

Facet⁵ Key Quality

Key Qualities Profile Simon Sample

Date 24/07/2019

Company Facet5 Global

Project

composed **perceptive questioning** non-judgemental
task-oriented independent reserved **critical**
consultative firm-minded **accommodating creative considered**



What are Key Qualities?

We are all unique. We may be similar to others in some ways but in others we are different. These similarities and differences in our motivations, attitudes and behaviour make us who we are. The way we behave and interact with others depends on our own make-up. When we understand ourselves and others we are able to develop and be more effective. Facet5 provides the foundation for this self-awareness and personal development.






For self development or building effective teams, the Facet5 Key Quality Report is the start point. Facet5 is founded on modern personality theory so the results are robust and reliable. Your Key Quality Report lists those important building blocks of your personality. We each have key strengths that we can rely on. Recognising and harnessing these strengths enables you to realise your full potential and contribute more effectively. When we understand our strengths we can foster a culture of appreciation and collaboration, where each person's unique abilities are acknowledged and leveraged.

What do they measure?




What does your Key Quality report show?

Strengths	Strengths in Action	Strength Overplayed	Coaching Advice
Strengths are things you do well. They require little effort, come naturally to you and will be seen by others.	Provides a range of ways you can apply you strengths in your work and relationships.	Our strengths can become a barrier to us working well when we over rely or overplay them.	These are potential tactics that you may wish to consider to apply your strengths and monitor your strengths overplayed.




To help you understand how your Key Qualities impact you at work we have grouped them into five Domains as follows:

 Making decisions and setting goals	These key qualities relate to how you approach making decisions and setting goals. Your willingness to resolve issues as they arise and how willing you are to go your own way to deliver on your beliefs.
 Engaging and consulting with others	These key qualities relate to your approach to engaging and consulting with others. Your approach and enthusiasm for new ideas, your need for people and how you go about involving others in your work and thinking.
 Focusing on people and tasks	These key qualities measure how you relate to others. They show how likely you are to put others first, provide support and your approach to giving and sustaining trust.
 Managing your work and commitments	These key qualities relate to how you manage your work and commitments. They help you understand how approach your work, need for structure and process and how you apply rules and standards to yourself and others.
 Responding to stress and identifying risks	These key qualities measure your approach to responding to stress and tension on a day to day basis. They also help you understand your outlook, level of optimism and inner confidence.




Your report includes a Word Cloud. This is on the front page and is a quick summary of the main themes in your report. More important themes are in larger text. To help you understand how your Key Qualities relate to others, you will find a key next to each statement in your Key Quality Summary page. The key is detailed below.

-  **Statements in bold and italics show where you are most likely to differ from other people.**
-  **Statements in bold show where you differ slightly from other people.**
-  Statements in regular font show where you are similar to other people.




DECISION MAKING & GOAL SETTING

-  Firm minded You offer clear views, decisiveness and focus when it comes to your areas of knowledge and expertise. You can also bring counterbalance and encourage different points of view in discussion. Page 4
-  Accommodating **You are patient and tolerant when faced with a different point of view. You listen to others' opinions and respond carefully, knowing when to step back to keep the peace.** Page 5
-  Independent **You form your own point of view and are guided by inner principles. You can persist in the face of opposition and are willing to go your own way to make progress.** Page 6



ENGAGING & CONSULTING

-  Considered **You bring deep and contemplative thinking to your work, taking time to reflect on your ideas. You give others the space to think and discuss, before offering your own well considered ideas.** Page 7
-  Reserved **You value enduring relationships with people you have had time to get to know. You comfortably work on your own, not needing others around you to keep you energised. This confidential manner brings a quiet modesty to your work.** Page 8
-  Consultative You share your ideas and seek input, involving others especially when a topic is important or interesting. You appreciate when someone offers a novel perspective or builds on your original thinking. Page 9



TASK & PEOPLE FOCUS

-  Task oriented **You are pragmatic and business minded, bringing focus to what is at hand. You spot opportunities and avoid manipulation by others, taking care of yourself and protecting those closest to you.** Page 10
-  Critical **You know the value of your individual contribution and don't take on the struggles of others. You bring a natural scepticism, seeing through excuses and pushing people to bring their full efforts.** Page 11
-  Questioning **Your trust is hard earned and you freely question the motives of others and what you are told. You recognise those who would take advantage and carefully guard against it.** Page 12

MANAGING WORK & COMMITMENTS

-  Creative **You bring innovation and imagination, having a fresh, big-picture perspective and enjoying change. You give others free reign to be individual and adapt to the situation.** Page 13
-  Non-judgemental **You reinterpret rules and guidelines for the situation, finding your own novel and distinctive path. This brings a natural adaptivity that resists rigid approaches and tests the status quo.** Page 14

IDENTIFYING RISK & MANAGING STRESS

-  Composed You are aware of what is going on around you and respond to setbacks and difficult situations as they arise. Your level-headed perspective means you can respect others concerns without being drawn into them. Page 15
-  Perceptive **You are more prepared than you think, being thorough and not leaving things to chance. You bring your past experiences and feelings with you and give careful thought before committing to new ventures.** Page 16

DECISION MAKING & GOAL SETTING

Firm minded

What Does It Measure?

This key quality looks at your inner drive to commit to your own ideas and set goals for yourself and others. It can help you understand how quickly you form your opinions and your willingness to consult others and make decisions.

Your Key Quality: Strengths

The brilliance of your style lies in your ability to balance strong-mindedness with an openness to the views and wishes of others. You are decisive and goal focused when operating within your areas of knowledge and expertise. You have clear ideas about things that matter to you but are receptive to others and can act as a counterbalance to differing points of view. Others will see you as firm minded but open to new ideas and opinions.

Taking Action To Leverage Your Key Quality

- Your approach allows you to create a healthy balance between strong opinions and the views and wishes of others. Use this to help avoid unnecessary conflict and promote a collaborative environment where ideas and opinions are valued. This can lead to more innovative and effective solutions.
- Your ability to consider and balance multiple perspectives can make you an effective negotiator and influencer. You can support with well-rounded points of view that resonate with a wider range of people. This can increase the likelihood of reaching agreements that satisfy everyone.
- Use your natural style to lead by example, helping others to acknowledge and balance differing points of view. This allows others to approach decisions with more informed thinking and encourages team members to share their perspectives confidently.

Strength Overplayed

You may allow more assertive people to hijack your work as you don't always hold strong opinions on topics outside of your area of interest or expertise. Agreement is often assumed by people with higher scores, as you may not feel inclined to speak up or that your point of view is relevant. This may mean you are side-lined in future decisions.

Coaching Advice

1. Realise you can play a key role that brings greater balance, because you can see the benefits for both further discussion and getting to a decision sooner. Champion that equal time is given to each perspective. Seek clarification on viewpoints that are less well explained, rather than dismissing them too soon.

2. You're likely to speak up and stand your ground more for topics that you are more knowledgeable or passionate about. Notice when this happens. What does this show you about your values and priorities? What helps you to hold your ground in those circumstances? When or with who, would you like to hold your ground more, or less?

3. You might be frustrated by those who seem to impose a strong opinion on others. Try to avoid dismissing these people too quickly - they might have good reason and also expect and enjoy being challenged. Try asking; "Help me understand your thinking" or "Can we take a minute to discuss the challenges we my have on this idea?".

DECISION MAKING & GOAL SETTING

Accommodating

What Does It Measure?

This key quality measures your drive to confront issues as they arise. It will help you understand how quickly you react to issues and your preferred approach to resolving and your willingness to hold your ground on issues important to you.

Your Key Quality: Strengths

The brilliance of your style lies in a natural tendency to diffuse tension and keep the peace. You stay composed when faced with differing points of view and won't be drawn into unnecessary arguments. You readily accept others' views but will hold your ground on matters that are important to you where you feel it absolutely necessary - choosing your time and place. You are mild and tactful, thinking carefully about your impact before commenting. Others will see you as accommodating, careful and cooperative with a strong focus on maintaining harmony and goodwill.

Taking Action To Leverage Your Key Quality

- Your willingness to accept and consider others' viewpoints can enhance collaboration within your team. By actively listening to colleagues, and valuing their input, you can create an environment where everyone feels heard and respected.
- Use your natural tendency to diffuse tension in conflict resolution by remaining calm means you can act as a mediator, helping conflicting parties find common ground and work towards solutions that benefit all parties involved.
- You can help bridge communication gaps between different departments or teams by serving as a liaison. Your ability to navigate differing perspectives can facilitate smoother interactions and project collaboration.

Strength Overplayed

While you take a calm, patient approach in the face of differing opinions, your preference is to avoid confrontation at all costs. You may discount or ignore your own interests just to keep the peace. As a result, the conversation may lose a valuable moderating influence. In being overly accommodating towards the other person, you may limit your ability to exert influence, leaving you feeling overlooked and frustrated. You risk being seen by others as a bit of a push-over.

Coaching Advice

1. When faced with differences of opinion you will tend to accommodate others' views or avoid difficult conversations. The strength of this is that you're not drawn into every disagreement and pick your battles. In your current role, position or project, what would it help for you to fight more strongly for these things that are important to you?

2. In the moment you may give in to others too soon. Consider how you can state more clearly what you want or believe. If you have an opportunity to prepare, consider what are you flexible on? What are you fixed on and why? Can you meet in the middle or do you need to persuade others of your point of view?

3. Accommodating often leads to a cost - are you willing to pay the price? If you give in too quickly and agree, what are you really saying no to? Are you just trying to avoid a situation or maintain false harmony?

DECISION MAKING & GOAL SETTING

Independent

What Does It Measure?

This key quality measures your willingness to act on your beliefs, independently of people around you. It can help you understand how much support and direction you need in order to commit to a course of action.

Your Key Quality: Strengths

The brilliance of your style lies in your strong sense of individual identity and your self-directed nature. You firmly believe in having the freedom to make up your own mind. You have a strong focus on personal achievement and will act autonomously to deliver what you have promised. While you are happy to let others know your intentions, if you can't gain their buy-in easily, you will not waste too much time trying and will go your own way if necessary. You can commit to a course of action without other people's input or approval. They will see you as fiercely independent and self-assured.

Taking Action To Leverage Your Key Quality

- Use your strong independence when there is a need to take ownership of a problem and do what is necessary to develop a solution. This demonstrates conviction and personal accountability to others.
- Your willingness to break ranks and act independently of others can be helpful when there is a need to disrupt unhelpful conformity, such as group think, within the team.
- You can leverage your style easily when individuality and self-sufficiency are important. This can be most helpful when you feel compelled to act alone in order to pursue an important goal, cause or principle.

Strength Overplayed

Your firmly held belief in what you think is right can lead you to act in a way that appears to disregard the views and needs of others. Because you value self-reliance, and prefer to sort things out yourself, you risk isolating yourself from the team. You can be inflexible and unwilling to bend or adapt. Others may see you as unwilling to consult and too independent-minded, only being part of a team if you are the leader.

Coaching Advice

1. You have firmly held beliefs and know what you think is right. However, others may also have valuable ideas, information or perspectives that could ensure you find even better solutions. Before you go it alone, consult others so that you find the very best way forward.

2. People need to feel that their ideas are heard and valued. What are the consequences of not consulting with others? What are the risks to the quality of discussion and debate in the group? What assumptions or beliefs about yourself and others maintains this behaviour? How can you challenge that for yourself?

3. Identify two opportunities where you could consult others and invite their ideas on a key issue. When will you do this? Notice if this feels uncomfortable and ask what drives that feeling?

ENGAGING & CONSULTING

Considered

What Does It Measure?

This key quality measures your response to new ideas and how you prefer to demonstrate enthusiasm for these. It will help you understand how you consider ideas before committing yourself and others.

Your Key Quality: Strengths

The brilliance of your style lies in your ability to take stock of things in a measured and level-headed way. You are willing to consider new ideas but need time to calmly evaluate them. Your approach is steady and deliberate, reserving comment until you have explored all the pro's and con's. You bring depth and specialism to your work, often making more of a 'back room' contribution than centre stage. You prefer not to be in the limelight. Other will see you as calm and restrained.

Taking Action To Leverage Your Key Quality

- Your considered approach can bring a realistic review and reaction to ideas that may feel impulsive or rushed. This more objective, measured stance can save time and effort and allow more effective decisions.
- You can help a team or group to exercise prudence when shiny new opportunities come along that appear highly attractive. You bring a depth of expertise that can be employed in the evaluation and creating a more rational approach to ideas.
- Steadying the ship during times of rapid change can help teams see plans through in order drive out value. You can emphasise the importance of regulating effort over time to deliver sustainable success.

Strength Overplayed

Your natural tendency to consider things and respond in a very unflustered way can make you seem cool or aloof to others. Your lack of visible enthusiasm for what is going on may be interpreted as disinterest or even disdain, and has the potential to disrupt positive relations within the team.

Coaching Advice

1. You naturally take time to think and reflect on things, not getting caught up in novelty or being quick to show enthusiasm. Consider ways to express some of your inner dialogue which is often much busier than people may realise.

2. Think about what gives you energy and sparks visible enthusiasm in you. This can be anything. Notice how your physique changes; you may have a smile on your face; your tone of voice might change and be more expressive. What impact does this have on you and others around you? Consider how you can bring that energy into your work context, or particular situations where you know you can be quiet and reflective.

3. You may be frustrated by impulsive people who jump from one idea to another. Remember they complement your approach by helping to get the conversation started and generate ideas. Try using simple, curious coaching style questions to help them pause and deepen their thinking.

ENGAGING & CONSULTING

Reserved

What Does It Measure?

This key quality measures your interest in being with other people. It will help you understand your preference for working with and need for other people to feel productive and included.

Your Key Quality: Strengths

The brilliance of your style lies in your ability to be self-sufficient and bring a deep concentration and focus to your work. You are private and reflective, preferring an environment where you can work on your own for sustained periods of time. You value the companionship of colleagues you have had time to properly get to know, which helps you build lasting relationships. You are considered and discrete in your approach to work. Others will see you as quiet and reserved.

Taking Action To Leverage Your Key Quality

- Your more self-sufficient nature allows you to immerse yourself in your work. This is particularly helpful when concentration is important and the nature of work is impactful. You can role model the importance of expertise and focus on producing quality deliverables.
- Your approach of building close & trusting relationships with key people allows you to lead authentically and based on the issues at hand, rather than a 'big personality'. You will allow others a chance to express themselves and to be recognised for their contribution rather than network.
- Your more reserved approach can help you maintain healthy boundaries where it is necessary to avoid over-familiarity. You honour confidentiality and can use your discrete and considered approach to facilitate outcomes in sensitive situations.

Strength Overplayed

Whilst your quiet and reserved nature allows you to work effectively on solo tasks for long periods, you may come across to others as somewhat distant, aloof or difficult to know. In a new team, or when highly collaborative teamwork is needed, you may be seen as unwilling to play your part and do what's required. This may, overtime, lead to frustration in others and isolation from the team.

Coaching Advice

1. You find being on your own or in a small group naturally energising, and don't seek stimulation through socialising. Remember that others have their own unique mix of experience, perspectives and skill sets too. Seeking out new people or groups and finding out what they are working on can lead to new insights or invaluable connections. Who could you arrange a coffee with to find out what they are working on or discuss a project or passion of yours with?

2. Acknowledge the value of those who more naturally involve and stay in touch with a broad network of people. Regularly exchanging ideas with these people is likely to open up new opportunities or relevant contacts you could connect with. What could you learn from how these skills benefit them?

3. Consider what could help you connect to other people who are important in your work? You could prepare a very simple 'elevator intro' for new social situations or conferences where you are meeting people for the first time. Consider your simple narrative. Who are you? What you do? What are you working on at the moment that most interests and excites you? Trust that people will be keen to hear. Be curious and notice what you like about how others do this.

ENGAGING & CONSULTING

Consultative

What Does It Measure?

This key quality measures your approach involving other people in your thinking. It will you understand how you seek out information and ideas and your preference for problem solving.

Your Key Quality: Strengths

The brilliance of your style lies in your willingness to share your perspective with others, while still being open to influence from them. You are prepared to engage others in your thinking in order to clarify your own position or arrive at the best solution. You take this into consideration alongside your own knowledge in finding a way forwards that the whole team can support. Others will see you as consultative.

Taking Action To Leverage Your Key Quality

- Your openness to different sources of information and that you value the input of others is a way of role-modelling respectful and inclusive collaboration. By engaging others in your thinking to clarify and extend your own position helps create the best possible environment for the right solution and ideas to come forward.
- You can play an important counter balancing role in a team. Your ability to draw out the ideas and contribution of those who may prefer to think more independently, can ensure their input is heard early in the thinking of the team or when decisions are being made. While also, helping to moderate the pace and complexity of thinking of those who think and design through rapid and multiple conversations.
- Your naturally consultative style can support opening up conversations and expanding the ideas of others. This can be helpful when preconceived ideas or ways of working need to be tested or countered.

Strength Overplayed

Because at times you engage others in your thinking, and at other times make up your own mind, some people may find it hard to know if you want their input in any given situation. You may give mixed messages or appear to act inconsistently. In situations where others' views contradict your own, you may give the impression of merely paying lip service to consultation.

Coaching Advice

1. You don't need other people around you to develop your thinking but still value their input when given. Challenge yourself to actively ask others for their perspective. Where can you share your initial thinking more readily with others?

2. Try to avoid dismissing those people who seem to change their views quickly or appear very narrow in their focus. Focus on the ideas themselves and separate this from the person offering it. All styles of thinking can have advantages in considering alternatives and creating a diverse discussion.

3. Help to give equal attention to all contributions and clarify ideas that are less well explained or incomplete. Be an active participant and show curiosity by asking questions to help take an idea one step forward. Some of the most innovative ideas and solutions have come from staying with a strange idea for a bit longer.

TASK & PEOPLE FOCUS

Task oriented

What Does It Measure?

This key quality measures how likely you are to put others peoples interest first. It will help you understand how you balance your needs versus those of others and what you expect in return for your efforts.

Your Key Quality: Strengths

The brilliance of your style lies in your natural ability to spot an opportunity. You have a pragmatic and business-like approach to most things you do. You naturally focus on immediate practicalities and results, and can easily tune-in to any personal or commercial advantage to be gained from a situation. You can be protective of those who are important to you and will defend the organisation's interests. Others will see you as commercially astute and streetwise.

Taking Action To Leverage Your Key Quality

- Your results oriented approach allows you to spot and grab hold of opportunities for the team that could provide an edge. You are adept at identifying and managing potential threats to the team from outside, such as when the team are running low on resources, dealing with budget issues, or navigating office politics.
- You can help others to aim high and set ambitious targets, even when things get tough. You can do this by focusing minds on what's important, clearing away any confusion. This is often done by defining task requirements in clear, realistic and uncomplicated terms.
- You can act as a voice of reason and objectivity to help focus colleagues. This is useful when there is need for a more pragmatic approach to getting things done and when people issues have to take second place to achieving a task.

Strength Overplayed

Because you have a keen eye for an opportunity, and are comfortable prioritising your own needs, you may act in ways that are seen by some others as self-serving, shrewd or manipulative. Your natural scepticism of altruistic behaviour may get in the way of building trusting relationships with people.

Coaching Advice

1. You are adept at focussing on the immediate task, and protect yourself and the business above others. Consider the people and projects you tend to work on. How does your focus on task show up? When is this perspective welcome? How does it help you in your current role?

2. You risk being seen as someone who is seen as opportunistic and only interested in their own agenda. Does this undermine the trust other people have in you? Work at developing solutions that have a win - win outcome. This will help you build and maintain relationships which benefit you both in the long term.

3. Resist quick solutions that appear to meet the short-term practical needs of the business. These may often have profound implications for people and the longer-term interests of the business. Take time to explore wider and more complicated impact, especially for key decisions and changes.

TASK & PEOPLE FOCUS

Critical

What Does It Measure?

This key quality measures your approach to providing support and being understanding. It can help you understand to whom, when and how you give support and what you expect in return.

Your Key Quality: Strengths

The brilliance of your style lies in your ability to take a tough stance when people are not pulling their weight. You have clear expectations of others and pay attention to whether or not these are being met. You're willing to support those who have earned it, but have a well developed capacity to see through excuses or flattery, and therefore will not be taken advantage of. Others will see you as robust and uncompromising.

Taking Action To Leverage Your Key Quality

- As you place value on individual responsibility and accountability, you can role model effective handling of 'zero tolerance' performance issues such as those which are legal, regulatory and employment policy related.
- During times of challenge and high activity you can help to build and maintain a sense of mutual accountability amongst colleagues - "In this team we don't let each other down". You will provide necessary guidance and support to meet the challenge.
- You can convey a sense of duty and responsibility to members of the team. Offering significant stretch and challenge in delegated tasks you can be firm while providing practical support when needed.

Strength Overplayed

Because you have high expectations of everyone, you may be somewhat harsh in your judgement and treatment of others if they are unable to meet your exacting standards. You may hold grudges or write some people off too easily in such an instance and your tough stance may come across as cynical or uncaring.

Coaching Advice

1. You will naturally let most people take care of themselves, helping you to be tough when required and not get overly involved in the needs of others. Notice who does get your support. What changes when you give support and when you withhold it?

2. When are you judging people harshly or too quickly? Recognise your attitude and beliefs in others can often impact their confidence, effectiveness and willingness to suggest or try new things. Where appropriate, recognise that someone showed up and gave it a go, or that it might take two or three attempts to make progress.

3. If others don't feel they can ask you for help, what risks might there be? Are you always aware of potential setbacks which could be raised or overcome sooner if someone felt safely talk about current challenges?

TASK & PEOPLE FOCUS

Questioning

What Does It Measure?

This key quality measures your approach to taking people at face value. It helps you understand your approach to building, sustaining and potentially losing trust with others.

Your Key Quality: Strengths

The brilliance of your style lies in your healthy scepticism and alertness to the dubious motives of others. You are adept at protecting your own interests and those of your organisation by taking a questioning approach and not revealing too much. You will reserve judgement on others' arguments until you have concrete evidence to back them up. Your natural tendency to exercise due diligence and leave nothing to chance helps you avoid being manipulated or taken advantage of. Others will see you as wily and guarded.

Taking Action To Leverage Your Key Quality

- You can use your more questioning style when the when the business context is highly competitive or possibly even combative. This can be particularly helpful when the motives of others are unclear or uncertain or when you sense that a win/lose situation may be unavoidable.
- You can act as a guardian for the team or group. You can effectively gauge the motives of others and alert colleagues to the possibility of something detrimental to the team e.g. malpractice or someone who is out for themselves. This creates strong team cohesion and demonstrates how you build trust and evidence based relationships.
- Apply your style when there is a need to negotiate with key stakeholders, such as in a new strategic relationships or where the potential risks and rewards are high. You are more likely to be able to identify people or situations that would exploit a vulnerability and to close these down protecting not only yourself, but team and organisation.

Strength Overplayed

Because you are highly alert to others' motives and have a tendency to assume there are hidden agendas at play, you risk being seen as cynical and suspicious in your dealings with people. Your reluctance to volunteer information in the interests of protecting yourself or the organisation could appear somewhat defensive or obstructive. Your need for evidence before you believe others could make you closed to genuinely helpful ideas and insights.

Coaching Advice

1. You instinctively seek the personal motives beneath decisions, trusting others cautiously and keeping business and practicalities in mind. Others will quickly learn you are not easily taken advantage of or misled. Explore the value of this in your current role. Is this something you rely on often? Is it valued by others? Is this something you could help more naïve individuals to see and develop for themselves?

2. Trust is a powerful force underpinning relationships and businesses, while distrust can quickly undermine them. Giving people the message that you trust them is a powerful motivator. Try holding back from being overly cynical and balance your analysis and judgement with a reasonable willingness to trust. What's the worst that can happen if you trust this person?

3. Does your trust of others reflect your own trustworthiness and honesty? Does believing others can't be trusted lead you to bend your own truth and "play the game" for your own advantage? How does this influence your relationships? Are they worth undermining for the sake of self-protection and gains?

MANAGING WORK & COMMITMENTS

Creative

What Does It Measure?

This key quality measures your approach to being personally planned and organised. It will help you understand how you approach your work and evaluate ideas.

Your Key Quality: Strengths

The brilliance of your style lies in your free and emergent thinking as well as your highly adaptive nature. You are not constrained by barriers such as tradition or unnecessary processes and will take an unconventional, perhaps even radical approach to your work. You enjoy having the freedom to act spontaneously and this allows you to respond quickly to changing demands. Others will see you as creative and non-conforming.

Taking Action To Leverage Your Key Quality

- When situations are fast-moving and plans become quickly outdated, your creativity and responsiveness enables you to flex to meet changing demands. This willingness to take a more radical and ambitious path gives permission to others to think differently and act with more spontaneity.
- You can act as a counter-balance in a team to the more conservative and structured thinking of others. Your willingness to push on the status quo can bring a more energised, free problem solving process that is not bound by what has gone before.
- Your style is ideal when you need to role model a fleet-footed and responsive approach to changing business conditions. You can encourage others to embrace and become agents of change. This is particularly helpful when you need to respond quickly to unpredictable and uncertain conditions or when preexisting or prescribed approaches can and/or should be ignored.

Strength Overplayed

Because you prefer to operate without constraints and like adapting your approach on the fly, you risk being seen as impulsive and unpredictable in the way you come across to others. Your lack of interest in planning tasks and activities may be seen as too casual and could cause you to be somewhat undisciplined and disorganised. When things are routine or predictable you may become easily bored.

Coaching Advice

1. You value freedom for yourself and others and bring flexibility and innovation in how work gets done. Does your current role, team and environment support this way of working? What would more freedom mean to you? Is there such a thing as too much freedom? When are constraints helpful to you?

2. When working with others, consider what level of detail they need. Recognise when you are caught up in your own big picture vision. This can leave others unclear about the core purpose or outcomes, who should be involved and what next. How could shifting to this level of thinking help both you and others? Are those you work with similar to you or different in their preference for ideas over details?

3. Deadlines and constraints are often crucial to great ideas and making things happen. Be aware of the value of a deadline, and your idea of a deadline compared to someone else's. While you might set a 'soft' deadline to help keep you on track, someone else may think of this as a fixed deadline without clear communication. How could you avoid misunderstanding and manage expectations while keeping yourself accountable?

MANAGING WORK & COMMITMENTS

Non-judgemental

What Does It Measure?

This key quality measures your approach to taking personal responsibility. It will help you understand your approach to rules and standards and how you apply those to yourself and others.

Your Key Quality: Strengths

The brilliance of your style lies in your broad-minded nature and willingness to challenge the status quo. You interpret rules flexibly, seeing them as guidelines only and will tend to look at problems in novel ways. You like to have the freedom to approach things differently and would rather use your imagination to come up with different possibilities than be constrained by a precedent or mandate. You will instinctively question things that appear pointless and mundane. Others will see you as uninhibited, inventive and tolerant.

Taking Action To Leverage Your Key Quality

- Your creativity, vision and flexibility enable you to provide unique solutions and out of the box thinking. Your passion for pushing the boundaries means that you can encourage new ideas, risk taking, and challenge conventional thinking. Use these motivations to seek out creative solutions to problems. This will bring broaden team discussions and may encourage others to consider alternative perspectives.
- Your ability to easily adjust to changing demands brings an unconstrained and original approach to your work. You are able to pick up new tasks quickly and value autonomy in your approach. This can encourage others to think more instinctively, encourage individuality and freedom of expression.
- Your more broad-minded approach becomes advantageous when there is a need to go out on a limb and be different. This can bring a step change in the way people think and view an issue. This can be particularly useful when existing or established approaches don't seem to be working or are no longer appropriate.

Strength Overplayed

Because you like to turn things on their head and won't be constrained by the rule book, you tend to take a somewhat unregulated approach and may act inconsistently. You risk being seen as somewhat flighty and rebellious by others as a result. In some cases this may even be deemed irresponsible or unethical, especially in highly-regulated and protocol-rich environments. Your tendency to see no boundaries or limitations has creative benefits but may be too maverick and carefree in some work settings.

Coaching Advice

1. You enjoy bringing fresh thinking and new approaches to a situation or discussion. How much are change and novelty a natural and important part of your current role? Are you in a position to share your ideas? When are they well received and adopted?

2. Before you challenge how things are done, step back and consider your motivation. Is it that you really want the most effective approach, or is it that you want to go down the more innovative or interesting approach for you?

3. There are times when your preference may lead you to ignore rules and guidelines or interpret them loosely. How can you determine when a shortcut is advantageous, and when there is a risk of being seen as maverick or disrespectful? How could showing awareness of possible consequences and others' perspectives help your position?

IDENTIFYING RISK & MANAGING STRESS

Composed

What Does It Measure?

This key quality measures the general level of stress or tension you experience on a day to day basis. It will help you understand how you respond to events as they get closer and your sensitivity to changes around you.

Your Key Quality: Strengths

The brilliance of your style lies in your ability to monitor what is going on around you and to respond to events in a proportionate way. You maintain a good awareness of what is happening and cope well with the normal stresses and pressures of work and life. You respond appropriately to setbacks and difficult situations as they arise, but can quickly recover your equilibrium. Others will see you as balanced and composed.

Taking Action To Leverage Your Key Quality

- You can rely on your approach when it's important to be on the lookout for changing conditions and be responsive in light of events, whilst still being grounded and deliberate in your actions. This can act as a stabilising force within a team.
- Others may find it hard to see a different perspective, especially if caught in their anxiety and self-criticism. You can help colleagues keep things in perspective by providing a more balanced and controlled approach. Do this through being curious and open to their point of view.
- Your composed approach allows you to maintain your sense of realism and composure in your response to pressures. This can be helpful when you need to demonstrate that you care and have the situation in hand.

Strength Overplayed

Because your reaction to events and changes is driven by the way you interpret the circumstances, you may give off some mixed messages to others about what you find challenging, making it harder for them to know your temperament. People with more extreme preferences may feel that your reading of events is inaccurate and that you are either being too casual about things or over-reacting to small matters, depending on their outlook.

Coaching Advice

1. You have a balanced approach to stress and risk, acting proportionately as events unfold. What is the value of this in your role and those you work with? What impacts when you feel more cautious and when you feel more confident? What triggers anxiety most for you?

2. You understand things can and do go wrong without letting this incapacitate you, being able to often respond appropriately and practically in the moment. Do you find it harder if those you work with tend to under-react or over-react? How do you respond to these different approaches?

3. Others may find it hard to see a different perspective, especially if caught in their anxiety and self-criticism. Their reality is not 'wrong', just different to yours. Get curious about the narrative and experience underlying your two perspectives. Having a respectful space to voice and feel heard, is powerful to shifting perspectives, wellbeing and working relationships.

IDENTIFYING RISK & MANAGING STRESS

Perceptive

What Does It Measure?

This key quality measures your level of inner confidence and optimism. It will help you understand how you respond the world around you and your approach to managing the demands of work.

Your Key Quality: Strengths

The brilliance of your style lies in your humility and your ability to anticipate the likely risks in any endeavour. You don't oversell yourself or your abilities and have learned from experience that it is necessary to have contingencies in place to deal with the inevitable danger that things won't go to plan. Because you prefer to stick to what you know, you rarely let yourself or others down by getting yourself in too deep with something you can't cope with or finish. Others will see you as careful and self-effacing.

Taking Action To Leverage Your Key Quality

- Leverage your cautious style when there is clear benefit to be gained from being prepared for important or uncertain events, particularly when the cost of failure could be high. By role modelling your approach to dealing with new or unfamiliar situations you can help others in their own planning and resilience.
- You are good at anticipating issues that the team might face and identifying actions they could take to prepare accordingly. This can ensure the team takes a realistic view of what can be achieved and the potential issues and pitfalls.
- You are highly sensitive to potential complacency when it risks an impact on others or the business. You can support both teams and businesses to be aware and take precautions to ensure that they can cope with what lies ahead. This ensures greater likely hood of success and personal resilience.

Strength Overplayed

You may lack confidence and self-belief at times, finding it hard to put faith in your skills and abilities. You tend to expect problems and therefore may be seen by others as rather pessimistic, taking an unnecessarily negative view of the likely outcome of your endeavours. This may lead you to be too cautious in your approach, over-preparing even for minor events, or be unwilling to take a chance, accept a challenge or push yourself. It may feel as though you will never be good enough, making it harder for you to realise your full potential.

Coaching Advice

1. You are cautious and highly attuned to what can go wrong, especially when it comes to personal projects that you are involved in. Are you as doubtful about others and their future? If you imagine stepping into a different perspective and looking through their eyes at your situation. What changes? How does it feel?

2. Recognise what feels intense and important right now is just a moment in time, often with relatively short-term consequences. Ask yourself questions which help you gain perspective and learn from challenging situations. Where is this issue on a scale of 1-10? How important will this be in six months' time? Can I influence or improve the situation? What can I learn from this? What is positive in this that I am grateful for?

3. Build your confidence in your own abilities by keeping a record of strengths, successes and positive feedback. However small, these are important and making time to acknowledge them will help you shift your focus and attention to what you do really well. Which friend or colleague could help you start this?