



Prediction Report Personality Factors (PF48)



James Gold

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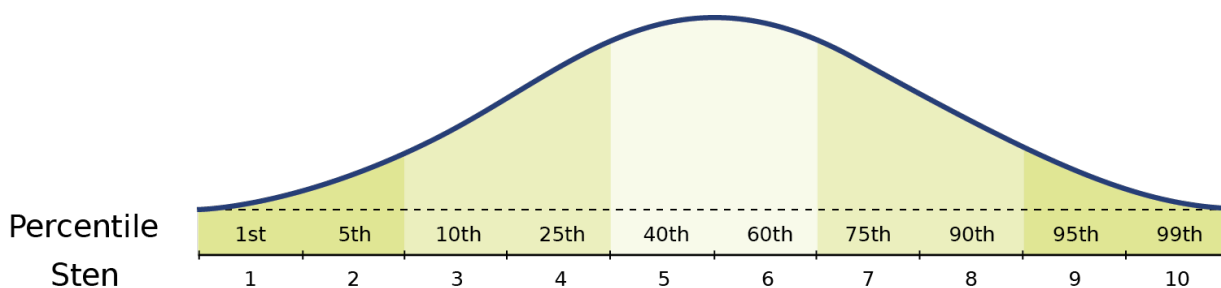
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Introduction

The purpose of this report is to provide a prediction of competencies based on the responses of James Gold to the Personality Factors (PF48) questionnaire, which identifies preferences and tendencies in a work context. The questionnaire covers the Big 5 Model of personality combined with the wider Great 8 Model (Kurz & Bartram, 2002) developed for the world work. HUCAMA Personality Factors (PF48) consists of 8 overarching factors with 48 underlying facets.

Personality Assessment

The results are compared with a norm group consisting of people who previously completed the questionnaire: 1079 Professionals and Leaders. The comparison group creates the basis for a normal distribution curve. Stens scores ranging from 1 to 10 are used to display results for personality characteristics. Sten 5 and 6 are typical scores obtained by about 40% of the comparison group whereas Sten 1 and 10 are extreme scores obtained by about 2% of the comparison group. How we behave is driven by the situation and our personality characteristics, which are shaped by our experiences. The more extreme a score is, the more impact this characteristic is likely to have on how we behave in a specific situation and in general.



The questions do not have right or wrong answers. The placement of the marker shows scores in comparison to other people. If the situation demands it, James Gold is likely to be able to act in a different way than the score suggests, but it will probably require more energy as it does not match the personal preferences.

Personality Factors

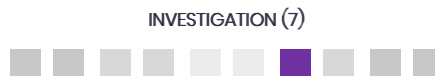
The HUCAMA Personality Factors model consists of 8 different factors. These factors are:

- INVESTIGATION** This factor measures the extent to which individuals are critical and evaluative.
- STRUCTURE** This factor measures the extent to which individuals are methodical and dependable.
- SUPPORT** This factor measures the extent to which individuals are sympathetic and considerate.
- RESILIENCE** This factor measures the extent to which individuals are self-confident and resilient.
- DRIVE** This factor measures the extent to which individuals are purposeful and achievement striving.
- CREATIVITY** This factor measures the extent to which individuals are imaginative and conceptual.
- INTERACTION** This factor measures the extent to which individuals establish and develop contact with others.
- INFLUENCE** This factor measures the extent to which individuals are inclined to lead and challenge others.

PERSONALITY FACTOR OVERVIEW

INVESTIGATION – The extent to which individuals are critical and evaluative

People who are less investigative dislike having to learn and may rely on well-established approaches. They tend to accept information and facts at face value. They may be somewhat rigid and lack interest in data.



Investigative people are studious and harness technology. They probe information and rely on facts. They tend to reframe issues flexibly and like to quantify things.

STRUCTURE – The extent to which individuals are methodical and disciplined

People who are less structured can cope with disorder and care little about details. They prefer to work in a spontaneous style and easily switch their attention between different tasks. They may be unsure how to do things and may bend the rules at times.



Structured people are orderly and attend to details. They plan work with foresight and are self-disciplined. They tend to have strong self-belief and adhere to rules.

SUPPORT – The extent to which individuals are sympathetic and considerate

People who are less supportive safeguard their own interests and help out when it suits them. They are less attuned to the emotions involved in problems and society matters. They may struggle to express their feelings and to motivate others.



Supportive people understand others and like to be helpful. They are attuned to the emotions involved in problems as well as social responsibilities. They tend to express their feelings and like to motivate others.

RESILIENCE – The extent to which individuals are self-confident and resilient

People who are less confident tend to have a pessimistic outlook and may express frustrations. They are tense and take a long time to recover after a setback. They may get emotional and follow their impulses.



Resilient people have an optimistic outlook and are even-tempered. They are calm and recover quickly after a setback. They focus objectively on solutions and control their impulses.

DRIVE – The extent to which individuals are purposeful and achievement striving

People who are less driven change plans if things do not work out and let goals emerge fluidly. They are less interested in pursuing challenges and career advancement than others. They tend to be modest and value cooperation over competition.



Driven people are determined and strive to achieve goals. They like a challenge and have ambitious career aspirations. They tend to have high self-regard and enjoy competitive environments.

CREATIVITY – The extent to which individuals are imaginative and conceptual

People who are less creative generally prefer the status quo to innovation and simplicity to complexity. They seek routine and tend to go along with the majority views. They are less imaginative and may overlook talent development issues.



Creative people come up with ideas and concepts. They embrace change and form independent views. They appreciate a creative vision and have a sharp eye for talent development.

INTERACTION – The extent to which individuals establish and develop contact with others

Less interactive people are reserved with strangers and slow to make personal contact. They like to work on their own and are serious. They are wary of others and seek quiet.



Interactive people tend to be friendly and sociable. They like to work in groups and express enthusiasm. They trust others and seek action, excitement and adventure.

INFLUENCE – The extent to which individuals are inclined to lead and challenge others

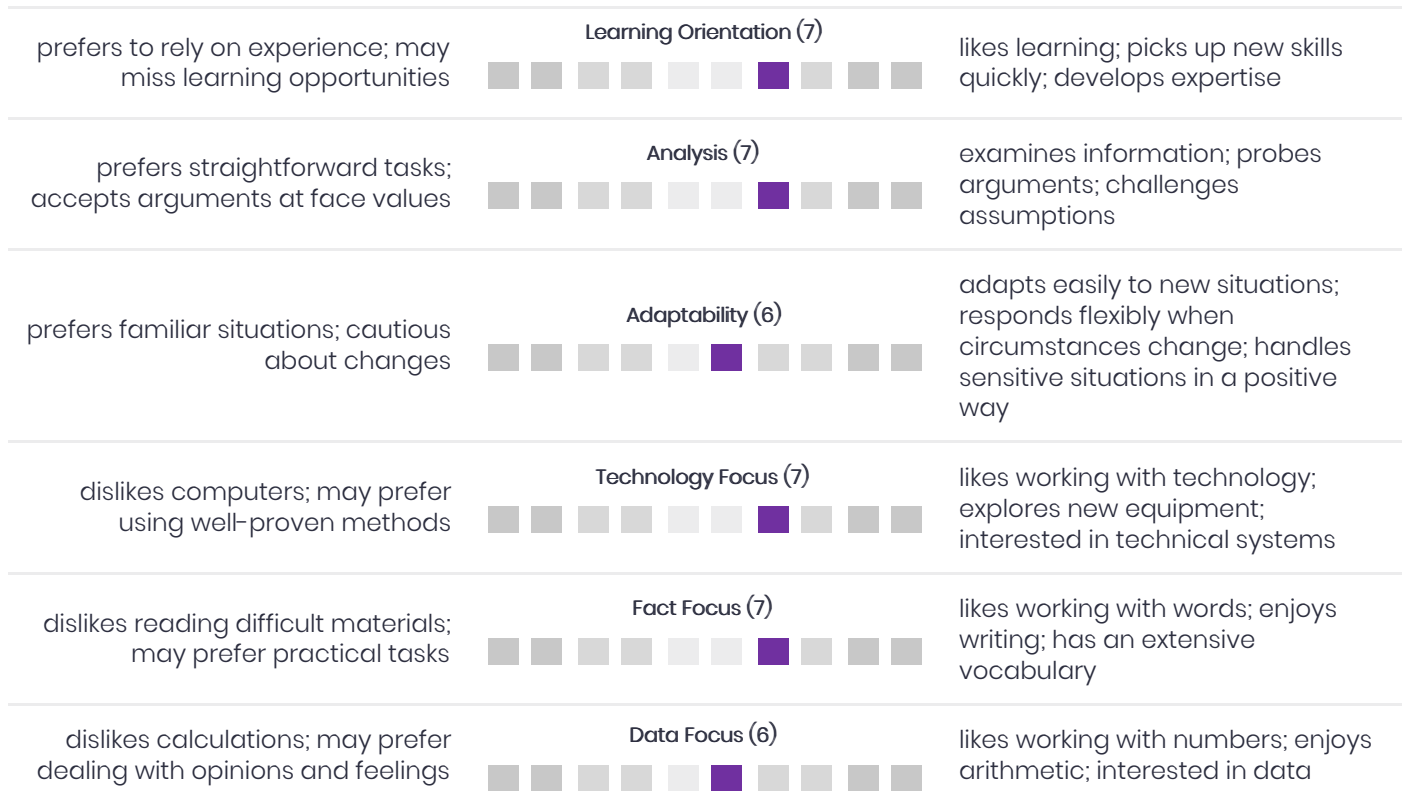
Less influential people let others take control and express their views diplomatically. They dislike pushing their views onto others and dislike confrontations. They tend to be slow to grasp opportunities and like to take their time over decisions.



Influential people take control and express views directly. They are persuasive and at times confrontational. They tend to seize opportunities and take decisive action.

INVESTIGATION

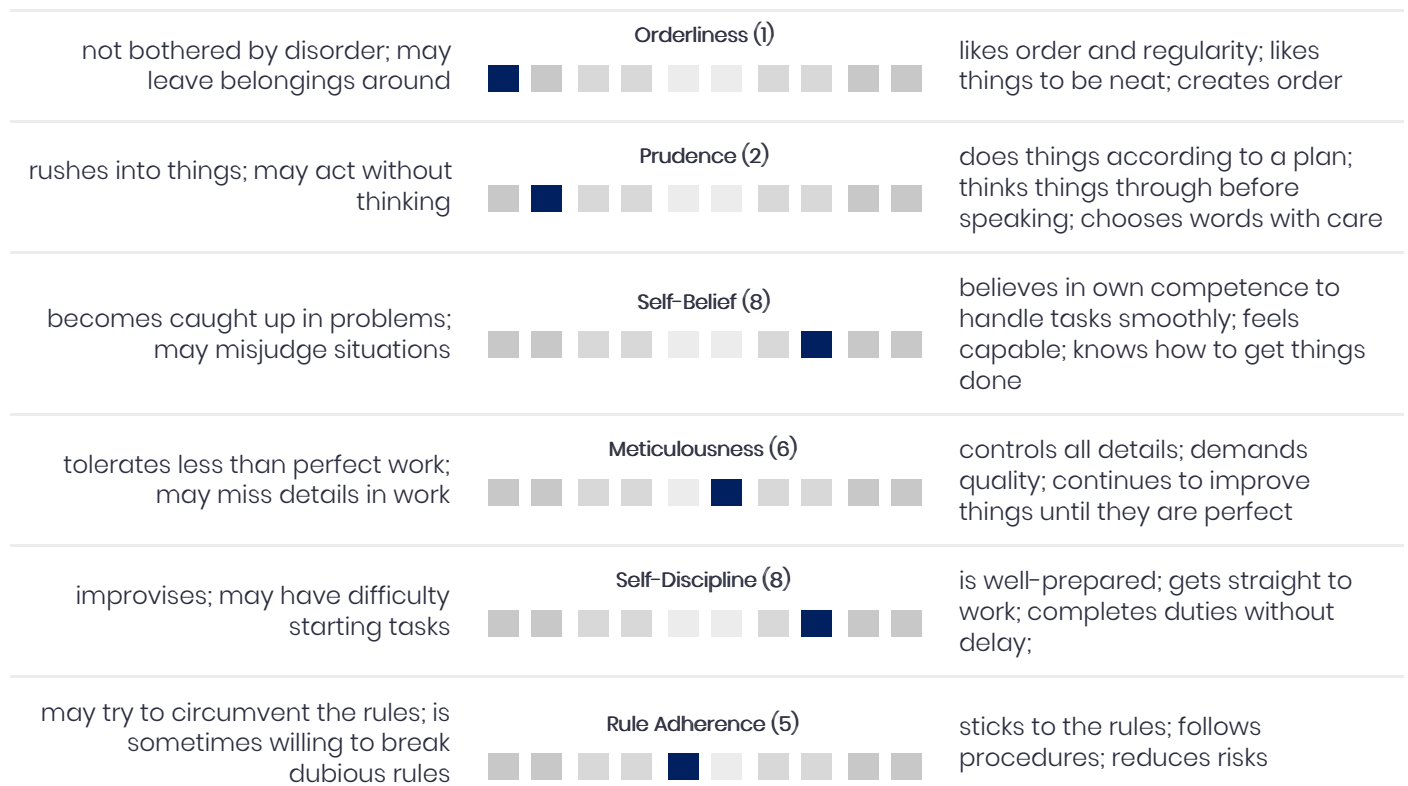
This factor measures the extent to which individuals are critical and evaluative.



STRUCTURE – SCALE FACET

■ STRUCTURE

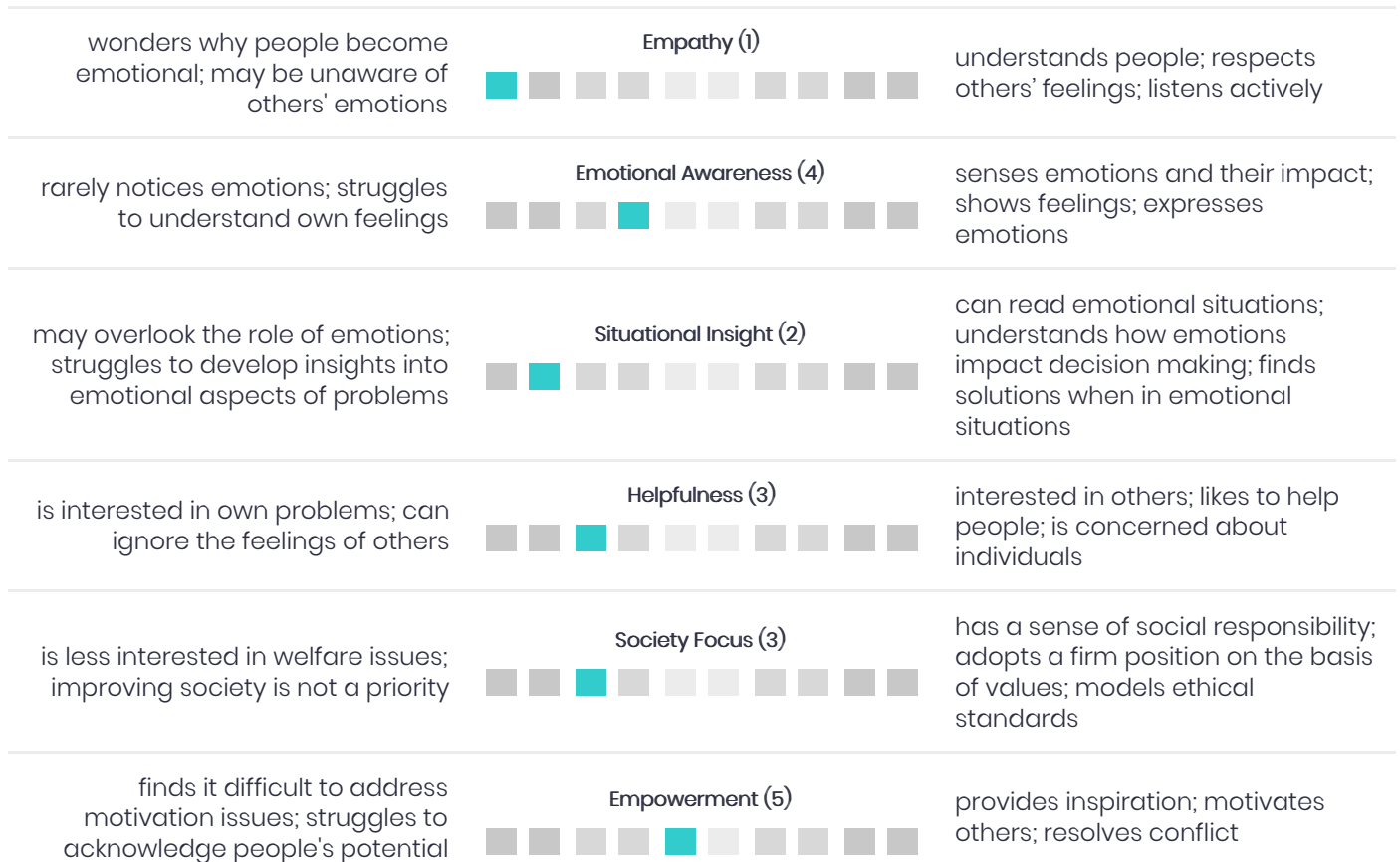
This factor measures the extent to which individuals are methodical and dependable.



SUPPORT – SCALE FACET

SUPPORT

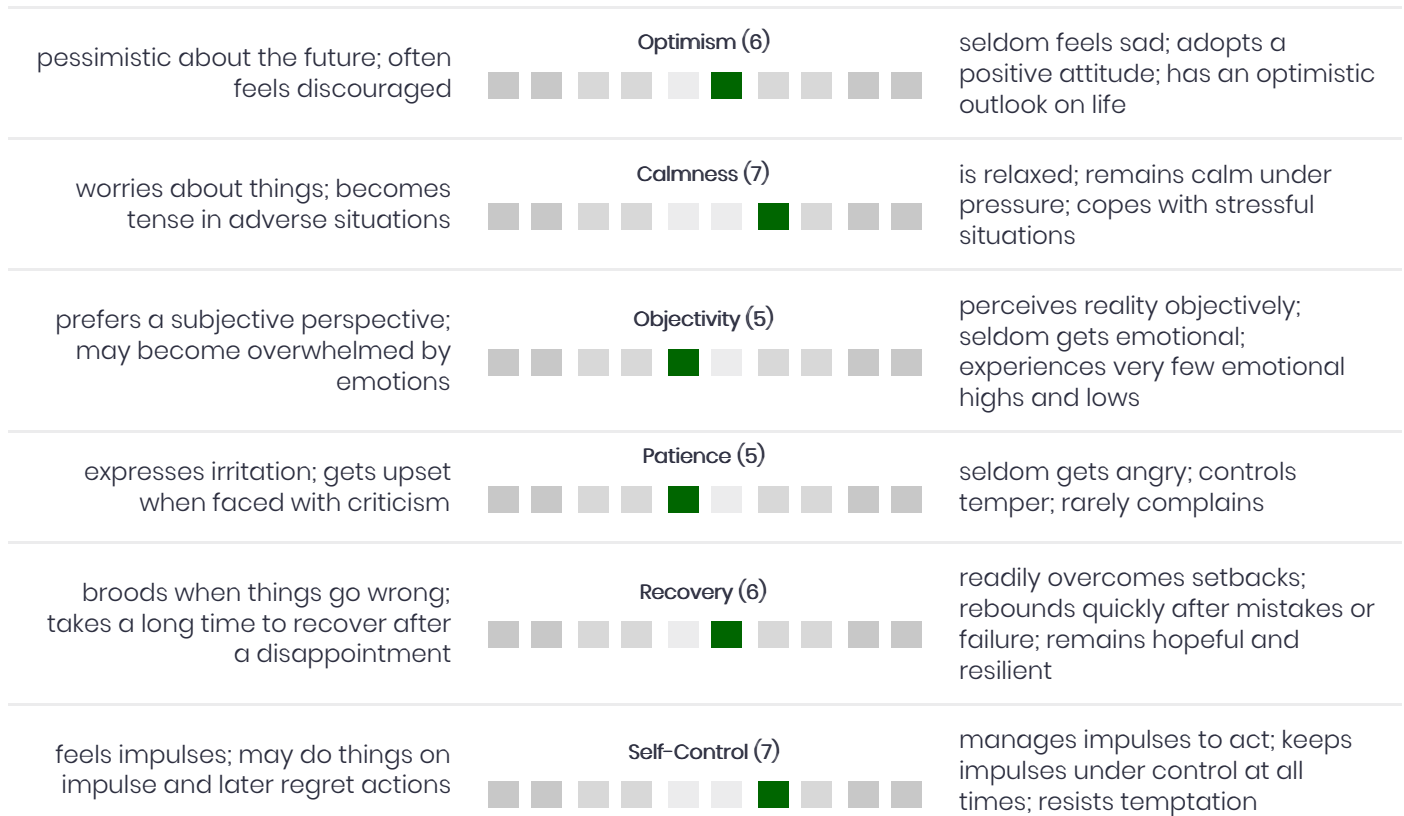
This factor measures the extent to which individuals are sympathetic and considerate.



RESILIENCE – SCALE FACET

RESILIENCE

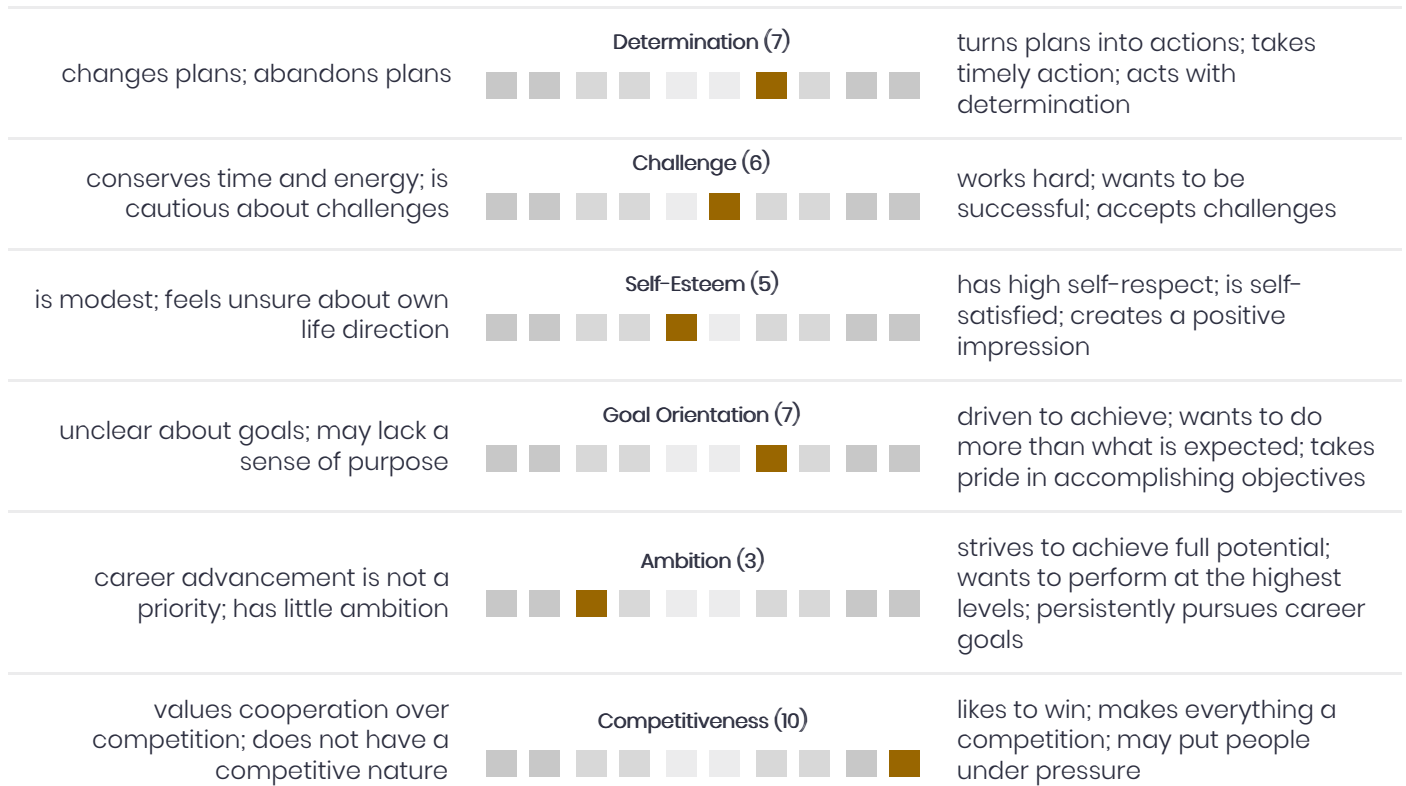
This factor measures the extent to which individuals are self-confident and resilient.



DRIVE – SCALE FACET

DRIVE







This factor measures the extent to which individuals are purposeful and achievement striving.



CREATIVITY – SCALE FACET

■ CREATIVITY

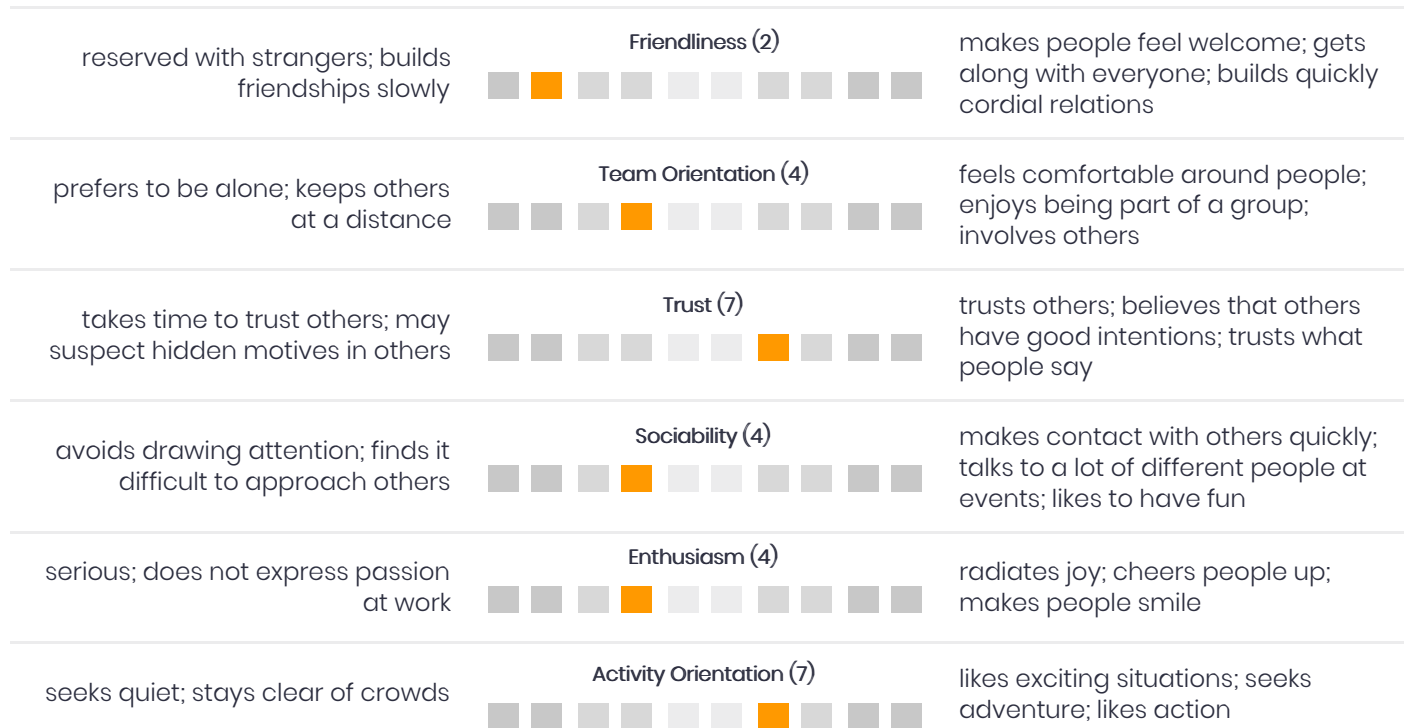
This factor measures the extent to which individuals are imaginative and conceptual.

prefers conventional ways of working; may struggle to come up with fresh solutions	Originality (5) 	comes up with original ideas; stimulates and encourages creativity; develops innovative strategies
prefers to stick with things that are known; does not like the idea of change	Change Orientation (8) 	likes change; prefers variety to routine; likes to begin new things
is disinterested in abstract ideas; may struggle to imagine things	Imagination (4) 	believes in the importance of a creative vision; enjoys creative activities; sees beauty in things that others might not notice
prefers simple to complex problems; not interested in exploring the relationship between issues	Complexity Orientation (8) 	finds complexity stimulating; enjoys developing concepts; tackles complex problems
assumes that the majority is right; tends to follow majority views	Independence (8) 	thinks independently; goes against prevailing opinion; has a tendency to disagree with the majority
finds it difficult to excel; struggles to judge others and their capabilities	Development Orientation (6) 	helps people improve their performance; identifies the growth and development needs of others; attracts talented individuals

INTERACTION – SCALE FACET

INTERACTION

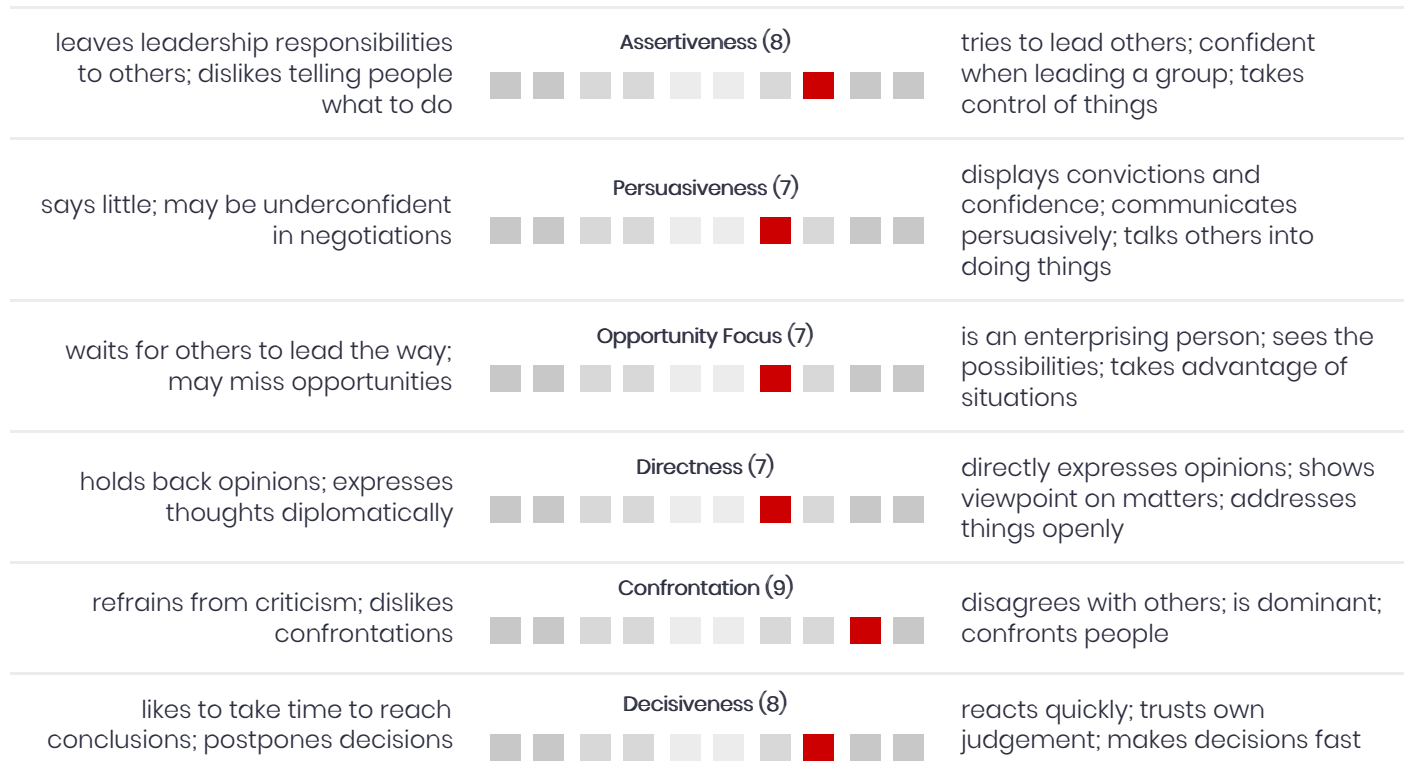
This factor measures the extent to which individuals establish and develop contact with others.



INFLUENCE – SCALE FACET

■ INFLUENCE

This factor measures the extent to which individuals are inclined to lead and challenge others.





Competency Prediction Report:

EVALUATING INFORMATION: Developing Expertise; Solving Problems; Showing Flexibility; Applying Technology; Documenting Facts; Quantifying Issues

STRUCTURING TASKS: Completing Tasks; Planning Activities; Demonstrating Competence; Ensuring Quality; Maintaining Discipline; Adhering to Rules

SUPPORTING INDIVIDUALS: Showing Empathy; Demonstrating Emotional Agility; Perceiving Emotions; Acting with Consideration; Upholding Standards; Empowering People

COPING WITH PRESSURE: Projecting Confidence; Coping with Stress; Showing Objectivity; Maintaining Composure; Overcoming Setbacks; Showing Self-Control

DRIVING SUCCESS: Acting with Determination; Applying Expertise; Projecting Self-Esteem; Achieving Goals; Pursuing Advancement; Creating Momentum

CREATING SOLUTIONS: Producing Innovation; Taking Initiatives; Using Imagination; Developing Concepts; Showing Independence; Shaping Performance

INTERACTING WITH PEOPLE: Engaging Individuals; Team Working; Building Trust; Developing Relationships; Showing Enthusiasm; Attracting Attention

EXERTING INFLUENCE: Taking Charge; Persuading People; Seizing Opportunities; Presenting with Impact; Challenging Views; Making Decisions

Competency Prediction Report

In this detailed section, each of the competencies is predicted from several facets. Individuals who score highly on these facets will find it easy to demonstrate that competency. Those with low scores on these facets will find it difficult to demonstrate that competency. The facets are ordered by their importance for the competency so that the most relevant facet is shown at the top and the least relevant at the bottom.

COMPETENCY ENERGY OVERVIEW

Category / Competency

EVALUATING INFORMATION / Developing Expertise

EVALUATING INFORMATION / Solving Problems

EVALUATING INFORMATION / Showing Flexibility

EVALUATING INFORMATION / Applying Technology

EVALUATING INFORMATION / Documenting Facts

EVALUATING INFORMATION / Quantifying Issues

STRUCTURING TASKS / Completing Tasks

STRUCTURING TASKS / Planning Activities

STRUCTURING TASKS / Demonstrating Competence

STRUCTURING TASKS / Ensuring Quality

STRUCTURING TASKS / Maintaining Discipline

STRUCTURING TASKS / Adhering to Rules

SUPPORTING INDIVIDUALS / Showing Empathy

SUPPORTING INDIVIDUALS / Demonstrating Emotional Agility

SUPPORTING INDIVIDUALS / Perceiving Emotions

SUPPORTING INDIVIDUALS / Acting with Consideration

SUPPORTING INDIVIDUALS / Upholding Standards

SUPPORTING INDIVIDUALS / Empowering People

COPING WITH PRESSURE / Projecting Confidence

COPING WITH PRESSURE / Coping with Stress

COPING WITH PRESSURE / Showing Objectivity

COPING WITH PRESSURE / Maintaining Composure

COPING WITH PRESSURE / Overcoming Setbacks

COPING WITH PRESSURE / Showing Self-Control

DRIVING SUCCESS / Acting with Determination

DRIVING SUCCESS / Applying Expertise

DRIVING SUCCESS / Projecting Self-Esteem

DRIVING SUCCESS / Achieving Goals

DRIVING SUCCESS / Pursuing Advancement

DRIVING SUCCESS / Creating Momentum

CREATING SOLUTIONS / Producing Innovation

CREATING SOLUTIONS / Taking Initiatives

CREATING SOLUTIONS / Using Imagination

CREATING SOLUTIONS / Developing Concepts

CREATING SOLUTIONS / Showing Independence

CREATING SOLUTIONS / Shaping Performance

INTERACTING WITH PEOPLE / Engaging Individuals

INTERACTING WITH PEOPLE / Team Working

INTERACTING WITH PEOPLE / Building Trust

INTERACTING WITH PEOPLE / Developing Relationships

INTERACTING WITH PEOPLE / Showing Enthusiasm

INTERACTING WITH PEOPLE / Attracting Attention

EXERTING INFLUENCE / Taking Charge

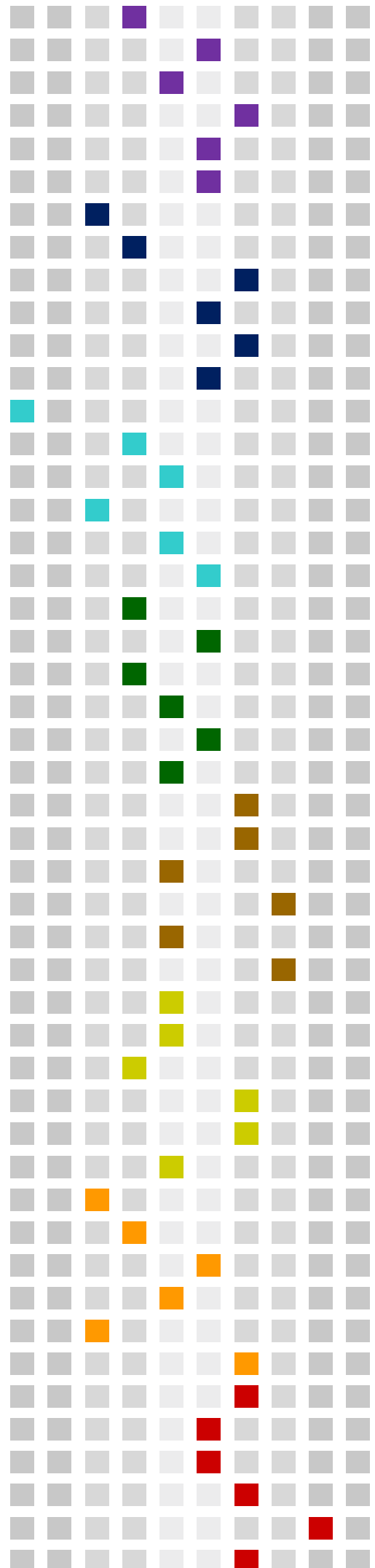
EXERTING INFLUENCE / Persuading People

EXERTING INFLUENCE / Seizing Opportunities

EXERTING INFLUENCE / Presenting with Impact

EXERTING INFLUENCE / Challenging Views

EXERTING INFLUENCE / Making Decisions



Developing Expertise

Researching Issues; Acquiring Knowledge; Developing Skills; Pursuing Learning Opportunities



Low Levels of Energy: The person will need to spend a significant amount of energy to excel in this competency. This means that the person has limited natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them.

Learning Orientation



Is interested in studying and self-improvement

Orderliness



Is forgetful and untidy

Complexity Orientation



Likes to develop concepts and think through ideas

Technology Focus



Is interested in technology and new equipment

Solving Problems

Critical Reasoning; Identifying Issues; Probing Arguments; Developing Solutions



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Analysis



Is inclined to critically evaluate arguments

Prudence



Is strongly inclined to act spontaneously

Independence



Tends to come up with own opinions arguments and approaches

Fact Focus



Is interested in reading and writing

Showing Flexibility

Adapting to Change; Adjusting Perspectives; Reframing Issues; Embracing Uncertainty



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Adaptability



Usually responds flexibly to changes

Empowerment



At times inspires and motivates people

Imagination



Occasionally enjoys creative activities

Development Orientation



Addresses performance issues at times

Applying Technology

Practical Reasoning; Operating Equipment & Machinery; Finding Faults; Finding Technical Solutions



High Levels of Energy: The person will need to spend little energy to excel in this competency. This means that the person has a natural preference to perform this competency. If the person needs to further develop the competency - examine the positive aspects and build on them.

Technology Focus



Is interested in technology and new equipment

Originality



Balances tradition and innovation

Meticulousness



Is as concerned about perfection as most

Complexity Orientation



Likes to develop concepts and think through ideas

Documenting Facts

Verbal Reasoning; Collecting Information; Reading Materials; Writing Documents



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Fact Focus



Is interested in reading and writing

Challenge



Occasionally accepts challenges

Society Focus



Occasionally interested in societal and welfare issues

Analysis



Is inclined to critically evaluate arguments

Quantifying Issues

Numerical Reasoning; Gathering Data; Interpreting Tables & Graphs; Performing Calculations



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Data Focus



Is moderately interested in arithmetic and statistics

Development Orientation



Addresses performance issues at times

Objectivity



Usually addresses and overcomes problems

Self-Belief



Believes in own capabilities

Completing Tasks

Establishing Order; Keeping Premises Tidy; Meeting Timescales; Producing Agreed Output



Low Levels of Energy: The person will need to spend a significant amount of energy to excel in this competency. This means that the person has limited natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them.

Orderliness



Is forgetful and untidy

Determination



Is likely to carry out plans

Complexity Orientation



Likes to develop concepts and think through ideas

Meticulousness



Is as concerned about perfection as most

Planning Activities

Identifying Tasks; Setting Priorities; Stipulating Work Plans; Monitoring Progress



Low Levels of Energy: The person will need to spend a significant amount of energy to excel in this competency. This means that the person has limited natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them.

Prudence



Is strongly inclined to act spontaneously

Challenge



Occasionally accepts challenges

Society Focus



Occasionally interested in societal and welfare issues

Fact Focus



Is interested in reading and writing

Demonstrating Competence

Establishing Credibility; Progressing Work; Projecting Self-Efficacy; Demonstrating Competence



High Levels of Energy: The person will need to spend little energy to excel in this competency. This means that the person has a natural preference to perform this competency. If the person needs to further develop the competency - examine the positive aspects and build on them.

Self-Belief



Believes in own capabilities

Development Orientation



Addresses performance issues at times

Opportunity Focus



Tends to take advantage of opportunities

Data Focus



Is moderately interested in arithmetic and statistics

Ensuring Quality

Checking Details; Spotting Mistakes; Correcting Errors; Inspecting Quality



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Meticulousness



Is as concerned about perfection as most

Learning Orientation



Is interested in studying and self-improvement

Complexity Orientation



Likes to develop concepts and think through ideas

Orderliness



Is forgetful and untidy

Maintaining Discipline

Applying Diligence; Ensuring Workplace Safety; Challenging Counterproductive Actions; Highlighting Risks



High Levels of Energy: The person will need to spend little energy to excel in this competency. This means that the person has a natural preference to perform this competency. If the person needs to further develop the competency - examine the positive aspects and build on them.

Self-Discipline



Gets to work quickly

Challenge



Occasionally accepts challenges

Society Focus



Occasionally interested in societal and welfare issues

Prudence



Is strongly inclined to act spontaneously

Adhering to Rules

Following Procedures; Applying Rules; Confronting Rule Breakers; Ensuring Compliance



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Rule Adherence



Tries to follow the rules

Self-Control



Keeps impulses under control

Self-Belief



Believes in own capabilities

Situational Insight



Is less insightful about emotional situations than most

Showing Empathy

Listening to People; Respecting Feelings; Acting with Compassion; Showing Interpersonal Sensitivity



Very Low Levels of Energy: The person will need to spend a lot of energy to excel in this competency. This means that the person has very little natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them.



Demonstrating Emotional Agility

Understanding Individuals; Regulating Emotions; Servicing Individual Needs; Pursuing Service Satisfaction



Low Levels of Energy: The person will need to spend a significant amount of energy to excel in this competency. This means that the person has limited natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them.



Perceiving Emotions

Observing People; Developing Human Insights; Interpreting Reactions; Using Intuition



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Situational Insight



Is less insightful about emotional situations than most

Adaptability



Usually responds flexibly to changes

Activity Orientation



Enjoys excitement action and adventure

Empowerment



At times inspires and motivates people

Acting with Consideration

Acknowledging Individuals; Giving Encouragement; Helping People; Showing Tolerance



Low Levels of Energy: The person will need to spend a significant amount of energy to excel in this competency. This means that the person has limited natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them.

Helpfulness



May overlook the needs of others

Learning Orientation



Is interested in studying and self-improvement

Friendliness



Reserved and uncomfortable around others

Empathy



Is disinclined to listen sympathetically

Upholding Standards

Adhering to Ethical Principles; Acting with Integrity; Keeping Promises; Fostering Fairness



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Society Focus



Occasionally interested in societal and welfare issues

Challenge



Occasionally accepts challenges

Recovery



Needs a moderate amount of time to recover from setbacks

Emotional Awareness



May miss cues to emotional needs

Empowering People

Inspiring Confidence; Motivating People; Consulting Stakeholders; Resolving Conflicts



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Empowerment



At times inspires and motivates people

Activity Orientation



Enjoys excitement action and adventure

Opportunity Focus



Tends to take advantage of opportunities

Development Orientation



Addresses performance issues at times

Projecting Confidence

Showing Optimism; Thinking Positively; Countering Negativity; Giving Hope



Low Levels of Energy: The person will need to spend a significant amount of energy to excel in this competency. This means that the person has limited natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them.

Optimism



Maintains a balance between optimism and pessimism

Friendliness



Reserved and uncomfortable around others

Originality



Balances tradition and innovation

Patience



Occasionally gets irritated

Coping with Stress

Coping with Pressure; Managing Stress; Overcoming Adversity; Handling Emergencies



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Calmness



Is relaxed and calm

Ambition



Is less interested in career advancement than others

Analysis



Is inclined to critically evaluate arguments

Change Orientation



Prefers variety to routine

Showing Objectivity

Grasping Situations; Comparing Perspectives; Testing Reality; Pursuing Evidence



Low Levels of Energy: The person will need to spend a significant amount of energy to excel in this competency. This means that the person has limited natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them.

Objectivity



Usually addresses and overcomes problems

Situational Insight



Is less insightful about emotional situations than most

Development Orientation



Addresses performance issues at times

Self-Control



Keeps impulses under control

Maintaining Composure

Controlling Emotions; Reducing Tensions; Avoiding Outbursts; Leveraging Criticism



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Patience



Occasionally gets irritated

Originality



Balances tradition and innovation

Goal Orientation



Goes for the goal

Learning Orientation



Is interested in studying and self-improvement

Overcoming Setbacks

Recovering after Mistakes; Rebounding from Failure; Learning from Adversity; Pursuing Growth Opportunities



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Recovery



Needs a moderate amount of time to recover from setbacks

Persuasiveness



Seeks to influence others

Challenge



Occasionally accepts challenges

Fact Focus



Is interested in reading and writing

Showing Self-Control

Managing Impulses; Resisting Temptations; Anticipating Consequences; Avoiding Mistakes



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Self-Control



Keeps impulses under control

Development Orientation



Addresses performance issues at times

Situational Insight



Is less insightful about emotional situations than most

Empowerment



At times inspires and motivates people

Acting with Determination

Accepting New Challenges; Implementing Plans; Persisting with Tasks; Showing Tenacity



High Levels of Energy: The person will need to spend little energy to excel in this competency. This means that the person has a natural preference to perform this competency. If the person needs to further develop the competency - examine the positive aspects and build on them.

Determination



Is likely to carry out plans

Meticulousness



Is as concerned about perfection as most

Optimism



Maintains a balance between optimism and pessimism

Complexity Orientation



Likes to develop concepts and think through ideas

Applying Expertise

Drawing on Experiences; Using Expert Skills; Applying Specialist Knowledge; Sharing Expertise



High Levels of Energy: The person will need to spend little energy to excel in this competency. This means that the person has a natural preference to perform this competency. If the person needs to further develop the competency - examine the positive aspects and build on them.

Challenge



Occasionally accepts challenges

Analysis



Is inclined to critically evaluate arguments

Independence



Tends to come up with own opinions arguments and approaches

Ambition



Is less interested in career advancement than others

Projecting Self-Esteem

Promoting Accomplishments; Acknowledging Shortcomings; Celebrating Successes; Displaying Professionalism



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Self-Esteem



Balances modesty and self-regard

Adaptability



Usually responds flexibly to changes

Situational Insight



Is less insightful about emotional situations than most

Empowerment



At times inspires and motivates people

Achieving Goals

Satisfying Job Role Requirements; Accomplishing Personal Objectives; Contributing to Team Performance; Aligning Stakeholder Goals



High Levels of Energy: The person will need to spend little energy to excel in this competency. This means that the person has a natural preference to perform this competency. If the person needs to further develop the competency - examine the positive aspects and build on them.

Goal Orientation



Goes for the goal

Learning Orientation



Is interested in studying and self-improvement

Assertiveness



Likes to take the lead

Complexity Orientation



Likes to develop concepts and think through ideas

Pursuing Advancement

Demonstrating Ambition; Seeking Wider Responsibilities; Leveraging Mental Abilities; Evidencing Potential for Promotion



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Ambition



Is less interested in career advancement than others

Persuasiveness



Seeks to influence others

Fact Focus



Is interested in reading and writing

Society Focus



Occasionally interested in societal and welfare issues

Creating Momentum

Investing Energy; Pacing Activities; Clearing Obstacles; Outperforming Competitors



High Levels of Energy: The person will need to spend little energy to excel in this competency. This means that the person has a natural preference to perform this competency. If the person needs to further develop the competency - examine the positive aspects and build on them.

Competitiveness



Values competition and winning very highly

Empowerment



At times inspires and motivates people

Development Orientation



Addresses performance issues at times

Adaptability



Usually responds flexibly to changes

Producing Innovation

Originating Ideas; Improving Work Methods; Challenging Conventions; Pioneering New Approaches



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Originality



Balances tradition and innovation

Learning Orientation



Is interested in studying and self-improvement

Friendliness



Reserved and uncomfortable around others

Complexity Orientation



Likes to develop concepts and think through ideas

Taking Initiatives

Using Initiative; Initiating Change; Aligning Initiatives to Strategy; Sustaining Initiatives under Pressure



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Change Orientation



Prefers variety to routine

Ambition



Is less interested in career advancement than others

Enthusiasm



Tends to be serious and preoccupied

Recovery



Needs a moderate amount of time to recover from setbacks

Using Imagination

Inviting Creative Inputs; Exploring Abstract Ideas; Creating Designs; Developing a Vision



Low Levels of Energy: The person will need to spend a significant amount of energy to excel in this competency. This means that the person has limited natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them.

Imagination



Occasionally enjoys creative activities

Situational Insight



Is less insightful about emotional situations than most

Activity Orientation



Enjoys excitement action and adventure

Adaptability



Usually responds flexibly to changes

Developing Concepts

Exploring Possibilities; Applying Theories; Developing Strategies; Resolving Complex Issues



High Levels of Energy: The person will need to spend little energy to excel in this competency. This means that the person has a natural preference to perform this competency. If the person needs to further develop the competency - examine the positive aspects and build on them.

Complexity Orientation



Likes to develop concepts and think through ideas

Learning Orientation



Is interested in studying and self-improvement

Goal Orientation



Goes for the goal

Originality



Balances tradition and innovation

Showing Independence

Pursuing Convictions; Establishing Independent Views; Showing Self-Reliance; Challenging Majority Views



High Levels of Energy: The person will need to spend little energy to excel in this competency. This means that the person has a natural preference to perform this competency. If the person needs to further develop the competency - examine the positive aspects and build on them.

Independence



Tends to come up with own opinions arguments and approaches

Society Focus



Occasionally interested in societal and welfare issues

Fact Focus



Is interested in reading and writing

Change Orientation



Prefers variety to routine

Shaping Performance

Coaching People; Advising Individuals; Clarifying Expectations; Attracting Talent



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Development Orientation



Addresses performance issues at times

Situational Insight



Is less insightful about emotional situations than most

Empowerment



At times inspires and motivates people

Activity Orientation



Enjoys excitement action and adventure

Engaging Individuals

Welcoming People; Starting Conversations; Showing Warmth; Building Relationships



Low Levels of Energy: The person will need to spend a significant amount of energy to excel in this competency. This means that the person has limited natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them.

Friendliness



Reserved and uncomfortable around others

Helpfulness



May overlook the needs of others

Optimism



Maintains a balance between optimism and pessimism

Sociability



Tends to avoid attention and approaching others

Team Working

Contributing to Team Activities; Developing Team Spirit; Addressing Team Concerns; Promoting Inclusion & Diversity



Low Levels of Energy: The person will need to spend a significant amount of energy to excel in this competency. This means that the person has limited natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them.

Team Orientation



Prefers working alone to group work

Recovery



Needs a moderate amount of time to recover from setbacks

Society Focus



Occasionally interested in societal and welfare issues

Enthusiasm



Tends to be serious and preoccupied

Building Trust

Investing Time; Building Confidence; Establishing Mutual Trust; Furthering Dialogue



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

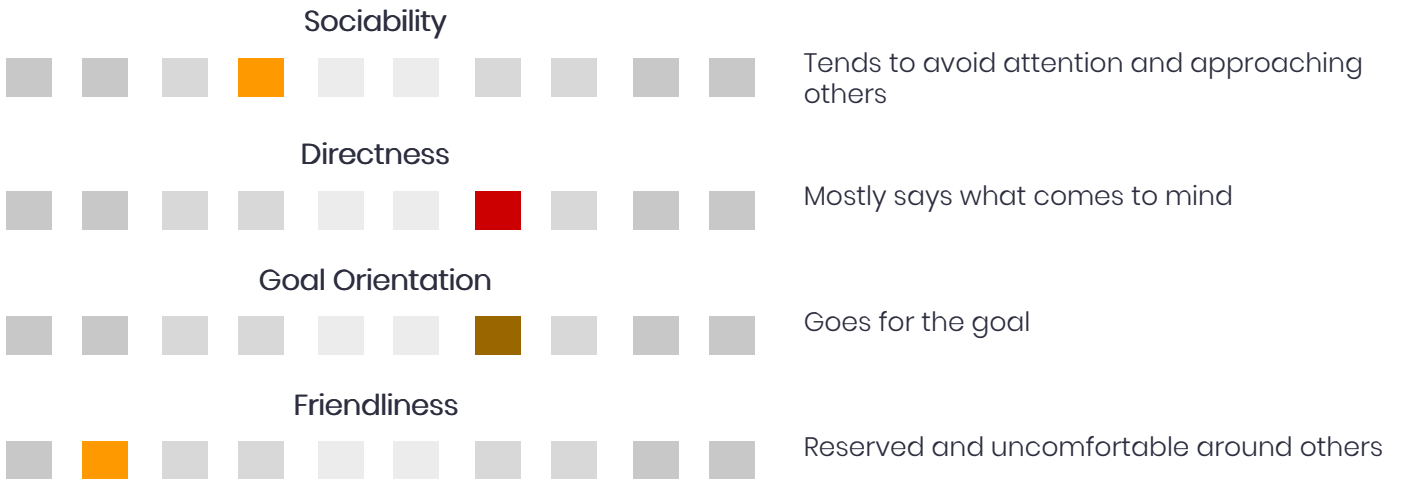


Developing Relationships

Contacting People; Exchanging Information; Shaping Conversations; Establishing Networks



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.



Showing Enthusiasm

Expressing Passion; Projecting Cheerfulness; Sharing Information; Entertaining People



Low Levels of Energy: The person will need to spend a significant amount of energy to excel in this competency. This means that the person has limited natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them.

Enthusiasm



Tends to be serious and preoccupied

Emotional Awareness



May miss cues to emotional needs

Ambition



Is less interested in career advancement than others

Team Orientation



Prefers working alone to group work

Attracting Attention

Stimulating Interest; Generating Excitement; Creating Immersion; Producing Engagement



High Levels of Energy: The person will need to spend little energy to excel in this competency. This means that the person has a natural preference to perform this competency. If the person needs to further develop the competency - examine the positive aspects and build on them.

Activity Orientation



Enjoys excitement action and adventure

Decisiveness



Makes decisions quickly

Imagination



Occasionally enjoys creative activities

Empowerment



At times inspires and motivates people

Taking Charge

Outlining Goals; Providing Leadership; Directing Others; Co-ordinating Activities



High Levels of Energy: The person will need to spend little energy to excel in this competency. This means that the person has a natural preference to perform this competency. If the person needs to further develop the competency - examine the positive aspects and build on them.

Assertiveness



Likes to take the lead

Goal Orientation



Goes for the goal

Optimism



Maintains a balance between optimism and pessimism

Directness



Mostly says what comes to mind

Persuading People

Shaping Opinions; Influencing Others; Negotiating Agreements; Convincing Stakeholders



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Persuasiveness



Seeks to influence others

Enthusiasm



Tends to be serious and preoccupied

Fact Focus



Is interested in reading and writing

Change Orientation



Prefers variety to routine

Seizing Opportunities

Identifying Trends; Exploring Possibilities; Exploiting Opportunities; Enabling Success



Moderate Levels of Energy: The person will need to spend some energy to excel in this competency. This means that the person has a moderate natural preference to perform this competency. If the person needs to develop the competency - examine the positive aspects and build on them in order to avoid the influence of the more negative facets.

Opportunity Focus



Tends to take advantage of opportunities

Development Orientation



Addresses performance issues at times

Adaptability



Usually responds flexibly to changes

Imagination



Occasionally enjoys creative activities

Presenting with Impact

Articulating Information; Presenting Ideas; Explaining Information; Responding to Audiences



High Levels of Energy: The person will need to spend little energy to excel in this competency. This means that the person has a natural preference to perform this competency. If the person needs to further develop the competency - examine the positive aspects and build on them.

Directness



Mostly says what comes to mind

Learning Orientation



Is interested in studying and self-improvement

Originality



Balances tradition and innovation

Assertiveness



Likes to take the lead

Challenging Views

Expressing Opinions; Challenging Assumptions; Contradicting Others; Expressing Criticism



Very High Levels of Energy: The person will need to spend very little energy to excel in this competency. This means that the person has a strong natural preference to perform this competency. If the person needs to further develop the competency be aware of the strong drivers that might cause an overinvestment of energy in this competency

Confrontation



Is strongly inclined to confront people

Change Orientation



Prefers variety to routine

Analysis



Is inclined to critically evaluate arguments

Persuasiveness



Seeks to influence others

Making Decisions

Reviewing Options; Deciding Approaches; Making Commitments; Taking Responsibility



High Levels of Energy: The person will need to spend little energy to excel in this competency. This means that the person has a natural preference to perform this competency. If the person needs to further develop the competency - examine the positive aspects and build on them.

Decisiveness



Makes decisions quickly

Adaptability



Usually responds flexibly to changes

Empowerment



At times inspires and motivates people

Data Focus



Is moderately interested in arithmetic and statistics