

# Facet<sup>5</sup> Key Quality

## Key Qualities Profile Sally Sample

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**Date** 21/06/2021

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**Company** Facet5 Global

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**Project**

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**vigilant** realistic astute collaborative mature **task-oriented**  
**independent** non-judgemental forthright creative goal-focused  
enthusiastic reserved



## What are Key Qualities?

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






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

## What do they measure?




## What does your Key Quality report show?

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




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

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




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

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




## DECISION MAKING & GOAL SETTING

-  **Goal Focused** You make decisions quickly and pursue goals with drive. You can set your own direction without guidance from others, bringing clear views, personal conviction and a healthy pace to get things done. Page 4
-  **Forthright** You welcome being challenged and state your case clearly so that you are heard. You quickly confront issues in the moment and promote open and honest debate. Page 5
-  **Independent** **You form your own views and are guided by strong inner principles. You are prepared to go it alone to make progress, not needing others' agreement and being undeterred by opposition.** Page 6



## ENGAGING & CONSULTING

-  **Enthusiastic** **You bring a visible enthusiasm, getting involved and getting things started. You take the initiative with energy and can inspire others to do the same.** Page 7
-  **Reserved** You value enduring relationships with people you have had time to get to know. You comfortably work on your own, not needing others around you to keep you energised. This confidential manner brings a quiet modesty to your work. Page 8
-  **Collaborative** **You bring others into your thinking, enjoying how ideas flow and develop through discussion. Your curiosity spreads across a breadth of ideas and you naturally stay informed.** Page 9



## TASK & PEOPLE FOCUS

-  **Task oriented** **You bring pragmatism and practicality to your work, taking care of yourself and being alert to opportunity and manipulation. You understand the realities of business and protect those who add value.** Page 10
-  **Realistic** You give support to those who ask, helping as part of a joint effort towards getting things done. You are realistic about others' capability and capacity, encouraging people to stretch and develop for themselves. Page 11
-  **Astute** You build productive relationships based on mutual trust. You are perceptive and alert to the motives of others, treating people fairly and using supporting evidence to make an informed judgement. Page 12

## MANAGING WORK & COMMITMENTS

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

## IDENTIFYING RISK & MANAGING STRESS

-  **Vigilant** **You are sensitive to what is happening around you and often the first to spot possible challenges and risks. Others will feel you take the situation and their concerns seriously.** Page 15
-  **Mature** You are realistic about situations and your capabilities, considering potential risks while not feeling the need to over-prepare. This brings a healthy balance between reasonable concern and over-confidence. Page 16

## DECISION MAKING & GOAL SETTING

### Goal Focused

#### What Does It Measure?

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

#### Your Key Quality: Strengths

The brilliance of your style lies in a willingness to communicate firm views and intentions. You can develop ideas and set your own goals without much direction or support from others. You decide quickly and pursue your goals with fervour. You hold clear views about most issues and can explain them well if necessary. Others will see you as driven, determined, and goal oriented.

#### Taking Action To Leverage Your Key Quality

- Utilise your knack for setting goals and your firmer communication style to support effective strategic planning. You can help contribute to crafting long-term goals, business strategies, and action plans, ensuring alignment between your vision and the organisation's objectives.
- Use your naturally decisive nature to help streamline discussions and ensure the group stays focused on the end goal. Work with others to help create timelier decision making criteria and outcomes.
- Become a strong advocate and voice for the team and organisation. Your ability to hold clear views and communicate those can make a significant impact in ensuring alignment, fostering collaboration, and inspiring positive change across all levels of the team and organisation.

#### Strength Overplayed

Your goal focus may lead you to make decisions without adequate consultation. Others may feel you don't give them enough opportunity to input, or that their ideas are not being considered. You are often one of the first to speak on an issue, so could dominate conversations with your clear opinions.

#### Coaching Advice

1. Hold back from dominating conversations and rushing in too quickly to state your view or promote your own ideas. Instead, ask questions and listen to other ideas and views. Get curious for just 5 minutes longer and see what happens! You can use phrases like "And what else?", "Tell me more", or "What do / don't we know?".

2. Your idea might feel so clear in your mind that it seems the obvious action. Remember others might need more details or to understand your thinking for themselves before they can build on or further explore this.

3. Challenge yourself to consider who has a very different viewpoint or thinks very differently to you. What could they bring to something you're currently working on? How might they help you shape your thinking and improve the outcome?

## DECISION MAKING & GOAL SETTING

### Forthright

#### What Does It Measure?

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

#### Your Key Quality: Strengths

##### Taking Action To Leverage Your Key Quality

- Your willingness to have frank discussions, even on those more controversial topics will mean you will surface difficult issues and get them resolved. This is particularly beneficial if people have been avoiding them and it is impacting both work and relationships.
- Use your confident and direct style to let teammates know exactly where you stand on tricky issues. Taking a more upfront approach can role model openness and build trust. Declaring your views and intent can help on things that may be holding the team back.
- Your willingness to speak out and defend your own views and that of your team, allow you to easily stand up for the needs and interests of teammates in the face of challenge from other groups. This allows you to test others resolve, often for the best interest of the group.

##### Strength Overplayed

Your naturally direct style may be perceived by some as argumentative, often debating just for the sake of it. While you may see it as a debate, others will feel you are not willing to listen, dismissing their ideas without due consideration. You may be prone to reacting too quickly or taking things out of proportion. It is also important to acknowledge that some may find your style somewhat intimidating and too controversial.

##### Coaching Advice

1. You may enjoy challenging people to express their ideas for you to debate with. Consider the impact on other people and when this suits their preferences and the overall purpose of the discussion.

2. Be clear that there is a genuine purpose to your argument or persuasion. Recognise when you need to draw it to a close or talk about this at another time. Different context asks for different approaches. Ask yourself in the conversation - What makes me so attached to this view? What do I strengthen or undermine by winning this argument?

3. Consider how you can invite others into the debate, by asking for their views, rather than leaving them to be observers. Pause and listen to what they have to say, allowing them time to make their point. Can you genuinely consider their point of view? Is there a third way?

## DECISION MAKING & GOAL SETTING

### Independent

#### What Does It Measure?

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

#### Your Key Quality: Strengths

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

#### Taking Action To Leverage Your Key Quality

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

#### Strength Overplayed

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

#### Coaching Advice

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

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

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

## ENGAGING & CONSULTING

### Enthusiastic

#### What Does It Measure?

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

#### Your Key Quality: Strengths

The brilliance of your style lies in the vigour with which you take the initiative and can inspire others to do so. You are visibly enthusiastic and keen to do things with other people. You seek variety and get excited about things that are new and different. You get involved, get things started and encourage others to participate. Others will see you as lively, engaging and animated.

#### Taking Action To Leverage Your Key Quality

- Your natural enthusiasm for new ideas and working with others makes your style ideal for reaching out to others, creating connections and getting conversations started. This is useful when it is important to encourage participation and enthusiasm.
- Use your enthusiasm to spur a team into action, encouraging others to engage and work collectively. This is helpful when showing interest and enthusiasm for the ideas of others creates a more collegiate and inclusive atmosphere.
- Act as a cheerleader for the team. This is helpful when you need to raise the energy and excitement levels in the group. This is particularly effective when a group is struggling with daunting or boring tasks. Helping them to remain focused and resolute.

#### Strength Overplayed

Because you like variety and novelty, you may become bored with things after the initial excitement has worn off. You may start but not finish things or favour projects that others consider to be impractical or ill-advised. Your exuberance may prevent less vocal team members from contributing.

#### Coaching Advice

1. You can play a key role in holding the positive momentum of early excitement and moving this into concrete next steps and further thinking required. Notice when you the conversation needs to shift from creative to constructive. How do you help this happen?

2. Notice when you are getting distracted by something new. If you find you are taking a discussion or meeting off topic, check if this is genuinely a good use of the time or whether this should be explored another time.

3. Draw out the quieter members of your team by asking them questions and inviting them to share their initial ideas - even if they aren't yet fully formed. Give reflective team members time to come back to you with their thinking before you rush off and get started.

## ENGAGING & CONSULTING

### Reserved

#### What Does It Measure?

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

#### Your Key Quality: Strengths

The brilliance of your style lies in your ability to make valuable contributions to the team effort in a modest and unpretentious way. You are relatively quiet and reflective, preferring an environment where people are accepted for the depth of their specialist or technical contribution. You welcome and enjoy the company of colleagues you have had time to get to know but are easily able to work alone. Others will see you as reserved and self-contained.

#### Taking Action To Leverage Your Key Quality

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

#### Strength Overplayed

Your quiet and reflective nature are well suited to smaller and more established work groups. This means you may be more difficult to draw out when either the company or the subject (or both) are unfamiliar to you. Others may find it hard to get to know you or what you're thinking. This may lead to you being isolated from others within the team.

#### Coaching Advice

1. You can work on your own without contact and general socialising with others. Keep in mind that others have unique experiences, perspectives and skill sets to offer, and that Innovation is often collaborative. Who could you connect or reconnect with from outside your typical network of people? Think in advance what you might be curious to ask them about, or what they might like to hear about your current projects.

2. If it takes you time to relax and open up in new groups, think in advance about your personal interests and passions to bring into conversation, or what you'd like to contribute. What do you feel comfortable opening up about? Trust that people will be keen to hear. Be curious and notice what you like about how others do this.

3. Ask questions that draw people out – people love to talk about themselves, and this will allow you time to think about what you want to say, or space to say less.



## ENGAGING & CONSULTING

### Collaborative

#### What Does It Measure?

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

#### Your Key Quality: Strengths

The brilliance of your style lies in your ability to incorporate the views of others when deciding on a way forward. You are keen to engage them in your thinking, asking for views and opinions to expand your own perspective and help shape your approach. You prefer to solve problems through discussion and debate, and will flex your views if compelling evidence is presented. Others will see you as collaborative and consultative.

#### Taking Action To Leverage Your Key Quality

- You can support others by encouraging a wide range of perspectives and ideas. This can help to generate more creative and effective solutions. It allows for more informed decision making, as the decision maker can draw upon the expertise of the group to make a more informed and balanced decisions.
- Your willingness to involve others in your thinking from an early state can ensure greater ownership of decisions through co-creating solutions. This can be particularly helpful when others are expecting to have a say in decisions and plans.
- You can use your style to increase engagement in the team. Your approach reinforces that their view counts and they are making a difference through their contribution. It shows a genuine interests in the views and opinions of others.

#### Strength Overplayed

You relish and rely on exchanges with others in order to develop your thoughts and plans. You may risk placing more emphasis on the discussion and less on reaching firm conclusions that you can stick to. You instinctively gravitate towards similarly open people but may ignore more specialist individuals who don't share as easily.

#### Coaching Advice

1. You enjoy sharing your ideas and actively involve others in broad discussions. Consider who you prefer sharing ideas with and what you want from them in that situation. Do you want new suggestions to help shape your thinking, someone to talk it out loud with or just the stimulation of conversation? Be mindful of your intentions and who else you could bring into the discussion for a different dynamic.

2. Don't be put off by someone changing the pace or questioning your ideas. Realise it often shows care and engagement - even if it may not feel like it. While it can change the discussion, consider how this is part of moving ideas into reality.

3. You're skilled at adapting to changing views and evidence. Consider how this might appear to others. How do you communicate with others so they understand your new thinking and bring consistency to your approach?

## TASK & PEOPLE FOCUS

### Task oriented

#### What Does It Measure?

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

#### Your Key Quality: Strengths

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

#### Taking Action To Leverage Your Key Quality

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

#### Strength Overplayed

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

#### Coaching Advice

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

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

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

**TASK & PEOPLE FOCUS**

## Realistic

What Does It Measure?

Your Key Quality: Strengths

Taking Action To Leverage Your Key Quality

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Strength Overplayed

Coaching Advice

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## TASK & PEOPLE FOCUS

# Astute

## What Does It Measure?

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

## Your Key Quality: Strengths

The brilliance of your style lies in your willingness to place trust in people when it is justified and cultivate healthy reciprocal relationships. You recognise that most people have positive intentions most of the time, but are alert to the possibility that some may take advantage. You accept what others tell you, provided you can see the logic in it e.g. the source seems reputable or there is data to support it. You will withdraw your trust if you feel it is misplaced or has been abused. People will see you as trusting but realistic.

## Taking Action To Leverage Your Key Quality

- When you need to strengthen relationships, your natural willingness to place trust in people will allow you take the initiative and extend trust towards others in order to have them trust you in return. This role models healthy, respectful relationships.
- Use your realistic approach to demonstrate a genuine faith in your team whilst role modelling being alert to the selfish motives of certain colleagues. This can help protect not only yourself but the team from those that might take advantage.
- Your approach can be particularly helpful in challenging circumstances, where the support of individuals is mixed or uncertain. By projecting a genuine sense of trust in them, whilst still be alive to the possible dangers caused by malcontents, can guide the group to a more unified agreement or approach.

## Strength Overplayed

Because you tend to err on the side of trusting people, you may let others' opinions influence your thinking too readily in the absence of any alternative views or supporting data. On the other hand, if you suddenly withdraw your trust in others, fearing that it has been either abused, or not reciprocated, you may appear inconsistent and unpredictable, causing confusion for others.

## Coaching Advice

1. You can hold a balanced perspective, seeing that people both have their own personal gains and motives but are also prepared to help others. Are you able to maintain this view, or can you be pulled to a more one-sided view by others? Most projects must meet the needs of both the business and people in order to be successful and sustainable. Are you willing to call out what's not being considered?

2. You risk having your opinions influenced by other people's view. Remember these are personal and subjective views. Check the intent of people who share negative opinions of others. Do they have something to gain from this?

3. Be clear why you trust someone. Is this based on them as a person, word of mouth or previous experience? Tap into your own instinct. Has this usually proved reliable when knowing who to trust? What helps you connect to this, despite other judgements?

## MANAGING WORK & COMMITMENTS

### Creative

#### What Does It Measure?

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

#### Your Key Quality: Strengths

The brilliance of your style lies in your flexible thinking and a desire for autonomy. You like to respond to circumstances in the moment and will adopt whatever approach seems best at the time, looking for short cuts where appropriate. You are capable of adjusting to changing demands and are able to come up with novel solutions to get the job done. Others will see you as unconstrained and original.

#### Taking Action To Leverage Your Key Quality

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

#### Strength Overplayed

With a more informal approach to getting things done, you risk coming across as somewhat disorganised and unfocused to others. Your adaptability means you can solve problems in novel ways but may also bring a certain degree of inconsistency with it. You have a relatively low threshold for routine or highly structured tasks and may become impatient when having to undertake such activities.

#### Coaching Advice

1. You can readily adapt to new demands, not being tied to structure or over-planning what you do. Instead you bring flexibility and innovation in how work gets done. Does your current role, team and environment support this way of working? How does your flexibility serve you? When do you need and value more structure?

2. A piece of work often has longer term, unknown, more detailed and interdependent elements. In previous projects how has this played out? Do tasks often involve more time and effort than you expect or plan? Try keeping some kind of record of your original expectations and deadlines, how long it took in reality, and the factors that influenced this to help to attune your and others' expectations in future.

3. While you may have a tendency to interpret rules and deadlines flexibly, for other people deadlines are fixed and should be followed. Failing to meet them can cause tension in your relationship and undermine the progress of a project. If timelines start to slip, do you communicate this to affected colleagues or your manager to manage expectations effectively?

## MANAGING WORK & COMMITMENTS

### Non-judgemental

#### What Does It Measure?

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

#### Your Key Quality: Strengths

The brilliance of your style lies in your easy-going nature and ability to take a fresh perspective on things. You deal with each situation on its individual merits, and with your relaxed approach to rules you can often find more expedient or innovative approaches. You are comfortable in scenarios that have a more organic and emergent quality to them and will take people and things as they come. Other people will see you as informal and non-judgemental.

#### Taking Action To Leverage Your Key Quality

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

#### Strength Overplayed

Because you are rather relaxed about fitting in with others' expectations and you tend to take each situation as it comes, you can be quite selective about when and where you apply your effort. You need to see the value or clear purpose in the work before you can engage with it and as a result, may appear somewhat unpredictable or inconsistent to others. Your tendency to bend or disregard rules may come across as disrespectful or disruptive.

#### Coaching Advice

1. You value the freedom to do things your own way and don't need others to provide guidance and structure. What is the benefit of this in your current role? When does this get in your way? What small but sustainable change could help you create a level of consistency and clarity for yourself and others?

2. Consider the standards of others when you approach a new piece of work. Ask yourself what a good output would look like from their point of view before approaching it in a way that suits your style and preferences. What are you willing to do more of that would make a difference?

3. You may seek to do what you want to do, rather than what is expected of you. Be honest with yourself and others about what is naturally energising for you. Knowing what will require more effort to engage with can help to plan when and how you approach these tasks.

## IDENTIFYING RISK & MANAGING STRESS

### Vigilant

#### What Does It Measure?

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

#### Your Key Quality: Strengths

The brilliance of your style lies in your constant alertness to what is going on in the moment and your instinctive reaction to events. You are attuned to changes in your environment, especially where the situation intensifies or becomes more challenging. You will often feel a pressing need to do something or do better to address what you are experiencing. As a result, you will be effective at raising awareness and prompting action, especially in challenging situations. You also have a natural tendency to show intense joy, pleasure and passionate enthusiasm for things. Others will see you as intriguing, passionate and vigilant.

#### Taking Action To Leverage Your Key Quality

- Your alertness to what is going on in the moment and more instinctive reaction to events allows you to draw the team's attention to issues that would otherwise be missed, downplayed or ignored. This can be particularly valuable in fast-moving situations.
- You can act as a barometer of dynamics and morale within the team. Your more innate sense of the mood with the team can help recognise when a different approach would be valuable. These circuit-breaker moments can help raise up issues and concerns and allow for support where needed.
- Your desire to continually improve and evolve can role model to others an honesty in personal development. Your willingness to explore and grow demonstrates the value of a learning mindset and can help inspire others to be more curious and open with themselves.

#### Strength Overplayed

Because you are highly affected by events and experience things quite vividly, you can easily become anxious and overwhelmed as the pressure increases. You may find it difficult to relax when a lot is going on and be prone to overreactions or a state of panic. You will have considerable nervous energy which needs to be discharged somehow. There is also a danger that you may make others around you nervous in the process. Your tendency toward always striving to do better can get out of proportion and become unhealthy self-criticism.

#### Coaching Advice

1. Our experience is a complex mixture of the events happening around us, physiological emotions and the beliefs and thoughts we attach to them. When you notice yourself ruminating or caught in negative self-talk, try to pause. Thoughts are just thoughts. How are you attaching yourself to these?

2. Having a constant 'risk-radar' can be exhausting. How do you get distance from your thoughts when caught up in them? Take a moment to list down some current concerns or worries that are on your mind. What is in your control or influence in the situation, and what isn't? Ask a colleague about their perspective or attitude. Do you resist what they say? Does it feel difficult to see things as they do? Ask 'what if that was true?'

3. Self-criticism tends to be defensive: at its core it's trying to keep you safe. But if allowed to take over it can feel disabling or even destructive. Get curious about your "gremlins" or gut instincts. What are they trying to tell you? Is that true? Would it be so bad if that was true? Can you allow yourself to be flawed? What are willing to accept about yourself?

## IDENTIFYING RISK & MANAGING STRESS

### Mature

#### What Does It Measure?

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

#### Your Key Quality: Strengths

The brilliance of your style lies in your realistic appraisal of your capabilities and of the likelihood of success in your endeavours. Your approach will always be in proportion to the scale of the problem or potential risk. This allows you to find a healthy balance between concern for failure and misplaced confidence. Once you have mastered a skill you pursue new challenges to broaden and grow your potential. Others will see you as mature and realistic.

#### Taking Action To Leverage Your Key Quality

- Your ability to realistically appraise your capabilities can help you role model a healthy attitude towards personal growth and development. This demonstrates a willingness to hold yourself to account for your own knowledge and growth, while not becoming tied to constant personal critique and self-doubt.
- You can bring a balanced perspective to the team. Helping more doubtful colleagues to think positively and helping those who seem complacent to be careful. This allows you to find a healthy balance between concern for failure and misplaced confidence.
- Use your naturally balanced approach to change to help your team or business pursue a strategic direction that allows them to seize opportunities while being aware of potential risks. You can easily facilitate conversations between different view points, acting as a mediator and ensuring all ideas and concerns are heard.

#### Strength Overplayed

Although you can be optimistic at times, your realistic outlook may cause you to err on the side of caution, especially when facing unfamiliar challenges. You may not always be that certain about your strengths or communicate them to others in a confident way. Similarly, you may get a bit hung up on one or two ongoing development areas and your performance may fall short of expectations or what's possible as a result.

#### Coaching Advice

1. You are realistic in your expectations, adapting how cautious you are in response to scale and importance. People are likely to feel they can share their views and feelings with you as you will be able to help balance their perspective. Is this something you use in your current role and working relationships? What helps you bring both positive and cautious perspectives to a discussion? Are both sides heard before next steps and planning happens?

2. People who feel events more intensely often know they are not being rational. Simply telling them they shouldn't worry, or how they should or shouldn't feel often isn't helpful. Share your personal view of the situation, and be clear this perspective is subjective. You are not sharing this because it is how they should see things, it's just a different viewpoint. This can open up the discussion for both people to think about a situation differently.

3. Having a balanced view can help someone to break down what feels looming and overwhelming into something more manageable. Ask what they need. Sometimes just having some space and attention to talk it out is enough. Other times it might help to ask what could be different for them to feel less concerned? Is there something they can do? What do they need from others?