

SKILLSCODE REPORT

This report is generated for

LINA WEE | 21.2.2023

The information contained in this report is likely to remain a good reflection of the individual's behavioural profile for the next 12 months, depending upon circumstances. Therefore, it is recommended that the individual complete the Personality Assessment again after 12 months for an accurate profile.

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ABOUT THIS REPORT

The SkillsCode report by VisiOne was created based on the completion of research-backed Encode Industrial Psychology (IO) Assessment by TalenX and adapted to align with the Singapore SkillsFuture (SSG) Critical Core Skills (CCS) framework.

Encode is a psychometric and competency assessment tool based on the widely researched Five Factor Model and beyond. Encode enables CCS framework of 19 competencies to be further expanded into Encode's 36 traits and 108 facets to provide a more comprehensive exploration of an individual's motives, preferences, behaviours and work style.

The CCS framework of 19 competencies are categorised into three clusters of the Critical Core Skills identified by the Singapore SkillsFuture (SSG) to be essential for the future of work - (1) Thinking Critically, (2) Interacting with Others, and (3) Staying Relevant.

The scores are computed based on a comparison with over 1000 international working professionals from various industries and countries. The scores are presented on a 1 to 10 STEN scale.

The assessment is based on a self-report, thus the results are based on the individual's own self reflections and perceptions. Scientific research has shown that self-report is a valid measure of how people would behave at work.

This report contains potentially sensitive information; thus, every effort should be made to ensure that the report is stored in a secure and safe place. The applications and usage of this report is limited to VisiONE employees, agents of VisiONE, and the clients authorised by VisiONE.

01. INTRODUCTION TO REPORT

This report contains information about [LINA WEE](#)'s motives, preferences, needs, behaviors and work style based on his/her response to the Encode Personality Assessment.

COMPETENCY SUMMARY PROFILE

The Competency Summary Profile provides a brief overview of a total of 19 Critical Core Skills (CCS) adapted from Skills Framework by SkillsFuture Singapore (SSG) which are grouped into three main clusters with the headings of Thinking Critically, Interacting With Others and Staying Relevant. Each CCS has one to four underlying traits, with 36 traits in total developed from Encode psychometric tool.

CRITICAL CORE SKILLS (CCS)

The assessment measures three skill clusters as defined by SSG; namely, Critical Thinking, Staying Relevant and Interacting with Others.

Thinking Critically	Interacting with Others	Staying Relevant
<p>These are cognitive skills that are needed to think broadly and creatively in order to see connections and opportunities in the midst of change. Cognitive skills are the root of technical skill development and progression.</p>	<p>Learning from other people is one of the most effective ways to acquire new skills and ideas. Being effective at interacting with others means thinking about the needs of other people, as well as being able to exchange ideas and build a shared understanding of a problem or situation. Increasingly people need to be able to combine their technical skills with those of others to succeed.</p>	<p>Managing oneself effectively and paying close attention to trends impacting work and living provide the strategies, direction and motivation for technical skill development.</p>

Each cluster covers five to seven CCS with each CCS made up of one to four competency traits developed from Encode. A total of 36 traits are aligned with the 19 CCS to provide a comprehensive insight into an individual's behaviour, belief or attitude.

For example, in the cluster of Interacting with Others, our proprietary psychometric descriptors — considerate, outgoing and teamwork — are aligned with one of the Skills Framework's critical core skills — building inclusivity.

UNDERSTANDING STEN SCORES

Each 36 traits are presented as a standardised numerical score ranging from a scale of 1 to 10. Scores are standardised based on a comparison group (i.e. Norm group). This helps provide context on the tendency to which the individual would express certain workplace behaviors in comparison to others.

The scores are divided into 3 main levels, namely Low, Moderate, and High. A general rule to follow is Low level with scores of 1 to 4 are considered a low likelihood that the person would behave in a particular manner; Moderate level with scores of 5 to 6 are a moderate preference; and High level with scores 7 to 10 are considered a high likelihood that the person would behave in a particular manner.

It's important to note that higher scores do not mean “better” or “good”. There are advantages and disadvantages of having a higher or lower score. Requirements of the job, role, or organisation will determine which behavioral traits require greater or minimal expression.

02. COMPETENCY SUMMARY PROFILE



Overall, the respondent was neither lenient nor critical in self-ratings than most people.

03. THINKING CRITICALLY

Creative Thinking		Strength of Preference
MODERATE		
Conceptual STEN 6	<ul style="list-style-type: none"> interested in analysing complex information (7) prefers to work with theory (7) as often as most people in applying theories (5) 	●
Creativity STEN 8	<ul style="list-style-type: none"> produces original ideas (7) generates lots of ideas (9) is as creative in problem solving as most people (6) 	●
Strategic STEN 7	<ul style="list-style-type: none"> takes a long term view on matters (8); creates a reasonably clear vision of the future (6); inclined to forming strategies (7) 	●

BUILDING ON STRENGTHS

- Identify the patterns and connections you see in different ideas to help others see a coherent model rather than a list of isolated ideas.
- Find ways to explain complex information into simpler terms.
- Ensure that your ideas are well supported with evidence.
- Look to receive timely feedback about your new ideas, the quality of your ideas, and how they are perceived by others.
- When presenting your strategic ideas, ensure that they are well supported with evidence of potential business opportunity.
- When looking to implement your strategy, make sure to plan thoroughly on how it would be implemented.

OVERPLAYED STRENGTHS

Is your vision the “correct” one? Remember that people who were proven to be incorrect were once convinced that they were right at one point in time.

Make sure you question yourself regularly and think about whether particular issues (e.g. new technology, new policies, new laws etc.) would affect the viability of your vision.

03. THINKING CRITICALLY

Decision Making HIGH	Strength of Preference
Deciding STEN 8	<ul style="list-style-type: none"> • prepared to make big decisions (7) • makes quick decisions (8) • readily comes to conclusions quickly (7) 

BUILDING ON STRENGTHS

- In a group setting, encourage the group to be decisive and make things happen.
- Before making a big decision, be sure to assume the worst and build in contingencies to your plan.
- Reflect on the past decisions you have made that turned out to be right and wrong. Think about the process that led to your decision being wrong, and what it would have taken for it to turn out right. Learn from this experience.

OVERPLAYED STRENGTHS

- Be careful of appearing too controlling over decisions in the group. Let other people chair the meetings and making final decisions.
- Be careful of being too eager to make decisions before others are ready to implement them. Ensure that colleagues are given ample time to consider the implications of your decisions and plan how to implement them effectively.

03. THINKING CRITICALLY

Problem Solving MODERATE		Strength of Preference
Data Rational STEN 4	<ul style="list-style-type: none"> Slightly prefers opinions and feels to make decisions (3) dislikes working with numbers (4) less likely to rely only on objective facts to make decisions (4) 	●
Evaluative STEN 4	<ul style="list-style-type: none"> less concerned with understanding the logic behind arguments (3) little interest in analyzing complex information (2) moderately effective at spotting flaws (6) 	●
Independent STEN 9	<ul style="list-style-type: none"> freely expresses own opinion (8) prefers to work without supervision (8) perfers to do things own way (8) 	●

DEVELOPMENT TIPS

- Look to ensure that arguments are logical, and well supported with factual evidence.
- Check that your facts are accurate before using them to construct your arguments, or before making your decisions.
- Spend some time reviewing and critically evaluating the accuracy of the evidence and information you obtained instead of taking it at face value.
- Adopt the view of your opposition in order to rehearse your arguments against it.

BUILDING ON STRENGTHS

- Empower others to work independently without supervision. Start by providing guidelines on how to finish a task. But avoid micromanaging.
- Volunteer for tasks that have low supervision, and require the person to be independent minded.

03. THINKING CRITICALLY

Sense Making		Strength of Preference
MODERATE		
Data Rational STEN 4	<ul style="list-style-type: none"> Slightly prefers opinions and feels to make decisions (3) dislikes working with numbers (4) less likely to rely only on objective facts to make decisions (4) 	●
Evaluative STEN 4	<ul style="list-style-type: none"> less concerned with understanding the logic behind arguments (3) little interest in analyzing complex information (2) moderately effective at spotting flaws (6) 	●
Conceptual STEN 6	<ul style="list-style-type: none"> interested in analysing complex information (7) prefers to work with theory (7) as often as most people in applying theories (5) 	●
Ambiguity STEN 7	<ul style="list-style-type: none"> cope well with uncertainty (7) readily accept new challenges (8) as ready to accept changes as most people (6) 	●

DEVELOPMENT TIPS

- Look to ensure that arguments are logical, and well supported with factual evidence.
- Check that your facts are accurate before using them to construct your arguments, or before making your decisions.
- When you are given a new piece of information, try your best to understand the information. Identify the potential benefits or errors in it.
- Look to construct your arguments or solutions around theory, but provide support with evidence where relevant.

BUILDING ON STRENGTHS

- Identify the possible uncertainties in a project and make contingencies to address these issues before they arise.
- Expand your vision and create alternatives so that you can be prepared for unpredictable situations.

03. THINKING CRITICALLY

Transdisciplinary Thinking		Strength of Preference
MODERATE		
Conceptual STEN 6	<ul style="list-style-type: none"> interested in analysing complex information (7) prefers to work with theory (7) as often as most people in applying theories (5) 	●
Learning STEN 6	<ul style="list-style-type: none"> sees things from multiple perspectives (7)moderately interested in learning new things (5) asks probing questions fairly frequently (5) 	●

BUILDING ON STRENGTHS

- Teach others your strategies on how to improve their learning efficiency.
- Use simple probes to get more information effectively, such as “Tell me more”, “Help me understand” and “give me an example”.
- Try to gain an understanding of an issue from a different perspective, don't just rely solely on your own understanding, as this might not be the whole picture.
- Read into the theoretical concepts, and look for how it is being applied in the real world.
- Practice your ability to communicate the key aspects of a concept to others.

03. THINKING CRITICALLY

Planning & Organising		Strength of Preference
LOW		
Detail Oriented STEN 1	<ul style="list-style-type: none"> less focused on detail than most people (1) less of a perfectionist than most (3) less focused on spotting errors (2) 	●
Organising STEN 3	<ul style="list-style-type: none"> less inclined to prioritise than many people (1) less organised than many people (3) dislikes making plans (4) 	●
Active STEN 7	<ul style="list-style-type: none"> works well when busy (8) able to multi-tasks reasonably well (6) works at a fast pace (8) 	●
Timeliness STEN 1	<ul style="list-style-type: none"> less punctual than most people (1) prepared to leave tasks unfinished (2) place less emphasis on meeting deadlines than many people (1) 	●

DEVELOPMENT TIPS

- Before starting a new task or project, find out what are the common mistakes people make. Try to avoid them.
- Ask a trusted colleague or friend to help you check the facts, statistics, and data in important financial documents, products or processes.
- List out the tasks that require your attention. Allocate specific time slots for each task.
- When creating plans, ensure that you incorporate some contingencies.
- Focus on tasks that have an impending deadline. Set aside the less urgent tasks until after the deadline.

BUILDING ON STRENGTHS

- Find the balance between effectiveness and multi-tasking. Make sure you are producing high-quality work while working on multiple tasks.

03. THINKING CRITICALLY

Integrity		Strength of Preference
HIGH		
Conforming STEN 9	<ul style="list-style-type: none"> • prefers to follow procedures (8) • very much prefers to have rules to follow (9) • strongly prefers low risk options (10) 	●
Principled STEN 8	<ul style="list-style-type: none"> • focuses on honoring commitments (8) • very concerned with ethics (9) • tends to respect confidentiality (7) 	●

BUILDING ON STRENGTHS

- Look to lead by example. Follow rules and procedures so that others can learn from you and follow your work style.
- Look to strictly adhere to the rules and procedures in your organisation. Avoid violating the rules and procedures if possible.
- Be very clear about the ethical guidelines that your team and colleagues are to follow.
- Identify opportunities to take on roles and responsibilities where you are expected to enforce ethical rules and guidelines at work (e.g. corporate governance).

04. INTERACTING WITH OTHERS

Building Inclusivity		Strength of Preference
LOW		
Team Working STEN 3	<ul style="list-style-type: none"> less team oriented than most people (1) tends to be wary of trusting others (2) less inclined to consult others before making decisions (3) 	●
Considerate STEN 3	<ul style="list-style-type: none"> slightly less caring than most (4) less considerate than many people (2) may appear slightly less eager to help people in comparison to most (3) 	●
Outgoing STEN 6	<ul style="list-style-type: none"> is as talkative as most people (5) appears reasonably confident with new people (6) interested in networking (6) 	●

DEVELOPMENT TIPS

- After working closely with others, look for opportunities to work independently as this may be your preferred style.
- Identify your tasks that need to be done with others, and what you can do by yourself.
- Look to respect people for who they are, their values, skills, and abilities. Focus on the things that matter most.
- When someone makes a mistake, take a moment to reflect on your own previous mistakes and flaws in order to put into context the extent of the error.

BUILDING ON STRENGTHS

- Look for additional opportunities and responsibilities to develop your networking skills (e.g. take on more client-facing responsibilities).
- Expand the range of your social contacts with others as well as management.

04. INTERACTING WITH OTHERS

Collaboration MODERATE		Strength of Preference
Team Working STEN 3	<ul style="list-style-type: none"> • less team oriented than most people (1) • tends to be wary of trusting others (2) • less inclined to consult others before making decisions (3) 	●
Connecting STEN 8	<ul style="list-style-type: none"> • quick in building rapport (8) • actively looks to make new friends (7) • establishes good relationships with others (8) 	●
Resolving STEN 3	<ul style="list-style-type: none"> • feels less need to mediate disagreements (3) • has less need to resolve disagreements (2) • feels uncomfortable dealing with people who are upset (3) 	●

DEVELOPMENT TIPS

- Take the time to be familiar with your team members, build rapport, understand their role and their contribution to your team goals.
- Understand the benefits of having a different perspective on your team. Think about the values of the suggestions provided by them.
- Let others' mediate conflict, especially if you feel that intervention would only make the situation worse.
- Recognise when it's best to be personally involved in calming people down in an argument, or if it is better to let someone else (e.g. your superior) deal with it.

BUILDING ON STRENGTHS

- Identify trust colleagues whom you feel is able to quickly establish rapport and build good relationships. Discuss their approach, and how they go about establishing a relationship with someone.
- Look to make more social contact with people outside of work. Join clubs, and after-work activities where there are plenty of opportunities to meet new people.

04. INTERACTING WITH OTHERS

Communication		Strength of Preference
MODERATE		
Understanding STEN 10	<ul style="list-style-type: none"> • very interested in understanding people's motivations (10) • very interested in others thinking (10) • very eager to listen to others (9) 	●
Receptive STEN 3	<ul style="list-style-type: none"> • asks for feedback on performance less than most (3) • less receptive to feedback than most (2) • slightly less receptive to criticisms (4) 	●
Persuading STEN 4	<ul style="list-style-type: none"> • slightly less persuasive than most (4) • has relatively little focus on negotiating (4) • expresses things reasonably well (5) 	●

DEVELOPMENT TIPS

- It may be easier to ask for feedback in a one-to-one meeting.
- When seeking feedback, ask open-ended questions to improve the quality.
- Ask people to be critical and constructive when giving feedback to you, ask them to focus on what you could have done better, not simply focusing on what you did wrong.
- Understand and review your arguments to ensure you cover the key beneficial outcomes. Avoid being too focused on talking about the features of your product or service.
- Before looking to persuade someone, think about what are the most important factors in the person's decision making, and make sure these are discussed clearly.

BUILDING ON STRENGTHS

- Look to take on roles and responsibilities that require one to have a good understanding of people.
- Spend some time studying the theories of human behaviour and motivation, and apply them at work.
- Put yourself in your client's shoes. Think about what changes your client wants? Who else could you be serving? In what way?

04. INTERACTING WITH OTHERS

Customer Orientation		Strength of Preference
LOW		
Considerate STEN 3	<ul style="list-style-type: none"> • slightly less caring than most (4) • less considerate than many people (2) • may appear slightly less eager to help people in comparison to most (3) 	●
Understanding STEN 10	<ul style="list-style-type: none"> • very interested in understanding people's motivations (10) • very interested in others thinking (10) • very eager to listen to others (9) 	●
Timeliness STEN 1	<ul style="list-style-type: none"> • less punctual than most people (1) • prepared to leave tasks unfinished (2) • place less emphasis on meeting deadlines than many people (1) 	●
Organising STEN 3	<ul style="list-style-type: none"> • less inclined to prioritise than many people (1) • less organised than many people (3) • dislikes making plans (4) 	●

DEVELOPMENT TIPS

- If showing empathy, or being sensitive, is not something that comes easily to you, then offer to provide practical support.
- Think about the things that your colleagues are likely to feel irritated about. Try to avoid doing any of these things.
- Before your meeting, clarify what time the meeting will start, and the location. Make sure you get clear directions on how to get there, and give yourself extra time in case of traffic or other delays.
- Look to allocate tasks to others that are in line with their current capabilities and interests. Assign appealing tasks as a form of reward, and give people more challenging tasks.

BUILDING ON STRENGTHS

- Spend some time each week to think about how things are going for your colleagues or peers.

04. INTERACTING WITH OTHERS

Developing People		Strength of Preference
HIGH		
Directing STEN 6	<ul style="list-style-type: none"> • coordinates others reasonably well (5) • moderately interested in taking up a leadership role (6) • looks to take control of things (7) 	●
Understanding STEN 10	<ul style="list-style-type: none"> • Very interested in understanding people's motivations (10) • very interested in others thinking (10) • very eager to listen to others (9) 	●
Supporting STEN 7	<ul style="list-style-type: none"> • Reasonably well in finding ways to motivate others (5) • skilled at inspiring others (8) • finds it easy to coach others (8) 	●

BUILDING ON STRENGTHS

- Look to be responsible for well defined projects. Review the plan, and track progress, with your manager.
- Identify the strengths of your team members. Leverage on their strengths.
- Set clear targets and expectations for each team member.
- Understand what motivates and demotivates your colleagues. Remember that each individual is different, and have different motivators and demotivators.
- When you see a fellow colleague or friend experience a setback, look to be the first to provide words of encouragement and motivation.

04. INTERACTING WITH OTHERS

Influence LOW		Strength of Preference
Persuading STEN 4	<ul style="list-style-type: none"> • slightly less persuasive than most (4) • has relatively little focus on negotiating (4) • expresses things reasonably well (5) 	
Impressing STEN 8	<ul style="list-style-type: none"> • comfortable being the centre of attention (8) • keen to let other's know about one's own achievements (8) • comfortable giving impromptu speeches (7) 	
Asserting STEN 6	<ul style="list-style-type: none"> • reasonably comfortable voicing disagreement than most (5) • comfortable freely expressing one's thoughts (7) • assertively voices one's thoughts and opinions (7) 	
Team Working STEN 3	<ul style="list-style-type: none"> • less team oriented than most people (1) • tends to be wary of trusting others (2) • less inclined to consult others before making decisions (3) 	

DEVELOPMENT TIPS

- Understand and review your arguments to ensure you cover the key beneficial outcomes. Avoid being too focused on talking about the features of your product or service.
- Before looking to persuade someone, think about what are the most important factors in the person's decision making, and make sure these are discussed clearly.
- Take the time to discuss with your relevant stakeholders on how to best work together to ensure mutual benefit.

BUILDING ON STRENGTHS

- Be ready to promote the accomplishments and performance of your team and colleagues when appropriate.
- Try to be more factual in your self promotion. Use objective data and qualitative feedback from clients and key stakeholders.

04. INTERACTING WITH OTHERS

Leadership HIGH		Strength of Preference
Directing STEN 6	<ul style="list-style-type: none"> • coordinates others reasonably well (5) • moderately interested in taking up a leadership role (6) • looks to take control of things (7) 	●
Deciding STEN 8	<ul style="list-style-type: none"> • prepared to make big decisions (7) • makes quick decisions (8) • readily comes to conclusions quickly (7) 	●
Strategic STEN 7	<ul style="list-style-type: none"> • takes a long term view on matters (8) • creates a reasonably clear vision of the future (6) • inclined to forming strategies (7) 	●

BUILDING ON STRENGTHS

- Before making a big decision, be sure to assume the worst and build in contingencies to your plan.
- Reflect on the past decisions you have made that turned out to be right and wrong. Think about the process that led to your decision being wrong, and what it would have taken for it to turn out right. Learn from this experience.
- When presenting your strategic ideas, ensure that they are well supported with evidence of potential business opportunity.
- When looking to implement your strategy, make sure to plan thoroughly on how it would be implemented.

05. STAYING RELEVANT

Adaptability		Strength of Preference
HIGH		
Adapting STEN 8	<ul style="list-style-type: none"> readily adapts people's needs (7) adapts behaviors based on the situation (8) readily adapts to people (8) 	●
Ambiguity STEN 6	<ul style="list-style-type: none"> cope well with uncertainty (7) readily accept new challenges (8) as ready to accept changes as most people (6) 	●

BUILDING ON STRENGTHS

- Spend some time to know more about your colleagues. Identify their preferred style (e.g. prefer to communicate by email rather than face to face) and try to adapt to it accordingly.
- Be flexible and adjust your work style when you are working with others and swap back to your own preferred style when working independently.
- Suggest and help colleagues to adjust to a work style that can benefit the team.
- Seek for opportunities that have a higher tendency to be unpredictable and more elements of uncertainties (e.g. start-up businesses) as a way to further develop your skills in dealing with uncertainty.
- Identify the possible uncertainties in a project and make contingencies to address these issues before they arise.
- Expand your vision and create alternatives so that you can be prepared for unpredictable situations.

05. STAYING RELEVANT

Global Perspective		Strength of Preference
MODERATE		
Conceptual STEN 6	<ul style="list-style-type: none"> interested in analysing complex information (7) prefers to work with theory (7) as often as most people in applying theories (5) 	●
Evaluative STEN 4	<ul style="list-style-type: none"> less concerned with understanding the logic behind arguments (3) little interest in analyzing complex information (2) moderately effective at spotting flaws (6) 	●
Cultural Orientation STEN 5	<ul style="list-style-type: none"> has a moderate preference to work in diverse teams (5) prefers working in a culturally familiar environment (3) has reasonable appreciation for cultural diversity (5) 	●
Business Oriented STEN 6	<ul style="list-style-type: none"> as competitive as most people (6) fairly sales oriented (7) moderately inclined to identify business opportunities (5) 	●

DEVELOPMENT TIPS

- Spend some time reviewing and critically evaluating the accuracy of the evidence and information you obtained instead of taking it at face value.
- Adopt the view of your opposition in order to rehearse your arguments against it.

BUILDING ON STRENGTHS

- Find ways to explain complex information into simpler terms.
- Look to test new theories or concepts to see its effectiveness. Take the theories that work well into future planning.
- Study the market trends in your industry, and suggest potential opportunities, products and services to your team.
- Identify potential opportunities to work with or manage large customer accounts.

05. STAYING RELEVANT

Learning Agility		Strength of Preference
MODERATE		
Achieving STEN 6	<ul style="list-style-type: none"> • fairly ambitious (7) • reasonably comfortable working towards difficult targets (5) • reasonably driven to achieve outstanding results (5) 	●
Learning STEN 6	<ul style="list-style-type: none"> • sees things from multiple perspectives (7) • moderately interested in learning new things (5) • asks probing questions fairly frequently (5) 	●

BUILDING ON STRENGTHS

- Plan your career path for the next five years. Seek greater responsibilities.
- Set goals that are considered challenging, and focus on achieving or exceeding them.
- Teach others your strategies on how to improve their learning efficiency.
- Use simple probes to get more information effectively, such as “Tell me more”, “Help me understand” and “give me an example”.
- Try to gain an understanding of an issue from a different perspective, don't just rely solely on your own understanding, as this might not be the whole picture.

05. STAYING RELEVANT

Self Management		Strength of Preference
MODERATE		
Pressure STEN 8	<ul style="list-style-type: none"> works well under pressure (8) appears very calm before big events (9) feels relaxed (7) 	●
Enthusiastic STEN 6	<ul style="list-style-type: none"> moderately likely to take an optimistic view (5) as cheerful as most people (6) expect things to turn out well (7) 	●
Emotionally Controlled STEN 5	<ul style="list-style-type: none"> readily conceals one's emotions (7) prefers to hide one's true feelings (7) has a slight preference to reveal negative emotions (3) 	●
Self Confidence STEN 5	<ul style="list-style-type: none"> takes more time to recover from setbacks (4) feels reasonably controlled over one's future (5) has a reasonable sense of own worth (6) 	●

DEVELOPMENT TIPS

- See setbacks as opportunities to develop and learn new skills, rather than a negative experience.
- Recognise and understand that factors that contribute to performance are sometimes within or not within our own control.

BUILDING ON STRENGTHS

- Test and understand the relationship between pressure and performance. Find the optimal level that you can handle, which allows you to perform well.
- Understand your tolerance for stress. Recognise that being overconfident in this area will contribute to a rapid increase level of stress.
- Speak with colleagues whom you consider less optimistic and help them see the advantages and benefits of proposed plans.
- Work with colleagues who you consider are pessimistic, and spread your enthusiasm and energy to them.

05. STAYING RELEVANT

Drive		Strength of Preference
MODERATE		
Achieving STEN 6	<ul style="list-style-type: none"> • fairly ambitious (7) • reasonably comfortable working towards difficult targets (5) • reasonably driven to achieve outstanding results (5) 	●
Business Oriented STEN 6	<ul style="list-style-type: none"> • as competitive as most people (6) • fairly sales oriented (7) • moderately inclined to identify business opportunities (5) 	●
Initiating STEN 8	<ul style="list-style-type: none"> • impatient to get things started (8) • good at making things happen (7) • appears very energetic (9) 	●

BUILDING ON STRENGTHS

- Plan your career path for the next five years. Seek greater responsibilities.
- Set goals that are considered challenging, and focus on achieving or exceeding them.
- Ensure there is buy in from relevant stakeholders before diving into a new venture or initiative.
- Seek opportunities that allow you to get things started (e.g. new lines of business, new projects, turning around poorly performing areas).

06. POTENTIAL RISKS & OVERPLAYED STRENGTHS

The page identifies potential areas in the profile that could potentially be an underplayed or overplayed risk in its expression at work. Narrative text is provided below that highlights the particular competency area that could be identified for further investigation for coaching and development purposes.

Thinking Critically	Interacting with Others	Staying Relevant
<p>INDEPENDENT May appear overly confident in own opinions and perspectives that they are less likely to respond to group pressure, and would want to do things their own way or how he/she sees fit.</p> <p>UNDERSTANDING May be overly focused on 'why' people do things and their underlying motives, and may sometimes forget to focus on people's behavioral competence.</p>	<p>TIMELINESS May appear very flexible with schedules and timelines that they may likely miss deadlines and targets.</p> <p>CONFORMING Has a strong need for rules and guidelines that he/she may adhere to inefficient bureaucracy and complex procedures, even if there were more simple and expedient approaches.</p> <p>DETAIL ORIENTED Has a very low focus for detail, and not driven to meet high quality standards.</p>	<p>No potential concerns and risks in this area.</p>