

Facet⁵ Key Quality

Key Qualities Profile Sample Profile

Date 2025-04-01

Company IPM

Project

independent critical **creative** **vigilant** forthright
perceptive **goal-focused** enthusiastic **reserved** pragmatic
astute **collaborative** **non-judgemental**



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.

What do they measure?

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 does your Key Quality report show?

Strengths

Strengths are things you do well. They require little effort, come naturally to you and will be seen by others.

Strengths in Action

Provides a range of ways you can apply your strengths in your work and relationships.






Strength Overplayed

Our strengths can become a barrier to us working well when we over rely or overplay them.




Coaching Advice

These are potential tactics that you may wish to consider to apply your strengths and monitor your strengths overplayed.




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

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




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

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




DECISION MAKING & GOAL SETTING

-  **Goal Focused** *You bring pace, conviction and drive to what you do. You quickly make decisions and set direction, committing to your personal goals with purpose and determination.* 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 point of view and are guided by inner principles. You can persist in the face of opposition and are willing go your own way to make progress.* 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 the companionship of colleagues you have had time to get to know well. You find it easy to work on your own, not needing others around to keep you energised. This confidential manner brings a quiet modesty to your work.* Page 8
-  **Collaborative** *You actively bring others into your thinking, enjoying how ideas flow and develop through discussion. This helps to explore a breadth of ideas and blend together different points of view.* Page 9



TASK & PEOPLE FOCUS

-  **Pragmatic** *Your approach is practical and fair, being conscious of the impact of decisions on people alongside the requirements of business. This encourages realistic, honest and solution-focused perspectives.* Page 10
-  **Critical** *You bring a healthy scepticism and don't take on the struggles of others quickly. You provide support when genuinely required, pushing people to bring their full efforts and capabilities 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 innovation and imagination, having a fresh, big-picture perspective and enjoying change. You give others free reign to be individual and adapt to the situation.* Page 13
-  **Non-judgemental** *You reinterpret rules and guidelines for each situation, forging your own novel and distinctive path. You resist rigid and restrictive approaches and can deliberately challenge the status quo.* Page 14

IDENTIFYING RISK & MANAGING STRESS

-  **Vigilant** *You are attentive and alert to the world around you, reacting to change and putting your full focus around a problem. Others will feel you take the situation and their concerns seriously, and that things really matter to you.* Page 15
-  **Perceptive** *You are more prepared than you think, being thorough and not leaving things to chance. You bring your past experiences and feelings with you and give careful thought before committing to new ventures.* Page 16

DECISION MAKING & GOAL SETTING

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 your ability to make decisions quickly and confidently, then show an unwavering commitment to them. You develop your opinions and set goals for yourself and others without the need for direction. You are strong-minded, highly goal focussed and will act purposefully much of the time. Others will see you as assertive, outspoken, and principled. You can help drive decisions forward and build momentum in a business.

Taking Action To Leverage Your Key Quality

- Utilise your skill 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.

Strength Overplayed

Your speed of decision-making can be intimidating to those who prefer a more inclusive approach. Your strong goal focus may lead you to make decisions without adequate consultation. Others may feel you don't give them enough time to consider options and that their ideas may not be heard or accepted, with the end result potentially not benefiting from their alternative perspectives.

Coaching Advice

1. You have strong views and are quick to speak out, which can provide clear direction early on and move things forward. When would you benefit from more perspectives or involving others? Consider how slowing down can lead to moving ahead faster, together, and in an aligned and agreed direction.

2. If you dominate conversations and meetings you are missing out on the chance to listen and gain from others. Often the best ideas are a fusion of multiple opinions and perspectives. What if you give others a chance to speak, and listen to what they have to say?

3. Set yourself the task of finding out what others think before you offer your thoughts and opinions. Practise asking colleagues for their initial thoughts or ideas before you share your own – and give them time to explain their position or question yours.

DECISION MAKING & GOAL SETTING

Forthright

What Does It Measure?

This key quality measures how you put forward and defend your point of view. It will help you understand how quickly you react to issues, your preferred approach to resolving them and your willingness to hold your ground on issues important to you.

Your Key Quality: Strengths

The brilliance of your style lies in your willingness to have frank discussions, even on controversial issues. You welcome open debate and are able to state your case clearly. You enjoy being challenged and will defend your position. You do not always need to 'win' but do need to be heard. You prefer to confront issues as they arise and see this as a normal and necessary part of getting to the best outcome. Others will see you as forthright with a willingness to listen.

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 ability to hold true to your own agenda. You value personal achievement and independent decision making. You are willing to align with others on goals and objectives where beneficial but will take a separate line if it threatens your ability to deliver on your personal commitments. You are happy to explain your viewpoint to others but are prepared to go it alone in the face of opposition. You can set and pursue goals without the need for other people's input. They are likely to see you as independent-minded and self-reliant.

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 views on what you think is right can lead to you act independently of others, with the possibility of isolating you from the team. Because you rarely need input from others to make up your own mind, it may appear that you don't care what they think - or that consensus is unimportant in the team. You may be seen as inflexible and unwilling to bend or adapt.

Coaching Advice

1. You are able to act alone without input or approval of others. Before taking action on an issue, practice sharing your ideas and intentions with colleagues or direct reports, especially those whose work is influenced by your actions or discussions.

2. When you are tempted to take actions or make decisions alone because of your strongly held beliefs, consider if you could go further or faster with others than on your own? What do you gain by bringing people in sooner? How might it help to be more aligned with others?

3. Get curious about what blocks others from taking initiative and acting more independently. What is their approach? What gets in their way? Partnering with someone with a different style to your own can help you both learn from and benefit from each other's strengths.

ENGAGING & CONSULTING

Enthusiastic

What Does It Measure?

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

Taking Action To Leverage Your Key Quality

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

Strength Overplayed

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

Coaching Advice

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

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

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

ENGAGING & CONSULTING

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 natural desire to think out loud with others, engaging them in debate and exploring ideas. You instinctively involve others as a natural part of your thought process, seeking out a wide range of inputs and assimilating different views to shape your own. As such, you have no problem changing your mind in the light of new information. Others see you as highly engaging, collaborative and consensual.

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 a definite way forward isn't clear and range of views could unlock a decision or avoid bias.
- You can use your style to increase engagement in the team. By tapping into the thoughts and feelings of your team, it can build a shared view of things and increase commitment to the way forward.

Strength Overplayed

Whilst your highly collaborative nature helps build consensus within the team, you may have a tendency towards excessive discussion rather than decision and action. You may appear too adaptable and over-reliant on others' views, either lacking conviction or seeming to change your mind in the light of the smallest bit of new information.

Coaching Advice

1. You enjoy sharing your ideas and actively involve others in broad discussions. Be mindful of your intentions and need for discussion and inclusion. Recognise when you 'need' to be involved versus when you 'like' to be. What drives the difference between these?

2. Be mindful of intruding on others time and attention unnecessarily, especially those who prefer to do their thinking more independently. Try and deliberately carve out time to do some thinking more independently. Notice how this stretches you. What are the benefits or limits of this, for both yourself and others?

3. Challenge yourself to prepare some fundamental thinking to bring into discussion. This sets a stronger ground for the conversation so that you are clear about what you are trying to clarify at this point, and get much more relevant and insightful input.

TASK & PEOPLE FOCUS

Pragmatic

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 ability to balance different concerns to keep people on-side. Your approach gives equal consideration both to the needs of the people you work with and to the requirements of the task or organisation. You pay attention to results, but not at the expense of those who need to deliver them. You can take tough, unpopular decisions if required, but will give it careful thought and be clear about why it is necessary. Consequently, others will see you as fair, approachable but pragmatic.

Taking Action To Leverage Your Key Quality

- You can create a space where team members feel comfortable voicing their opinions and concerns. This open dialogue can lead to improved decisions and a stronger sense of team unity. This could be in team meetings, or where diverse perspectives are needed, such as during the change process.
- When faced with tough choices, you can role model how to make decisions thoughtfully and transparently. By explaining your reasoning clearly to the team, shows how you weigh the needs of the people and the organisation. This approach not only builds trust but also sets a standard for others to follow.
- You can advocate for a team when tough decisions need to be made while still respecting the needs of the business. This balance shows your commitment to achieving results while still caring for the team's well-being. These could include negotiating resource and budgets, deadlines and commitments, managing well-being or where there are limited opportunities for development.

Strength Overplayed

Because you seek a balance between people and task, you may be prone to overcomplicating matters, or be too hesitant, as you try to reconcile different considerations to find a happy medium. Alternatively, your decisions may appear to lack consistency, coming across as 'tough' in one instance then 'soft' in another. You may also be unable to maintain your approach if faced with consistent extremes of view.

Coaching Advice

1. You are able to pay attention to the impact on the people in your organisation as well as the business benefits. You can also promote and protect others, without compromising your own interests. This can help you understand and work with differing perspectives, and help to balance more extreme views.

2. Reflect on who has a stronger perspective or influence in team meetings or people you work with? What is the prevalent culture where you work? How does this impact your own balance of considering the task and people? What helps you not be swayed or pressured to one side or another?

3. Your position makes a difference as someone willing to hold a more complete perspective. Be prepared to make the tough decisions that impact people, or to defend them. Be clear, consistent and intentional with your approach. The fact you are willing to be flexible in approach doesn't always mean you should.

TASK & PEOPLE FOCUS

Critical

What Does It Measure?

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

Your Key Quality: Strengths

The brilliance of your style lies in the value you place on individual responsibility for results. You believe that people should be willing and able to deliver on what is expected of them, and you'll give them the autonomy they need to fulfill this. If help or support is requested in order to overcome a specific challenge, then you will step in, provided this will be reciprocated in some way. Others will see you as objective and firm.

Taking Action To Leverage Your Key Quality

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

Strength Overplayed

Because you want people to deliver with the minimum of support, you can have a tendency to expect a bit too much of those around you. You may underestimate the amount of support they need or be unwilling to be inconvenienced when they need help. This may come across as unresponsive or even unsympathetic.

Coaching Advice

1. Your preferences help you to stand back and let people take care of themselves, allowing them often valuable space to take responsibility, try things out and learn from their experiences. Consider your mindset when you take this approach. Do you expect them to succeed on their own? Do you have confidence in them, or not? If they are aware of this, what impact do you think that has?

2. Recognise when you expect too much from others and assume no support should be needed. For people who need more support – challenge yourself to understand the current gap between expectations and performance. What other factors may be at play here? How else could you help them to support themselves more effectively?

3. If someone seems to need a lot of assistance, it might seem like a choice between helping them or leaving them to get on with it. Remember there is a third way. Rather than coach the problem, you can coach the person. Try to understand them as an individual - their context, experience and beliefs? Is there a common factor across situations?

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

Taking Action To Leverage Your Key Quality

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

Strength Overplayed

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

Coaching Advice

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

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

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

MANAGING WORK & COMMITMENTS

Non-judgemental

What Does It Measure?

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

Your Key Quality: Strengths

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

Taking Action To Leverage Your Key Quality

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

Strength Overplayed

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

Coaching Advice

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

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

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

IDENTIFYING RISK & MANAGING STRESS

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

Perceptive

What Does It Measure?

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

Your Key Quality: Strengths

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

Taking Action To Leverage Your Key Quality

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

Strength Overplayed

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

Coaching Advice

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

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

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