

Leader

80 Profile.

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How To Use this Report

Welcome to Skills Discovery. Your Leader Profile provides key insights to help you develop your skills to enhance your performance and make informed career choices – empowering you to lead with greater impact. Your skills have been assessed against Cappfinity’s world-leading skills set. The skills in your Profile have been classified as realised strengths, unrealised strengths, learned skills and weaknesses.

Use the tips in this report to unlock your full potential and empower others to do the same.

Applying Your Skills

Leading Yourself

Use the realised strengths descriptions to understand your leadership style and build authentic relationships. Use the unrealised strengths suggestions to stretch yourself and set motivating, growth-oriented goals.

Hidden Risks

We all have areas we can’t see or may not want to acknowledge. Understand how overplaying your strengths could affect your success and how to manage these risks for optimal results.

Leading Others

Use the guidance to cultivate teams where people feel empowered and engaged. Improve collaboration and drive success by applying your strengths within your team environment.

Learned Skills and Weaknesses

Understand how these could impact your leadership approach and how they’re perceived by others. Use the suggestions to take action to improve your effectiveness.

Leading the Organisation

The insights on your strengths will help you identify ways you can lead a positive culture where people and stakeholders feel valued. Learn how you can make a meaningful impact and support others to thrive at work.

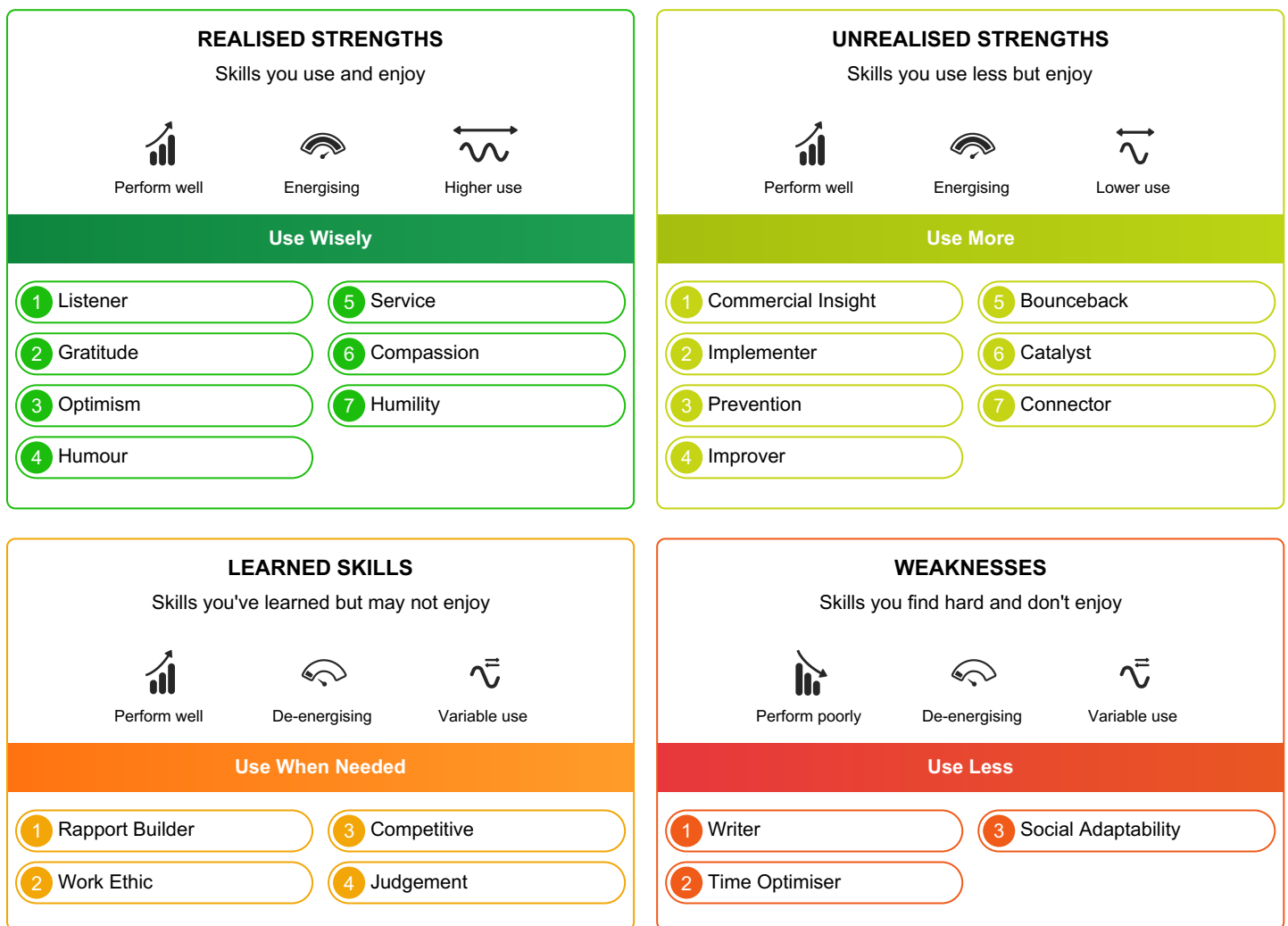
Skills Families

Review how your skills show up across the 5 Families. Reflect on your preferences and energy levels within each Family, identifying any gaps. Use the coaching questions to focus on improving your effectiveness within these skill areas.

Key Results

Your key results are shown below across 4 skill areas: realised strengths, unrealised strengths, learned skills and weaknesses. Use the detailed advice provided to develop each area.

If a quadrant shows fewer skills, it means your responses were more strongly aligned with the other areas.



Realised Strengths - Use Wisely

1 Listener You love to focus on and listen intently to what people say in your leadership communications.

Communicating



Leading Self

- You are genuinely interested in people and what they have to say. You love being fully present and in the moment so you can understand exactly what you need to do or say to support someone.
- You are energised when you listen to someone, focused on what you'll learn and intent not to miss out on anything they say. You pay attention to what is said and how so that you don't miss any hidden cues.
- You thrive on being the leader that people come to in order to feel understood and appreciated. You see the intrinsic value of enabling others to be heard, without giving advice or jumping to conclusions.

Leading Others

- You love being there for your teams and showing that you care by taking the time to listen to what they have to say. Your 1-2-1s are valuable to you both, and this drives motivation and commitment.
- You understand that listening is one of the most valuable tools you can possess as a leader. Others may confide in you more than they do other managers. It helps build trust and foster loyalty with those you lead.

Leading the Organisation

- You are seen as a leader who listens to your stakeholders, taking the time to hear what they have to say, both good and bad. This enables you to build empathy and connect customer needs to your strategic plans.
- You love listening to the ideas of others and are seen as an accessible leader with time for people. This can help you drive innovation and understand people's needs in times of change.

Hidden Risks

- Be aware of others taking advantage of you by offloading their issues onto you. Although you may well be helping them feel acknowledged and understood, consider the impact on your own priorities and wellbeing.
- Ensure that you put forward your own thoughts and ideas, rather than spend too much time listening. As a leader, people will always be interested in and expect your opinions and insights.

2 Gratitude You are constantly thankful for the positive things in your life and how you got to be here as a leader.

Being



Leading Self

- You appreciate all the opportunities you've been given to reach your current position. You are grateful for the mentors and role models who've supported your leadership development.
- Your natural tendency for dealing with challenging circumstances is to see the best in the situation and be grateful for the chance to make a difference for your teams.
- You are aware of the contributions your teams and peers make to your success as a leader. You take pleasure in thanking those who've helped you out and personalise your approach.

Leading Others

- You recognise the good work of your team members and openly show your appreciation to them. You strive to express your Gratitude in the moment for greatest impact.
- You enjoy using Gratitude as a way of motivating your colleagues. You believe that communicating appreciation will improve morale and inspire those you lead to further their efforts.

Leading the Organisation

- You naturally show your appreciation to other teams you work with and nurture a culture where colleagues are encouraged to share their Gratitude for a job well done.
- You take pleasure in thanking stakeholders for feedback on your performance. You appreciate that feedback can help you to lead your teams more successfully and stay ahead of the competition.

Hidden Risks

- You may get irritated when clients don't show appreciation for the hard work your teams have put in. Take comfort in celebrating your success as a team instead for an excellent job.
- Overplaying Gratitude may mean that you miss the opportunity to give constructive feedback to those you lead. Be conscious of when you need to be visible in dealing with problems or unreasonable behaviour.

Realised Strengths - Use Wisely

3 Optimism You always maintain a positive attitude and outlook within your teams and your tasks.

Thinking



Leading Self

- You are a source of encouragement and inspiration to others around you, able to see the positive outcomes or potential upside in any situation presented.
- You love being open and saying yes to new projects or opportunities as a leader, knowing there'll always be an upside from being involved.
- You love to see past risks and difficulties of any course of action you take within your leadership. You can spot the opportunities and benefits for yourself and others.

Leading Others

- Your Optimism rubs off on your teams. This opens new opportunities for their career or learning and helps build their confidence to go outside their comfort zone safely.
- You start from a position of trust by seeing the good in others. You have faith in your teams' ability and that the result will be one where everyone can draw benefit and learning.

Leading the Organisation

- Your cheerful outlook enables you to make new connections and build relationships with colleagues and customers alike. They appreciate your attitude of always finding a way forward.
- Your Optimism can lift the mood in the workplace and provide a natural resilience for others. Collaborating with you can be energising and help boost morale, particularly when times are tough.

Hidden Risks

- Your teams may be irritated when you say yes to things without considering the challenges or impact involved. Ask others first when you know you are at risk of putting unnecessary pressure on them.
- Others may not want to see the positive in some situations. There may be times when you need to create a safe space for people to vent, moan and process their own disappointment or frustration.

4 Humour You see the funny side of almost everything that happens – and enjoy making a joke with those you lead and connect with.

Communicating



Leading Self

- You love being the person who can make light of situations. Others can rely on you to put people at ease and lighten the mood quickly, often by laughing at yourself.
- You enjoy breaking down barriers with people by not taking everything or yourself too seriously. You build new relationships through a shared love of Humour.
- You pride yourself on being able to find the Humour in even the most mundane situations. You can refocus colleagues' attention and shift the mood when you need to.

Leading Others

- You can effortlessly build trust and boost morale in your teams through your ability to defuse tension in meetings with a well-timed bit of Humour. You give permission to enjoy work.
- You relish showing your teams that things are under control enough that they can spend time on fun and banter. This can be precious respite when teams are feeling under pressure.

Leading the Organisation

- You know that emotions are contagious. By having fun and encouraging laughter in your organisation, you can create a culture where employees are engaged, motivated and happy.
- You recognise that serious things can be done without everyone taking themselves seriously all the time. Using your Humour injects energy and fosters stronger connections between people at all levels.

Hidden Risks


- Watch out for situations where your usual Humour might not have the impact you expect. Recognise when you are working in unfamiliar situations with different cultural norms, or when building new relationships.
- Others may see joking about certain things in certain situations as petty or even disrespectful. Read the mood and recognise when Humour is unhelpful or detracts from important matters in hand.

Realised Strengths - Use Wisely

5

Service

You are constantly looking for ways to serve and help others as a leader.

Being


Leading Self

- Your way of thriving in stressful situations is to focus on what a successful end result will mean to clients. This becomes your driver for successful project delivery.
- Your mindset is one of "How can I benefit others?". You love it when you help your teams to improve both their skill sets and their wellbeing.
- You love to help others by taking a flexible approach to your workload. You know that Service is a team effort and that there are times when your teams will need to adapt their priorities to support others.

Leading Others

- You take time to understand the motivations of your teams. This means you're able to lead in a way that best serves them and bring about peak performance.
- Your communication style with those you lead is to emphasise the importance of client satisfaction and delivering solutions that exceed client expectations.

Leading the Organisation

- You are renowned for upholding the needs of the client. This has a positive impact on your organisation's reputation and ability to deliver ambitious standards of products and services.
- You encourage feedback from stakeholders so that you can understand how to improve your organisation's Service. This enables you to deliver above and beyond and beat off the competition.


Hidden Risks

- You may end up helping team members a little too much, impacting their ability to learn and overcome challenges on their own. Balance support with focusing on your strategic priorities.
- Serving too many others may have a detrimental impact on your own wellbeing or your leadership goals. Make sure you take care of yourself so that you can best serve your future and the organisation.

6

Compassion

You really care about others, doing all you can to help and sympathise with those you work and lead.

Relating


Leading Self

- You know the importance of role modelling genuine compassion to everyone, giving people permission to stop and show they care, no matter how busy they are or what position they have.
- You relish taking time out to understand how people are feeling within your teams, knowing that kindness creates security, trust and a path to positive action.
- People are a big part of your focus and guide your values and decision-making, whether that be your teams, clients or stakeholders.

Leading Others

- Your Compassion ensures a positive emotional climate with those you lead, allowing you to recognise, develop and stretch each person according to their needs.
- Your positive intent and care for others gives your teams confidence and security in times of pressure, difficulty or change, allowing them to express concerns.

Leading the Organisation

- You relish getting involved in causes which align with your organisation's values and purpose, enabling you to show the human side to leadership.
- You cultivate a work culture where employees feel a greater sense of commitment to the organisation, and collaboration and support are celebrated.

Hidden Risks

- There is a balance between being there for someone in their time of need and making objective calls on performance and potential. You'll need to take a step back at times.
- You may find too much time is spent looking out for some team members rather than on your strategic or leadership priorities. Remember to make time with those team members who seem not to need you as much.

Realised Strengths - Use Wisely

7

Humility

You are happy to stay in the background, giving others credit for your leadership contributions.

Being



Leading Self

- You feel an immense satisfaction for a job well done and make sure those you lead receive credit for successes, rather than you taking the plaudits.
- You prefer to collaborate as a team so that everyone contributes to projects. You love it when your colleagues get recognised for excellent performances.
- Your motivation is the success of your teams rather than personal accolades. You prefer to let your actions and results demonstrate a job well done, instead of boasting about it.

Leading Others

- You ensure that you communicate the valuable contributions made by others. You take pleasure in letting team members know how they played a part in the group success.
- You love working with people who may be low in confidence and pointing out their achievements within a team project. You take these opportunities both in performance reviews and informally.

Leading the Organisation

- You take pride in caring more about the success of your organisation than about your personal success. Your purpose is to make sure your teams deliver on the vision so you can celebrate success collectively.
- You recognise that you may not have all the answers. You're happy to reach out to more knowledgeable peers who can support you and your teams to manage risk and make informed decisions.

Hidden Risks

- Overplaying your strength of Humility may mean that your colleagues don't get the credit they deserve within the organisation. Celebrate team successes and find ways to share with other departments.
- Accept that there are times when it's appropriate to accept praise for a job that you personally have done well. It doesn't mean you're boasting or being big-headed.

Unrealised Strengths - Use More

1 Commercial Insight You like to focus on bottom-line impact and commercial success.

Thinking



Leading Self

- Create a list of diverse ways in which you could add value to the organisation by learning new skills. Estimate the return on investment of your training.
- Regularly make time to analyse market trends. Stay abreast of industry trends, emerging technologies and competitor developments, and adapt your strategies accordingly for commercial gain.
- Meet with senior stakeholders within your organisation to gain a greater understanding of what the commercial drivers are and how your teams can contribute to achieving these objectives.

Leading Others

- Create KPIs for your teams, so that you are able to track finances and performance. Use the KPIs as a tool to monitor the impact on the organisation's bottom line.
- Work with your teams to create and maintain individual development plans. Upskill those you lead in areas of productivity, customer value and industry knowledge to add commercial value.

Leading the Organisation

- Collaborate with other areas of your organisation to expand your scope, develop new skills, implement efficient processes and create mutually beneficial financial improvements.
- Foster an organisational culture where colleagues share insights about competitor products and market innovations. Stress how important this is to the financial growth of your organisation.

2 Implementer You like to turn ideas and plans into practical solutions.

Motivating



Leading Self

- Put together detailed roadmaps which outline the steps, milestones and timelines for delivery. Share the implementation plans with your teams so you can make the solution a reality.
- When starting a new project, analyse and make sense of the requirements, so that you are able to translate concepts into workable solutions and see them through to a successful launch.
- Carry out thorough risk assessments before sharing any implementation plans with others. Consider the short- and longer-term gains as well as budgets, resources and timelines.

Leading Others

- Work with your teams to find a solution that is currently ineffective. Share your initial suggestions on approaches for improvement and delegate the planning side to others, reviewing progress weekly.
- Understand the resources and skills available in your teams each week so that a practical solution can be available efficiently. Ask team members to update this regularly.

Leading the Organisation

- Take the lead after meetings with peers to ensure everyone has a clear understanding of what their commitments are, so that the solution can be implemented successfully.
- Articulate the vision behind a practical solution and how it can be implemented, to gain buy-in and support in your organisation from the right people. Use this support to execute the plans.

Unrealised Strengths - Use More

3 Prevention

You like to think ahead and anticipate problems before they happen in your leadership responsibilities.

Thinking



Leading Self

- Reflect when you've noticed an error that caused a problem but didn't raise it. What could you have done to prevent it, and what do you need to do next time you spot a similar issue?
- What are the biggest upcoming risks or potential problems that you anticipate encountering? Consider how these might impact your professional success and team goals. Commit to taking action.
- Regularly review team performance so you can put any necessary action plan in place together, change milestones or adapt career development to avoid a feeling of failure in anyone.

Leading Others

- Conduct an informal audit of the risks and future challenges your teams are likely to face in the next few months. Discuss your insights with them and build an action plan together.
- Notice the team members who need the most help with future planning and managing demanding situations. Work with them to build their capability and confidence so they can be more proactive in their approach.

Leading the Organisation

- Select one organisational key goal or an upcoming project. Schedule time with your teams and stakeholders to plan together and understand exactly where things might go wrong. Turn these into a risk log and monitor them accordingly.
- Be a Quality Assurance mentor. Support newly promoted or inexperienced colleagues to identify and manage risks. Share techniques or processes – or set up conversations to share your experience.

4 Improver

You like to look for ways to do things better for yourself as a leader and the projects you support.

Motivating



Leading Self

- Consider a key relationship which needs improving. Review what is not working, from both of your perspectives, and what a great relationship would look and feel like. Discuss your ideas with them.
- Assess any gaps in the way customers are served. Experience for yourself the exact steps that a customer takes, gather data and test out how competitors serve them. Create a service improvement plan.
- Reflect on your team meetings and whether they're having the desired impact. Share your reflections and ask the team what improvements they would like you to make so meetings are more productive.

Leading Others

- Support a team member to lead an improvement initiative. Help them gather data and information to pinpoint the specific problem, redesign the existing approach, engage stakeholders in the work and measure the impact.
- Visit a customer or operational site to see your service or product in action and identify potential improvements. Talk to people about what works well and where things could be even better. Discuss your insights as a team afterwards and pick 3 things you can improve in 3 weeks.

Leading the Organisation

- Create an inclusive environment where everyone is encouraged to make improvements and recognised for doing so. Ask team members about what they think could be done better and support them to find a solution.
- Facilitate new connections and perspectives across organisational boundaries or with suppliers and customers to identify improvements to processes, products and procedures.

Unrealised Strengths - Use More

5 Bounceback

Whatever the setback or disappointment you come up against within your leadership, it can make you more determined to succeed.

Motivating



Leading Self

- Push yourself on to succeed following a career setback by finding a new challenge that enables you to demonstrate your value and have some fun along the way.
- Reflect on the times when you've bounced back from professional or personal disappointments. Use the learning to plan for how to deal with and grow from any potential obstacles or future setbacks.
- Speak to a mentor about a recent failure and where you went wrong and what you'd do differently next time. Talking things through and gaining a new perspective can be helpful in dealing with future setbacks.

Leading Others

- Support team members to find inspiration and hope in adversity. Share your own examples of bouncing back from disappointment to encourage them, using a good motivational speech and visionary language.
- Share as a team your experiences of overcoming setbacks, what spurred you on and practical approaches you took. Follow up with buddy support to see through any actions confidently and achieve your team aspirations.

Leading the Organisation

- Seek out an opportunity to respond to an organisational setback, such as losing out to a competitor or recovery from financial decisions. Bring people together to refocus effort where it's needed and celebrate successes that were missed.
- Get involved in mentoring people or groups in your organisation. Offer to support HR to set up resources for those needing advice and upskilling to recover and build confidence again.

6 Catalyst

You have the potential to inspire your teams and peers to take part in a range of activities and projects.

Motivating



Leading Self

- Take the initiative to start on a new project that will enhance your skills, reputation or influence. Identify a first step to get going and when you'll complete it by.
- Pinpoint a work or personal career opportunity that you want to pursue. Consider what is holding you back and who you'd really love to work on it with. Talk to them about how you can work together.
- In your 1-2-1s with your manager, ask for feedback on how you can improve your performance. Use this as a Catalyst to improve as a leader and also inspire others to be at their best.

Leading Others

- Identify where your team need help or encouragement to collaborate. Set up a workshop with the group to review any issues, create an action plan and get them going.
- Check in with your teams about their career development aspirations. Explore their personal motivators and strengths and agree a plan and any support so they feel committed to it.

Leading the Organisation

- Facilitate new connections across organisational functions or give feedback and time to suppliers and clients to encourage new things to happen. Decide how you can collaborate for greater success.
- Get involved with a stalling project that needs an injection of energy. Introduce new stakeholders or fresh perspectives, or work with individuals one-to-one to uncover sources of further motivation.

Unrealised Strengths - Use More

7

Connector

You tend to make connections between the people that you meet to support yourself and others.

Relating



Leading Self

- Review a current challenge you're struggling with. Consider team members, peers, contrasting functions or people outside the organisation who could support you and reach out to them for help.
- Who is it important for you to connect with or be introduced to for your own career progress? Ask peers to make introductions to open future doors to new opportunities.
- Spend time getting to know people in and out of meetings so you can understand their needs, priorities and challenges to connect with them better.

Leading Others

- Help your team see how their connections with each other can be mutually beneficial. Do some fun activities to encourage the bond and identify common interests.
- Make connections between the departments in your organisation to share business trends and improve future collaboration. Use formal and informal approaches.

Leading the Organisation

- Review a current business pain point that needs solving and approach someone who could influence the situation. Consider what you'll need to do for them in return.
- Facilitate discussions with those outside your organisation to support the business objectives and future growth. Review agencies, steering groups, committees or advisory boards.

Learned Skills - Use When Needed

1 Rapport Builder You tend to start conversations with peers and customers quickly and easily.

Relating



Impact on your Leadership

- You are aware that spending too much time on superficial conversations can be de-energising and leave you feeling 'peeled out.'
- You may not always want to take the time to pause and see how each person is feeling, and therefore could miss subtle but critical cues with people.
- You may not enjoy days with endless meetings or interactions, especially when you are leading each of them.

Use When Needed

- Be selective of the situations that require you to get to know people and space them out or get others to lead on this part.
- Have a cut-off time in the conversation when you feel comfortable in getting to the point, e.g., 5 mins.
- Look for other strengths that build relationships and make colleagues feel valued. Listen, offer to help, share knowledge or be grateful.

2 Work Ethic You are a hard worker, putting effort and energy into your leadership responsibilities.

Motivating



Impact on your Leadership

- You can successfully put in extra effort whenever it's needed. However, you may risk taking too much on, not considering alternative plans, pausing to reflect or learning new techniques.
- You have learned to invest energy and time into your work but may not notice the impact it has on your relationships in and outside of work. You may undermine important relationships if you keep prioritising volume of work over people.
- You are able to put in the hard work and extra hours, when necessary, but may create the wrong impression in your team. Working late often can lead to team members thinking that hours are more important than outputs. Be sure to reward innovation, learning and enjoyment too.

Use When Needed

- Focus on tasks that are important to you, not just on what others want you to do. Ensure that you and your teams receive the recognition and reward that your hard work deserves.
- Build your career plans around both professional aspirations and relationship commitments. Start with the end in mind, by imagining looking back on your life and reflecting on what has made you most fulfilled or given you the most satisfaction.
- Keep track of how you spend your time and use your energy so you know when you're doing too much. Have a regular check-in, or check up on your important relationships.

3 Competitive You are motivated by competing against others. Winning is important for you and your teams.

Motivating



Impact on your Leadership

- You are able to step up your performance when challenged by others but may find it draining to keep pushing yourself to be the winner in areas that don't interest you.
- You have learned how to show that you're doing well against your peers, but you may find that this doesn't give you a deep sense of fulfilment or satisfaction.
- You can confidently push yourself to compete with others, and you build relationships based on your successes. However, you may find it hard to maintain those relationships if they're solely based on winning and losing.

Use When Needed

- Set your own criteria for success beyond simply beating the competition. Consider how you might succeed, even if you didn't win or come top of the leader board.
- Get clear on when being competitive works best for you and your teams. Talk to team members about where being competitive can be counterproductive or get in the way of collaboration and try a different approach.
- Talk to customers and stakeholders about their motivation and what success looks like for them. Identify how you might build a shared view of success where a joint approach will work best.

Learned Skills - Use When Needed

4 Judgement You like to make good decisions quickly and easily in your leadership role.

Thinking



Impact on your Leadership

- You have learned how to evaluate the performance of people or current projects but may become drained if doing this too much or under pressure.
- You competently make day-to-day decisions in your teams; however, you may find it more challenging to be the final decision maker for major business decisions involving big risks or financial spend.
- You may find yourself wishing you had more time or information to make certain decisions. You can feel uncertain in new or complex situations about what to do for the best.

Use When Needed

- Talk to others about where you feel less comfortable, rushed or lacking information to make good decisions. Consider what you need to feel more confident in riskier decision-making.
- Draw on the insights of a diverse range of people to help you with key decisions to ensure they're as well informed as they can be. Ask them to share data where possible.
- Get your team to exercise their own Judgement by self-assessing or peer reviewing their own performance or evaluating the process to decision-making.

Weaknesses - Use Less

1 **Writer** You like writing, finding fulfilment in writing things for your peers, teams and clients to read.

Communicating



Impact on your Leadership

- You don't find it easy to write clear and informative messages for your teams. It can mean that they don't fully understand your communication or what you expect from them.
- You find it challenging putting together written documents for clients. The process can be awkward and time-consuming for you, as your writing doesn't flow naturally.
- You struggle to put time and thought into your emails. Rushing your written communication can lead to errors, which can look unprofessional to key stakeholders.

Use Less

- Rather than always using written communication with your teams, call a meeting instead so that you can talk through the message you wish to convey. Ask someone else to take notes.
- Delegate written communication for clients to a team member who enjoys crafting documents and is able to convey information clearly and succinctly. Give them your summary to get started.
- Ask a colleague to review important emails you need to send to key stakeholders. Ensure that they flow in a natural order and any critical messages are addressed.

2 **Time Optimiser** Time is precious to you, and you don't like wasting it. You squeeze as much as you can into your leadership responsibilities.

Thinking



Impact on your Leadership

- You tend to manage work at your own pace. Others may see opportunities for you to improve your efficiency or feel that your teams aren't quick enough to deal with urgent tasks.
- You don't enjoy squeezing tasks into every available space. When you're delegating, this may mean that you miss valuable opportunities to stretch your teams and set challenging assignments for them.
- You find it hard to manage your time and activities and may not have identified the biggest time wasters for you and team members. This could impact your ability to meet deadlines and targets.

Use Less

- Get help to manage your diary from an assistant, or use scheduling tools and automated software to make managing your time as easy as possible.
- Use an expert to review a core process or activity your teams do and establish a new approach that uses everyone's time more effectively.
- Review exactly how long it actually takes you to do things and then negotiate deadlines using this insight. Delegate any weaknesses so as not to lose valuable time.

3 **Social Adaptability** You tend to adapt your behaviour to different social situations.

Communicating



Impact on your Leadership

- You don't enjoy reflecting on your leadership style, preferring to lead as you always do. You may miss opportunities to be on the same wavelength as important stakeholders.
- You prefer to communicate in your own style rather than read the room for cues on when to adapt it. Others may feel like they are disengaged or that you aren't paying attention to them.
- You may find it hard to connect with each team member in a way that caters for their needs. You may come across as inflexible, and team members are likely to feel misunderstood or hurried.

Use Less

- Use a variety of self-assessments for advice on your current communication style. Consider the results and impact on your stakeholders. What strengths could support a change?
- Ask others to review a presentation in advance to avoid a narrow style of communication. Vary speakers and have lots of opportunities for stakeholders to ask questions.
- Look for obvious misalignments with your own and each team member's strengths and weaknesses. Talk through the best approach, for example, when you like action and they prefer to incubate.

The Skills Families

The 5 Skills Families group related skills with shared traits. Use them to identify patterns in your skills and gain insights into your strengths and growth areas.

Being - Our way of being in the world

15 Skills

Authenticity Centred Courage Credibility Curiosity Gratitude Humility Legacy Mission Moral Compass
Personal Responsibility Pride Self-awareness Service Unconditionality

Communicating - How we give and receive information

10 Skills

Counterpoint Customer Champion Explainer Feedback Humour Listener Narrator Social Adaptability
Spotlight Writer

Motivating - Our drive towards action

20 Skills

Action Adventure Bounceback Catalyst Change Agent Collaboration Competitive Drive Growth
Implementer Improver Initiative Learning Agility Opportunity Spotter Pace Performance Focus Persistence
Resilience Self-belief Work Ethic

Relating - How we relate to others

14 Skills

Approachable Compassion Connector Emotional Awareness Empathic Enabler Equality Esteem Builder
Inclusion Personalisation Persuasion Rapport Builder Relationship Deepener Relationship Manager

Thinking - Our approach to situations

21 Skills

Adaptable Adherence Analysis Business Thinker Commercial Insight Creativity Detail Diligence Incisive
Incubator Innovation Judgement Optimism Orchestrator Organiser Planner Prevention Resolver
Strategic Awareness Technology Focus Time Optimiser

Skills Summary

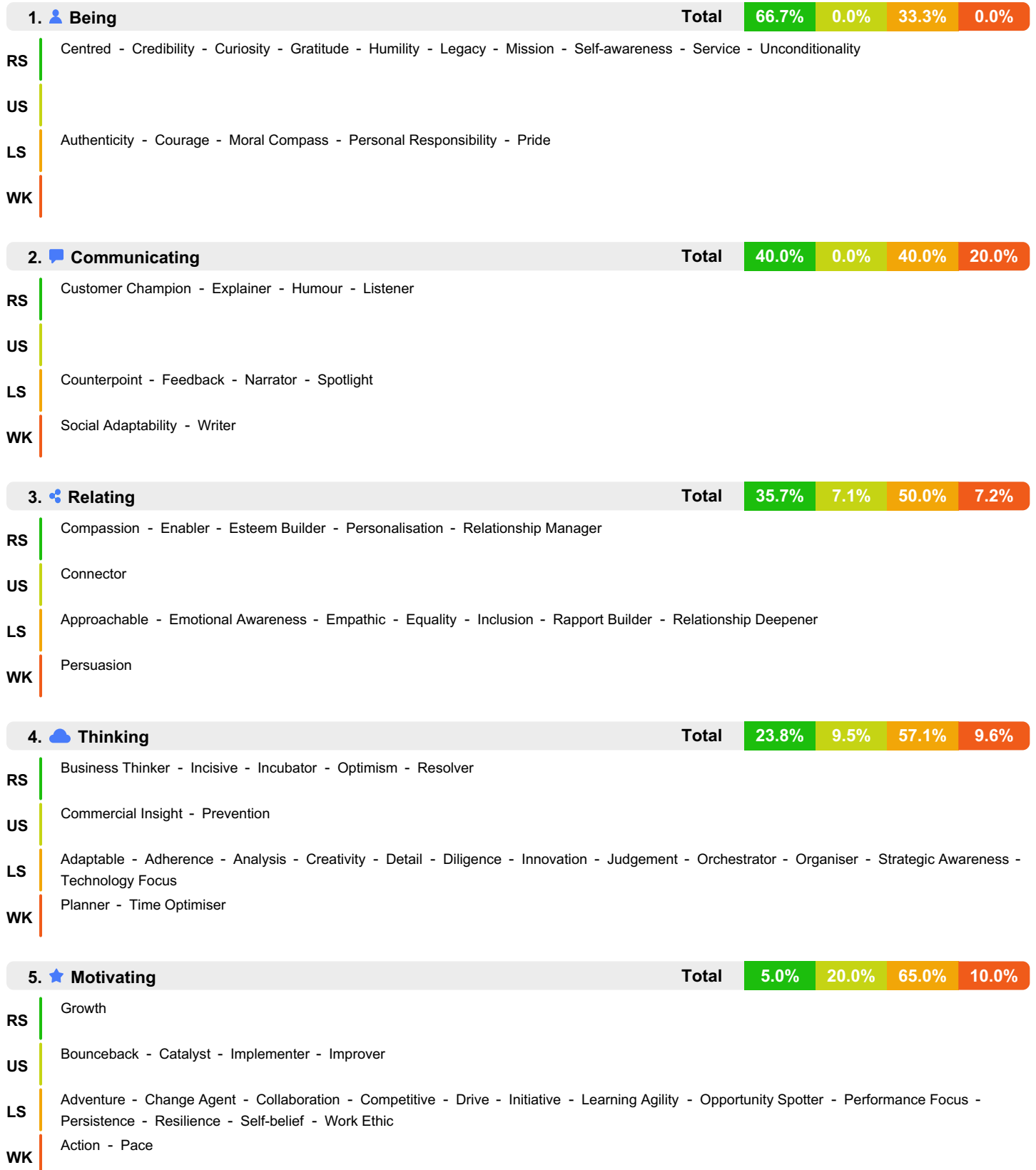
Skills Families



1	Listener	Communicating	3	Prevention	Thinking	23	Resilience	Motivating
2	Gratitude	Being	4	Improver	Motivating	24	Detail	Thinking
3	Optimism	Thinking	5	Bounceback	Motivating	25	Approachable	Relating
4	Humour	Communicating	6	Catalyst	Motivating	26	Performance Focus	Motivating
5	Service	Being	7	Connector	Relating	27	Opportunity Spotter	Motivating
6	Compassion	Relating	1	Rapport Builder	Relating	28	Analysis	Thinking
7	Humility	Being	2	Work Ethic	Motivating	29	Equality	Relating
8	Esteem Builder	Relating	3	Competitive	Motivating	30	Counterpoint	Communicating
9	Resolver	Thinking	4	Judgement	Thinking	31	Narrator	Communicating
10	Mission	Being	5	Adaptable	Thinking	32	Adherence	Thinking
11	Customer Champion	Communicating	6	Spotlight	Communicating	33	Learning Agility	Motivating
12	Personalisation	Relating	7	Change Agent	Motivating	34	Persistence	Motivating
13	Credibility	Being	8	Adventure	Motivating	35	Pride	Being
14	Enabler	Relating	9	Personal Responsibility	Being	36	Inclusion	Relating
15	Explainer	Communicating	10	Moral Compass	Being	37	Drive	Motivating
16	Self-awareness	Being	11	Courage	Being	38	Creativity	Thinking
17	Legacy	Being	12	Feedback	Communicating	39	Organiser	Thinking
18	Incisive	Thinking	13	Initiative	Motivating	40	Self-belief	Motivating
19	Relationship Manager	Relating	14	Authenticity	Being	41	Innovation	Thinking
20	Growth	Motivating	15	Strategic Awareness	Thinking	1	Writer	Communicating
21	Centred	Being	16	Orchestrator	Thinking	2	Time Optimiser	Thinking
22	Unconditionality	Being	17	Relationship Deepener	Relating	3	Social Adaptability	Communicating
23	Incubator	Thinking	18	Diligence	Thinking	4	Pace	Motivating
24	Curiosity	Being	19	Empathic	Relating	5	Persuasion	Relating
25	Business Thinker	Thinking	20	Technology Focus	Thinking	6	Action	Motivating
1	Commercial Insight	Thinking	21	Emotional Awareness	Relating	7	Planner	Thinking
2	Implementer	Motivating	22	Collaboration	Motivating			

Skills Families Ranked Distribution

A ranked breakdown of your skills within the Families.



Skills Families Application

- **There is no ideal ranking:** The key to successful leadership is in understanding which skills you have in each Family. Apply the right skills, depending on the situation.
- **It's about application, not percentages:** The exact breakdown of your skills doesn't matter - it is how you apply them. Regularly review your skill distribution to lead effectively.
- **Maximise impact:** If your skills are spread across all 4 areas within a Family, identify energising areas. Focus on high-impact tasks and delegate those outside your strengths.
- **Leverage unrealised strengths:** If you lack realised strengths in a Family, use your unrealised strengths further or your learned skills.

Distribution Tips

Realised Strengths

- ✓ Understand your preferences and energy levels within each Family. Reflect on how they serve you, your people and your organisation, and focus on further development.
- ✓ Identify any strengths gaps within the Families and their impact. Use other strengths, development strategies or people to help.
- ✓ If one Family dominates your strengths, assess whether you're overplaying it and neglecting other Families.

Unrealised Strengths

- ✓ We have fewer unrealised strengths, so learn more about your potential in each Family and align this with your future goals or problem-solving.
- ✓ If you have many unrealised strengths in one Family, reflect on what restricts you from using these and find ways to use them further.
- ✓ Use them to fill any gaps in your realised strengths within a Family.

Learned Skills

- ✓ It's natural to have a higher percentage of learned skills. Use them selectively and only when needed.
- ✓ Consider which learned skills in each Family drain you the most and why. Reflect on which strengths from the same Family could help.
- ✓ If one Family has more learned skills, assess whether you're overusing them and consider taking a break from them.

Weaknesses

- ✓ Review each Family's gaps and how they may affect you or be perceived by others.
- ✓ Consider the long-term impact. Use your other strengths within the same Family to support you. Delegate where you can.
- ✓ You may need to accept that 'good enough' is sufficient in certain critical areas.

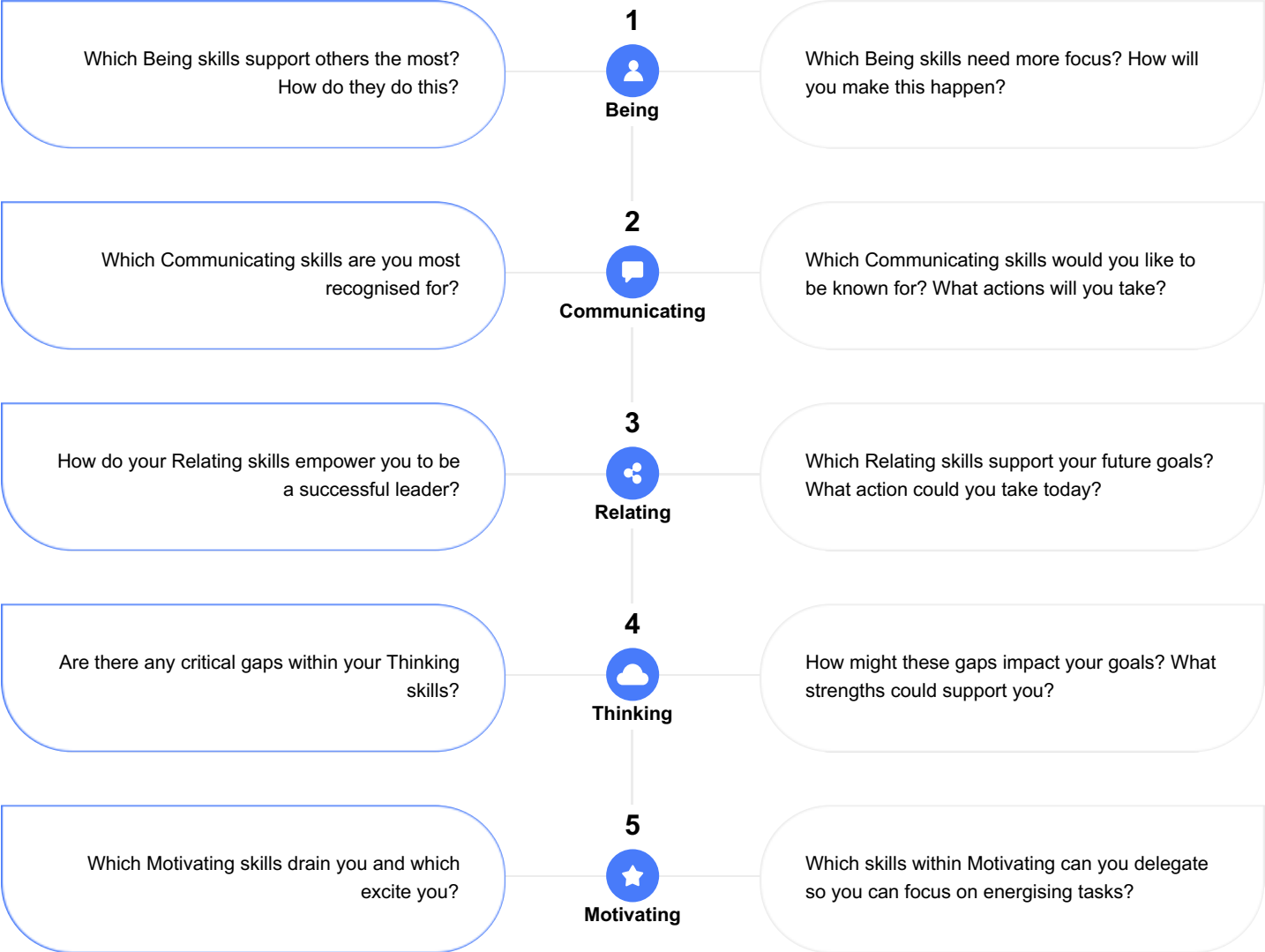
Ranked Skills Families Coaching

Skills Families

- Being
- Communicating
- Motivating
- Relating
- Thinking

Today

Future



Building a Skills-based Organisation

High performing organisations empower individuals to use their skills and strengths in a way that benefits everyone. Use the strategies below to embed skills into your leadership.

Leadership teams

The successful integration of skills and strengths is most effective when it is endorsed and practised by senior leadership. Encourage all leaders to model this approach consistently.

Strengthspot

Recognise and highlight strengths in real time. Be specific about observations, contributions, and the strengths itself to reinforce positive behaviour and motivation.

Be a role model

Foster a culture where everyone feels comfortable speaking about their skills. Address weaknesses and build on people's successes. Ensure that leaders set the standard.

Skills conversations

Embed skills conversations into your culture by reflecting on wins, challenges and upcoming goals. It will foster deeper connections and collaboration.

Be inclusive

Provide equal skill development opportunities. Form diverse teams that drive improved problem-solving and innovation.

Support Managers

Encourage managers to apply the skills-based approach in all settings. Help them to boost higher performance and engagement by bringing out the best in people.

Unlock potential

Ask employees: What would you love to do more of? What new responsibilities excite you? Align work with strengths and aspirations to foster growth.

Promote collaboration

Help the team leverage strengths and support weaknesses to boost performance and reduce stress.

Values

Integrate skills into your organisational values and performance discussions. Consider which processes may need to be adjusted to embed the approach more effectively.

Keep reviewing

Skills evolve, so revisit initiatives regularly. This approach means embedding continuous improvement into your culture.

Managing Learned Skills and Weaknesses

To help your teams maximise their strengths, support them in using learned skills when needed and minimising weaknesses

Learned Skills

Learned skills drive performance but may lack fulfilment. Use them strategically to sustain energy.

1 Review usage

Over-reliance on learned skills can be unsustainable. Identify which tasks feel most draining and explore the underlying causes to prevent burnout.

2 Evaluate the culture

If multiple team members rely on the same learned skills, it may indicate inefficiency. Review systems and structures to remove unnecessary strain.

3 Encourage openness

People often hide what drains them. Encourage discussions around what individuals want to be known for and which tasks they'd prefer to do less.

4 Promote collaboration

Encourage team members to leverage their strengths and support each other in challenging areas. Effective teamwork can minimise the impact of learned skills.

5 Balance energy

Help individuals maintain energy by scheduling challenging tasks between enjoyable ones to boost motivation and efficiency.

Weaknesses

Everyone has weaknesses, and the key is to minimise their impact while maximising strengths.

1 Foster an open culture

Help people feel safe to share their challenges. Reinforce the principles of 'using weaknesses less' and 'leveraging strengths more' so that seeking support becomes natural.

2 Lead by example

Share weaknesses and ask for help. Align tasks with team members' strengths, ensuring a more balanced and enjoyable workload.

3 Use strengths to compensate

Where weaknesses can't be avoided, focus on strengths to compensate. For instance, a strength in 'Organiser' can mitigate a weakness in 'Time Optimiser'.

4 Focus on the impact

Rather than eliminating weaknesses, address how they affect performance. Identify specific areas for improvement to achieve the desired outcome.

5 Get good enough

When managing a weakness, aim for a functional level rather than mastery, and approach it with realistic expectations.

80 Skills Definitions

Skills Families

Being

Communicating

Motivating

Relating

Thinking

Action
You feel compelled to act immediately and decisively, being happy to learn as you go.



Compassion
You really care about others, doing all you can to help and sympathise.



Adaptable
You love to meet changing demands and find the best fit for your needs.



Competitive
You are constantly competing to win, wanting to perform better than others.



Adherence
You love to follow processes, operating firmly within rules and guidelines.



Connector
You make connections between people, instinctively making links and introductions.



Adventure
You love to take risks and stretch yourself outside your comfort zone.



Counterpoint
You always bring a different viewpoint to others, whatever the situation or context.



Analysis
You love to analyse things, working out what is happening and why.



Courage
You overcome your fears and do what you want to do in spite of them.



Approachable
You are open and accessible, readily approachable to others.



Creativity
You strive to produce work that is original by creating and combining things in imaginative ways.



Authenticity
You are always true to yourself, even in the face of pressure from others.



Credibility
You gain the confidence and trust of others with your professionalism.



Bounceback
You use setbacks as springboards to go on and achieve even more.



Curiosity
You are interested in everything, constantly seeking out new information and learning more.



Business Thinker
You have a keen interest in business, understanding how it operates.



Customer Champion
You love to represent customers' and stakeholders' interests.



Catalyst
You love to motivate and inspire others to make things happen.



Detail
You naturally focus on the small things that others easily miss, ensuring accuracy.



Centred
You have an inner composure and self-assurance, whatever the situation.



Diligence
You stay focused on repetitive tasks, double-checking things are correct.



Change Agent
You are constantly involved with change by advocating and making it happen.



Drive
You are self motivated and push yourself hard to achieve what you want out of life.



Collaboration
You enjoy achieving results by working as part of a team.



Emotional Awareness
You are acutely aware of the emotions and feelings of others.



Commercial Insight
You are focused on bottom-line impact and commercial success.



Empathic
You feel connected to others through your ability to understand what others are feeling.





80 Skills Definitions



Skills Families





Enabler
You create the conditions for people to grow and develop for themselves.



Initiative
You take the initiative and make decisions, to get things started.



Equality
You ensure that everyone is treated equally and pay attention to fairness.



Innovation
You approach things in ingenious ways, coming up with new and different approaches.



Esteem Builder
You help others to believe in themselves and see what they are capable of achieving.



Judgement
You enjoy making decisions and are able to make the right decision quickly and easily.



Explainer
You are able to simplify things so that others can understand.



Learning Agility
You learn things quickly, applying your learning in new situations.



Feedback
You provide fair and accurate feedback to others to help them develop.

Legacy
You want to create things that will outlast you, delivering a sustainable positive impact.



Gratitude
You are constantly thankful for the positive things in your life.



Listener
You are able to focus on and listen intently to what people say.






Growth
You are always looking for ways to grow and develop, whatever you are doing.



Mission
You pursue things which give you a sense of meaning and purpose in your life.



Humility
You are happy to stay in the background, giving others credit for your contributions.



Moral Compass
You have a strong ethical code, always acting in accordance with what you believe is right.



Humour
You see the funny side of almost everything that happens - and make a joke of it.



Narrator
You love to tell stories and see the power of them to convey insights.



Implementer
You love to turn ideas and plans into practical solutions.



Opportunity Spotter
You consistently find and grasp new opportunities as they arise.

Improver
You constantly look for better ways of doing things and how things can be improved.



Optimism
You always maintain a positive attitude and outlook on life.



Incisive
You instinctively see through complexity to identify the key issues.






Orchestrator
You like to co-ordinate people and resources to get things done.



Inclusion
You ensure people are included and feel part of the group or team.



Organiser
You are exceptionally well organised in everything you do.

Incubator
You love to think deeply about things to arrive at the best conclusion.

Pace
You love to work at pace, getting things done quickly.

80 Skills Definitions

Skills Families



Performance Focus
You enjoy ensuring people deliver performance.

Resolver
You love to solve problems, the more difficult the better.

Persistence
You achieve success by keeping going even when things are difficult.

Self-awareness
You know yourself well, understanding your own emotions and behaviour.

Personal Responsibility
You take ownership of your decisions and hold yourself accountable for your promises.

Self-belief
You are confident in your own abilities, knowing that you can achieve your goals.

Personalisation
You recognise everyone as a unique individual, noticing their subtle differences.

Service
You are constantly looking for ways to serve and help others.

Persuasion
You enjoy bringing others round to your way of thinking, to win agreement from them.

Social Adaptability
You naturally adapt your behaviour to different social situations.

Planner
You make plans for everything you do, covering all eventualities.

Spotlight
You love to be the focus of everyone's attention by speaking up.

Prevention
You think ahead, to anticipate and prevent problems before they happen.

Strategic Awareness
You pay attention to the wider factors and bigger picture to inform your decisions.

Pride
You strive to produce work that is of the highest standard and quality.

Technology Focus
You focus on technology, keeping up to date with new developments.

Rapport Builder
You establish rapport and relationships with others quickly and easily.

Time Optimiser
You maximise your time, to get the most out of whatever time you have available.

Relationship Deepener
You have a natural ability to form deep, long lasting relationships with people.

Unconditionality
You accept people for who and what they are, without ever needing to judge them.

Relationship Manager
You build and maintain relationships with people to achieve objectives.

Work Ethic
You are very hard working putting a lot of effort into everything you do.

Resilience
You take hardships in your stride, recovering quickly and getting on with things again.

Writer
You love to write, conveying your thoughts and ideas through the written word.