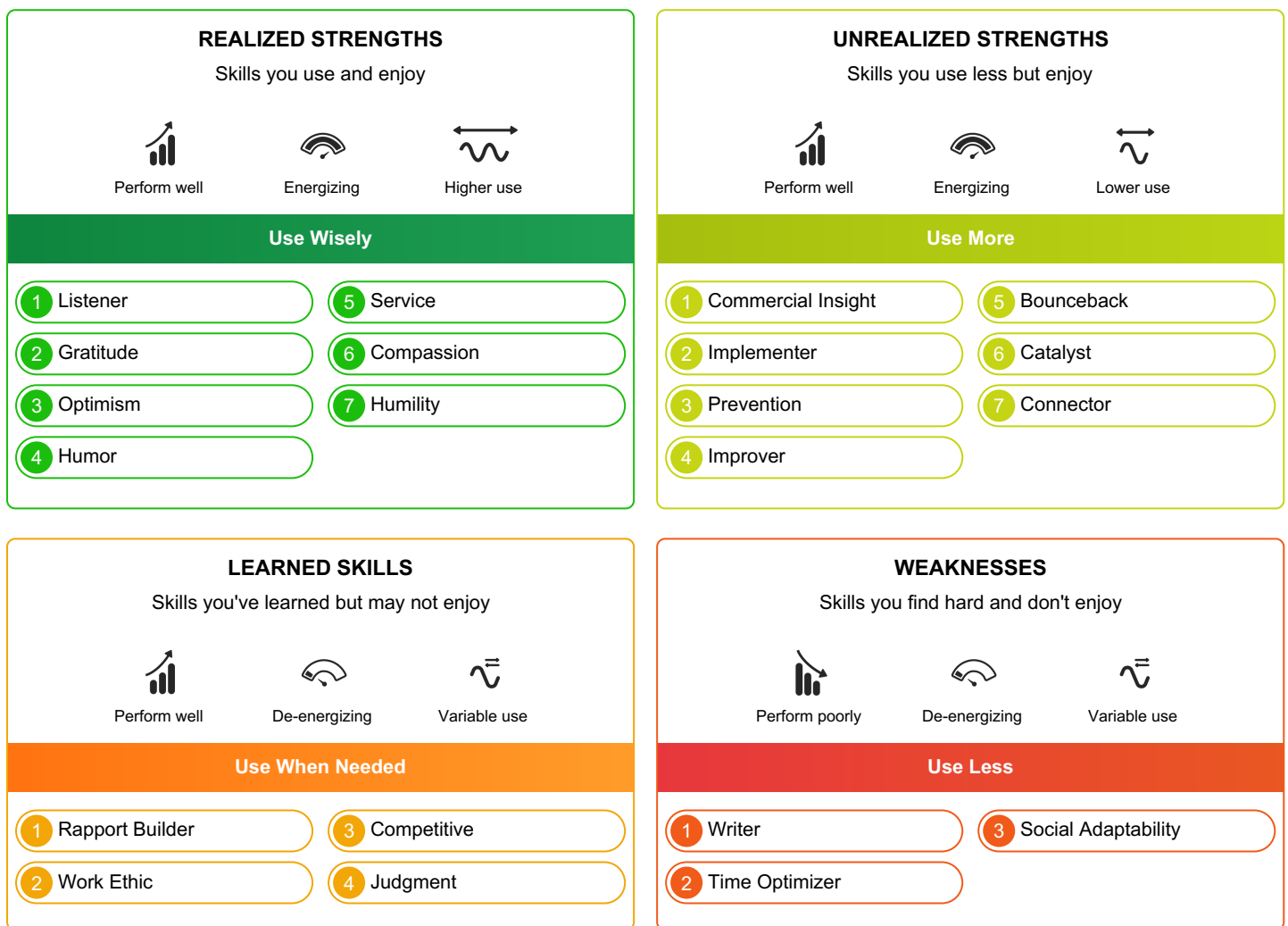
The Skills Families

- Review each skill area across the 5 Skills Families. Identify your preferences, energy levels and gaps.
- Use the insights to align your skills with your goals and develop your untapped potential.

Key Results

Your key results are shown below across 4 skill areas: realized strengths, unrealized strengths, learned skills and weaknesses. Use the detailed advice provided to develop each area.

If a quadrant shows fewer skills, it means your responses were more strongly aligned with the other areas.



Skills Summary

1 Listener	3 Prevention	23 Resilience
2 Gratitude	4 Improver	24 Detail
3 Optimism	5 Bounceback	25 Approachable
4 Humor	6 Catalyst	26 Performance Focus
5 Service	7 Connector	27 Opportunity Spotter
6 Compassion	1 Rapport Builder	28 Analysis
7 Humility	2 Work Ethic	29 Equality
8 Esteem Builder	3 Competitive	30 Counterpoint
9 Resolver	4 Judgment	31 Narrator
10 Mission	5 Adaptable	32 Adherence
11 Customer Champion	6 Spotlight	33 Learning Agility
12 Personalization	7 Change Agent	34 Persistence
13 Credibility	8 Adventure	35 Pride
14 Enabler	9 Personal Responsibility	36 Inclusion
15 Explainer	10 Moral Compass	37 Drive
16 Self-awareness	11 Courage	38 Creativity
17 Legacy	12 Feedback	39 Organizer
18 Incisive	13 Initiative	40 Self-belief
19 Relationship Manager	14 Authenticity	41 Innovation
20 Growth	15 Strategic Awareness	1 Writer
21 Centered	16 Orchestrator	2 Time Optimizer
22 Unconditionality	17 Relationship Deepener	3 Social Adaptability
23 Incubator	18 Diligence	4 Pace
24 Curiosity	19 Empathic	5 Persuasion
25 Business Thinker	20 Technology Focus	6 Action
1 Commercial Insight	21 Emotional Awareness	7 Planner
2 Implementer	22 Collaboration	

Realized Strengths - Use Wisely

1 Listener

- You show a keen interest in what people have to say.
- You focus intently not only on the words, but on how those words are used.
- Everything that someone says is important. You don't miss a thing!

Use Wisely - Take a break sometimes and just enjoy a natural, relaxed conversation. Make sure you are exposed to a variety of conversations to keep you energized and engaged.

2 Gratitude

- You are constantly aware of how fortunate you are and the positive things that you have in your life.
- You naturally notice and appreciate the good things that happen to you.
- You take nothing and nobody for granted.

Use Wisely - Find different ways to be grateful. Write a journal, text a friend, email your manager, write a blog or sing a song. Varying your gratitude will help to keep you from appearing inauthentic.

3 Optimism

- You always see the best side of any situation and look on the bright side of life.
- You have a consistent and firm belief that things will work out well in the future.
- Your belief keeps you strong and enables you to stay positive, even when things become difficult.

Use Wisely - It is great to remain optimistic when problem solving but don't forget to think about the actions you need to take to deal with them too. They won't usually solve themselves!

4 Humor

- You love making people laugh and look for every opportunity to do so.
- You are able see the funny side of things and like to share this with others.
- You have the ability to crack a joke or tell a story that lightens the mood and gives enjoyment to others.

Use Wisely - Practice reading your audience and the situation to understand when it is appropriate to use your Humor. Think of ways you can really add value with your talent in your workplace.

5 Service

- You feel compelled to help people as much as you can, going above and beyond what you need to do.
- You are focused on satisfying people's needs and meeting their requirements.
- Nothing is too much trouble for you when it comes to helping someone else.

Use Wisely - Make sure someone is helping you too! Try serving fewer people, or being specific about what outcomes you want to achieve, before jumping in with "How can I help?"

6 Compassion

- You really care about others, doing all you can to help, offering sympathy and support.
- You have an open heart and care about all of the people around you.
- When people are unhappy, you look for the right thing to say and take action to help.

Use Wisely - If work doesn't provide enough opportunity to use your Compassion, look for social or community opportunities to channel your warmth and support.

7 Humility

- You are a humble person, never allowing yourself to be big-headed or boastful.
- You prefer to give other people credit for your successes, rather than taking the credit yourself.
- You recognize the role that others have played in your success.

Use Wisely - Crediting others for your successes too often can take the attention away from your own successes. Learn to balance your Humility with speaking about your own achievements.

8 Esteem Builder

- Your words and actions help people to build their self-confidence and self-esteem.
- You clearly see the potential and possibility in people, helping people to recognize it for themselves.
- You love to help others to believe in themselves, helping them to achieve what they are capable of achieving.

Use Wisely - Praising others too often can be perceived as inauthentic. Practice doing it at the right time, in the right way, and also don't forget to offer others development feedback.

Realized Strengths - Use Wisely

9 Resolver

- You love solving problems. The more complicated the problem, the better.
- You will always go the extra mile to find a solution, getting to the root of the problem.
- You're never beaten by a problem, but the problems are often beaten by you.

Use Wisely - Remember to spot when a problem can't be resolved and giving up is the best option. You can also ask for help too!

13 Credibility

- You naturally instill confidence and trust in others through the quality of your knowledge and expertise.
- You always present yourself in a way that is professional and credible.
- Your mastery in presenting information leads others to seek your wisdom regularly.

Use Wisely - Don't always assume that you have all the answers. From time to time, take advice from others, so as not to lose their trust or appear arrogant.

10 Mission

- You derive great fulfillment from doing things that give your life meaning and purpose.
- You could be focused on one or many different things that provide purpose.
- How you spend your time, your decisions and your future plans are all aligned to your sense of mission and purpose in life.

Use Wisely - Meaning doesn't always have to be long term or earth-shattering. What are the small things in life to which you can attribute meaning and purpose? What makes a good day for you?

14 Enabler

- You enjoy developing people so that they can go on to do things for themselves.
- While providing support, you give people tasks and challenges that you know will stretch them.
- You encourage people to get out of their comfort zones in ways that will help them to grow and develop.

Use Wisely - Regularly check in with the people you enable, to see if they still feel suitably challenged. People may not always themselves want the level of growth that you want for them!

11 Customer Champion

- You ensure other people's opinions are represented and promoted by raising awareness on their behalf.
- You naturally ensure customers' and stakeholders' views are heard and taken into consideration.
- You relish the opportunity to speak up and advocate for customers' and stakeholders' ideas.

Use Wisely - Customers may not always want their views aired or may not be right. Ensure you have understood the action that is required.

15 Explainer

- You take complex ideas and express them simply and clearly.
- You love to simplify things, ensuring that a wide range of people can easily understand the content.
- You enjoy coming up with different ways of explaining the same thing to help people understand.

Use Wisely - Read your audience. Not everyone needs the same level of explanation, so you may need a few ways to deliver your content to avoid patronizing people.

12 Personalization

- You notice the subtle differences in people and relate to everyone as a unique individual.
- You recognize people's different motivations, as well as their preferences and strengths.
- You naturally recognize that what is right for one person, may well be wrong for another.

Use Wisely - Once you have recognized these unique differences, move to action by looking for opportunities for others to flourish or giving them the recognition or helping hand they need.

16 Self-awareness

- You enjoy spending time and focusing effort on understanding your behavior, emotions, and responses to different situations.
- You have a deep awareness of your strengths and weaknesses.
- Your behavior never surprises you or catches you off guard.

Use Wisely - Ensure you are working on the right things, at the right time, with the right people. Try not to over-analyze and make sure you relax in situations too!

Realized Strengths - Use Wisely

17 Legacy

- You care deeply about future generations and seek to leave a legacy through everything you do.
- You enjoy working on things that make a difference.
- You love to make a positive contribution and create things that will outlast you.

Use Wisely - Remember to switch off sometimes and allow yourself to do things just because you like doing them. Relax and have some fun!

21 Centered

- You feel as though you look out at the world with a deep sense of inner calm and confidence.
- Whatever challenges life throws at you, your sense of poise and composure is never shaken.
- You feel totally and naturally at ease with yourself at all times and in all situations.

Use Wisely - Make sure you also demonstrate equal amounts of enthusiasm, as well as allowing others to learn from your relaxed approach.

18 Incisive

- You naturally see through any clutter and identify the key elements of any issue or situation.
- You can quickly pinpoint the crucial element in complex scenarios. People rely on you for this precision.
- You enjoy grasping the core of an issue, swiftly working through a lot of information.

Use Wisely - Be aware of situations when a decision may need re-visiting or you need to consult with those with more experience to reach the best outcome.

22 Unconditionality

- You have an immense capacity genuinely to accept and respect people for who they are, without ever judging them.
- You believe that everyone is valuable in their own right.
- No matter what people may have done, or who they may be, you accept everyone the same.

Use Wisely - You are likely to be in high demand. Make sure you have time for yourself at some point, and that others don't take advantage of your accepting nature.

19 Relationship Manager

- You enjoy maintaining relationships over time and draw on these productively when you need to.
- You successfully build diverse relationships to support your objectives.
- You deeply understand people's drivers and needs so you can build effective relationships.

Use Wisely - Balance these relationships with those where there is no required outcome so you can enjoy natural wins from these interactions.

23 Incubator

- You love to think, to ponder and to reflect throughout your day, every day.
- You enjoy taking moments out of your day to give yourself dedicated thinking time.
- You don't like to be rushed, allowing you the time and space to come up with ideas and questions.

Use Wisely - Explain your reflective style to others, as there is the risk that it may be perceived as a lack of commitment or action. Appreciate you may on occasion have to make faster decisions.

20 Growth

- Whatever you are doing, you look for ways to develop yourself further.
- You actively seek out activities, skills, knowledge, or new ways of working that will help you grow.
- You love to invite feedback on your performance, acting on both positive and negative comments.

Use Wisely - Don't forget to stand back at times and celebrate how much you have already learned and achieved. Be proud of yourself and how you have developed!

24 Curiosity

- You are interested in everything and love to ask questions and undertake follow-up reading.
- You are very open to new ideas, seeking out new information every day.
- You get excited when you discover new topics to study.

Use Wisely - Focus your keen interest towards your goals as a priority, only moving on when these have been successful. Otherwise, you risk finding that you are all questions and no action.

Realized Strengths - Use Wisely

25 Business Thinker

- You have genuine enthusiasm and a deep curiosity for the way business works.
- Your passion for business extends beyond the surface, enabling you to understand the goals and values that drive it.
- You naturally find ways to help businesses succeed, exploring the driving forces behind business achievement.

Use Wisely - Don't forget the people too. Business success comes from the internal skills, so take time to value the people delivering the goals.

Unrealized Strengths - Use More

1 Commercial Insight

- You try to focus on the bottom-line impact for commercial success.
- You like making an impact on the profitability of a project or business with practical and considered insights.
- You make an effort to observe the financial benefits of many initiatives.

Use More - Consider upskilling yourself around sales and finances, profit and loss, etc. Spend time with financial people and learn what they pay attention to, to ensure profit.

2 Implementer

- You like to translate a conceptual idea into a practical solution that is cost-effective and efficient.
- You are practical in ensuring that a workable solution is implemented for projects or initiatives.
- You are often pragmatic, helping to ensure new or updated solutions can easily be adopted.

Use More - Put a time limit on working with detailed or repetitive tasks. Work towards increasing this each time you work on them so you naturally get used to the intensity.

3 Prevention

- You like to think ahead and anticipate problems before they happen.
- You notice the things that might be out of place or going wrong, and then deal with them.
- Your prompt action can head off these future problems, making sure they can't arise in the first place.

Use More - Stretch yourself by getting involved in more strategic projects where you can be safeguarding more risky potential outcomes.

4 Improver

- You like to look for ways to do things better.
- You tend not to accept the way things are done, but prefer to see how you can make things more effective.
- You often have a good sense of how to improve on any way of doing things.

Use More - Are you aware of any projects which are not going very well? Get involved and find ways to improve the methods, processes, or people, and through these, the results!

5 Bounceback

- Whatever the setback you come up against, it can make you more determined to succeed.
- You tend to pick yourself up quickly from setbacks and use them to spur you on.
- You have the ability to go on to achieve more than you would have done otherwise.

Use More - Look for more challenging and difficult projects and hobbies to get involved in. Push yourself, knowing that you will succeed, whatever the outcome.

6 Catalyst

- You have the potential to inspire other people to take part in a range of activities and projects.
- You enjoy getting new projects off the ground and putting ideas into action by involving others.
- You can motivate others to work on things that otherwise they might never have done.

Use More - What challenging projects on the horizon could you inspire with your enthusiasm? Or perhaps there is a stale project which needs a positive boost from you?

7 Connector

- Whatever situation you find yourself in, you tend to make connections between the people that you meet.
- You notice when people have shared interests or something in common
- You like to think about the ways you can effectively bring people together for their mutual benefit.

Use More - Put yourself in more situations to network and connect with others. Be mindful of daily opportunities on the school run, sports and hobbies or social media.

Unlock your **Unrealized Strengths** Potential

Use these insights to unlock and expand your greatest area of potential.

1 Commercial Insight

- Understand the business goals and priority areas to focus your immediate attention. Review the mission or values to ensure your suggestions are in line with the purpose as well as being profitable .
- Review the business landscape to ensure any measures you suggest are strategic and relevant. What are the industry trends, competitors, or economic or market conditions telling you?
- Focus on any areas where there is a higher risk to the business currently. Review any recent or upcoming business decisions and any potential future revenue implications associated with them .

3 Prevention

- Review a recent preventable challenge. Reflect on what happened, identify warning signs and implement a couple of prevention strategies.
- Invite others to discuss their plans or projects with you in more detail. Highlight challenges they may not have considered and approaches to help.
- What might support you to feel more comfortable raising concerns and suggesting solutions. Maybe further allocated time, resources or opportunities?

2 Implementer

- Work with a partner on your next idea, someone who loves organizing and taking action. Learn what they do to get others on board and projects started.
- Create a compelling vision of your next idea. Share who will benefit from it, how it will be used and the financials. This will get the best solutions on the table for your idea.
- Evaluate any risks in advance so as not to hinder your implementation once you've started. Talk to others about short- and long-term solutions, and what competitors and the market are doing.

4 Improver

- At the beginning and end of a project, support others to think beyond established ways of working and to explore room for improvements.
- Gather a central place for ideas in the team. Conduct an analysis of the ideas put forward, understanding both the short and long-term benefits.
- Do your research when suggesting ideas. Explain the value you expect to create, along with any evidence to help others make a quicker decision.

Unlock your Unrealized Strengths Potential

Use these insights to unlock and expand your greatest area of potential.

5 Bounceback

- Get involved in more long-term projects, or the launch of new processes or services. You'll have the drive needed to overcome issues and succeed.
- Set an example for others during difficult times by remaining calm, positive and supportive. Help them to see a realistic perspective of the situation.
- When a setback occurs, discuss your strategy to move forward with others. Listen to their ideas and share what you think could be achievable.

7 Connector

- Support the introduction of new people to a group. Encourage additional information sharing, enabling stronger and practical relationships to be formed.
- Facilitate a fun team-building or an informal event to enable a more shared understanding of expertise, strengths and interests in a group.
- Take responsibility for delegating work or tasks to others by creating partnerships using each other's interests, motivations and strengths.

6 Catalyst

- Create a dream list of ideas that play to your strengths at home, at work or your future career. Implement two with the help of others.
- Share the research behind your ideas and encourage others to question your motives and strategy. It will enable your approaches to have more value.
- Identify the strengths needed, not just the people, to make your ideas successful. Delegate tasks to people you know they will love to keep momentum going.

Learned Skills - Use When Needed

1 Rapport Builder

- You have learned how to start conversations with people quickly and easily.
- You are comfortable meeting people for the first time.
- You are able quickly to find something that is of interest to you both, helping to establish a relationship.

Use When Needed - If it's tiring, avoid situations where you have to do this daily. Focus on doing this well when you need to, doing so for shorter periods of time.

2 Work Ethic

- You have learned to work hard, putting a lot of effort and energy into your work.
- Experience has shown you that working hard is important.
- You don't mind working longer hours when necessary, but work is probably not the thing for which you live.

Use When Needed - Don't beat yourself up, you are far from lazy! Remember to work longer hours only when necessary. Don't forget that playing to your strengths is much less effort.

3 Competitive

- You have learned to measure your abilities and achievements relative to others to gauge your success.
- You know that winning is important, and you try to ensure that you beat the competition in everything you do.
- You feel good when you are first, but if this doesn't happen, you know you need to be better.

Use When Needed - Don't pressure yourself in being the best at everything. Focus on where and when it is important to be the best, but also on when you can allow others a chance to win.

4 Judgment

- You have learned how to make sound decisions quickly and easily.
- You know how to assess the pros and cons of situations and have become confident in your decision making.
- By adopting these approaches, your decisions stand up to robust challenge.

Use When Needed - What would help decision making? For the bigger decisions it might be worth bouncing ideas around with colleagues, or you may prefer to take more time to think things through.

5 Adaptable

- You have learned how to rearrange resources and adapt plans to meet the changing demands of new situations.
- You know through experience when to stay on track and when to change to become more effective.
- You are able to adapt and find the best fit for things, being content with juggling things as the context changes.

Use When Needed - It can be exhausting, so know when it is necessary to be flexible and when a more consistent approach is needed for a good outcome.

6 Spotlight

- You have learned that sometimes it is necessary to be the focus of people's attention.
- In a meeting or in a social gathering, you are able to speak up and hold the floor.
- You find that you can get people to listen to you when you need to do so.

Use When Needed - You might find it exhausting, so try and only use it when you need to. What other Communicating strengths could you use instead to get your message across?

7 Change Agent

- You know of the real benefits of change and you are at ease when involved with and bringing about change.
- You have learned how to be an advocate for new developments and are able to do this when required.
- You put others at ease through your ability to deal with change.

Use When Needed - Think about connecting deeper with the reasons for the change and the positive outcome predicted, especially if it is a longer term project.

8 Adventure

- You have learned to deal with risk or the things you have not tried.
- You cope with experiences that are outside of your comfort zone.
- You know that putting yourself into new and challenging situations will allow you to test yourself.

Use When Needed - Take yourself outside of your comfort zone when necessary in order to grow and reach your goals, not for the sake of it.

Learned Skills - Use When Needed

9 Personal Responsibility

- You strive to be true to your word, having learned that if you make a promise, then you need to work hard to keep it.
- You try not to blame others, as you would rather take ownership for the things that you do.
- You are seen as someone who takes responsibility for themselves.

Use When Needed - Try not to take responsibility for absolutely everything, give others a chance to step in. Delegate when you need to and ensure others are also taking ownership for their part.

13 Initiative

- You are able to work on your own initiative, making decisions and getting things started.
- You have learned to be proactive in a variety of situations, and others look to you for guidance.
- You know how to take charge of situations, executing tasks in times of uncertainty.

Use When Needed - Know what resources and people are available, have technology at the ready, and ensure you are working with clearly defined outcomes to help you get started.

10 Moral Compass

- You know the difference between right and wrong.
- You have learned to consider your morals and values when you need to do so.
- You are clear on your values and ethics, trying to take decisions and actions that are guided by them.

Use When Needed - It's ok not to be concerned about ethics all day. Your context may not allow you to exercise your morals in a way that is right for you. Focus only on the deal-breakers.

14 Authenticity

- It is important to you that you act in a way that is genuine and without pretense.
- You have learned that being yourself and keeping to your own values is the best way to behave.
- Regardless of pressure from others, you have learned to be true to yourself and to stand by what you believe in.

Use When Needed - Are there situations where it is difficult to fully be you? What are they and how can you expose yourself less to these situations or environments?

11 Courage

- While you may well feel afraid at times, you have learned to try to face up to and overcome your fears.
- You do not always enjoy having to demonstrate courage, but you have learned its importance.
- You recognize the benefits of participating in activities that make you feel nervous or scared.

Use When Needed - Don't always feel you have to be courageous. Balance out your bravery with working within your comfort zone, to give yourself some breathing space from time to time.

15 Strategic Awareness

- You have learned to take an interest in understanding changes in the wider world that could impact your plans.
- You are able to develop and shift long term plans effectively.
- You try to ensure that you take steps to deal with whatever future circumstances may arise.

Use When Needed - A balance of the short and longer term picture is ideal. Try to work practically with detailed tasks when you need to, as well as working on the future.

12 Feedback

- You have learned how to give people both positive and negative feedback.
- You understand it is important to let people know what they have done well.
- You have learned to give people accurate feedback so they know where they can improve.

Use When Needed - Look for opportunities where that feedback can connect to a larger goal, help somebody to develop, or give them the skills to do something for themselves.

16 Orchestrator

- You can coordinate various resources, ensuring that they are all working effectively together.
- You progress projects by aligning the right people with requirements to make things happen.
- You are able to create teams who work productively together with the right resources.

Use When Needed - Have a list of people and their strengths ready and know what resources and budgets are available. Clarity on required outcomes will be key, along with a flexible approach.

Learned Skills - Use When Needed

17 Relationship Deepener

- You have learned how to build deep relationships with people that will last over time.
- You know that it can be beneficial to really get to know someone, and for them to really know you.
- You have learned to allow time for your relationships to develop slowly.

Use When Needed - It isn't possible to have a deep relationship with everyone. Invest time in those you have a true connection with, you don't need to get to know everyone deeply.

18 Diligence

- You are able to remain focused on repetitive and detailed tasks, maintaining concentration and quality.
- You have learned to complete the same task numerous times with continued care and dedication.
- You pay attention to your work, completing your tasks with accuracy and precision.

Use When Needed - In between your focused tasks, do something completely different. Find ways to be creative, collaborate with others or work on the bigger picture.

19 Empathic

- You have learned how to tune into how other people are feeling.
- You are able to put yourself "in another person's shoes", experiencing the same emotions as them.
- You have learned to see things from their point of view.

Use When Needed - Connect this deeply with others only when necessary. Sometimes, it is just ok to take a step back and offer an ear, kind words or sympathy, while protecting your own emotions.

20 Technology Focus

- You invest time in keeping up to date with the latest technologies and understanding their applications.
- You know that gaining insights into what's new and what's coming in technology is important.
- You are able to advocate for the application of technology wherever possible, to achieve better and quicker results.

Use When Needed - Discover existing technologies and make the most of them. Read light-touch summaries and watch videos, and delegate research around other people's areas of interest.

21 Emotional Awareness

- You have learned how to gauge people's emotions and feelings.
- You try to sense how people feel, by picking up on the subtle clues and messages they give.
- You have learned how to interpret people's emotions accurately, so that what they are feeling is clear to you.

Use When Needed - Use it when the situation requires you to evaluate people's emotions and where you know you will add value, rather than just for the sake of it.

22 Collaboration

- You are able to achieve results through teamwork, benefitting from collective expertise to achieve outcomes.
- You try to go beyond the business surface to understand the goals and values that drive it.
- You have learned to look for opportunities to collaborate and support others.

Use When Needed - Collaborate on the projects that require a diverse group of people as and when required. Allocate time to yourself each day for focused tasks.

23 Resilience

- You are able to overcome adversity and have learned to take setbacks in stride.
- You use different strategies to pick yourself up, even in difficult circumstances.
- You know how to cope with, and recover from, most of the things that life throws at you.

Use When Needed - You may not always need to be quite so resilient, or perhaps you need a rest from it. Be honest when faced with a setback about whether you need time to recover.

24 Detail

- You have learned how to focus on detail, developing strategies that help you spot inaccuracies.
- When you see an error, you are quick to correct it.
- You try to avoid submitting work that contains mistakes.

Use When Needed - Do the appropriate checks and leave it at that. Know when you need a break, or when others need to step in, as it can be difficult to check your own work.

Learned Skills - Use When Needed

25 Approachable

- You are able to be open and accessible, encouraging others to ask for help and advice.
- You know it's important to have an open-door policy and receive others with enthusiasm.
- You are easy to get to know and others reach out to you with questions.

Use When Needed - Have set times of the day or periods when you will be accessible to others. It's OK to focus on other things, but just be clear to avoid any expectations not being met.

29 Equality

- Being fair and equitable is important to you.
- You have learned to pay attention to issues of fairness and equality, to recognize others as your equal.
- You ensure that your own actions and decisions are as fair and as equitable as possible.

Use When Needed - There may be a balance to achieve between being fair, and recognizing that treating everyone as individuals may also be important for you. Sometimes, these may differ.

26 Performance Focus

- You have learned to ensure that people are focused on goals and targets to deliver performance.
- You know how to communicate objectives and ensure they are front of mind for those around you.
- You help people focus on delivering the necessary results, bringing clarity to what needs to be done.

Use When Needed - Balance the time you have with people between focusing on targets and goals and building relationships and connections on a personal level.

30 Counterpoint

- You have learned how to bring an alternative perspective to any situation.
- You try to see things differently from others, and work to present a range of alternatives.
- You are able to bring things into the discussion that other people may have missed.

Use When Needed - It is OK not to give an alternative perspective if it is irrelevant or going off-topic, or if you feel like it is always you doing so. Save your opinions for when they really matter.

27 Opportunity Spotter

- You know how to identify and grasp opportunities and ensure you capitalize upon them.
- You are open to possibilities, seeking out ways to add value to a situation or event.
- You are able to seize an opening, in order to benefit a situation in the short or long term.

Use When Needed - Look for opportunities in areas you already add value, whether that's people or technology. Review areas where you can have the biggest impact, such as revenue, people or something that's not working.

31 Narrator

- You have learned to tell stories well.
- You have spent time developing your story-telling technique.
- You understand that stories can be a useful way to convey morals, insights, values, humor, and other lessons.

Use When Needed - If you can't always think of a good story, borrow someone else's. Carry a notebook, or use your phone, to make notes of great stories you hear. Find ways to make them your own.

28 Analysis

- You can methodically analyze and interpret problems, numbers and complex information.
- You are able to take a sequential and analytical approach to evaluating data from multiple sources.
- Your analysis is able to inform solutions and decisions.

Use When Needed - Work out what needs analyzing and in what order – you might find not every element does. Keep a journal of any approaches that have worked well in the past for a quicker analysis and resolution.

32 Adherence

- You have learned how to focus on following a given approach carefully and diligently.
- You are able to follow guidelines, rules, instructions and procedures to the letter.
- You can stick closely to what needs to be done when necessary.

Use When Needed - Balance out rule-following tasks with those that allow you to think more creatively. Find more energizing parts of the day to tackle those procedures too!

Learned Skills - Use When Needed

33 Learning Agility

- You are able to absorb information and learning, and apply it with immediate effect.
- You grasp and learn new things quickly, making you highly effective.
- You learn from your own and other people's experience to improve your future performance.

Use When Needed - Focus your new learning on things you love to do. Set time aside without distractions and understand how others are applying the subject to gain practical application tips.

37 Drive

- You have learned how to motivate yourself and you are driven to achieve more.
- You have learned that as soon as you complete one task, you should move on to the next.
- You know that you work well if you set yourself goals and targets.

Use When Needed - Draw on others when you need to get a little motivation, particularly when working on longer term goals. Ensure you are clear on your goals so that you can maximize your Drive.

34 Persistence

- You have learned to keep going even when faced with difficult challenges and frustrations.
- You know that success in the face of adversity requires extra effort and determination.
- You have learned never to give up, even if the going gets tough.

Use When Needed - Focus on the goal or a positive future to succeed when faced with adversity. Remember why this project or goal is important, and know when it may be time to give up.

38 Creativity

- You are able to be creative.
- You have learned how to come up with and combine ideas, images, colors, concepts and tastes as appropriate.
- You have learned that there are benefits to trying new or imaginative ways of doing things.

Use When Needed - What constrains your Creativity and stops you from suggesting the things you have not tried or untested? Allow yourself more time, or try sounding out your ideas with a colleague first.

35 Pride

- You have learned to take pride in everything that you do, delivering work that is consistently of a high quality.
- You try to get it right first time.
- You set high standards for yourself, and want to be recognized for delivering quality output.

Use When Needed - Balance quality with execution, however challenging this may be. Try not to be dismissive of the contributions of those with less Pride than you.

39 Organizer

- You have learned to be organized, both in your work and your personal life.
- You know that in order to be as effective as possible, it is necessary to be well-organized.
- You always know where things are and what to do when, because you try to organize everything in advance.

Use When Needed - Relax a little and know what needs to be well-organized and what doesn't – at work and at home. That way, you can respond positively to last minute requests or plans.

36 Inclusion

- You are able to ensure people are included in activities and projects and feel part of the team.
- You encourage participation from everyone in a group, whatever their background or experience.
- You know diversity is important and help people to feel a sense of belonging in their environment.

Use When Needed - Try to role model inclusion in all you do, rather than in bursts, and enable others to take the lead so it's not all down to you. Make diversity a given, sustaining the energy around it.

40 Self-belief

- You have learned how to be more confident in your own abilities.
- You try to believe in yourself, knowing that this will help you to achieve your goals.
- You know that if you set your mind to something and work hard, you are more likely to achieve it.

Use When Needed - What would make this less of an effort? Playing to strengths ensures success, as does the right recognition for your work and accurate feedback so you can grow.

Learned Skills - Use When Needed

41 Innovation

- You are able to generate new designs and ideas.
- You have learned how to look at things from a different perspective to others and to think "outside of the box".
- You try not to get blinkered by what exists now when coming up with new ways of working, inventions and approaches.

Use When Needed - Don't feel you have to do this by yourself. Try and pair up with your colleagues and brainstorm ideas together, or ask someone with a strength in Innovation to help.

Weaknesses - Use Less

1 Writer

- You may not enjoy writing and it doesn't come naturally to you.
- You prefer to focus on other forms of communication, leaving others to use the written word.

Use Less - Don't leave it to the last minute, but find a partner to work with who can edit your work. In this technology-enabled world, try to find another effective way of communicating that is a better fit for you.

5 Persuasion

- You may not enjoy convincing people and bringing them around to your point of view.
- You may find it hard to make a good case for what you want, preferring to go along with what other people want.

Use Less - If influencing others is something you need to do, understand your audience well, so you know how to approach them. Do they need to know the benefits, the impact, or the positive outcome?

2 Time Optimizer

- You feel relaxed about how you spend time, and tend not to worry about squeezing more out of every minute.
- You may not feel that you use time as well as others do, preferring to go at your own pace.

Use Less - What stops you working as effectively within the time available? Perhaps you have to wait for decisions, or you prefer to wait for instructions. Do you have the motivation to change your situation?

6 Action

- You are uncomfortable taking action without having had time to reflect.
- You sometimes find it hard to get started on your ideas.

Use Less - Ease your decision making by gathering facts together before meetings, or bouncing ideas around with others first.

3 Social Adaptability

- You are not naturally socially aware and tend not to adapt your communication style.
- You may not instinctively be aware of your surroundings and not respond appropriately to people's situations.

Use Less - Try adapting one or more strengths that you already do well, for example, listening, your Humour or being compassionate. What would make the biggest impact to those you work with?

7 Planner

- You may find it hard, before starting tasks, to think carefully and establish time frames.
- For you, having a plan is not essential, since you prefer just to see how things work out in practise.

Use Less - Check any of your strengths aren't in overdrive and so preventing you from spending time planning. Borrow other people's spreadsheets or planning methodologies and get to good enough, if necessary.

4 Pace

- You may not enjoy delivering at pace, feeling unmotivated to act with speed.
- You might not naturally deliver the right outcomes quickly when under pressure.

Use Less - When speed is important, focus on what is currently getting in the way. Is it resources, time or distractions? What information do you need to encourage a more timely approach?

The Skills Families

The 5 Skills Families group related skills with shared traits. Use them to identify patterns in your skills and gain insights into your strengths and growth areas.

Being - Our way of being in the world

15 Skills

Authenticity Centered Courage Credibility Curiosity Gratitude Humility Legacy Mission Moral Compass
Personal Responsibility Pride Self-awareness Service Unconditionality

Communicating - How we give and receive information

10 Skills

Counterpoint Customer Champion Explainer Feedback Humor Listener Narrator Social Adaptability
Spotlight Writer

Motivating - Our drive towards action

20 Skills

Action Adventure Bounceback Catalyst Change Agent Collaboration Competitive Drive Growth
Implementer Improver Initiative Learning Agility Opportunity Spotter Pace Performance Focus Persistence
Resilience Self-belief Work Ethic

Relating - How we relate to others

14 Skills

Approachable Compassion Connector Emotional Awareness Empathic Enabler Equality Esteem Builder
Inclusion Personalization Persuasion Rapport Builder Relationship Deepener Relationship Manager

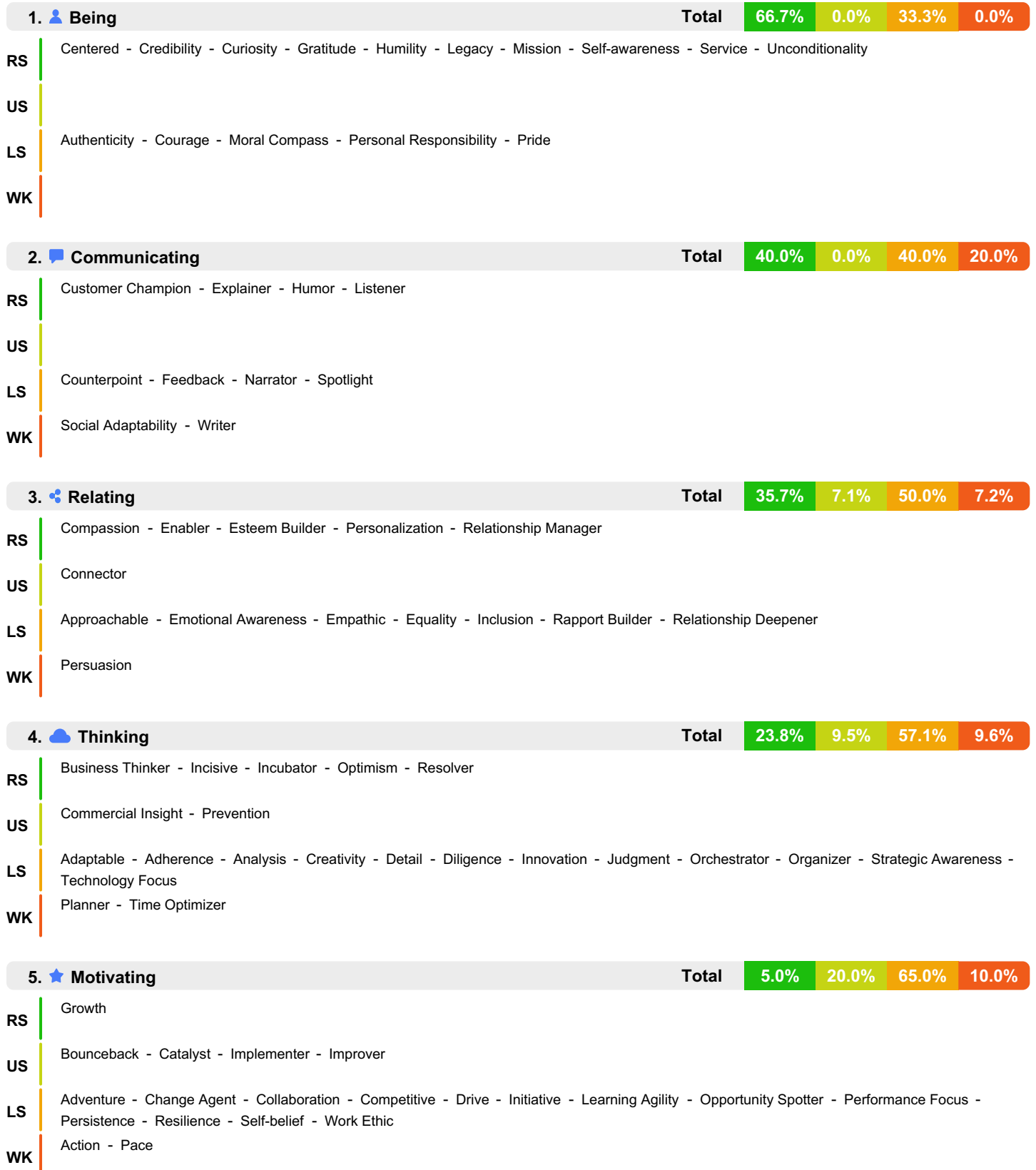
Thinking - Our approach to situations

21 Skills

Adaptable Adherence Analysis Business Thinker Commercial Insight Creativity Detail Diligence Incisive
Incubator Innovation Judgment Optimism Orchestrator Organizer Planner Prevention Resolver
Strategic Awareness Technology Focus Time Optimizer

Skills Families Ranked Distribution

A ranked breakdown of your skills within the Families.



Career Guide

Success comes from choosing a role that aligns with your strengths. Your Career Guide highlights 6 possible career areas that leverage your realized strengths and 2 that develop your unrealized strengths—helping you make informed future decisions.

Realized Strengths Career Suggestions



Coaching & Counseling

Coaching professionals support people to create a new life path and focus on the future. Counseling professionals support people to overcome difficulties and make important changes in their lives.



Customer Service

Customer Service professionals provide support to customers, clients or members of the public to assist them in resolving their complaints and issues. Often this requires liaising with other departments to find suitable solutions.



Education & Teaching

Education professionals teach a variety of learning and skills to expand a person's knowledge and potential. This could include academia, personal development, vocational, community or life skills, and covers all age ranges.



Healthcare

Healthcare professionals provide goods and services to help diagnose, evaluate, advise and treat patients. This can involve working across a range of areas including preventative, rehabilitation and hospice care.



Personal Care & Services

Personal Care & Services professionals provide physical or psychological support services across a range of different disciplines including rehabilitation, funeral and day care services.



Social Care

Social Care professionals provide care and practical assistance to their service users, whose needs can include physical or learning disabilities, mental ill health and drug or alcohol dependencies.

Unrealized Strengths Career Suggestions



Consulting

Consultants provide professional services and expert advice in their chosen fields, delivering objective views and recommendations independently or as part of a wider consultancy company.



IT

IT professionals install, monitor, configure and maintain computer hardware, software, systems and networks. This can involve offering face-to-face support for users or liaising with manufacturers and developers.

80 Skills Definitions

Skills Families

Being

Communicating

Motivating

Relating

Thinking

Action
You feel compelled to act immediately and decisively, being happy to learn as you go.



Compassion
You really care about others, doing all you can to help and sympathize.



Adaptable
You love to meet changing demands and find the best fit for your needs.



Competitive
You are constantly competing to win, wanting to perform better than others.



Adherence
You love to follow processes, operating firmly within rules and guidelines.



Connector
You make connections between people, instinctively making links and introductions.



Adventure
You love to take risks and stretch yourself outside your comfort zone.



Counterpoint
You always bring a different viewpoint to others, whatever the situation or context.



Analysis
You love to analyze things, working out what is happening and why.



Courage
You overcome your fears and do what you want to do in spite of them.



Approachable
You are open and accessible, readily approachable to others.



Creativity
You strive to produce work that is original by creating and combining things in imaginative ways.



Authenticity
You are always true to yourself, even in the face of pressure from others.



Credibility
You gain the confidence and trust of others with your professionalism.



Bounceback
You use setbacks as springboards to go on and achieve even more.



Curiosity
You are interested in everything, constantly seeking out new information and learning more.



Business Thinker
You have a keen interest in business, understanding how it operates.



Customer Champion
You love to represent customers' and stakeholders' interests.



Catalyst
You love to motivate and inspire others to make things happen.



Detail
You naturally focus on the small things that others easily miss, ensuring accuracy.



Centered
You have an inner composure and self-assurance, whatever the situation.



Diligence
You stay focused on repetitive tasks, double-checking things are correct.



Change Agent
You are constantly involved with change by advocating and making it happen.



Drive
You are self motivated and push yourself hard to achieve what you want out of life.



Collaboration
You enjoy achieving results by working as part of a team.



Emotional Awareness
You are acutely aware of the emotions and feelings of others.



Commercial Insight
You are focused on bottom-line impact and commercial success.





Empathic
You feel connected to others through your ability to understand what others are feeling.







80 Skills Definitions



Skills Families







 **Enabler**
You create the conditions for people to grow and develop for themselves. 



 **Initiative**
You take the initiative and make decisions, to get things started. 



 **Equality**
You ensure that everyone is treated equally and pay attention to fairness. 



 **Innovation**
You approach things in ingenious ways, coming up with new and different approaches. 



 **Esteem Builder**
You help others to believe in themselves and see what they are capable of achieving. 



 **Judgment**
You enjoy making decisions and are able to make the right decision quickly and easily. 

 **Explainer**
You are able to simplify things so that others can understand. 



 **Learning Agility**
You learn things quickly, applying your learning in new situations. 



 **Feedback**
You provide fair and accurate feedback to others to help them develop. 



 **Legacy**
You want to create things that will outlast you, delivering a sustainable positive impact. 



 **Gratitude**
You are constantly thankful for the positive things in your life. 



 **Listener**
You are able to focus on and listen intently to what people say. 



 **Growth**
You are always looking for ways to grow and develop, whatever you are doing. 



 **Mission**
You pursue things which give you a sense of meaning and purpose in your life. 



 **Humility**
You are happy to stay in the background, giving others credit for your contributions. 



 **Moral Compass**
You have a strong ethical code, always acting in accordance with what you believe is right. 



 **Humor**
You see the funny side of almost everything that happens - and make a joke of it. 

 **Narrator**
You love to tell stories and see the power of them to convey insights. 



 **Implementer**
You love to turn ideas and plans into practical solutions. 



 **Opportunity Spotter**
You consistently find and grasp new opportunities as they arise. 

 **Improver**
You constantly look for better ways of doing things and how things can be improved. 



 **Optimism**
You always maintain a positive attitude and outlook on life. 



 **Incisive**
You instinctively see through complexity to identify the key issues. 

 **Orchestrator**
You like to co-ordinate people and resources to get things done. 

 **Inclusion**
You ensure people are included and feel part of the group or team. 

 **Organizer**
You are exceptionally well organized in everything you do. 

 **Incubator**
You love to think deeply about things to arrive at the best conclusion. 

 **Pace**
You love to work at pace, getting things done quickly. 

80 Skills Definitions

Skills Families



Performance Focus
You enjoy ensuring people deliver performance.

Resolver
You love to solve problems, the more difficult the better.

Persistence
You achieve success by keeping going even when things are difficult.

Self-awareness
You know yourself well, understanding your own emotions and behavior.

Personal Responsibility
You take ownership of your decisions and hold yourself accountable for your promises.

Self-belief
You are confident in your own abilities, knowing that you can achieve your goals.

Personalization
You recognize everyone as a unique individual, noticing their subtle differences.

Service
You are constantly looking for ways to serve and help others.

Persuasion
You enjoy bringing others round to your way of thinking, to win agreement from them.

Social Adaptability
You naturally adapt your behavior to different social situations.

Planner
You make plans for everything you do, covering all eventualities.

Spotlight
You love to be the focus of everyone's attention by speaking up.

Prevention
You think ahead, to anticipate and prevent problems before they happen.

Strategic Awareness
You pay attention to the wider factors and bigger picture to inform your decisions.

Pride
You strive to produce work that is of the highest standard and quality.

Technology Focus
You focus on technology, keeping up to date with new developments.

Rapport Builder
You establish rapport and relationships with others quickly and easily.

Time Optimizer
You maximize your time, to get the most out of whatever time you have available.

Relationship Deepener
You have a natural ability to form deep, long lasting relationships with people.

Unconditionality
You accept people for who and what they are, without ever needing to judge them.

Relationship Manager
You build and maintain relationships with people to achieve objectives.

Work Ethic
You are very hard working putting a lot of effort into everything you do.

Resilience
You take hardships in your stride, recovering quickly and getting on with things again.

Writer
You love to write, conveying your thoughts and ideas through the written word.