



PARADIGM
PERSONALITY LABS

WORKPLACE

BIG FIVE PROFILE™

Competency Report

A Customized Report for: Sample Person

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INTRODUCTION

The WorkPlace Big Five Profile™ Competency Report measures your natural energy to perform the competencies selected especially for you in this report. Your available energy for these competencies is calculated from your WorkPlace Big Five Profile™ subtrait scores. A distinct set of behavioral subtraits fuels performance in each competency.

For example, the WorkPlace subtrait O1: Imagination supports the ideation and creative thinking that are usually required for the competency Innovation. Mapping your personality traits to the competencies required for your job provides a consistent, targeted, and useful framework for creating effective development and work management plans.

This report IS a developmental tool to help you understand those competencies which come naturally to you versus those that could drain you over time. Armed with this understanding, you and your development partners can create targeted development plans to leverage your unique strengths and manage challenges.

This report IS NOT a performance metric. However, it can be effectively paired with the WorkPlace Performance 360™ to create feedback-based development plans.



HOW TO READ THIS REPORT

The WorkPlace Big Five Profile™ Competency Report maps your trait score ranges to the optimal trait ranges for each competency. It also provides a narrative description of how each subtrait provides energy for a competency. The Competency Energy score reflects your natural overall trait energy for that competency. Your score is represented as a level of battery charge that shows how energizing or draining it is for you to perform this competency over a sustained time. Your Competency Energy ranges are represented as one of five charge levels:

**Energizing**

5 bars

**Natural**

4 bars

**Somewhat Natural**

3 bars

**Outside Comfort Zone**

2 bars

**Draining**

1 bar

Please note, Competency Energy scores do not reflect performance. It's about the energy you naturally bring to a competency. It is often possible for people to score *Outside of Comfort Zone* or *Draining* on any competency and still perform it well in short and relatively infrequent bursts.

However, when we spend a large part of our day performing competencies that drain us, we will probably feel tired, disengaged, or like we're slogging through difficult terrain. Energizing and Natural scores are opportunities for excellence. For example, if you are energized by something, it suggests a possible target for growth even if your current performance is not yet outstanding.

On each competency page we list the supporting subtraits. To determine the degree of fit between your actual subtrait scores and the optimal subtrait score ranges for that competency, we first categorize each of your subtrait scores as low, mid, or high. We then compare these score ranges with the optimal subtrait score ranges for that competency. The degree of fit between your subtrait score range and the optimal score range for that competency falls into one of three categories:

**GOOD FIT****MEDIUM FIT****POOR FIT**

Remember that the WorkPlace Big Five uses a continuum to represent your scores. In some cases a midrange or high subtrait score may provide the strongest support for a competency. In other cases, a lower score may be the most supportive. The optimal range differs for each subtrait and each competency.

HOW TO USE THIS REPORT

- Read the sections above to understand the use of this report as a development tool.
- Review your entire competency analysis, using the checkboxes to keep track of those subtrait narratives that you think may be important for your growth in each competency.
- Have your WorkPlace Big Five Profile Trait Report handy for easy reference as you review your competencies. The Competency Report is designed as a companion report to the Trait Report so using them together will deepen your understanding and insights.
- Go through the exercises in both the Making Meaning and Putting It All Together sections. This will help you apply your competency insights to meaningful actions which can amplify your strengths and minimize your challenges.

Action Focus



Identifiers

- Is prepared to execute quickly and effectively in the context of urgency
- Scans situations and environments for opportunities, adjustments, and efficiencies in the service of successful outcomes
- Displays appropriate sense of urgency in responding to optimize business goals/outcomes/drivers/metrics

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

N4: REBOUND TIME Low to midrange Rebound Time provides energy to quickly assess situations and move into problem-solving.



E3: ENERGY MODE High Energy Mode scores provide energy for a fast pace in the face of urgency.



E4: TAKING CHARGE Midrange to High Taking Charge scores energize leadership of self, others, and projects to meet business needs and objectives.



O2: COMPLEXITY Moderate to high Complexity scores provide energy to consider and analyze potential solutions and outcomes, taking into account many moving parts and potential downstream impact.



C2: ORGANIZATION Midrange to high Organization scores support efficiencies and quick execution.



C3: DRIVE People with midrange to high Drive scores focus significant energy on goals and proactive performance.



C5: METHODICALNESS Midrange to high Methodicalness scores ensure alignment of resources and sufficient planning for quick, yet thorough, execution.



Fit Summary
**Somewhat
Natural**

Action Focus

N1: WORRY Individuals with moderate Worry scores are sensitive to their environment, without being aloof nor overreactive.



MEDIUM FIT

O3: CHANGE People with midrange scores on Change tend to ensure that plans and actions are not unduly weighted by a need to either avoid change or create needless change.



MEDIUM FIT

A2: AGREEMENT Low to midrange Agreement scores support inquiry to challenge status quo, and healthy debate to best evaluate circumstances and decide/recommend approaches.



MEDIUM FIT

O1: IMAGINATION People with moderate Imagination scores balance seeing and thinking through the strategic elements of situations and opportunities, with executing the necessary tasks.



POOR FIT

A1: OTHERS' NEEDS People with midrange scores on Others' Needs have natural energy for including and considering the needs of stakeholders.



POOR FIT

A3: HUMILITY Midrange Humility scores provide confidence in one's ideas while also appreciating and seeking others' ideas.



POOR FIT

C6: DETAIL People with moderate Detail orientation devote attention to details as necessary, without overlooking or overemphasizing each unique component in the environment.



POOR FIT

Capacity for Systems Thinking



Identifiers

- Thinks fluidly about system structures and feedback loops
- Sees non-linear and non-obvious relationships
- Optimizes performance, processes, and strategy

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

N3: INTERPRETATION People with midrange scores on Interpretation are likely to have the balanced, realistic perspective that accurately assess issues in relation to systems.

 GOOD FIT

N4: REBOUND TIME Lower Rebound Time means individuals quickly snap back to analyzing and solving emerging, complex problems even after they encounter setbacks that derail others.

 GOOD FIT

O1: IMAGINATION Those with high scores in Imagination make novel, insightful connections and more readily see relationships that are not linear or obvious.

 GOOD FIT

O2: COMPLEXITY Individuals with high Complexity scores are energized by solving complex problems that lack complete information and a clear set of predetermined steps.

 GOOD FIT

C2: ORGANIZATION High and midrange scorers for Organization systematically uncover and analyze all elements that may affect process and system outcomes.

 GOOD FIT

C4: CONCENTRATION People who score in the middle or high range for Concentration can persist on a task or analysis until the work is truly complete.

 GOOD FIT

C5: METHODOICALNESS Individuals with midrange or high scores on Methodicalness strive to understand and continuously improve processes.

 GOOD FIT

Capacity for Systems Thinking

O3: CHANGE High scores for Change support framing problems and relationships in novel ways, as well as developing creative solutions that recognize hidden complexities.



MEDIUM FIT

E2: SOCIABILITY People with lower scores in Sociability make the most of the time needed for extended deep work on complex topics requiring intense concentration and focus.



POOR FIT

C6: DETAIL Those in the midrange for Detail can see the bigger picture but also appreciate how elements that seem minor can lead to dramatically different system outcomes.



POOR FIT

Collaboration



Identifiers

- Thrives when working with others to execute shared goals
- Facilitates and clarifies expectations for roles, quality, and accountability
- Commits to building a culture of high-performing team partnerships

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

N2: INTENSITY The calm disposition that comes with low and midrange scores on Intensity help avoid the elevated passion and heated exchanges that can complicate collaborative ventures.

 GOOD FIT

N3: INTERPRETATION People with low or midrange scores on Interpretation avoid the pessimism that saps team energy and reduces the enthusiasm the team needs for high-quality work and shared accountability.

 GOOD FIT

E1: WARMTH Moderate and elevated levels of Warmth enable the communication and exchange required to openly share goals, address issues, clarify expectations, and build a culture of shared purpose.

 GOOD FIT

E2: SOCIABILITY Those with midrange or high scores on Sociability are energized by the prospect of working with others on shared goals.

 GOOD FIT

E4: TAKING CHARGE Moderate or high levels of Taking Charge are required for individuals to step up, contribute, facilitate team-based processes, and take responsibility for leadership when the need arises.

 GOOD FIT

A3: HUMILITY People with mid and high scores on Humility are more open to give and take when clarifying and executing shared goals, and less concerned about individual accolades.

 GOOD FIT

A4: RESERVE Individuals with moderate levels of Reserve are comfortable raising and clarifying issues while still allowing space for others to think and express themselves freely.

 GOOD FIT

Fit Summary
**Somewhat
Natural**

Collaboration

C3: DRIVE Those with midrange scores on Drive are energized by broader, team-level achievement and comfortable dialing back their own drive for individual success to support true collaboration.



GOOD FIT

E5: TRUST OF OTHERS A balanced score for Trust of Others supports a trusting, collaborative framework without being naive about potential conflicting individual aims and political dynamics.



MEDIUM FIT

E6: TACT Midrange scorers on Tact understand the need for honest input while remaining sensitive to what others might hear or interpret.



MEDIUM FIT

A2: AGREEMENT Midrange scores on Agreement support true partnership by acknowledging the need for both challenge and compromise in collaboration.



MEDIUM FIT

C2: ORGANIZATION Midrange levels of Organization facilitate developing the processes, structures, and standards that ensure quality and accountability without the processes that creating heavy bureaucratic impediments.



MEDIUM FIT

C5: METHODOICALNESS Moderate levels of Methodicalness enable the follow-through, planning, and coordination required for success while avoiding the excessive planning that can stifle performance.



MEDIUM FIT

O1: IMAGINATION Individuals with moderate levels of Imagination can both create and implement new processes and ways of doing business, balancing the benefits of vision and practicality.



POOR FIT

A1: OTHERS' NEEDS Those with a moderate concern for Others' Needs are able to invite multiple perspectives without continually ignoring their own needs or the needs of other parts of the business.



POOR FIT

C6: DETAIL Individuals with midrange Detail scores recognize the need to attend to details without losing sight of the broader, shared needs of teams and cultures.



POOR FIT

Customer Focus



Identifiers

- Is energized by customer interactions and building partnerships
- Applies expertise and knowledge of products and processes necessary to provide effective client solutions
- Seeks to create a positive customer experience by tending to expressed and anticipated customer requests, inquiries, and questions

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

N2: INTENSITY Moderate levels of Intensity provide the energy to handle challenging clients, allowing individuals to stand firm or even push back when necessary while maintaining self-control and supporting the partnership.



GOOD FIT

N3: INTERPRETATION Moderate levels of Interpretation provide ample optimism to persevere through challenging situations without being blind to possible derailments or the realities of poor outcomes.



GOOD FIT

E1: WARMTH Displaying positive emotions toward customers helps build relationships. Those with higher scores on Warmth can soothe negative feelings and amplify positive feelings for a better customer experience.



GOOD FIT

E2: SOCIABILITY Individuals with higher Sociability gain energy from sharing their expertise and client interactions.



GOOD FIT

A4: RESERVE Midrange and higher levels of Reserve make it easier for those in customer-facing roles to fully attend to customer requests, avoid conflict, and support sensitive relationships.



GOOD FIT

N1: WORRY Midrange levels of Worry support appropriate and timely responses to customer needs without creating outsized personal stress or anxiety that could threaten customer confidence.



MEDIUM FIT

E6: TACT Tactful people in customer-intensive roles can gracefully navigate delicate relationships and reduce flareups that can derail the client experience.



MEDIUM FIT

Fit Summary
**Somewhat
Natural**

Customer Focus

A2: AGREEMENT Moderate levels of Agreement promote successful customer solutions within reasonable business constraints that effectively leverage employee knowledge.



MEDIUM FIT

C5: METHODICALNESS Those with midrange Methodicalness scores plan enough to tackle extensive lists of client needs but retain the ability to immediately shift gears as priorities change.



MEDIUM FIT

O1: IMAGINATION Moderate levels of Imagination support the creation of new solution paths in the moment as well as the realism to stay within the constraints of an organization's purpose and capability.



POOR FIT

A1: OTHERS' NEEDS A higher focus on Others' Needs energizes those in customer-facing roles and facilitates positive interactions and customer experiences.



POOR FIT

C4: CONCENTRATION People with lower Concentration scores find it easy to quickly shift between differing customer needs.



POOR FIT

Delegation



Identifiers

- Enjoys taking charge and directing the work of others
- Shares information and resources that sets subordinates up for success
- Keeps self and subordinates accountable to accomplish goals

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

N1: WORRY Those with lower or midrange levels of Worry maintain the calmness and bearing needed to direct others' work. They show little if any outward signs of worry and promote confidence and accountability in others.



N3: INTERPRETATION People exhibiting midrange or low levels of Interpretation have the optimism needed to inspire subordinates and let them focus on the task at hand without worrying about leader interference.



E4: TAKING CHARGE Individuals with moderate or high Taking Charge scores are energized by directing the work of others and providing information to support subordinate success.



E5: TRUST OF OTHERS Midrange and high levels of Trust of Others support delegation by giving subordinates enough space to figure out the work themselves.



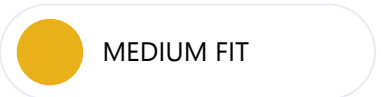
C3: DRIVE People with moderate to high levels of Drive inspire others to accomplish their goals and repeatedly engage with employees across levels to share information and feedback.



C6: DETAIL Low and midrange levels of Detail are consistent with a broader focus on the full scope of the project. These individuals avoid getting bogged down in the fine-grained details of executing specific tasks.



E6: TACT People who display moderate levels of Tact can tailor their messages to the audience but not at the expense of the clarity and candor needed to direct and correct.



Delegation

A2: AGREEMENT Low and midrange levels of Agreement make it easier to assign and direct the work of others in the face of possible resistance.



MEDIUM FIT

C1: PERFECTIONISM Moderate levels of Perfectionism promote the establishment of clear standards without excessive oversight or micromanaging to achieve perfection.



MEDIUM FIT

E2: SOCIABILITY Individuals who display moderate levels of Sociability are comfortable engaging subordinates to support and direct them without interfering in delegated processes.



POOR FIT

Effective Communication



Identifiers

- Cares about the precision and subtlety of clear written and spoken communication
- Listens objectively and knows how to facilitate mutual understanding across different contexts
- Advocates for high-quality communication in internal and client relationships

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

N2: INTENSITY Low and moderate levels of Intensity provide the calm needed to maintain emotional control and avoid emotionally intense, counterproductive exchanges.



GOOD FIT

N3: INTERPRETATION Moderate levels of Interpretation provide the positive tone and optimism to handle challenging communications without ignoring serious concerns, potential derailments or other negative outcomes.



GOOD FIT

E2: SOCIABILITY Moderate or high Sociability levels provide energy to engage with clients and stakeholders, understand their perspectives, and craft the contexts and messages supporting mutual understanding and shared goals.



GOOD FIT

A4: RESERVE Moderate levels of Reserve support strategic sharing of thoughts and opinions without providing too much information or interfering with others' expression.



GOOD FIT

C1: PERFECTIONISM Those with high levels of Perfectionism recognize that even subtle changes in wording (spoken or written) can dramatically impact relationships by creating or destroying critical common ground.



GOOD FIT

E6: TACT People with moderate levels of Tact are sensitive to the impact of phrasing for the audience while also preserving the clarity of the message



MEDIUM FIT

A2: AGREEMENT Midrange scores on Agreement support successful resolution by balancing agreement and challenge, thereby eliciting the information necessary to precisely frame and address problems.



MEDIUM FIT

Fit Summary
**Outside
Comfort Zone**

Effective Communication

C5: METHODOICALNESS Those with moderate levels of Methodicalness appreciate the value of communication plans but recognize the need to shift gears with changing needs, situations, and client questions.



MEDIUM FIT

O1: IMAGINATION Midrange Imagination levels help individuals frame issues using multiple perspectives and find creative communication solutions that still honor organizational goals and capabilities.



POOR FIT

O2: COMPLEXITY Individuals with moderate levels of Complexity recognize the value of simplicity and directness while enjoying the challenge of crafting communications that address complex situations.



POOR FIT

A1: OTHERS' NEEDS A moderate concern for Others' Needs helps individuals balance the need for clarity and directness with an appropriate sensitivity to client and stakeholder perspectives.



POOR FIT

A3: HUMILITY Appropriate levels of Humility support a robust faith in oneself and perspective without needing to publicly win or diminish the views or needs of others.



POOR FIT

C6: DETAIL Individuals displaying moderate levels of Detail understand the relationship between the communication details and the broader purpose of the engagement: details matter as far as they impact the relevant scope.



POOR FIT

Engaging Others



Identifiers

- Is genuinely curious about the natural capabilities, motivation and personal goals of others
- Is approachable, ambitious, composed, empathatic and sociable
- Facilitates business outcomes by building an atmosphere of trust

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

N2: INTENSITY Midrange and low levels of Intensity promote easy, low-risk, high-value exchanges. Midrange scores provide an opportunity for some pushback, but high Intensity levels can be intimidating or off-putting to others.



GOOD FIT

E1: WARMTH Individuals with high levels of Warmth flourish when they can deeply engage with and learn from others, as well as when they share their own experiences and perspectives.



GOOD FIT

E2: SOCIABILITY People with high Sociability thrive when they engage with others.



GOOD FIT

E3: ENERGY MODE Engaging others provides a boost to those high in Energy Mode, pushing them to pursue conversations and activities that increase trust and build bridges across the organization.



GOOD FIT

E5: TRUST OF OTHERS Midrange and high Trust scores support outreach, approachability and reciprocation. Those low in Trust are reluctant to seek engagement outside of a limited circle.



GOOD FIT

O1: IMAGINATION Those who have moderate and high levels of Imagination are open to the different perspectives, insights, and challenges that often come from engaging others.



GOOD FIT

A3: HUMILITY Elevated levels of Humility facilitate empathy and honest conversations, ensuring that exchanges are about the other person's goals and motivations, not self-aggrandizement.



GOOD FIT

Engaging Others

A4: RESERVE Midrange levels of Reserve support trusting and helpful conversations, providing a path for feedback and input without inhibiting others or preventing them from speaking up.



GOOD FIT

N1: WORRY People who have midrange levels of Worry avoid the high-stress modes that undermine engaging with others and steer clear of overly relaxed attitudes in the face of true issues or troubling developments.



MEDIUM FIT

N3: INTERPRETATION Individuals low in Interpretation are highly optimistic, giving them the energy to seek extensive engagement and making them approachable to others.



MEDIUM FIT

C5: METHODOICALNESS Moderate levels of Methodicalness support a systematic, planned approach to achieving business outcomes while remaining open to change and improvement with new insights gathered from others.



MEDIUM FIT

A1: OTHERS' NEEDS High levels of interest in Others' Needs drive the conversations, insight, and trust needed to successfully engage others throughout the organization.



POOR FIT

C3: DRIVE High Drive provides the energy to engage others across levels of the organization, supporting individual learning and growth for self and others.



POOR FIT

Follow Through



Identifiers

- Is energized to complete tasks in a timely and prioritized way
- Sets well-defined milestones to carry out a project to conclusion
- Evaluates work results against standards for effectiveness

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

E3: ENERGY MODE Those with a high Energy Mode have the spark and spirit to take on and execute tasks day in and day out.

 GOOD FIT

C2: ORGANIZATION High Organization supports efficient execution of tasks.

 GOOD FIT

C3: DRIVE Individuals who display midlevel and high Drive are energized by meeting milestones, completing tasks, doing the job required, and then moving on to the next task.

 GOOD FIT

C5: METHODICALNESS Strengths in Methodicalness support the planning and follow-through required to complete multiple tasks in a timely and satisfactory fashion.

 GOOD FIT

N1: WORRY People with moderate levels of Worry display appropriate sensitivity to areas of concerns, neither ignoring nor obsessing about possible barriers to completion.

 MEDIUM FIT

C1: PERFECTIONISM Midrange scores on Perfectionism support the identification of key outcomes and timely execution without getting sidetracked by continuous refinement or non-essential activities.

 MEDIUM FIT

C4: CONCENTRATION Elevated Concentration supports the sustained focus required to successfully complete projects and tasks, and to consistently meet deadlines.

 MEDIUM FIT

Fit Summary
**Somewhat
Natural**

Follow Through

O1: IMAGINATION Individuals with lower levels of Imagination are energized by implementing and executing plans, in contrast to those higher in Imagination who are more energized by generating new plans and new ideas.



POOR FIT

O2: COMPLEXITY People with lower Complexity scores thrive when focused on planned execution and clear priorities, in contrast to those who favor more complex work and the ambiguity of designing plans.



POOR FIT

C6: DETAIL Great attention to Detail facilitates avoiding costly oversights, anticipating upcoming challenges and needs, and maintaining established standards for effectiveness.



POOR FIT

Innovation



Identifiers

- Enjoys creating/designing innovative approaches to complex business problems
- Creates or identifies new opportunities to improve or expand business operations and impact
- Skillfully repurposes or combines resources in novel, effective ways to create new paths

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

01: IMAGINATION People high in Imagination collect and recombine new ideas to reframe problems and create new solutions.



GOOD FIT

02: COMPLEXITY Those with high Complexity scores are energized by challenging, dynamic business problems and enjoy developing and testing innovative ideas.



GOOD FIT

03: CHANGE High levels of Change support active pursuit of the new ideas, methods, and markets needed to keep businesses growing and innovating.



MEDIUM FIT

C1: PERFECTIONISM Moderate levels of Perfectionism support the need to refine processes without obsessing about every detail.



MEDIUM FIT

C2: ORGANIZATION Those with midrange scores on Organization build up the practical structures required for success while leaving room for the unexpected outcomes that innovation can bring.



MEDIUM FIT

C4: CONCENTRATION Individuals with midrange scores on Concentration balance the need for sustained, focused problem-solving with the capacity to shift attention to new perspectives to create innovative business solutions.



MEDIUM FIT

C5: METHODOICALNESS Midrange scorers on Methodicalness tend to create processes and plans for workflows while also maintaining the flexibility and openness to adjust midstream as new opportunities emerge.



MEDIUM FIT

Fit Summary Outside Comfort Zone

Innovation

A2: AGREEMENT Low levels of Agreement support the engagement required to push for new ideas and methods in the face of resistance.



POOR FIT

A3: HUMILITY Low and moderate levels of Humility provide energy for those sustained individual efforts that lead to public acknowledgement and praise.



POOR FIT

C3: DRIVE People higher in Drive are energized by the opportunity and challenge of change, whether it means starting over from scratch or pushing against the organizational inertia.



POOR FIT

C6: DETAIL People with moderate levels of Detail can dig down deep enough to get to the roots of a problem and yet maintain a focus on the broader scope of the true business needs.



POOR FIT

Leadership



Identifiers

- Makes tough decisions in the face of challenging circumstances or incomplete information
- Enjoys taking charge and organizing tasks and people
- Leads self and others through a process of creating and implementing generative solutions

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

N3: INTERPRETATION People with moderate and low levels of Interpretation have the optimism needed to inspire others and maintain energy through periods of challenge.

 GOOD FIT

N4: REBOUND TIME Individuals with lower scores for Rebound Time bounce back from setbacks and attack new organizational challenges with renewed energy and force.

 GOOD FIT

E1: WARMTH Midrange and high scorers on Warmth demonstrate/ express the positive feelings that support group cohesion, individual enthusiasm, and the voluntary effort needed to persevere through challenge.

 GOOD FIT

E2: SOCIABILITY People with midrange or elevated levels of Sociability are energized by the face-to-face communication and collaboration that drives success and brings people with a shared purpose together.

 GOOD FIT

O1: IMAGINATION Midrange and elevated scores on Imagination support the creative, open-minded perspectives needed to foster change, recognize the roots of organizational issues, and identify creative solutions.

 GOOD FIT

O2: COMPLEXITY People with midrange or elevated scores for Complexity are energized by complex problems with multiple possible solutions.

 GOOD FIT

O3: CHANGE Individuals who are comfortable with Change or actively seek change encourage individual growth and push for the organizational adaptation required to stay competitive.

 GOOD FIT

Leadership

A1: OTHERS' NEEDS People who score low or midrange in Others' Needs are able to make tough decisions and take unpopular courses of action when required for the good of the organization.



GOOD FIT

A4: RESERVE Midrange levels of Reserve balance the need to speak up with the need to listen.



GOOD FIT

C6: DETAIL Individuals with low or moderate scores on Detail are energized when taking a broad perspective, avoiding an excessive focus on details.



GOOD FIT

N1: WORRY Lower Worry scores support bold action and instill confidence in team members.



MEDIUM FIT

E4: TAKING CHARGE Those who score high on Taking Charge enthusiastically step in to marshal resources, spur action, and drive the activities that solve new and emerging problems.



MEDIUM FIT

E6: TACT Low and midrange scorers on Tact speak directly, avoid ambiguity, and explicitly raise issues so they can be addressed head-on with clearly stated intent.



MEDIUM FIT

A2: AGREEMENT Moderate or lower levels of Agreement support open engagement and honest input rather than harmony for harmony's sake.



MEDIUM FIT

C2: ORGANIZATION Midrange levels of Organization support efforts to organize activities without assuming direct control of that organization or losing sight of long-term goals.



MEDIUM FIT

C4: CONCENTRATION Those with midrange scores in Concentration are capable of sustained focus on critical tasks but maintain the ability to switch tasks and targets as required for successful leadership.



MEDIUM FIT

C5: METHODICALNESS Individuals with midrange Methodicalness recognize the value of planning even with incomplete information but they do not hesitate to change plans with changing conditions.



MEDIUM FIT

Fit Summary
Natural

Leadership

A3: HUMILITY Those with midrange Humility scores are comfortable with the practical level of acknowledgement needed for effective leadership. They neither avoid the spotlight nor see other's success as a threat.

C3: DRIVE High levels of Drive provide the energy to lead others through change, take charge in demanding circumstances, and organize critical team actions.



POOR FIT



POOR FIT

Learning Agility



Identifiers

- Is energized by new experiences and perspectives that test assumptions and thinking to arrive at high-quality business outcomes
- Openly solicits feedback and deliberately considers different points of view to arrive at practical, effective solutions
- Strives to quickly integrate information for fast pattern recognition and optimal performance

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

N1: WORRY People with low to midrange levels of Worry easily and willingly make changes without the excessive worrying that can impair performance or objectivity.

 GOOD FIT

N2: INTENSITY Appropriate levels of Intensity provide the energy to fight for new perspectives or practical changes without stifling others.

 GOOD FIT

N3: INTERPRETATION Realistic Interpretation of situations and potential scenarios avoid both the negativity that can cripple organizational growth and the wild optimism that blinds people to constraints and business reality.

 GOOD FIT

N4: REBOUND TIME Lower and midrange Rebound Time provide the resilience to continually strive for growth, learning, and development even in the face of occasional, sometimes consequential setbacks.

 GOOD FIT

E3: ENERGY MODE Elevated levels of Energy Mode naturally support the energy needed to seek new information, challenge assumptions, and open up thinking to new patterns and relationships.

 GOOD FIT

E6: TACT Midrange and elevated levels of Tact support the sometimes sensitive conversations needed to change processes and open minds in a complex work environment.

 GOOD FIT

O1: IMAGINATION Moderate and high levels of Imagination support the vision to see alternatives, to imagine different possible futures, and to develop paths that support individual, team, and organizational growth.

 GOOD FIT

Learning Agility

02: COMPLEXITY Mid or elevated levels of Complexity provide the energy to take on opportunities to learn and to address challenging, uncertain business challenges.



GOOD FIT

03: CHANGE People with midrange or higher Change scores are open to new ideas and their implications for learning, change, and process.



GOOD FIT

A3: HUMILITY Appropriate levels of Humility allow individuals to focus on deeper understanding and broader performance improvement without undue concern for who gets the credit.



GOOD FIT

A4: RESERVE People with midrange levels of Reserve facilitate the exchange of information and ideas, both willing to share and to listen.



GOOD FIT

C3: DRIVE Individuals with moderate Drive seek personal achievement but not at the expense of team success or practical, effective solutions.



GOOD FIT

A2: AGREEMENT People with low or midrange Agreement scores welcome honest discussions, engagement, and feedback, elements that all support learning, growth, and performance improvement.



MEDIUM FIT

C1: PERFECTIONISM People with midrange scores on Perfectionism support high standards while recognizing that sometimes a good solution today is better than the perfect solution tomorrow.



MEDIUM FIT

A1: OTHERS' NEEDS Those with midrange scores for Others' Needs see value and learning opportunities in areas that are important or valuable to others.



POOR FIT

C6: DETAIL People with moderate Detail scores simultaneously see the bigger picture and the details that collectively impact business outcomes and continuous improvement.



POOR FIT

Navigating Ambiguity



Identifiers

- Orients self and others when faced with complexity, uncertainty, or unfamiliar situations
- Builds objective and actionable understanding with fragmented information
- Draws on resources and networks to address unprecedented challenges

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

N1: WORRY Low to moderate levels of Worry support broader perspectives and minimize stress-induced reactions to what is uncertain and unknown.



GOOD FIT

N3: INTERPRETATION People with low to moderate levels of Interpretation tend to scan ambiguous territory for possibilities and opportunities.



GOOD FIT

N4: REBOUND TIME Individuals with lower scores in Rebound Time tend to move into action and problem-solving most readily in stressful and uncertain situations.



GOOD FIT

E2: SOCIABILITY People with moderate to high levels of Sociability have natural energy for colleague conversations to learn, discover, and share thoughts, ideas, and approaches.



GOOD FIT

O1: IMAGINATION High Imagination scores best support the ability to imagine possibilities, paths forward, challenges, and solutions when navigating ambiguity.



GOOD FIT

O2: COMPLEXITY High levels of Complexity provide fuel for seeking to understand all the moving parts, potential obstacles, and opportunities when evaluating ambiguous situations.



GOOD FIT

A1: OTHERS' NEEDS Low and midrange scores on Others' Needs supports challenging prevailing ideas in support of business needs even if it is disruptive to others.



GOOD FIT

Navigating Ambiguity

A4: RESERVE Individuals with midrange Reserve scores balance providing their own views with receptivity/listening to others' thoughts, which supports navigating and finding solutions in ambiguous circumstances.



GOOD FIT

N2: INTENSITY Low Intensity scores indicate the instinct to regulate emotions so that decisions are based more on rational observation of circumstances.



MEDIUM FIT

E4: TAKING CHARGE High scores on Taking Charge support proactive inquiry and management necessary to navigate and take action in ambiguous environments.



MEDIUM FIT

E6: TACT A moderate level of Tact provides energy to communicate in a way that is fairly direct, but also considers others so that people feel safe to contribute.



MEDIUM FIT

O3: CHANGE People who are highly open to Change readily seek change and easily adapt to new environments and situations.



MEDIUM FIT

A2: AGREEMENT Low and midrange scores on Agreement provide natural energy for the debate and the tough conversations needed to clarify and address business challenges.



MEDIUM FIT

C5: METHODICALNESS Moderate Methodicalness represents a level of commitment to plans and processes that still allows for some flexibility to best address unknowns.



MEDIUM FIT

People Development



Identifiers

- Enjoys coaching others and facilitating their career development
- Helps others align their professional strengths and weaknesses with appropriate roles and career paths
- Serves as a valued advisor on workforce development

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

N2: INTENSITY People with low and moderate levels of Intensity allow rationality to take precedence over intense emotions so that business needs and development goals stay in the forefront of people development work.



GOOD FIT

E1: WARMTH People with moderate to high levels of Warmth create the relational space for coaching, advising, and facilitation.



GOOD FIT

E2: SOCIABILITY Moderate and high levels of Sociability provide natural energy for social interactions and collaboration.



GOOD FIT

E5: TRUST OF OTHERS People with moderate and high levels of Trust of Others have the mindset of empowerment and the belief that others are capable of developing.



GOOD FIT

O1: IMAGINATION Moderate and high levels of Imagination support creating solutions for development plans tailored to each individual and co-creating new approaches in coaching situations.



GOOD FIT

A2: AGREEMENT Moderate and high Agreement scores support the facilitation and collaborative approach needed for effective people development.



GOOD FIT

A4: RESERVE Midrange Reserve scores balance the ability to speak one's opinions as appropriate and seek the views of others. This supports both coaching and advising.



GOOD FIT

People Development

C3: DRIVE People with midrange and high scores on Drive tend to demonstrate an intrinsic desire to push toward goals, such as advocating for the professional development of others.



GOOD FIT

N1: WORRY Moderate levels of Worry help ensure appropriate sensitivity to environment, context, and others' cues.



MEDIUM FIT

E6: TACT Moderate levels of Tact ensure that individuals speak with concern for their impact on others while maintaining an appropriate level of directness in their messages.



MEDIUM FIT

A1: OTHERS' NEEDS Moderate and high sensitivity to Others' Needs support concern for the developmental needs of employees.



POOR FIT

C6: DETAIL Midrange Detail scores tend to provide the perspective necessary to sufficiently explore developmental needs in a way that is neither too granular or too intangible, to create realistic development plans.



POOR FIT

Performance Focus



Identifiers

- Appreciates working in environments that reward achievement
- Sets defined goals and clear measures to meet deadlines and targets consistently
- Perserveres to overcome challenges and deliver high-quality results

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

N3: INTERPRETATION Low and Moderate levels of Interpretation help instill a can-do belief that supports high performance.



GOOD FIT

N4: REBOUND TIME People with low Rebound Time tend to quickly refocus on performance actions in times of stress and pressure.



GOOD FIT

A1: OTHERS' NEEDS People with low to moderate scores on Others' Needs focus on performance goals while limiting distractions not aligned with these goals.



GOOD FIT

C1: PERFECTIONISM High Perfectionism scores supports attention to high-quality performance.



GOOD FIT

C2: ORGANIZATION Individuals with high scores on Organization manage time and other resources to perform well.



GOOD FIT

C4: CONCENTRATION Moderate and high Concentration scores provide energy for sustained attention to work goals.



GOOD FIT

C5: METHODICALNESS High Methodicalness levels support performance focus with behaviors that create efficient processes and plans.



GOOD FIT

Performance Focus

E6: TACT Low Tact supports performance focus with direct communication that improves efficiency and minimizes misunderstanding.



POOR FIT

C3: DRIVE High Drive scores ensure energy for attaining goals and persevering to accomplish them.



POOR FIT

C6: DETAIL People with moderate Detail scores have the natural energy to attend to details without losing sight of deadlines and broader goals.



POOR FIT

Presentation



Identifiers

- Enjoys being the spokesperson
- Engages audience by delivering credible, compelling, and logically crisp content
- Seeks to understand the audience to tailor content and delivery to their needs

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

N2: INTENSITY Moderate Intensity provides energy for an appropriate amount of emotionality, supporting the presenter in displaying passion for content and regulating emotions in service of reaching the audience.



GOOD FIT

E1: WARMTH People with moderate to high Warmth scores tend to relate and engage well with audiences.



GOOD FIT

E2: SOCIABILITY Moderate to high Sociability scores provide energy for sustained interactions, conversations, and informal group leadership.



GOOD FIT

C1: PERFECTIONISM People with high scores on Perfectionism are likely to take the extra steps to ensure presentations are polished.



GOOD FIT

C2: ORGANIZATION Individuals with moderate to high Organization scores have energy for adequate preparation and the creation of logically structured content



GOOD FIT

C3: DRIVE Moderate to high Drive scores support setting and achieving presentation goals and meeting high standards.



GOOD FIT

N1: WORRY Individuals with moderate Worry scores are sensitive to their audience and tailor their presentation content to the audience's needs.



MEDIUM FIT

Fit Summary Somewhat Natural

Presentation

E6: TACT High Tact scores support diplomacy and audience sensitivity when delivering content.



MEDIUM FIT

A4: RESERVE Low Reserve scores provide natural energy for presenting to all sizes of groups, being a spokesperson, and being at ease in sharing opinions.



MEDIUM FIT

C5: METHODICALNESS Moderate Methodicalness scores support creating logically crisp content and the ability to tailor content to audiences as needed.



MEDIUM FIT

E3: ENERGY MODE Moderate scores on Energy Mode support a natural pace for audiences that is neither too slow or too brisk. It also provides natural energy for the presenter to be in the spotlight.



POOR FIT

O1: IMAGINATION Midrange Imagination supports the ability to design a compelling presentation and find creative solutions to support audience needs in the moment.



POOR FIT

O2: COMPLEXITY People with moderate Complexity scores are able to calibrate their presentation content to their audience's needs so that it is neither overly simplified nor unduly complex.



POOR FIT

A1: OTHERS' NEEDS Midrange scores on Others' Needs are likely to support a balance between focus on the presenter's content goals and staying attuned to audience needs.



POOR FIT

A3: HUMILITY Low Humility scores provide confidence in one's ability and a drive to receive praise and recognition for strong performance.



POOR FIT

Fit Summary
**Somewhat
Natural**

Sales Focus



Identifiers

- Is energized by helping clients find the best solution and building long-term, collaborative relationships
- Is naturally optimistic, persistent, and competitive in the pursuit of sales goals
- Blends product knowledge and listening to provide the best customer solution

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

N2: INTENSITY Intensity scores that are low to moderate support client interactions that display appropriate emotions and passion. Both are used only strategically to create excitement about solutions.

 GOOD FIT

N3: INTERPRETATION People with low to moderate Interpretation scores usually reveal an optimistic or realistic viewpoint on situations and conditions. These scores can also fuel perseverance in the sales process.

 GOOD FIT

N4: REBOUND TIME Scores that are low to moderate in Rebound Time allow sales professionals to quickly recover from setbacks so that they can move on to higher-return activities.

 GOOD FIT

E1: WARMTH People with moderate to high Warmth levels build and maintain strong client collaborations and partnerships.

 GOOD FIT

E2: SOCIABILITY Moderate to high Sociability levels provide natural energy for initiating meetings, client outreach, and communicating to ensure clients feel well-supported.

 GOOD FIT

E3: ENERGY MODE Individuals with moderate to high Energy Mode scores thrive in the fast pace of most sales teams.

 GOOD FIT

E5: TRUST OF OTHERS Moderate to high levels of Trust of Others result in behaviors that convey optimism and genuine interest, fueling actions and attitudes that demonstrate confidence in internal sales support teams.

 GOOD FIT

Fit Summary Somewhat Natural

Sales Focus

E6: TACT Moderate to high Tact scores support communication that reflects sensitivity to clients' concerns and needs.



GOOD FIT

C2: ORGANIZATION Moderate to high scores on Organization support systems that effectively balance work tasks to manage a client portfolio and to provide a quality customer experience.



GOOD FIT

A2: AGREEMENT Moderate Agreement scores provide energy to collaboratively reach customer goals within the context of both personal and organizational sales targets.



MEDIUM FIT

C4: CONCENTRATION People with low to moderate Concentration scores have the natural energy to redirect their focus or switch tasks to attend to multiple client and internal stakeholder needs.



MEDIUM FIT

C5: METHODOICALNESS Moderate Methodicalness scores support an approach that is process-focused, yet flexible enough to adapt to circumstances when appropriate.



MEDIUM FIT

O1: IMAGINATION Moderate Imagination scores provide a balance of focus on building out client solutions and designing them.



POOR FIT

A1: OTHERS' NEEDS People with moderate scores on Others' Needs tend to be attuned to both client needs and business/sales goals.



POOR FIT

A3: HUMILITY Individuals in sales with moderate Humility levels desire recognition for achievement and hard work, but not to such an extreme that it interferes with client and organization needs.



POOR FIT

C3: DRIVE High Drive scores provide energy to push toward sales targets, pursue product knowledge, and seek solutions for clients.



POOR FIT

C6: DETAIL Moderate Detail scores can allow for perspectives of both the bigger picture and overarching goals as well as the ability to tend to details as needed.



POOR FIT

Self-Directed



Identifiers

- Perseveres through challenge without being prompted
- Is energized by continuous improvement
- Leverages a variety of resources to solve problems and accomplish goals independently

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

N1: WORRY People with low to mid levels of Worry tend to have a calm confidence in their ability to work independently, without significant/excessive need to gather feedback from others.

 GOOD FIT

N4: REBOUND TIME Individuals who have low to moderate scores on Rebound Time have the energy and instinct to deal with crises and stress on their own.

 GOOD FIT

O1: IMAGINATION Moderate to high Imagination scores provide the capacity to strategize and envision paths through challenges and to use resources in new ways.

 GOOD FIT

O2: COMPLEXITY Moderate to high Complexity scores can provide energy to think through multifaceted issues independently.

 GOOD FIT

C1: PERFECTIONISM Moderate to high Perfectionism levels support intrinsic energy for pursuing quality work and a continuous improvement mindset.

 GOOD FIT

C3: DRIVE Moderate to high Drive scores provide natural energy to accomplish goals and complete projects, as well as to develop mastery (including of the self).

 GOOD FIT

C4: CONCENTRATION People with moderate to high Concentration levels can naturally focus attention toward completing tasks, a helpful behavior for self-directed work.

 GOOD FIT

Fit Summary Energizing

Self-Directed

C5: METHODOICALNESS Moderate to high Methodicalness scores provide natural focus on planning work projects.



GOOD FIT

C6: DETAIL People with moderate levels of Detail can accomplish both detailed and big-picture thinking to accomplish work independently.



POOR FIT

Stakeholder Management



Identifiers

- Seeks to build engaging and strategic relationships with key stakeholders
- Shares critical information with stakeholders in a timely and responsible way
- Maximizes value for organization and stakeholder

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

E2: SOCIABILITY An elevated level of Sociability supports successful and sustained stakeholder engagement.

 GOOD FIT

O1: IMAGINATION Individuals with midrange to high Imagination levels have natural energy to take perspectives and develop creative pathways to create shareholder value.

 GOOD FIT

O2: COMPLEXITY Midrange and high Complexity support the deeper understanding and insights necessary to handle complicated relationships and potentially conflicting objectives.

 GOOD FIT

C6: DETAIL Those who score lower in Detail help all stakeholders focus on the bigger picture and maximize value where it counts the most.

 GOOD FIT

N1: WORRY People with a moderate level of Worry balance healthy concern for multiple parties with the ease needed for effective communication and guided action.

 MEDIUM FIT

E6: TACT Higher levels of Tact support subtle, strategic conversations and stakeholder coordination.

 MEDIUM FIT

A2: AGREEMENT People with midrange scores on Agreement find shared alignment and genuine resolution while avoiding counterproductive conflict or yielding too frequently.

 MEDIUM FIT

Stakeholder Management

A1: OTHERS' NEEDS Elevated concern for Others' Needs enables, promotes and supports the full range of multi-stakeholder advocacy and perspective-taking.



POOR FIT

C3: DRIVE High scores on Drive support the prolonged work and tireless push for a truly shared and satisfactory solution across stakeholder boundaries.



POOR FIT

Strategic Decision Making



Identifiers

- Is energized by making high-quality strategic decisions with incomplete information
- Effectively evaluates current and future strategic positions in the context of new information and shifting conditions
- Weighs the constraints of time, organizational capability, and system complexity in decision-making processes

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

N1: WORRY Low to moderate levels of Worry support calm and rational decision-making processes.



GOOD FIT

N3: INTERPRETATION Moderate levels of Interpretation support strategic decision making with realistic evaluations of events and situations.



GOOD FIT

N4: REBOUND TIME Low Rebound Time scores support dispassionately making timely and important decisions in times of crises.



GOOD FIT

E3: ENERGY MODE Moderate to high levels of Energy Mode provide fuel to pursue making decisions under time constraints.



GOOD FIT

E4: TAKING CHARGE Individuals with moderate to high scores on Taking Charge have natural energy for leading efforts to make decisions.



GOOD FIT

O1: IMAGINATION Moderate to high levels of Imagination provide capacity to strategize creative decision options and envision new ways forward.



GOOD FIT

O2: COMPLEXITY People with moderate to high levels of Complexity have energy for thinking through multifaceted issues and the downstream impact of decision options.



GOOD FIT

Strategic Decision Making

C3: DRIVE People with moderate to high levels of Drive are intrinsically motivated to make decisions in support of broader goals.



GOOD FIT

O3: CHANGE Moderate scores on Change support decision-making that addresses shifting environments without becoming overly attached to the novelty of any approach.



MEDIUM FIT

C1: PERFECTIONISM Moderate levels of Perfectionism tend to support the ability to make high-quality decisions without complete information.



MEDIUM FIT

C5: METHODOICALNESS Moderate levels of Methodicalness support robust, but not excessive, decision-making processes.



MEDIUM FIT

A2: AGREEMENT Low levels of Agreement provide energy to debate and challenge assumptions, a necessary ingredient for most high-quality decisions.



POOR FIT

A3: HUMILITY Moderate levels of Humility support confidence in one's decision-making ability.



POOR FIT

C6: DETAIL Moderate levels of Detail can provide energy for tending to both the detailed and big-picture considerations in making strategic decisions.



POOR FIT

Talent Insight



Identifiers

- Is passionate about spotting and placing the right person in the right role
- Develops a robust talent pipeline to suggest creative solutions to meet objectives
- Takes accountability for bias-free talent decisions aligned to business goals

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

N3: INTERPRETATION Midrange Interpretation scores tend to ensure situation assessments that are realistic, neither excessively optimistic nor pessimistic.



GOOD FIT

E2: SOCIABILITY Mid to high Sociability scores provide the energy needed to foster strong relationships and to make others feel appreciated.



GOOD FIT

E4: TAKING CHARGE Mid to high scores on Taking Charge support leading initiatives, people, and processes.



GOOD FIT

O1: IMAGINATION High Imagination scores support creative approaches to talent pipelines and decisions.



GOOD FIT

O2: COMPLEXITY People with high scores on Complexity provide natural energy to foresee, consider, and solve downstream implications of potential talent initiatives.



GOOD FIT

C3: DRIVE People with midrange Drive scores have the capacity to focus on goals while also recognizing the human element of talent concerns.



GOOD FIT

N1: WORRY Individuals with midrange scores on Worry are naturally alert to people's concerns and environmental changes. They are also able to regulate their stress response toward more rationality.



MEDIUM FIT

Talent Insight

E6: TACT People with midrange scores on Tact balance consideration of others in their communication while speaking directly about important issues.



MEDIUM FIT

O3: CHANGE Individuals with midrange Change scores balance the need to create policies in response to environment changes without overly focusing on change as a solution.



MEDIUM FIT

A2: AGREEMENT Low to midrange Agreement scores provide energy to advocate for talent solutions and bias-free decisions.



MEDIUM FIT

C5: METHODOICALNESS Midrange Methodicalness scores provide energy for planning and process while leaving room to adapt plans to changing conditions.



MEDIUM FIT

A1: OTHERS' NEEDS People with midrange scores on Others' Needs balance the larger talent goals with the needs of individual employees.



POOR FIT

A3: HUMILITY Midrange Humility scores ensure confidence in one's decisions while also recognizing the importance of other viewpoints.



POOR FIT

Vision



Identifiers

- Enjoys creating the compelling strategic vision that spurs sustained organizational action
- Prefers focus on longer-term strategic horizons rather than day-to-day operational details
- Aligns vision, capabilities, and anticipated market needs to drive the business forward

Reflect

Check any items you may wish to revisit as part of your later action plan exercises

N3: INTERPRETATION Low to midrange Interpretation scores generally allow people to scan for a broader array of ideas.

 GOOD FIT

E3: ENERGY MODE High Energy Mode scores support a focus on pace and action for the vision and strategic process.

 GOOD FIT

O1: IMAGINATION High Imagination scores fuel ideation for strategic and visionary thinking.

 GOOD FIT

O2: COMPLEXITY People with high scores on Complexity have natural energy to foresee, consider and solve downstream business implications of potential strategies.

 GOOD FIT

C6: DETAIL Low to midrange scores on Detail enable individuals to scan for details to consider in strategic action. This grounds and fortifies visionary processes with actionable components.

 GOOD FIT

E4: TAKING CHARGE People with high Taking Charge scores have natural energy to own visionary thinking that drives the business forward.

 MEDIUM FIT

O3: CHANGE High scores on Change provide the energy to foresee environmental shifts and opportunities for new ways of doing things.

 MEDIUM FIT

Fit Summary
**Somewhat
Natural**

Vision

A2: AGREEMENT People with low to midrange scores on Agreement have the natural energy to debate and put forth visionary ideas.



MEDIUM FIT

A4: RESERVE Low levels of Reserve support communicating one's vision.



MEDIUM FIT

C2: ORGANIZATION Individuals with midrange scores on Organization generally organize themselves to provide structure to strategic and visionary ideas.



MEDIUM FIT

C5: METHODOICALNESS Midrange Methodicalness scores provide energy for planning and processes while leaving room to adapt to more compelling ideas.



MEDIUM FIT

A3: HUMILITY Lower to midrange scores in Humility provide confidence in one's vision and the desire to be recognized for acumen in visionary thinking.



POOR FIT

C3: DRIVE High Drive scores provide energy and intrinsic motivation to scan for future-oriented ideas and accomplish longer-term goals.



POOR FIT

COMPETENCY SUMMARY



Energizing

Self-Directed



Natural

Capacity for Systems Thinking

Delegation

Engaging Others

Leadership

Learning Agility

Navigating Ambiguity

People Development

Performance Focus

Stakeholder Management

Strategic Decision Making

Talent Insight



Somewhat Natural

Action Focus

Collaboration

Customer Focus

Follow Through

Presentation

Sales Focus

Vision



Outside Comfort Zone

Effective Communication

Innovation



Draining

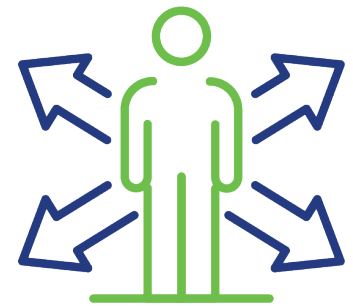
You have no competencies in this range

MAKING MEANING

The Making Meaning section will help you move from insights to meaningful actions that leverage your natural behavioral strengths and manage your potential challenges.

The learning and reflection exercises below will take you through a process that helps you apply the information in this report to:

- Identify the highest impact competencies for you and your professional success
- Increase your performance in those competencies
- Reduce your energy drain that may come from performing certain competencies
- Increase overall well-being and engagement with your work



After you've completed the Making Meaning exercise, you can use the supplemental worksheet template provided at the end of this report to create ongoing development and work management plans.

An important note before we begin:

Remember, your scores indicate the natural behavioral energy you bring to a competency, but they do not necessarily tell us about your performance. It is possible for people to have a low score on a competency and yet still perform it well in short and relatively infrequent bursts. As you go through this section, it is important to think realistically about your performance at work. Any of the following sources can help guide this exploration:

- Formal performance evaluations
- Informal conversations with your direct manager or peers
- Self-reflection on your performance in each of these competencies
- The WorkPlace Performance 360°™

The Paradigm People Development (PPD) Model

Before you begin assessing your unique set of behavioral competency strengths and challenges, it is helpful to consider the PPD model as a roadmap to help you achieve your work goals.

The PPD model asks three questions:

- **What are the behaviors** required for optimal performance in a given competency?
- **What is the natural behavioral energy**—based on your subtraits—that you bring to perform the competency?
- **What are the options**—ways to leverage strengths and create workarounds for weaknesses—for achieving and sustaining optimal performance?



PPD is not about thinking up ideal solutions that are hard to implement. In fact, it is a mindset that positions you to be in a state of flow as frequently as possible. It is also an opportunity to be aware of and optimize traits for longer-lasting results. It is critical to design a solution within the context of your own goals and those of your organization.

PPD in Action: Setting Yourself Up for Workplace Success and Personal Well-Being

You're now going to use the PPD process to help you clarify your primary goals and optimize your performance based on the competencies in this report. The subtraits related to each competency are a direct line to your behavioral tendencies so you'll focus on which behavioral strengths to leverage and where to seek support. Because you are closest to your behavioral strengths, your insights are a critical component of your development in these competencies.

Interpreting Competency Energy

Energizing and Natural Competencies

These competencies are naturally energizing for you and can typically be performed for prolonged periods of time. These are like your work superpowers and you want to maximize their use. Ideally, they are levers to help you reach peak performance. Using these competencies typically creates a sense of overall well-being and a state of flow.

Somewhat Natural Competencies

These competencies are moderately energizing for you. Some of the subtraits related to a specific competency are more supportive than others. Typically, you perform these competencies with only limited challenges, but you may notice your energy wane after you spend extended time and focus on a Somewhat Natural competency. Peak performance in these competencies is achieved in several ways:



- **Recognizing the signals** of draining energy and developing strategies to preserve energy (e.g. setting a time limit for a task requiring that competency and then moving on to a more energizing competency or finding another way to recharge).
- **Finding development or support strategies** for those subtraits that have a moderate or poor fit with the selected competency.
- **Creating strategies** to leverage subtrait scores that are good fits for the selected competency to lift performance and minimize drain.

Outside of Comfort Zone and Draining Competencies

Our behavioral infrastructure does not naturally support performance in competencies that are Outside of Comfort Zone or Draining. Sustained time and attention focused on these competencies can leave you feeling depleted. While you can rely on your discipline and drive to perform these competencies, that usually comes at a personal cost. You might feel a sense of overwhelm, decreased engagement, or diminished well-being. These are warning signs that it is necessary to develop strategies to support yourself and your work before harm sets in. Strategies to support overall performance and well-being can include:

- **Sharing performance** in Outside of Comfort Zone competencies with a colleague
- **Designing work adjustments** for the most draining parts of these competencies
- **Reassigning Outside of Comfort Zone** competencies to someone else

Competencies in Action

Identifying the competencies most important to your performance and your role will help you to prioritize the development efforts that matter most to you, your work, and your professional goals. It is the first step in the PPD process.

Rank your competencies in order of their importance to your role so that you can fulfill company and team goals. You can answer this on your own, but it can also be a great idea to ask your manager to help you with this process. Understanding the relative priority of each competency for your role makes it easier to target the development opportunities with the highest potential impact. For each competency you list, add your Energy Fit Level for the competency found in the Competency Summary. Including this information will help you further prioritize development priorities.

Rank	Competency	Energy Fit Level
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

A Note About Energy Fit

While we naturally want to focus development on competencies in which we perceive weakness, it is generally more productive to focus on leveraging our strengths. This may seem counterintuitive, but we have more intrinsic motivation to lean into what comes most naturally to us and where we can make our greatest contribution. Far more energy is spent when we try to adopt unnatural behaviors. Out of Comfort Zone competency development typically requires significant behavior change to obtain peak performance and is best suited for competencies that we perform infrequently and in short bursts. In reality, our roles usually require us to perform some roles and tasks that are not as natural to us. By evaluating both competency importance and energy fit level together, we can find our own best-fit development strategy.

For example, if your top-ranked competency Energy Fit Score is Natural, you should weigh whether it makes more sense for you and your organization to level up this strength and find new ways to leverage it or focus instead on developing a lower-ranked competency that is draining. There are no preset rules here; these decisions are best guided by your understanding of your unique context.

Subtrait PPD Interventions to Boost Competency Performance and Personal Well-Being

You've learned about the model, how to interpret your competency scores, and why subtraits are the foundational elements for targeted competency development. Now you'll add another tool to your development toolbox so you'll be prepared to apply the model: How to create precise and customized action plans with subtraits.

This section will help you evaluate the contribution of a particular subtrait to competency performance and how it affects your engagement with your work.

In your earlier review of the competencies, you checked boxes next to those subtraits that you'd like to explore in more detail. Why did you check the box for a subtrait? Usually it's because:

- Your fit score concerned you or you had questions about it
- You saw it as a key component of your success or a challenge in performing the competency



Example

Let's say you checked the box for E2: Sociability for the Presentation competency.

As you reflect on this, you realize that your low score on Sociability can sometimes leave you drained after speaking to a large group or in longer presentations.

With this cautionary information, you can set a goal to follow these presentations with solo work or a quiet evening at home.

You decide that these actions best allow you to refuel and set you up to experience well-being and engagement with your work and to energize your overall performance.

Development and Redesign Actions

Targeted development and redesign at the subtrait level can boost well-being, engagement, and performance for the related competencies. Use the guide below to think through your own scores and map out strategies to best support you in your work.

**GOOD FIT**

Amplify

Mentor someone in using the subtrait

Expand use of the subtrait

Evaluate how this subtrait can be used to buttress performance in the competency and minimize medium or poor fit competencies

**MEDIUM FIT**

Support

Build restorative rituals related to this subtrait

Compensate

Share draining tasks related to this subtrait with a colleague

Develop

Learn how to use the subtrait more effectively

**POOR FIT**

Support

Build restorative rituals related to this subtrait

Compensate

Redesign roles or tasks that use this competency to eliminate extended reliance on the necessary subtrait

Delegate performance in this competency to someone whose subtrait scores are better suited to the task

PUTTING IT ALL TOGETHER

Crafting Your Highest Impact Development Plan

This section provides a template for you to combine your report insights and the PPD framework to create an action plan for a single competency and one of its subtraits. The exercise will help you see the power and simplicity of the process.

WorkPlace Big Five Profile™

Competency:

Competency Development Plan

Which subtrait in this competency hinders me most in my performance and my sense of well-being?	
What is my specific goal to improve my performance or personal well-being in relation to this subtrait?	
Action 1 that I can take to reach this goal:	
Date I will complete Action 1:	
Action 2 that I can take to reach this goal:	
Date I will complete Action 2:	

Next Steps

- Using this worksheet use the PPD process to create performance and well-being strategies that are uniquely suited for you. Focus on the highest-ranking competencies from your list and/or those that you indicated that you'd like to explore in more detail. An additional worksheet is provided on the following page.
- Share and discuss these with your development partner, seeking guidance as you refine your goals and actions to align them with business goals.
- Implement and iterate: notice when your plan needs to be tweaked and modify it for best outcomes. Treat this as an ongoing process by continually reviewing and refining your plan.
- Check in with your development partner at one-, three-, and six-month intervals to evaluate your progress toward the goals you set.
- Celebrate your successes!

Your WorkPlace Big Five Profile™

Competency Development Plan

Competency:

Which subtrait in this competency hinders me most in my performance and my sense of well-being?	
What is my specific goal to improve my performance or personal well-being in relation to this subtrait?	
Action 1 that I can take to reach this goal:	
Date I will complete Action 1:	
Action 2 that I can take to reach this goal:	
Date I will complete Action 2:	
Which other subtrait in this competency hinders me in my performance and my sense of well-being?	
What is my specific goal to improve my performance or personal well-being in relation to this subtrait?	
Action 1 that I can take to reach this goal:	
Date I will complete Action 1:	
Action 2 that I can take to reach this goal:	
Date I will complete Action 2:	
Which other subtrait in this competency hinders me in my performance and my sense of well-being?	
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Action 1 that I can take to reach this goal:	
Date I will complete Action 1:	
Action 2 that I can take to reach this goal:	
Date I will complete Action 2:	

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