

# Expert

## 80 Profile.

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## How to use this Profile

Welcome to Skills Discovery. Your Expert Profile provides insights to help you develop your skills, make informed career choices and increase your motivation – both at work and in life. Your skills have been assessed against Cappfinity's world-leading behavioural 80 skills set. The skills in your Profile have been classified as realised strengths, unrealised strengths, learned skills and weaknesses.

There is no ideal number of skills to have in each area, it is what you do with your results that matters. Use the tips below and in this report to enhance your skills today and set yourself up for long-term success.

### Realised Strengths - Use Wisely

- **Set motivating goals** - Use your realised strengths to set objectives and take on energising tasks. Focus on what you enjoy and align with your values to achieve greater success. Keep refining your expertise for lasting impact.
- **Use Wisely** - As you use your realised strengths frequently, you will need to ensure you are using them in the right way and at the right time. Avoid overuse by balancing them with other skills.

### Unrealised Strengths - Use More

- **Develop them** - Your unrealised strengths hold great potential but may require further development. Practice them regularly, seek feedback and learn from others' techniques to refine your approach.
- **Find new opportunities** - Your unrealised strengths are ready to be discovered and put to use. Pursue challenges and opportunities to unlock and maximise their impact.

### Unlock your Potential

- Use these ideas to develop your greatest untapped resource - your unrealised strengths.
- Use the suggestions provided or adapt them to fit your unique context and needs.

### Learned Skills - Use When Needed

- **Use strategically** - While you perform your learned skills well, they can be draining. Use them when necessary but avoid over-reliance on them.
- **Balance with your strengths** - Balance with your strengths. Identify ways to apply your strengths to complement or reduce the use of a learned skill. By integrating your strengths, you'll maintain energy and motivation.

### Weaknesses - Use Less

- **Mitigate any impact** - Accept that some weaknesses may not improve significantly. Instead of focusing on fixing them, use your strengths to achieve the desired outcomes in a different way.
- **Work with complimentary people** - What drains you will energise someone else. Collaborate with people who complement each other's strengths and weaknesses.

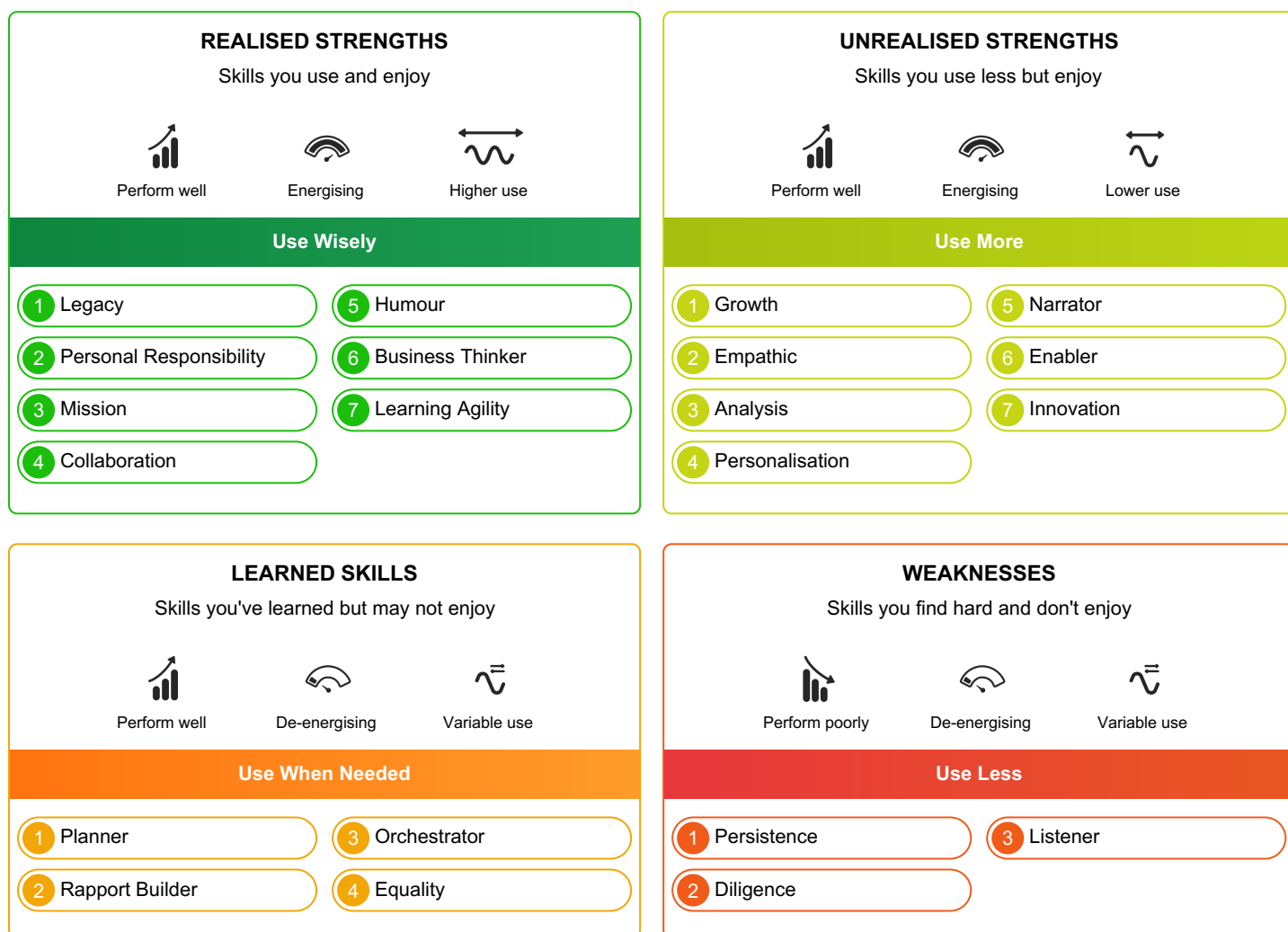
### The Skills Families

- Review each skill area across the 5 Skills Families. Identify your preferences, energy levels and gaps.
- Use the insights to align your skills with your goals and develop your untapped potential.

## Key Results

Your key results are shown below across 4 skill areas, revealing: 7 realised strengths, 7 unrealised strengths, 4 learned skills and 3 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.



## Skills Summary

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

## Realised Strengths - Use Wisely

### 1 Legacy

- You care deeply about future generations and seek to leave a legacy through everything you do.
- You enjoy working on things that make a difference.
- You love to make a positive contribution and create things that will outlast you.

**Use Wisely** - Remember to switch off sometimes and allow yourself to do things just because you like doing them. Relax and have some fun!

### 2 Personal Responsibility

- You are always true to your word, knowing that if you make a promise, then you are sure to keep it.
- You never blame others, but take ownership of everything that you do.
- You are seen as someone who is always prepared to do what you have committed to do.

**Use Wisely** - When did you last delegate or say no? As you always deliver on your commitments, it might be a good idea to practice saying these or even push back sometimes.

### 3 Mission

- You derive great fulfilment from doing things that give your life meaning and purpose.
- You could be focused on one or many different things that provide purpose.
- How you spend your time, your decisions and your future plans are all aligned to your sense of mission and purpose in life.

**Use Wisely** - Meaning doesn't always have to be long term or earth-shattering. What are the small things in life to which you can attribute meaning and purpose? What makes a good day for you?

### 4 Collaboration

- You thrive on achieving results through teamwork, benefitting from collective expertise to achieve the best outcomes.
- You proactively reach out to others for their skills to ensure your projects and tasks are successful.
- You love to look for opportunities to collaborate and support others, knowing it's more rewarding for everyone.

**Use Wisely** - There may be times when thinking, planning or working on solutions by yourself will serve you better. You can then share your ideas.

### 5 Humour

- You love making people laugh and look for every opportunity to do so.
- You are able to see the funny side of things and like to share this with others.
- You have the ability to crack a joke or tell a story that lightens the mood and gives enjoyment to others.

**Use Wisely** - Practice reading your audience and the situation to understand when it is appropriate to use your Humour. Think of ways you can really add value with your talent in your workplace.

### 6 Business Thinker

- You have genuine enthusiasm and a deep curiosity for the way business works.
- Your passion for business extends beyond the surface, enabling you to understand the goals and values that drive it.
- You naturally find ways to help businesses succeed, exploring the driving forces behind business achievement.

**Use Wisely** - Don't forget the people too. Business success comes from the internal skills, so take time to value the people delivering the goals.

### 7 Learning Agility

- You rapidly absorb information and learning, being able to apply it with immediate effect.
- You naturally grasp and learn new things very quickly, making you highly effective.
- You proactively learn from your own and other people's experience to improve your future performance.

**Use Wisely** - Some learnings may require you to absorb information and go back over it, or may require a period of reflection. Make time for this on occasion.

### 8 Counterpoint

- You love to bring an alternative perspective to any situation.
- You see things differently from others, and can present a range of alternatives for any scenario.
- You enjoy bringing things into the discussion that other people have missed.

**Use Wisely** - Ensure that your alternative perspective is adding value, rather than obstructing ideas. Consider how you deliver your message and what forum might be most appropriate to do so.

## Realised Strengths - Use Wisely

### 9 Writer



- You enjoy writing, finding a deep fulfilment in writing things for others to read.
- You have a natural ability to communicate through writing.
- The act of writing helps you to clarify your thoughts, so you write clearly and easily.

**Use Wisely** - You are likely to get pleasure from all types of writing – even emails! Balance this with execution too, as well as making sure you are word for word perfect in what you write.

### 13 Adaptable



- You love re-arranging resources and adapting plans to meet the changing demands of new situations.
- You sense when to stay on track and when to change to become more effective.
- Your adaptability means that you are always looking for the best possible fit for when the context changes.

**Use Wisely** - Try and achieve a mix between being static and dynamic in the areas of your life. If work is requiring your immense flexibility, you might try a calmer home life.

### 10 Judgement



- You make good decisions both quickly and easily.
- You enjoy assessing the situation, evidence and facts, being confident that you will reach the right decision.
- Your decisions stand up to robust challenge, and you typically turn out to be right.

**Use Wisely** - Volunteer to act as a sounding board for others. Be a role model for new starters or act as a mentor, showing others how you approach the decisions you make.

### 14 Incisive



- You naturally see through any clutter and identify the key elements of any issue or situation.
- You can quickly pinpoint the crucial element in complex scenarios. People rely on you for this precision.
- You enjoy grasping the core of an issue, swiftly working through a lot of information.

**Use Wisely** - Be aware of situations when a decision may need re-visiting or you need to consult with those with more experience to reach the best outcome.

### 11 Commercial Insight



- You are naturally aware of and focused on the bottom-line impact for commercial success.
- You enjoy making an impact on the profitability of a project or business with practical and considered insights.
- You naturally make an effort to observe the financial benefits of any initiative.

**Use Wisely** - Success of an organisation will go beyond the bottom line. Spend time focusing on the processes for success and the culture too.

### 15 Persuasion



- You are extremely effective at convincing others and bringing them around to your point of view.
- You love to make a good case for what you want.
- You choose your language, words and methods carefully, in order to win agreement from others.

**Use Wisely** - Combine your talent for persuasion with purpose. Consider your audience and think through which strengths could support you to deliver a softer approach when needed?

### 12 Action



- You feel compelled to act immediately and decisively.
- You are much more comfortable with forward momentum than you are with careful strategy and reflection.
- Getting started is the only way for you. You will learn as you go along and if it doesn't work, then at least you tried.

**Use Wisely** - Be careful not to crash or take others down the wrong path. Try to pause before important decisions or ask others for their input.

### 16 Inclusion



- You love to ensure people are included in activities and projects and feel part of the team.
- You actively encourage participation from everyone in a group, whatever their background or experience.
- You strongly believe in diversity and help everyone you meet to feel a sense of belonging in their environment.

**Use Wisely** - There may be times when people will appreciate being able to form their own groups and take the initiative to be included themselves.

## Realised Strengths - Use Wisely

### 17 Bounceback

- Whatever setback or disappointment you come up against, it just makes you more determined to succeed.
- You love to pick yourself up very quickly from setbacks, using them as a springboard to spur you on.
- You go on to achieve more than you would have done otherwise, proving your success to yourself and others.

**Use Wisely** - As well as harnessing your drive to get back up and succeed after setbacks, try to take a little time out to reflect on your experiences and rest a little too.

### 18 Change Agent

- You love to be involved with and bring about change, identifying the real benefits of the changes you make.
- You relish opportunities to implement change and become an advocate for new developments.
- Your enthusiasm for change enthralls others in turn, who otherwise would have been more reluctant about the change.

**Use Wisely** - To ensure the success of new developments, understand the full impact on others and how they might react. Don't embark on change for the sake of change.

### 19 Approachable

- Your natural way is to be open and accessible, encouraging others to ask for help and advice.
- You prefer to have an open-door policy and always receive others with enthusiasm.
- You are very easy to get to know and others are always reaching out to you with questions.

**Use Wisely** - Ensure there are times when you have boundaries so you can protect your workload and have time to yourself as needed.

### 20 Initiative

- You love to work on your own initiative, making decisions and getting things started.
- You are confident to be proactive in a variety of situations, and others look to you for guidance.
- You naturally take charge of situations, executing tasks in times of uncertainty.

**Use Wisely** - There may be times when a decision needs to be a shared one, or you may not have all the answers to make it. Be open to these situations.

### 21 Unconditionality

- You have an immense capacity genuinely to accept and respect people for who they are, without ever judging them.
- You believe that everyone is valuable in their own right.
- No matter what people may have done, or who they may be, you accept everyone the same.

**Use Wisely** - You are likely to be in high demand. Make sure you have time for yourself at some point, and that others don't take advantage of your accepting nature.

### 22 Opportunity Spotter

- You constantly identify and grasp opportunities and ensure you capitalise upon them.
- You are naturally open to possibilities, proactively seeking out ways to add value to a situation or event.
- You love to seize an opening, in order to benefit a situation in the short or long term.

**Use Wisely** - Opportunities can also arise when you least expect them, so be open to them in places you may not naturally look.

### 23 Gratitude

- You are constantly aware of how fortunate you are and the positive things that you have in your life.
- You naturally notice and appreciate the good things that happen to you.
- You take nothing and nobody for granted.

**Use Wisely** - Find different ways to be grateful. Write a journal, text a friend, email your manager, write a blog or sing a song. Varying your gratitude will help to keep you from appearing inauthentic.

### 24 Authenticity

- Whatever you do, you do it with genuine conviction and without pretence.
- You always keep to your own values and beliefs, no matter what other people may want you to do.
- You are proud to stand up for what you believe in, doing things in a way that is right for you.

**Use Wisely** - Know when you need to stand strong, as well as when you need to flex a little. Remember that not everyone holds the same values as you.

## Realised Strengths - Use Wisely

### 25 Optimism

- You always see the best side of any situation and look on the bright side of life.
- You have a consistent and firm belief that things will work out well in the future.
- Your belief keeps you strong and enables you to stay positive, even when things become difficult.

**Use Wisely** - It is great to remain optimistic when problem solving but don't forget to think about the actions you need to take to deal with them too. They won't usually solve themselves!

### 29 Creativity

- You love coming up with or combining existing ideas, images, colours, tastes or concepts.
- You thrive on trying things that have not been tried before.
- You love breaking new ground, linking things in novel and imaginative ways.

**Use Wisely** - A creative idea usually needs a team to implement. Who else do you need to help your idea become a reality? Sometimes existing concepts can still be of benefit too!

### 26 Drive

- You are extremely self-motivated, with an inner drive that pushes you on to achieve more.
- As soon as you complete one task, you don't wait to be told what to do, you move on to the next.
- You love to set stretching goals and targets for yourself.

**Use Wisely** - A stretch target for you could be to relax a little! Ensure you are clear about what you want to achieve, otherwise you could be driving around in circles.

### 30 Improver

- You love looking for ways to do things better.
- You prefer not to accept the way things are usually done, as you love to see how you can make things more effective.
- You find that you do this very naturally – and a lot of the time!

**Use Wisely** - Don't feel that you have to improve everything all the time. Focus your attention on the things that really need improving, rather than just tweaking things for the sake of it.

### 27 Moral Compass

- You are acutely aware of the difference between right and wrong.
- You always act in accordance with what you believe is right.
- Your decisions and your actions are always guided by your ethics and values.

**Use Wisely** - Appreciate that others may have a different moral code than you in some situations and you may need to compromise. Volunteer as a sounding board for others in ethical matters.

### 28 Relationship Deepener

- Building close relationships with people is very important to you.
- For you, really getting to know someone, and for them to know you, takes time.
- Your relationships with people will develop slowly over time, but will almost always last for the long term.

**Use Wisely** - Remember not to miss opportunities to connect with people on a more informal basis. You might need more of a diverse network of loose contacts in the future.

## Unrealised Strengths - Use More

### 1 Growth

- Whatever you are doing, you try to look out for ways to develop yourself further.
- You tend to seek out activities, skills, knowledge, or new ways of working that will help you grow.
- You like to invite feedback on your performance, acting on both positive and negative comments.

**Use More** - Maybe you are not clear on your goals or the opportunities available to you. What additional skills or responsibilities could you take on that are aligned to your strengths?

### 2 Empathic

- You tend to have a natural connection with other people.
- You are tuned in to others and can feel what they are feeling.
- You like to put yourself 'in another person's shoes', so you can see things from their point of view.

**Use More** - Volunteer! There are many ways to do this, from being a school governor to working in a charity shop. Use your strengths to guide what would be right for you.

### 3 Analysis

- You like methodically analysing and interpreting problems, numbers and complex information.
- You try to take a sequential and analytical approach to evaluating data from multiple sources.
- You know that your analysis is good enough to inform solutions and decisions.

**Use More** - Look into a priority problem that others are struggling with. Review its status, looking at the objective, resources, application and process to help make some analytical suggestions in each area.

### 4 Personalisation

- You tend to notice the subtle differences in people and relate to others as unique individuals.
- You recognise people's different motivations, as well as their preferences and strengths.
- You recognise that what is right for one person may well be wrong for another.

**Use More** - Your personal touch can be the thing that really makes the difference to people. Be the person who buys the birthday presents or sends a card or note.

### 5 Narrator

- Telling stories tends to come naturally to you.
- As ordinary events happen, you often picture how they might be spun into an anecdote or story to tell others.
- You see the benefit of stories to convey morals, insights, values, humour, and many other lessons.

**Use More** - Use stories to explain things better to others, help people to feel valued, to make a presentation engaging, or simply to spark a conversation.

### 6 Enabler

- You tend to enjoy developing people so that they can do things for themselves.
- While providing support and encouragement, you often give people tasks that you know will stretch them.
- You like to encourage people out of their comfort zone, in ways that will help them to grow and develop.

**Use More** - Perhaps take on one or two people to mentor and focus on making a big difference to them. It will be extremely rewarding.

### 7 Innovation

- You tend to want to invent things that are better than what has been done before.
- You have the ability to look at things from a different perspective to others and to think 'out of the box'.
- You like to look beyond what exists when coming up with new ideas, inventions and approaches.

**Use More** - Pay attention to the stories and feedback you hear, from customers and colleagues. Is there anything that is not working in an ideal way? What can you do to take action!

### 8 Esteem Builder

- You often see the potential and possibility in people, helping them to recognise it for themselves.
- You help people understand what they are good at, even when they do not recognise it.
- You like to help others develop their self-confidence and achieve what they are capable of achieving.

**Use More** - Be authentic in your praise. Work with people for whom you are really passionate about being able to help achieve their potential.

## Unlock your **Unrealised Strengths** Potential

Use these insights to unlock and expand your greatest area of potential.

### 1 Growth

- Invite a more open feedback culture in your team. Learn from bigger projects or encourage goal sharing and growth buddies to motivate development.
- Make a list of knowledge and skills you may have avoided in the past. Which might help a future career goal? What would help overcome any obstacles?
- Focus on learning something new in an area that would have the biggest impact to you right now. Give yourself a time limit to implement an action.

### 3 Analysis

- Ensure any problem is defined and the context is clearly understood before starting any analysis. Identify all the stakeholders involved so you can get answers to questions easily as you go.
- Break bigger problems down into smaller steps and achievable goals. Work through each stage, reviewing what is happening and potential solutions.
- Evaluate someone else's analysis of a situation. Ask questions on their data gathering and decision-making. What tools and processes did they use?

### 2 Empathic

- Support relationships and interactions between others by listening and discussing sensitive issues and sharing what is really being said.
- Identify ways to improve a service at work or in the community provided to others by researching and considering both the customer and business needs.
- Encourage open environments where people are encouraged to share their feelings so you can get to know them better and adapt your support to suit them.

### 4 Personalisation

- Support the setting up of new teams or projects. Use your understanding to assign tasks that align best with people's unique motivation and skills.
- Practice your strengthspotting. Build confidence in others by sharing the value their actions had on a situation or person, it encourages further use.
- Create environments for sharing through more casual approaches to conversations and events. Use the information to build strong relationships.

## Unlock your **Unrealised Strengths** Potential

Use these insights to unlock and expand your greatest area of potential.

### 5 Narrator



- Create stories behind any new ideas or projects that you want to work on to generate enthusiasm and buy-in from those you need support from.
- Support on marketing tasks, whether it's a presentation, design or language. Help others to share a compelling but concise message to their audiences.
- Ask others for more detailed and insightful responses to your questions so you have plenty of knowledge. Adapt your story to suit your audience.

### 7 Innovation



- Be a sounding board for new ideas at the start of projects or when reviewing them. Stretch the thinking to make a bigger impact in the longer term.
- All ideas need research, data and a plan. Be prepared before discussing your ideas to show their value and get help with seeing them through.
- Investigate a long-standing challenge that you or others face. Consider new solutions and use your other strengths to try something different.

### 6 Enabler



- Take responsibility for allocating tasks within a project based on who would benefit from developing the skills. Understand their strengths further.
- You will be a powerful and supportive trainer or coach to others. Consider opportunities within your team, friendships or with customers.
- Encourage a wider sharing of knowledge in your groups. Vary the subjects to home life as well as work. Get everyone involved in new learnings.

## Learned Skills - Use When Needed

### 1 Planner



- You have learned how to plan and prepare, taking a systematic approach to everything you do.
- Before starting tasks, you try to think carefully, establish time frames and allocate resources.
- You have learned to ensure you have a plan, including one for the unexpected.

**Use When Needed** - Remember that balance is ideal if you find it challenging to always plan. Working towards a plan, but being prepared to be flexible and deviate when necessary.

### 2 Rapport Builder



- You have learned how to start conversations with people quickly and easily.
- You are comfortable meeting people for the first time.
- You are able quickly to find something that is of interest to you both, helping to establish a relationship.

**Use When Needed** - If it's tiring, avoid situations where you have to do this daily. Focus on doing this well when you need to, doing so for shorter periods of time.

### 3 Orchestrator



- You can coordinate various resources, ensuring that they are all working effectively together.
- You progress projects by aligning the right people with requirements to make things happen.
- You are able to create teams who work productively together with the right resources.

**Use When Needed** - Have a list of people and their strengths ready and know what resources and budgets are available. Clarity on required outcomes will be key, along with a flexible approach.

### 4 Equality



- Being fair and equitable is important to you.
- You have learned to pay attention to issues of fairness and equality, to recognise others as your equal.
- You ensure that your own actions and decisions are as fair and as equitable as possible.

**Use When Needed** - There may be a balance to achieve between being fair, and recognising that treating everyone as individuals may also be important for you. Sometimes, these may differ.

### 5 Centred



- You have learned to remain grounded in whatever situation you find yourself.
- You have taken time to understand who and what you are, being able to portray a natural sense of self-assurance.
- Whatever challenges life throws at you, you have learned to be poised and composed, and are rarely shaken.

**Use When Needed** - Balance out those activities which test your self-assurance with those you have more confidence in. Whilst, it's great to gain rapid growth, know your limits before you burnout.

### 6 Adventure



- You have learned to deal with risk or the untried.
- You cope with experiences that are outside of your comfort zone.
- You know that putting yourself into new and challenging situations will allow you to test yourself.

**Use When Needed** - Take yourself outside of your comfort zone when necessary in order to grow and reach your goals, not for the sake of it.

### 7 Competitive



- You have learned to measure your abilities and achievements relative to others to gauge your success.
- You know that winning is important, and you try to ensure that you beat the competition in everything you do.
- You feel good when you are first, but if this doesn't happen, you know you need to be better.

**Use When Needed** - Don't pressure yourself in being the best at everything. Focus on where and when it is important to be the best, but also on when you can allow others a chance to win.

### 8 Curiosity



- You know that it is important to be open to new ideas.
- You look to seek out new information when you can.
- You often ask questions, or make your own enquiries, to learn more about the topics you come across.

**Use When Needed** - Don't start from scratch. Think of ways you can get support from colleagues to help build on the information that you or they have already.

## Learned Skills - Use When Needed

### 9 Incubator



- You know that it can be beneficial to ponder and reflect when necessary.
- You have learned to take moments out of your day so that you can think things through.
- You are able to allow time and space to be absorbed in your own thoughts.

**Use When Needed** - If you get tired by thinking too much about something, ask someone else for their opinion. They might bring a different perspective and help you make decisions quicker.

### 10 Humility



- You are a humble person, never allowing yourself to be big-headed or boastful.
- When a job is done well, you have learned to ensure credit is given to other people.
- You know that you depend on others for your success. You strive to appreciate and value their support.

**Use When Needed** - Don't feel you always have to be humble. It is okay to speak about your own successes, at the same time as praising others for their work.

### 11 Social Adaptability



- You are socially aware and able to adapt your communication style and behaviour.
- You are able to be on the same wavelength as people, changing your tone and language to suit them.
- You are aware of your surroundings, reading people and their situations and responding appropriately.

**Use When Needed** - You might benefit from ensuring you switch off in social situations when you can, enjoying the moment and building connections naturally.

### 12 Pride



- You have learned to take pride in everything that you do, delivering work that is consistently of a high quality.
- You try to get it right first time.
- You set high standards for yourself, and want to be recognised for delivering quality output.

**Use When Needed** - Balance quality with execution, however challenging this may be. Try not to be dismissive of the contributions of those with less Pride than you.

### 13 Resolver



- You are good at solving problems.
- When faced with a really complex problem, you know how to approach it and get to the root of the issue.
- You don't like to be beaten by a problem and will try to persist in seeing it through to a solution.

**Use When Needed** - Have you solved too many problems recently, or perhaps you prefer the preventative approach? Get help from your strengths or resolve something you can solve easily.

### 14 Performance Focus



- You have learned to ensure that people are focused on goals and targets to deliver performance.
- You know how to communicate objectives and ensure they are front of mind for those around you.
- You help people focus on delivering the necessary results, bringing clarity to what needs to be done.

**Use When Needed** - Balance the time you have with people between focusing on targets and goals and building relationships and connections on a personal level.

### 15 Emotional Awareness



- You have learned how to gauge people's emotions and feelings.
- You try to sense how people feel, by picking up on the subtle clues and messages they give.
- You have learned how to interpret people's emotions accurately, so that what they are feeling is clear to you.

**Use When Needed** - Use it when the situation requires you to evaluate people's emotions and where you know you will add value, rather than just for the sake of it.

### 16 Prevention



- You have learned to think ahead and anticipate problems before they happen.
- You try to notice the little things that might be out of place or going wrong, and then deal with them.
- You know that by acting in this way, you can head off future problems.

**Use When Needed** - It might be hard to think about future issues when there are enough problems today. Focus on the most important problems, or those that align with your goals first.

## Learned Skills - Use When Needed

### 17 Customer Champion

- You can ensure people's opinions are represented and promoted by raising awareness on their behalf.
- You are able to help customers and stakeholders have their views heard and taken into consideration.
- You have learned to take the opportunity to speak up and advocate for customers' and stakeholders' ideas.

**Use When Needed** - Have a set list of questions at hand to gather the customer information. Ascertain the person who could make decisions or take action to present them to, avoiding you repeating your message.

### 21 Work Ethic

- You have learned to work hard, putting a lot of effort and energy into your work.
- Experience has shown you that working hard is important.
- You don't mind working longer hours when necessary, but work is probably not the thing for which you live.

**Use When Needed** - Don't beat yourself up, you are far from lazy! Remember only to work longer hours when necessary. Don't forget that playing to your strengths is much less effort!

### 18 Resilience

- You are able to overcome adversity and have learned to take setbacks in your stride.
- You use different strategies to pick yourself up, even in difficult circumstances.
- You know how to cope with, and recover from, most of the things that life throws at you.

**Use When Needed** - You may not always need to be quite so resilient, or perhaps you need a rest from it. Be honest when faced with a setback about whether you need time to recover.

### 22 Organiser

- You have learned to be organised, both in your work and your personal life.
- You know that in order to be as effective as possible, it is necessary to be well-organised.
- You always know where things are and what to do when, because you try to organise everything in advance.

**Use When Needed** - Relax a little and know what needs to be well-organised and what doesn't – at work and at home. That way, you can respond positively to last minute requests or plans.

### 19 Credibility

- You have learned to instil confidence and trust in others with your knowledge and expertise.
- You know how to present yourself in a way that is professional and credible.
- You are able to present information to others in a way that builds trust.

**Use When Needed** - It is OK to relax your professionalism at times – it allows for authenticity and fun. Find ways to remain credible that still play to your strengths, such as being creative or telling stories.

### 23 Service

- You try to help people as much as you can.
- You have learned that it can be beneficial to go above and beyond what you need to do for people.
- You try to focus on satisfying people's needs and meeting their requirements.

**Use When Needed** - If this has been overplayed, use it only when you have to, giving yourself a while to recover. You can still help others - you probably just don't need to go the extra mile every time.

### 20 Detail

- You have learned how to focus on detail, developing strategies that help you spot inaccuracies.
- When you see an error, you are quick to correct it.
- You try to avoid submitting work that contains mistakes.

**Use When Needed** - Do the appropriate checks and leave it at that. Know when you need a break, or when others need to step in, as it can be difficult to check your own work.

### 24 Catalyst

- You have learned how to mobilise and inspire people to get things done.
- You are able to get new projects off the ground and put ideas into action by involving others.
- You have learned techniques and skills that help to get people motivated and get things moving.

**Use When Needed** - It takes effort to start new things. Who are you going to influence and what are the key benefits? Read your audience, so you know how to respond to anyone less positive.

## Learned Skills - Use When Needed

### 25 Compassion

- You know that it is important to care about the people around you.
- You try to seek the best for everyone, offering sympathy and support to others.
- When people are unhappy, you have learned how to find the right things to say.

**Use When Needed** - If you have overplayed this recently, use it more sparingly or move more into the action phase of supporting others.

### 29 Feedback

- You have learned how to give people both positive and negative feedback.
- You understand it is important to let people know what they have done well.
- You have learned to give people accurate feedback so they know where they can improve.

**Use When Needed** - Look for opportunities where that feedback can connect to a larger goal, help somebody to develop, or give them the skills to do something for themselves.

### 26 Explainer

- You are good at simplifying things so that people can easily understand.
- You have learned how to take a complex idea and express it simply and clearly.
- You are able to come up with different ways of explaining the same thing to help people understand.

**Use When Needed** - Think about your audience and their level of expertise. Find a variety of methods to explain to keep up your energy levels, from PowerPoint to YouTube – variety is the key!

### 30 Strategic Awareness

- You have learned to take an interest in understanding changes in the wider world that could impact on your plans.
- You are able to develop and shift long term plans effectively.
- You try to ensure that you take steps to deal with whatever future circumstances may arise.

**Use When Needed** - A balance of the short and longer term picture is ideal. Try to work practically with detailed tasks when you need to, as well as working on the future.

### 27 Spotlight

- You have learned that sometimes it is necessary to be the focus of people's attention.
- In a meeting or in a social gathering, you are able to speak up and hold the floor.
- You find that you can get people to listen to you when you need to do so.

**Use When Needed** - You might find it exhausting, so try and only use it when you need to. What other Communicating strengths could you use instead to get your message across?

### 31 Pace

- You can deliver at pace, acting with speed and efficiency.
- You have learned to work at great speed while ensuring high quality in your work.
- You are self-motivated and deliver the right outcomes quickly, despite any pressure.

**Use When Needed** - Be pacy as required – not everything requires a high level of speed. Balance it with considering the bigger picture and connecting with others for a rest.

### 28 Courage

- While you may well feel afraid at times, you have learned to try to face up to and overcome your fears.
- You do not always enjoy having to demonstrate courage, but you have learned its importance.
- You recognise the benefits of participating in activities that make you feel nervous or scared.

**Use When Needed** - Don't always feel you have to be courageous. Balance out your bravery with working within your comfort zone, to give yourself some breathing space from time to time.

### 32 Time Optimiser

- You have learned that it is important not to waste time, finding ways to squeeze as much as you can into every minute.
- You try to ensure you use your time productively.
- Whatever situation you are in, you have learned to make the most of your time.

**Use When Needed** - Review your to do lists carefully and make sure you are realistic about what is achievable each day. Try to relax when timings don't work out - there is always tomorrow!

## Learned Skills - Use When Needed

### 33 Implementer

- You know how to translate a conceptual idea into a practical solution that is efficient.
- You can be practical in ensuring that a workable solution is implemented for any initiative.
- You are able to be pragmatic, helping to ensure new or updated solutions can easily be adopted.

**Use When Needed** - Have resources and plans at the ready to avoid delays in moving forward. Use technology to speed up collaboration and stay on track with progress.

### 34 Self-belief

- You have learned how to be more confident in your own abilities.
- You try to believe in yourself, knowing that this will help you to achieve your goals.
- You know that if you set your mind to something and work hard, you are more likely to achieve it.

**Use When Needed** - What would make this a little less effort? Playing to strengths ensures success, as does the right recognition for your work and accurate feedback so you can grow.

### 35 Self-awareness

- You know the importance of spending time understanding your behavior and responses to different situations.
- You can recognise your strengths and weaknesses.
- You have got to know yourself pretty well.

**Use When Needed** - If you have spent a lot of time being self-aware recently, dial back and enjoy situations more. If it feels a bit indulgent, know you will be more engaged by doing it – and enjoy!

### 36 Relationship Manager

- You can maintain relationships over time and draw on these productively when you need to.
- You know it's important to build diverse relationships to support your objectives.
- You are able to understand people's drivers and needs so you can build effective relationships.

**Use When Needed** - Stay in regular contact with your relationships, helping the interactions to be more authentic and two-way. Find ways to enjoy the connections and discover mutual commonality.

## Weaknesses - Use Less

### 1 Persistence

- You may find it hard to keep going when you are faced with difficult challenges.
- You may prefer to find easier routes or just give up when faced with frustrations.

**Use Less** - What strengths could keep you going? Look for your inner motivation, your reason for doing things, or your belief in a better future. On occasion it can be beneficial to know when to quit too.

### 2 Diligence

- You may find it hard to remain focused on repetitive and detailed tasks.
- You may find it difficult to pay close attention and complete repetitive tasks with accuracy.

**Use Less** - Avoid any distractions. Try using tools to help keep you on track and review the detail. Approach the tasks in small chunks and get someone to review your work.

### 3 Listener

- It may not come naturally to you to be able to listen to what people are saying and how they are saying it.
- You may find listening hard as other things can interfere with your attention.

**Use Less** - What diverts your attention? Try to listen well on just the really important matters. Before these conversations, write down what is on your mind, or send that email first, so that you can concentrate.

### 4 Technology Focus

- You don't enjoy investing time in keeping up to date with the latest technologies and their applications.
- You may not be a strong advocate for new technologies, preferring to work with what you currently have.

**Use Less** - Review what technologies you already use and set a goal of learning one new feature that would motivate and benefit you. Ask others what they use and watch videos to get up to speed quickly where necessary.

### 5 Adherence

- You are not the sort of person who is motivated by carefully following guidelines and rules.
- You may be uncomfortable completing tasks that have clear steps and stages.

**Use Less** - Be realistic on the impact this is having on you. Although you may not invent rules, you might not be breaking them either.

### 6 Connector

- You may not be someone who naturally makes, or thinks about, connections between the people that you meet.
- You may not notice when people have shared interests or something in common.

**Use Less** - What stops you? Perhaps you need to build a bigger network or stop to ask more questions, so that you can gather more information first? Try using social media to help.

## 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 Families Ranked Distribution

Your skills ranked by family: % for realised strengths, unrealised strengths, learned skills and weaknesses.



## Career Guide

Success comes from choosing a role that aligns with your strengths. Your Career Guide highlights 6 possible career areas that leverage your realised strengths and 2 that develop your unrealised strengths—helping you make informed future decisions.

### Realised Strengths Career Suggestions

#### Agriculture

Agriculture covers all aspects of farming including animal nutrition, soil management and crop production. It can involve the planning, organisation and administration of farm estates or scientific roles within large organisations.

#### Consulting

Consultants provide professional services and expert advice in their chosen fields, delivering objective views and recommendations independently or as part of a wider consultancy company.

#### Executive

Executives lead organisations in achieving their goals and realising their visions. This includes delivering policies and procedures, overseeing finances and budgets, and collaborating with other executives, staff and board members.

#### Human Resources

Human Resource professionals help to shape the culture of a company by involving themselves in training, management and development of employees, as well as working with salaries, benefits and employment law.

#### Non-Profit & Voluntary

The Non-Profit & Voluntary sector is dedicated to improving the world and the lives of people. This can involve taking on multiple roles often within smaller organisations or offering specific skills and experience.

#### Sales

Sales involves selling a company's products and services to individuals or businesses by approaching potential customers to win new business and maintaining good relationships with existing clients to gain repeat business.

### Unrealised Strengths Career Suggestions

#### Coaching & Counselling

Coaching professionals support people to create a new life path and focus on the future. Counselling professionals support people to overcome difficulties and make important changes in their lives.

#### Training & Development

Training & Development involves designing, delivering and facilitating programmes to support and educate people with the knowledge and practical skills necessary for their work and career growth.

## 80 Skills Definitions

### Skills Families



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



**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.

