

# Team

## 80 Profile.

---

**NAME** | Global Consulting Team

**DATE** | 12 March 2026

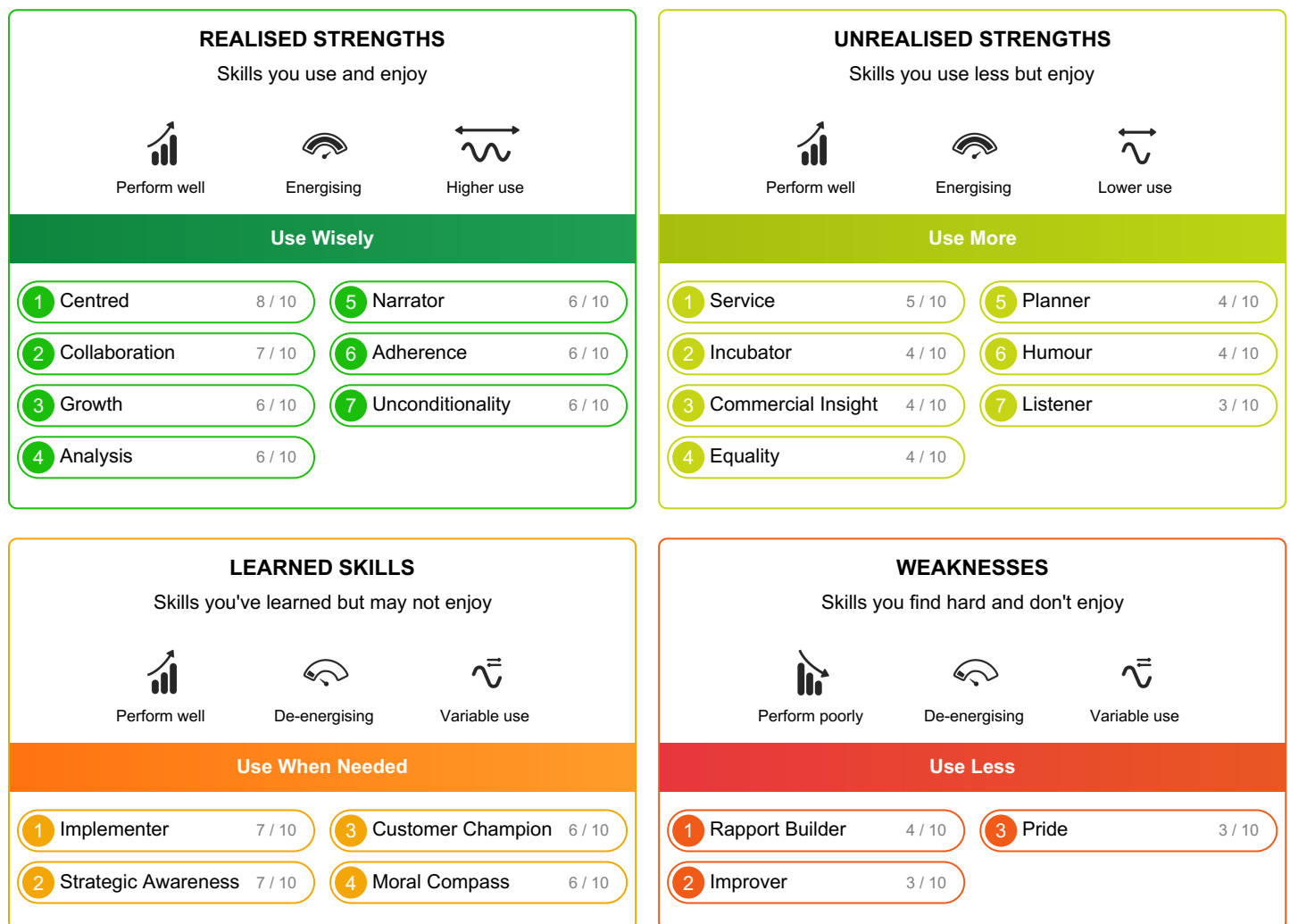
## The Team

Ali Hussain	Chris Dixon	Helen Peters	Hiroshi Tanaka
Jessica Rossiter	Marcus Johnson	Matteo Alvarez	Paul Gulliver
Priya Sharma	Sofia Martinez		

## Team's Key Results

The team's key results are shown below across 4 skill areas: realised strengths, unrealised strengths, learned skills and weaknesses. The skills have been extracted from each team member's individual Profiles.

Use the tailored advice and data provided to build on the team's skills and develop the team's strengths to unlock potential.



## Realised Strengths - Use Wisely

### 1 Centred

The team have an inner composure and self-assurance, whatever the situation.

#### Use Wisely

- Consider a success achieved by the team's composure in a difficult situation. How did they achieve this and what made them so assured? Could they apply this elsewhere?
- Ensure your calmness is not misinterpreted as lack of interest or enthusiasm by others. Choose when and where it is required to jump in and share your passion.

### 2 Collaboration

The team achieve results by working as part of a team.

#### Use Wisely

- Collaborate as required. Work in pairs and smaller teams as needed, with each team owning their area of responsibility. Seeking insights when innovation is required is a must.
- Consider the times when it would be helpful to take responsibility for solutions and then come together to share the learnings or the intended plan.

### 3 Growth

The team are always looking for ways to grow and develop, whatever they are doing.

#### Use Wisely

- Take the time to appreciate how much you have achieved and developed together. Celebrate achievements within the team, before moving on to the next challenge!
- Set the team longer term challenging targets. This will push them further, ensuring they focus on one or two important goals, rather than looking for the next thing.

### 4 Analysis

The team are always true to themselves, even in the face of pressure.

#### Use Wisely

- Discuss your individual and team values. List the key team themes and create a Team Mission Statement or Team Values chart. Let these guide you during tougher times.
- Know when you need to stand strong as a team, as well as when you need to flex a little. Remember that other teams in your organisation may hold different values to you.

### 5 Narrator

The team love to tell stories and see the power of these stories to convey insights.

#### Use Wisely

- Add passion to presentations by sharing an experience, or bringing the value of something to life. Use in sales and project meetings to get everyone on board with the task.
- Manage meetings effectively! Give everyone in the team the chance to speak, but keep an eye on the time spent telling stories.

### 6 Adherence

The team love to follow processes, operating firmly within rules and guidelines.

#### Use Wisely

- Ask the team to take charge of challenging others when they see rules and guidelines not being followed. Offer advice on the best processes to help people stick to the rules.
- Are the team creative or flexible enough when required? Consider ways in which the team have not benefited from rules, or where the rules may need to be tested.

### 7 Unconditionality

The team accept people for who and what they are, without ever judging them.

#### Use Wisely

- How can the team take on more mentoring and sponsoring of each other, or others outside of the team? Consider what formal and informal ways might work best for you.
- Whilst ensuring you accept others for who they are, discuss how different behaviour links to the team's goals. This will ensure people are all aligned in their focus.

## Unrealised Strengths - Use More

### 1 Service

The team like to look for ways to help and serve others.

#### Use More

- Serve each other by acknowledging individual strengths and weaknesses. Pair up individuals who are strong/weak in a particular area, enabling them to gain further support.
- Set aside 15 minutes at the beginning of each day to discuss as a team any areas where individuals may need further support with their tasks.

### 5 Planner

The team make plans for most things they do, covering most eventualities.

#### Use More

- Find projects that require a long-term approach. Expose the team to opportunities where they need to plan ahead, and involve them in considering a smooth delivery.
- What resources will improve your team's effectiveness and further planning? Borrow some useful templates from others in the team or across the business.

### 2 Incubator

The team like to think deeply about things so that they arrive at the best conclusion.

#### Use More

- Are there any strategic decisions the team could take time to reflect on? Spending more time on the issue may allow you to reach a conclusion that hasn't been considered yet.
- Review how the team reaches decisions and conclusions. Consider having smaller teams, or setting specific times for consideration after idea generation.

### 6 Humour

The team like to see the funny side of almost everything that happens - and make a joke of it.

#### Use More

- Use the team's sense of humour constructively. Make people feel at ease and cheer them up. It will help people forget about their problems for a moment or two and relax.
- Draw on the team's sense of humour when things are challenging or not going well. By seeing the positive side or taking a break, you will be able to persevere and keep going.

### 3 Commercial Insight

The team like to focus on bottom-line impact and commercial success.

#### Use More

- Learn further intel around sales and finances, and profit and loss. Understand the business objectives, as not all commercials are about new clients – the focus may be on retention.
- Review any current risks in the team or business. These could be product, customer or market-led challenges. Focus on one area at a time, sharing ideas on improving the bottom line.

### 7 Listener

The team tend to listen intently to and focus on what people say.

#### Use More

- Seek out those who may struggle to have their voice heard in discussions, perhaps new joiners or quieter people. Listen to their opinions and support them to present their ideas.
- To ensure active listening amongst the team, ask that any questions or opinions are presented after the speaker has finished.

### 4 Equality

The team are likely to ensure that everyone is treated equally, paying close attention to issues of fairness.

#### Use More

- How do you all feel about fairness in your own team? What works well and what doesn't? Are there any currently unfair situations, where you can act as a voice of support and resolution?
- What do the team need to ensure fairness? Is training available? Do they have the right resources to perform their roles well? Look beyond the situation to dial up equality.

## Learned Skills - Use When Needed

### 1 Implementer

The team can turn ideas and plans into practical solutions.

#### Use When Needed

- Use data to drive the right implementation – don't make any assumptions. Use customer data or previous results to be objective and focused with forward momentum.

### 2 Strategic Awareness

The team have learned to pay attention to the bigger picture and use it to inform their decisions.

#### Use When Needed

- If time is tight on a task or it's resource intensive, it may be more important to focus on the short-term picture. Organise strengths across the team to deliver on this.

### 3 Customer Champion

The team can represent customers' and stakeholders' interests.

#### Use When Needed

- Gain clarity on what the customers' challenges are. Collaborate to come up with the best solutions. Regularly check in to ensure you are on track or have understood to ensure accuracy.

### 4 Moral Compass

The team have learned to act in accordance with what they believe is right.

#### Use When Needed

- It is not always possible to do what the team feel is right. Ensure you feel confident reaching compromises and are clear on what your core values or deal breakers are.

## Weaknesses - Use Less

### 1 Rapport Builder

The team may find it difficult to establish rapport and relationships with others easily.

#### Use Less

- Explore other ways for the team to get to themselves and others better. Think of interesting questions to ask, activities to do together, or stories to share.

### 2 Improver

The team prefer to stick with the way things are, leaving improvement in the hands of others.

#### Use Less

- When serious improvement is needed, take time to do your research. Understand the rationale and the benefits fully, so that you can align the right people and resources.

### 3 Pride

The team may not always take time to produce work that is of the highest quality.

#### Use Less

- Create some quality guidelines and ways of working that might engage the team more. Try working together more at the beginning and at the end of tasks to ensure consistency.

## 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

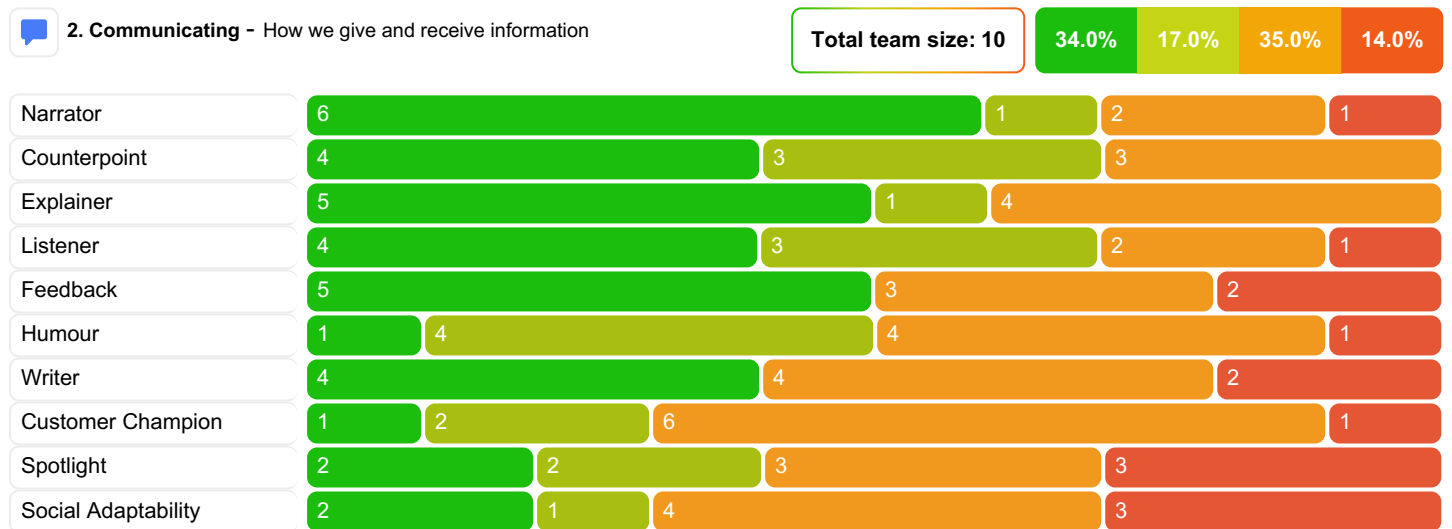
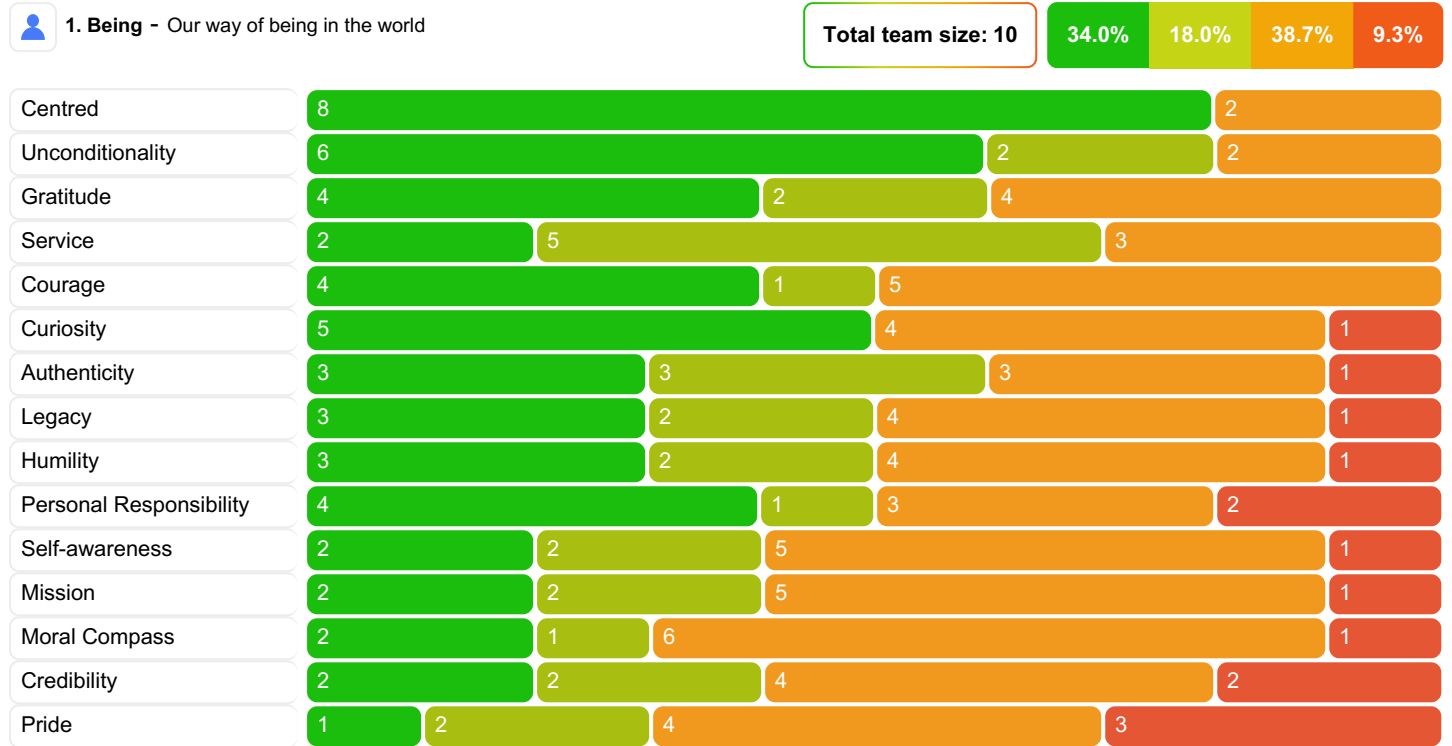
### **Thinking** - Our approach to situations

21 Skills

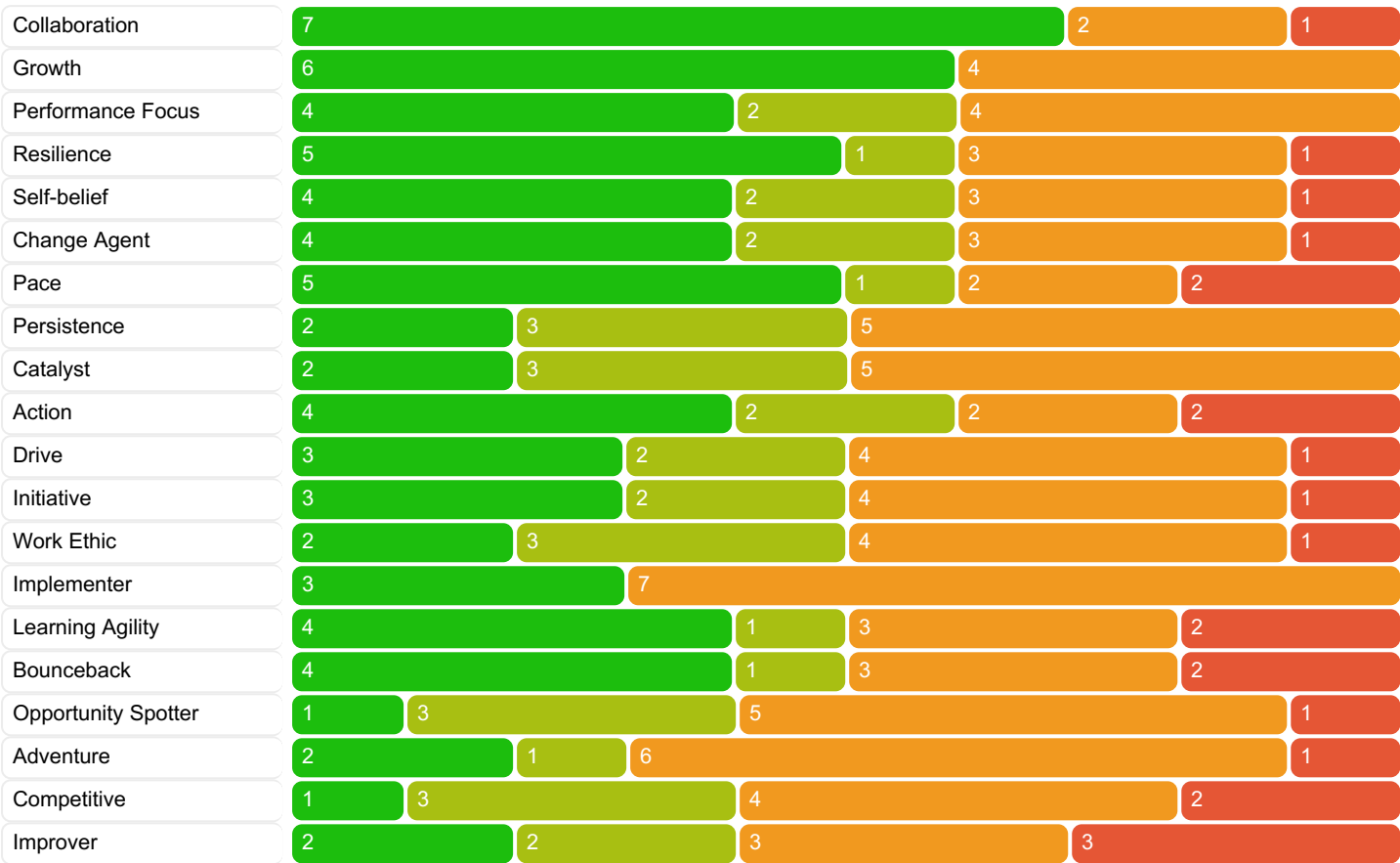
Adaptable Adherence Analysis Business Thinker Commercial Insight Creativity Detail Diligence Incisive  
Incubator Innovation Judgement Optimism Orchestrator Organiser Planner Prevention Resolver  
Strategic Awareness Technology Focus Time Optimiser

## Team Skills Families Distribution

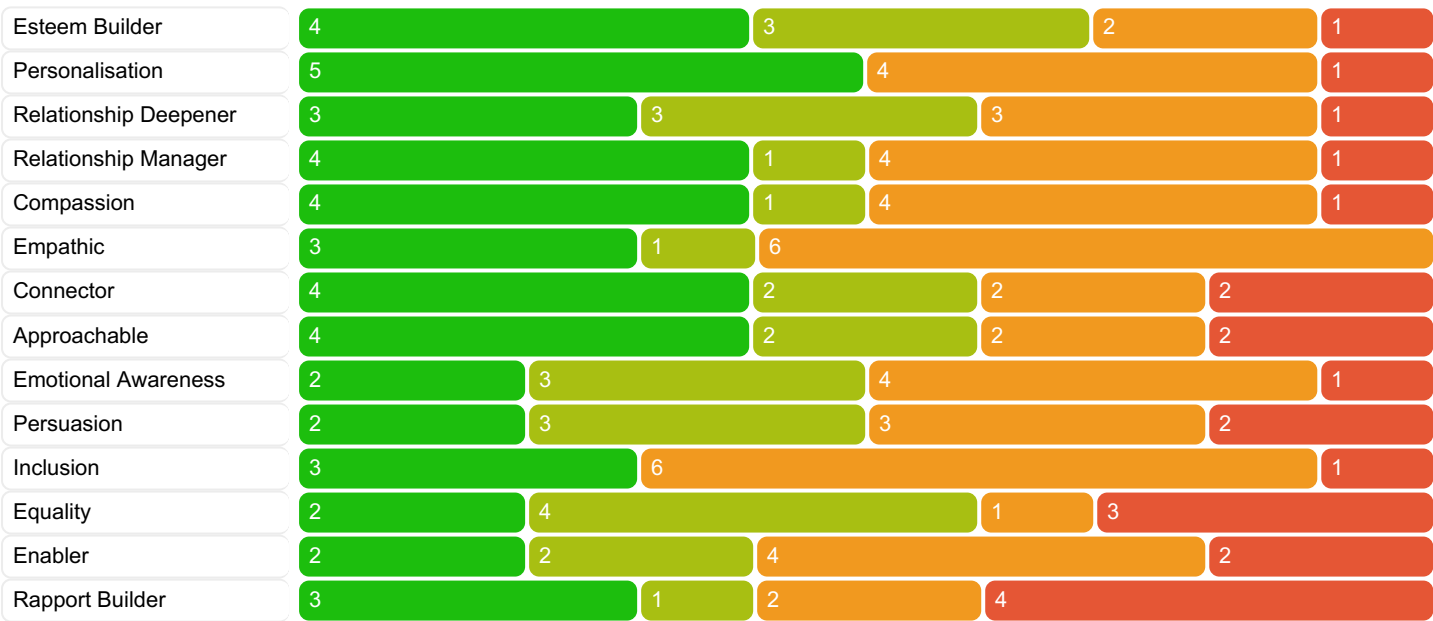
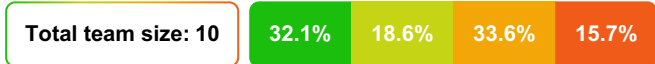
A ranked breakdown of your team's skills within the Families.



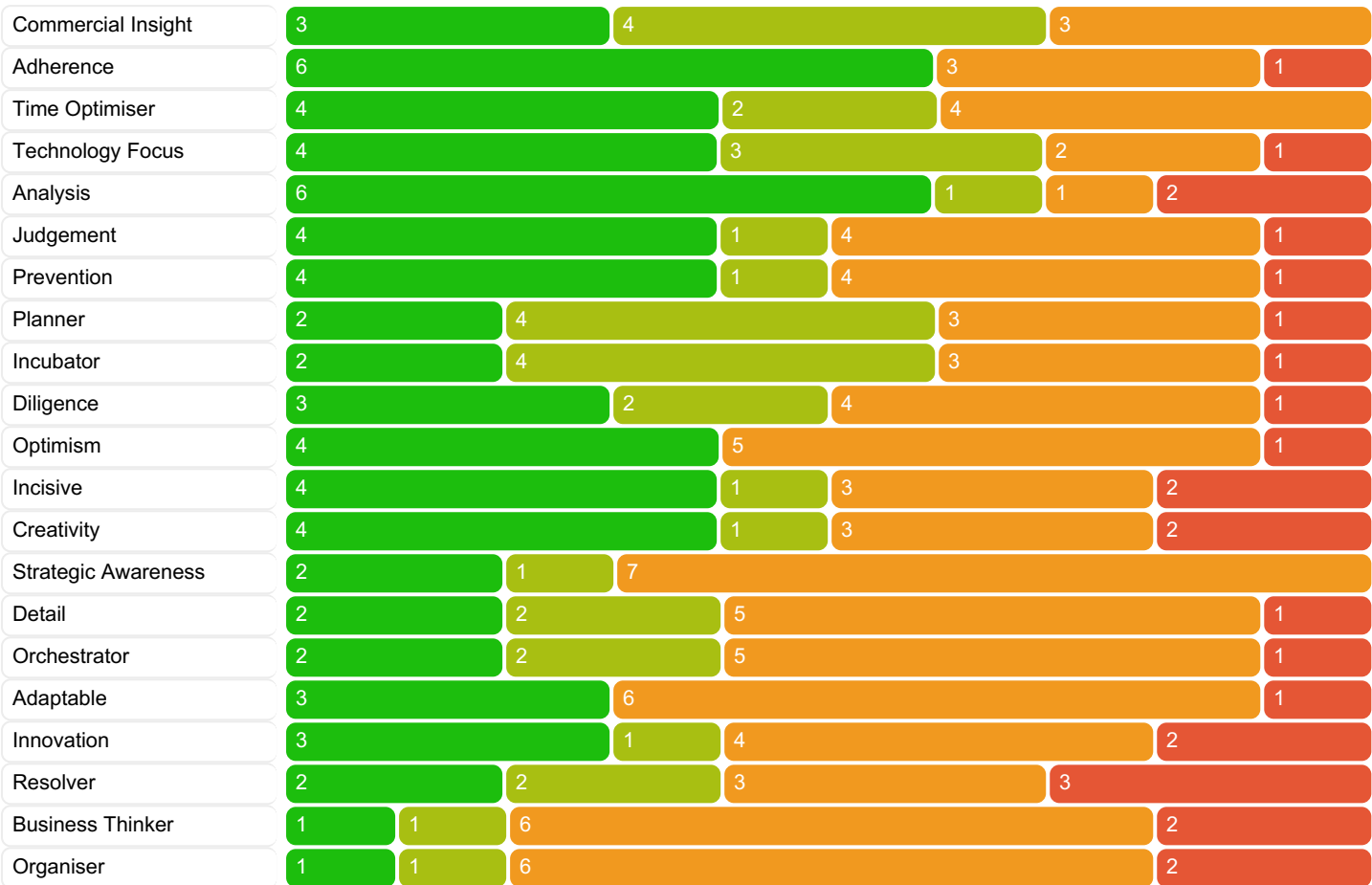
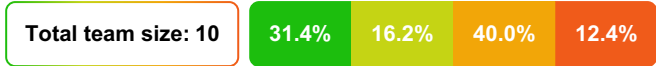
★ **3. Motivating** - Our drive towards action



🌐 **4. Relating** - How we relate to others



5. Thinking - Our approach to situations



## Team Skills Ranked

Below is a ranked list of your team's combined skills, by category. The circles represent the number of team members for each skill area.

1. Centred	8	0	2	0	21. Change Agent	4	2	3	1
2. Unconditionality	6	2	2	0	22. Curiosity	5	0	4	1
3. Collaboration	7	0	2	1	23. Personalisation	5	0	4	1
4. Growth	6	0	4	0	24. Pace	5	1	2	2
5. Narrator	6	1	2	1	25. Authenticity	3	3	3	1
6. Counterpoint	4	3	3	0	26. Relationship Deepener	3	3	3	1
7. Explainer	5	1	4	0	27. Persistence	2	3	5	0
8. Commercial Insight	3	4	3	0	28. Judgement	4	1	4	1
9. Adherence	6	0	3	1	29. Prevention	4	1	4	1
10. Time Optimiser	4	2	4	0	30. Relationship Manager	4	1	4	1
11. Performance Focus	4	2	4	0	31. Catalyst	2	3	5	0
12. Gratitude	4	2	4	0	32. Compassion	4	1	4	1
13. Listener	4	3	2	1	33. Planner	2	4	3	1
14. Technology Focus	4	3	2	1	34. Empathic	3	1	6	0
15. Analysis	6	1	1	2	35. Incubator	2	4	3	1
16. Service	2	5	3	0	36. Action	4	2	2	2
17. Esteem Builder	4	3	2	1	37. Connector	4	2	2	2
18. Resilience	5	1	3	1	38. Approachable	4	2	2	2
19. Courage	4	1	5	0	39. Diligence	3	2	4	1
20. Self-belief	4	2	3	1	40. Legacy	3	2	4	1

## Team Skills Ranked

Below is a ranked list of your team's combined skills, by category. The circles represent the number of team members for each skill area.

41. Feedback	5	0	3	2	61. Adaptable	3	0	6	1
42. Drive	3	2	4	1	62. Persuasion	2	3	3	2
43. Initiative	3	2	4	1	63. Inclusion	3	0	6	1
44. Humility	3	2	4	1	64. Opportunity Spotter	1	3	5	1
45. Optimism	4	0	5	1	65. Equality	2	4	1	3
46. Work Ethic	2	3	4	1	66. Innovation	3	1	4	2
47. Personal Responsibility	4	1	3	2	67. Adventure	2	1	6	1
48. Implementer	3	0	7	0	68. Moral Compass	2	1	6	1
49. Incisive	4	1	3	2	69. Credibility	2	2	4	2
50. Learning Agility	4	1	3	2	70. Enabler	2	2	4	2
51. Bounceback	4	1	3	2	71. Customer Champion	1	2	6	1
52. Emotional Awareness	2	3	4	1	72. Competitive	1	3	4	2
53. Creativity	4	1	3	2	73. Spotlight	2	2	3	3
54. Strategic Awareness	2	1	7	0	74. Resolver	2	2	3	3
55. Humour	1	4	4	1	75. Improver	2	2	3	3
56. Detail	2	2	5	1	76. Rapport Builder	3	1	2	4
57. Self-awareness	2	2	5	1	77. Social Adaptability	2	1	4	3
58. Writer	4	0	4	2	78. Business Thinker	1	1	6	2
59. Mission	2	2	5	1	79. Organiser	1	1	6	2
60. Orchestrator	2	2	5	1	80. Pride	1	2	4	3

## Maximising Your Team's Top Skills



Use the tips below to develop your top ranked skills even further.

### 1 Centred

- Get the team involved in difficult negotiations or emotional conversations. People will trust your confident decision-making so use it to influence stakeholders or move people to action during projects.
- Encourage the team to lead by example during high-pressure situations. Ask them to share progress, key insights and confidence in the situation regularly to alleviate any concerns.

### 2 Unconditionality

- Encourage team members to ask stakeholders questions to understand their perspectives and motivations. Create a safe space where diverse viewpoints are respected and valued.
- Demonstrate patience, empathy, and acceptance during team interactions. Actively acknowledge and celebrate differences, sharing how their unique skills contributed to success.

### 3 Collaboration

- Complement each other's skills. Put together strong project teams that cover a diverse range of expertise across delivery, budgets, product and those who are client facing.
- Work with other teams to find out which processes or innovative solutions work well. Collaborate on improvement ideas cross functionally to ensure wider company buy-in and future impact.

### 4 Growth

- Assign challenging projects that push team members out of their comfort zones and expand their skill sets. Rotate responsibilities to keep learning continuous and professional development a priority.
- Support access to courses, books, podcasts, or conferences for the team to develop their skills. Give them the freedom to explore work topics that spark their interest, even beyond immediate job roles.

### 5 Narrator

- Effective communication involves engaging others. Encourage the team to ask questions, invite feedback and adapt their message based on audience responses for compelling storytelling.
- Align the team's stories with strategic organisational goals. Encourage them to use storytelling to inspire action, convey purpose, simplify complex ideas or strengthen team and customer connections.

### 6 Counterpoint

- Encourage the team to challenge people's suggestions constructively at the ideas stage, ensuring each option has been fully considered. Show appreciation and value ideas shared, even when they cannot be taken forward.
- Ask team members to take up different roles during healthy solution or product debates. Have champions arguing for unconventional, risky, innovative and sustainable approaches.

### 7 Explainer

- Get the team leading on product concepts, implementation guidelines or marketing communication. Encourage presentations, peer learning or mentoring. Stress the need for clarity and simplification.
- Let the team know it's okay to stop and ask questions, even in fast-paced situations. Building a culture where clarity is prioritised over speed helps promote and reward considered outcomes.

### 8 Commercial Insight

- Work with customers or stakeholders to understand and solve their challenges in the most cost-effective way. Review their priorities, budgets and find creative ways to make profit and reduce costs.
- Use KPIs measure the effectiveness of the team's work. Track progress and resources and make informed adjustments as needed to achieve further ROI and financial success.

## Development Tips For Your Team's **Lowest Skills**



Use the tips below to manage the impact and improve your lowest scoring skills.

### 1 **Pride**

- Identify areas where effort can be optimised in the team without compromising quality. Introduce tools, processes or best practices that streamline project work while maintaining high standards.
- Ensure that high standards don't lead to burnout. Find ways of balancing the team's workloads, setting realistic expectations and allowing time for recovery between demanding projects.

### 2 **Organiser**

- Encourage the team to step away from strict organisational routines to spark creativity and fresh ideas. Regular breaks from process for moments of creative thinking will prevent fatigue.
- When starting projects, involve the team in defining tasks, responsibilities and deadlines. Establish habits and processes to ensure organisation is easy to maintain. Leave nothing to guesswork.

### 3 **Business Thinker**

- Ensure team members stay informed about business operations. Offer opportunities to learn from different departments by attending strategy meetings or working on cross-functional projects.
- Share responsibility for business updates. Task one member each week to collate updates from other departments about their progress, so the team are kept informed about diverse business operations.

### 4 **Social Adaptability**

- Help the team be better prepared by reading body language, understanding context and recognising their own emotions. It's acceptable to also ask someone how they are feeling or doing, too.
- Remind team members that while behavioural flexibility is valuable, they don't need to change in every situation and with everyone. Balancing this will ensure conversations are authentic.

### 5 **Rapport Builder**

- Prioritise meaningful connections rather than feeling the need to engage with everyone. Manage energy levels by adding value to key relationships in ways that utilise more of the team's strengths.
- Recharge building rapport. Diversify how the team connects with others. Encourage downtime and quiet work periods or share networking responsibilities among the team.

### 6 **Improver**

- Help the team focus on high-impact changes rather than constantly chasing every possible improvement. Teach them to distinguish between essential optimisations and unnecessary refinements.
- When using new technologies, solutions or approaches, encourage knowledge-sharing among the team. Often, the best improvements come from collective efforts.

### 7 **Resolver**

- Maintain a balance of high-intensity problem-solving and lower-stress tasks for the team. Allow time to recharge between challenges to keep them motivated and encourage fresh solutions.
- Remind the team that creative problem-solving should be shared. Ask lots of "Why" questions to get to the root cause, offer different viewpoints and challenge assumptions. Test solutions first.

### 8 **Spotlight**

- Build confidence with low-pressure speaking or presenting opportunities and ask the team to give feedback. Rotate chairing team or project meetings for practice and celebrate effort not perfection.
- Get team members to call on their other strengths, such as Narrator or Humour. Try sharing the presentation to maintain energy and limit nerves, with confident individuals sharing techniques.

## Building a Skills-based Team

High-performing teams empower members to leverage their strengths for mutual success. Use these strategies to integrate skills into your team culture.

### Strengthspot

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

### 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.

### Promote collaboration

Encourage teams to maximise strengths and support weaknesses collectively, reducing overload and use on one person.

### Unlock potential

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

### Evaluate team culture

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

### Work flexibly

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

### Address any impact

Acknowledge weaknesses, but don't focus on fixing them. Instead, identify how they impact the team and find ways to mitigate challenges by leveraging strengths.

### Progress over perfection

If a team member needs to perform a task that aligns with a weakness then 'good enough' is often sufficient. Avoid overinvesting effort in areas unlikely to become strengths.

### The Skills Families

Review how different skill areas appear in the team within the 5 Skills Families. Identify preferences, energy levels and gaps, and then create a plan to develop the skills required for the team goals.

# 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.