



**META
DYNAMICS™**

PROFILING TOOL

CANDIDATE PROFILE RESULTS

EXCLUSIVE TO META DYNAMICS CONSULTING
CANDIDATE SAMPLE

Your Profile

ENVIRONMENT

OTHERS	VISIONARY	1	2	3	4	5	6	7	8	9	10	The ability of the leader to see, defend and fight for the cultural standards and be a source of inspiration to others
	SUSTAINED VISION	1	2	3	4	5	6	7	8	9	10	Has the experience and capacity to maintain the culture and create the environment needed for succeeding
SELF	PERSONAL STRENGTHS	1	2	3	4	5	6	7	8	9	10	Attributes of a leader in achieving vision, push through obstacles and adapt to changing environment
	SELF-ACTUALISATION	1	2	3	4	5	6	7	8	9	10	The ability to identify blind spots for personal growth

STRUCTURE

OTHERS	STRATEGIC THINKING	1	2	3	4	5	6	7	8	9	10	Thinking around anticipating future threats, opportunities, and seeing beyond the limits of what's in place now and what could be achieved
	INNOVATION MANAGEMENT	1	2	3	4	5	6	7	8	9	10	Capacity to realise ideas to the business; to think outside of the box; finding new solutions to old problems
SELF	PLANNING	1	2	3	4	5	6	7	8	9	10	Ability to organise time and effort around creating benchmarks and structures and communicates them
	DECISION-MAKING	1	2	3	4	5	6	7	8	9	10	Demonstrates sound judgment, timeliness and long term success

IMPLEMENTATION

OTHERS	AUTONOMY	1	2	3	4	5	6	7	8	9	10	Being able to function alone without management intervention
	OUTCOME-FOCUSED	1	2	3	4	5	6	7	8	9	10	Constantly hitting benchmarks, and focusing on current projects / tasks at hand
SELF	ORDERLINESS	1	2	3	4	5	6	7	8	9	10	The ability to utilise strengths and stretches to achieve goals in a timely manner
	MONITORING	1	2	3	4	5	6	7	8	9	10	Focus is on the implementation process and progress towards the achievement of project outcomes and/or business goals

PEOPLE

OTHERS	MENTOR	1	2	3	4	5	6	7	8	9	10	The ability to guide others, and to guide and develop others
	CONNECTION	1	2	3	4	5	6	7	8	9	10	Being able to articulate a method/strategy to develop others beyond just "talking"
SELF	SOCIAL EXPERTNESS	1	2	3	4	5	6	7	8	9	10	Able to read social situation accurately, emotionally intelligent
	MINDFULNESS	1	2	3	4	5	6	7	8	9	10	The ability to experience and understand what others are thinking and feeling and why others do what they do

Your Archetype

(I) DYNAMO

You are autonomous and function independently without reliance on others. As a Dynamo, you are unique in your determination to achieve their goals and outcomes that you set for yourself and others. You succeed by perseverance, originality and a desire to do whatever is needed or wanted by the group in which you represent. Great Dynamos think on the spot when presented with a challenge and are quick in identifying and organising the resources needed to achieve an outcome. You tend to respond to praise and criticism more so than others and are driven by the expectations of your group.

SOCIAL DESIRABILITY SCALE



YOUR SIGNATURE TRAITS:

ENVIRONMENT	(none)
STRUCTURE	(none)
IMPLEMENTATION	(none)
PEOPLE	(none)

YOUR STRENGTH TRAITS:

ENVIRONMENT	Risk Taking
STRUCTURE	Problem Solving, Creativity, Conscientiousness
IMPLEMENTATION	Internal Locus of Control, Conscientiousness, Conscientiousness, Organised, Problem Solving, Adaptable
PEOPLE	Controlling, Adaptable, Openness to Experience

YOUR EFFECTIVE TRAITS:

ENVIRONMENT	Forward Thinking, Openness to Experience, Abstract, Self-efficacy, Credible, Adaptable, Internal Locus of Control, Internal Locus of Control, Openness to Experience, Self-efficacy
STRUCTURE	Forward Thinking, Deductive Reasoning, Evaluative, Efficiency, Detail Conscious, Prioritisation, Data Rational, Deductive Reasoning
IMPLEMENTATION	Affiliative, Resilience, Intrinsic Motivation, Focus, Achieving, Variety Seeking, Time Management, Prioritisation, Preparedness, Forward Thinking, Time Management
PEOPLE	Outspoken, Modesty, Affiliative, Modesty

YOUR OPPORTUNITY TRAITS:

ENVIRONMENT	Motivator, Tough Mindedness, Independent Minded, Tough Mindedness, Resilience, Intrinsic Motivation, Modesty, Goal Setting
STRUCTURE	Systematic, Process Driven, Consultative, Independent Minded
IMPLEMENTATION	Motivator, Independent Minded, Tough Mindedness
PEOPLE	Outgoing, Outgoing, Behavioral, Perceptive, Behavioral

YOUR STRETCH TRAITS:

ENVIRONMENT	(none)
STRUCTURE	(none)
IMPLEMENTATION	(none)
PEOPLE	(none)

In-depth Environment Profile

ENVIRONMENT

VISIONARY

Motivator	1	2	3	4	5	6	7	8	9	10	The ability to bring people towards the vision
Forward Thinking	1	2	3	4	5	6	7	8	9	10	They are comfortable with ambiguity
Risk Taking	1	2	3	4	5	6	7	8	9	10	Embraces uncertainty as demonstrated in behaviour, actions and decisions
Tough Mindedness	1	2	3	4	5	6	7	8	9	10	They trust their own judgement and is unwavering to commitment in vision
Openness to Experience	1	2	3	4	5	6	7	8	9	10	Brings with them a sense of curiosity to explore the possibilities
Abstract	1	2	3	4	5	6	7	8	9	10	Enjoys the bigger picture; comfortable with ambiguous information
Independent Minded	1	2	3	4	5	6	7	8	9	10	Demonstrates divergent thinking

SUSTAINED VISION

Self-efficacy	1	2	3	4	5	6	7	8	9	10	Clarity in vision and the ability to language the vision for others to believe
Credible	1	2	3	4	5	6	7	8	9	10	The consistent delivery of putting business goals ahead of personal ones for the greater good; is the example of vision and values
Tough Mindedness	1	2	3	4	5	6	7	8	9	10	Firm in direction/vision/mission that they are heading towards

PERSONAL STRENGTHS

Resilience	1	2	3	4	5	6	7	8	9	10	Persevere through obstacles and sees it as a challenge
Adaptable	1	2	3	4	5	6	7	8	9	10	Consider different viewpoints and ideas; positive can-do attitude to change and challenges
Internal Locus of Control	1	2	3	4	5	6	7	8	9	10	Personal sense of responsibility in achieving vision
Intrinsic Motivation	1	2	3	4	5	6	7	8	9	10	Behaviour is driven from the act of working towards long term goals

SELF-ACTUALISATION

Internal Locus of Control	1	2	3	4	5	6	7	8	9	10	Takes ownership and accountability towards results; there is no blame
Modesty	1	2	3	4	5	6	7	8	9	10	The ability to admit when mistakes occur; good sense of humour on shortcomings
Openness to Experience	1	2	3	4	5	6	7	8	9	10	Seek understanding from those who knows more
Self-efficacy	1	2	3	4	5	6	7	8	9	10	Has a clear idea of skills, expertise and knowledge to know where their strengths and stretches are
Goal Setting	1	2	3	4	5	6	7	8	9	10	Ability to develop action plans for a particular outcome

In-depth Environment Narrative

OTHERS DIMENSIONS

The candidate will place less emphasis on influencing others towards translating the group's vision, mission, and goals into action. He is slightly less interested in creating an inclusive working group that fosters the facilitation and cooperation that supports others to move towards a goal. As a visionary leader, the candidate will draw slightly more motivation from cooperating with others to accomplish group goals together rather than bringing others along with him on the end outcome.

The candidate will less prefer to maintain a balance between his focus on longer term goals and successful completion of short-term goals as a visionary leader. He will occasionally experience discomfort with challenges that are ambiguous in nature, and this may distract him from allocating sufficient time and energy to brainstorm with others for possible solutions for the longer term, preferring instead to focus on meeting immediate short-term needs.

The candidate is an occasional risk-taker and is marginally more inclined than the typical person to take risks in his role, career and life generally. When conversing with others he may also be slightly inclined towards risqué or less standard topics, potentially creating more impact and leaving others remembering him a little more. This general risk-taking approach may lead to great success but of course brings with it the chance of loss. The candidate will probably be inclined to take moderate, calculated risks, rather than high risks. This will still create some opportunities for him, but these more moderate risks will minimise the chance of great loss.

The candidate's responses suggest that he has a slightly higher preference for actively seeking and appreciation of new experiences in his environment. The candidate is somewhat receptive to other's perspective and opinions, depending on the matter at hand. He will bring more awareness than most people to others' feelings and emotions. The candidate will prefer having novelty in his environment and is accepting of change, rather than conventions and familiarity. In situations where there are changes in the environment, the candidate brings a readiness as a visionary leader to re-examine own values and those he is leading.

The candidate's responses suggest that he is somewhat less interested in intellectual abstractions or hypothetical debate as a visionary, more preferring to adopt a down-to-earth or 'common-sense' approach to addressing problems. He is very unlikely to be perceived as having his 'head in the clouds' as a visionary and believes it is also important to consider tangible options. This natural style indicates that, while he is likely to enjoy discussing potential future states, he will also want to spend time discussing more immediate, tangible alternatives.

With a definite preference for work guidelines, he will clearly lean towards complying with rules and procedures. In environments that require close adherence to scripts and other models, he is likely to be more comfortable than others. The candidate will also tend to follow standardised processes, for example those that foster collaboration and help to monitor performance. The candidate may dislike less structured environments where people are expected to work out their own, individual approach. In these environments he may seek guidance from somewhere on how to approach tasks.

SELF DIMENSIONS

The candidate is moderately sensitive to rudeness and rejection from others. This may result in taking slightly more time to recover after rejection and the potential to become a little demotivated over time in a leadership role, particularly if the role involves a high level of rejection. The candidate may take it rather personally if people make harsh remarks or criticise, so he may be a little cautious about taking action that risks rejection or rudeness.

The candidate will tend to take accountability for achieving people's vision slightly less than others. There will be times when he also attributes results to external factors. Overall, he will feel that he is moderately in control of his own successes as a leader. Sometimes he will see his failure as a leader as being due to his level of effort or skill, while at other times he may attribute it to factors beyond his control. This will mainly become a problem if he starts to believe that he has little influence on his own personal strength.

Although people generally want to find their work somewhat interesting for its own sake, he will place less emphasis on this than on other elements of a role. It may be a little less crucial for him as a personal strength

than others to be intrinsically interested in the work that he does. The candidate may draw slightly more motivation and energy from other elements resulting from the work he does, such as money or status, rather than just from the nature of the work itself.

The candidate will tend to take accountability and ownership for his results slightly less than the average person. There will be times when he also attributes results to circumstances, other people or luck. Overall, he will feel that he is moderately in control of his own successes. Sometimes he will see his failures as being due to his level of effort or skill, while at other times he may blame external factors beyond his control. This will mainly become a problem if he starts to believe that he has little influence on his own results and will effect his self actualisation.

With a moderately greater than average tendency to refer to his strengths and expertise when leading others, a little promotion of his own abilities is likely to enhance his influence as a leader. In some cultures, blatant self-promotion is viewed as bragging and is not approved of. However, he is unlikely to self-promote too strongly, tending to be reasonably subtle. On self-actualisation, the candidate may sometimes acknowledge that he has a shortcoming. He will be fairly comfortable with talking about himself in front of a crowd.

The candidate's responses suggest that he has a slight preference for actively seeking out and appreciating new experiences in his environment. The candidate is receptive to other's perspective and opinions, depending on the matter at hand. He brings some awareness people to others' feelings and emotions. The candidate mostly prefers having novelty in his environment and is usually accepting of change. In situations where there are changes in the environment, the candidate can be willing to re-examine own values and those he is leading as a visionary leader.

Moderately confident in his abilities, he has a typically lower level of belief that he will be able to effectively handle challenges arising in situations. The candidate is unlikely to be so confident that he becomes arrogant or has an air of superiority. The candidate is also likely to maintain enough humility to recognise personal limitations that can be improved in order to become more effective. The candidate will find it about as easy as others to maintain his confidence and there will probably be a few times when he needs to put a fair bit of effort into lifting his confidence.

The candidate is moderately less inclined than others to set clear goals for himself and he generally spends a bit less time focused on achieving personal objectives to self-actualise. The goals that he does have, for example short-term goals or career goals, may be of a slightly lower level and a little less clearly defined.

In-depth Structure Profile

STRUCTURE

STRATEGIC THINKING

Forward Thinking	1	2	3	4	5	6	7	8	9	10	Determine accurately where the business is heading, what's imperative to the business (future threats) and sets goals for the future
Systematic	1	2	3	4	5	6	7	8	9	10	Innovations are implemented with considerations of strengths and weaknesses of a solution through a step by step approach
Deductive Reasoning	1	2	3	4	5	6	7	8	9	10	Strip down ambiguous information and make sense out of it; handle complex information and not be overwhelmed by it
Evaluative	1	2	3	4	5	6	7	8	9	10	Critically evaluates information, looks for potential limitations, focuses upon errors

INNOVATION MANAGEMENT

Problem Solving	1	2	3	4	5	6	7	8	9	10	Apply innovations to solution strategy; improve current strategies
Efficiency	1	2	3	4	5	6	7	8	9	10	The ability to find quick alternative strategies to maximise output
Creativity	1	2	3	4	5	6	7	8	9	10	Thinks of original solutions to existing problems

PLANNING

Conscientiousness	1	2	3	4	5	6	7	8	9	10	Having a clear target to strive for and to achieve and persists until the job is done
Detail Conscious	1	2	3	4	5	6	7	8	9	10	Focuses on the detail and plans, like to be methodical, organised and systematic (may be preoccupied with detail) before starting on a project
Process Driven	1	2	3	4	5	6	7	8	9	10	Prefers clear guidelines and finds it difficult to break rules/systems in place
Prioritisation	1	2	3	4	5	6	7	8	9	10	Uses dates and deadlines to organise their time

DECISION-MAKING

Consultative	1	2	3	4	5	6	7	8	9	10	Consults widely, involves others in 8, less likely to make decisions alone
Data Rational	1	2	3	4	5	6	7	8	9	10	They make decisions based on facts and take into account other conflicting priorities
Decisive	1	2	3	4	5	6	7	8	9	10	Decisions are thought out clearly and objectively
Independent Minded	1	2	3	4	5	6	7	8	9	10	Prepared to disregard majority decisions based on facts and figures
Deductive Reasoning	1	2	3	4	5	6	7	8	9	10	Make decisions based on the evidence presented to them

In-depth Structure Narrative

OTHERS DIMENSIONS

The candidate will have a slightly higher preference to maintain a balance between his focus on longer term project planning and successful completion of current project activities. Occasionally, operational setbacks may distract his from allocating sufficient time to developing and maintaining an understanding of other's business environment and strategic intent.

Slightly more than others, he is inclined to change people's minds by using reasoning and appealing to their rational side. The candidate will have a moderate inclination to use facts and logic as part of his approach to getting an outcome when conversing. This is an important aspect of leading others, as he is able to formulate objectives in a logical manner and demonstrate that his plans are consistent with the long term interest of the group's goals.

The candidate is slightly more motivated than most people to be strategic in his thinking and identify problems or flaws in potential approaches. However, he will demonstrate a moderate level of prudence when accepting suggestions or work from others. While he is likely to be comfortable reviewing details in project plans, he is unlikely to enjoy reviewing information solely for its own sake and without a clear goal in mind.

The candidate has occasional interest in problem solving and probably quite enjoys complex intellectual challenges sometimes. He may be drawn somewhat to slightly more elaborate solutions and should be able to cope reasonably well with these types of situations.

On innovation management, the candidate sees himself as an inventive, creative person and enjoys generating new ideas more than most people. He is likely to enjoy initiating new ideas to resolve project problems and will see value in brainstorming a range of possible solutions within the structure. He is also likely to embrace new perspectives offered by others, but may tend to put his own 'spin' on them. Innovation management and out of the box thinking to find possible solutions will appeal strongly to this candidate.

SELF DIMENSIONS

The candidate's results suggest that he moderately values perseverance and that he is likely to follow project tasks through to completion. He will tend to focus on successfully meeting project objectives and will value the need to stick to schedules. He will also demonstrate a degree of flexibility, occasionally allowing a task to slip in favour of a (perceived) higher-priority activity. In the face of project set-backs, he is likely to make multiple attempts to drive the project through to the next stage.

The candidate has a slightly higher preference for focusing on the detail involved in planning before starting on a project. He is unlikely to become too immersed in detail and he may often enjoy taking a 'big picture' perspective of tasks and outcomes in order to meet strategic objectives and goals.

With a moderate preference for work guidelines, he will tend to comply with rules and procedures a little more than others. In environments that require close adherence to scripts and other structures, he is likely to be a little more comfortable than those who are more individualistic. The candidate will also have a reasonable tendency to follow standardised processes, for example those that foster collaboration and help to monitor performance. The candidate may have a slight discomfort with less structured environments where people are expected to work out their own, individual approach.

The candidate has a moderate preference for making decisions on his own and may be less likely to see the need for, or benefit of, involving or consulting others in the decision making process. While he may be comfortable making decisions in isolation, this confidence may be perceived as slightly autocratic by others.

The candidate's responses suggest that he has a slightly higher preference for dealing with numbers, facts and figures, as well as opinions, feelings and more subjective information when making decisions. He is likely to identify and consider both types of information when faced with project problems and conflicting priorities, and his solutions are likely to incorporate both elements, creating a holistic approach.

The candidate has a strong preference for caution when making decisions and prefers to reach conclusions in a slower manner than most. The candidate prefers to take time to weigh up available information in order to

determine a course of action. Preferring not to take risks, the candidate may feel uncomfortable when required to take fast or decisive action, and may instead appear unsure or hesitant when making decisions.

With a definite preference for work guidelines, he will clearly lean towards complying with rules and procedures. In environments that require close adherence to scripts and other systems, he is likely to be more comfortable than others. The candidate will also tend to follow standardised processes, for example those that foster collaboration and help to monitor performance. The candidate may dislike less structured environments where people are expected to work out their own, individual approach. In these environments he may seek guidance from somewhere on how to approach tasks.

The candidate is slightly more inclined to change people's minds by using reasoning and appealing to their rational side. The candidate will have a moderate inclination to use facts and logic as part of his approach to getting an outcome when delivering. This is an important aspect of delivering, as the case to buy often needs to make logical sense to people, especially when delivering to businesses with smart, knowledgeable people. Overall, he will probably present somewhat of a rationale for buying.

In-depth Implementation Profile

IMPLEMENTATION

AUTONOMY

Motivator	1	2	3	4	5	6	7	8	9	10	Influence through demonstrating capability in confronting the issues that matters most
Independent Minded	1	2	3	4	5	6	7	8	9	10	Prefers to follow own approach, prepared to disregard majority decisions
Affiliative	1	2	3	4	5	6	7	8	9	10	Enjoys being around people; is reliant on group

OUTCOME-FOCUSED

Resilience	1	2	3	4	5	6	7	8	9	10	Persevering through obstacles and potential challenges until the desired outcome is achieved
Intrinsic Motivation	1	2	3	4	5	6	7	8	9	10	Behaviour is driven from the act of working towards their goals and mission
Internal Locus of Control	1	2	3	4	5	6	7	8	9	10	Holds self accountable for targets (missed and achieved)
Conscientiousness	1	2	3	4	5	6	7	8	9	10	Uncompromising determination and self discipline in completing a task at hand
Focus	1	2	3	4	5	6	7	8	9	10	The ability to concentrate on the tasks at hand without diverting or straying in order to achieve the results that they set for themselves
Achieving	1	2	3	4	5	6	7	8	9	10	Ambitious, focused on succeeding and they enjoy working to demanding goals and targets
Variety Seeking	1	2	3	4	5	6	7	8	9	10	Prefers variety, tries out new things, likes changes to regular routine, can become bored by repetitive work

ORDERLINESS

Time Management	1	2	3	4	5	6	7	8	9	10	The capacity to make the best use of own time to accomplish set goals
Prioritisation	1	2	3	4	5	6	7	8	9	10	Knowing how to select one task over another competing task based on the consequences to the vision
Conscientiousness	1	2	3	4	5	6	7	8	9	10	Unwavering in meeting set deadlines through multiple tasks
Preparedness	1	2	3	4	5	6	7	8	9	10	The attitude of wanting to be one step ahead and rehearsed
Organised	1	2	3	4	5	6	7	8	9	10	Is unwavering about using a structure or system to achieve outcome

MONITORING

Forward Thinking	1	2	3	4	5	6	7	8	9	10	Sets benchmarks with the mission in mind
Time Management	1	2	3	4	5	6	7	8	9	10	Identifying tasks that requires more effort and time and allocates the benchmarks accordingly
Tough Mindedness	1	2	3	4	5	6	7	8	9	10	Openly seeks feedback and input to continuously change and improve on benchmarks
Problem Solving	1	2	3	4	5	6	7	8	9	10	Finds new ways to reach targets when there are two conflicting tasks at hand
Adaptable	1	2	3	4	5	6	7	8	9	10	Flexibility in tracking progress and making changes that will aid in achieving success

In-depth Implementation Narrative

OTHERS DIMENSIONS

With a moderate preference for work guidelines, he will tend to comply with rules and procedures a little more than others. In environments that require close adherence to scripts and other systems, he is likely to be a little more comfortable than those who are more individualistic. The candidate will also have a reasonable tendency to follow majority decisions, for example those that foster collaboration and help to monitor performance. The candidate may have a slight discomfort with less structured and autonomous environments where people are expected to work out their own, individual approach.

The candidate enjoys being around others as slightly more than most people and will tend to form reasonably strong relationships with those in his group. He will not enjoy being in a role that requires unrelenting interaction with others, and may not enjoy leading a team that is especially demanding of his time. Overall, he will tend to be comfortable with the relationship-building requirements of leading a team.

Slightly more than others, he gains inspiration from the nature of the work itself. For this person, if he is finding the work intrinsically interesting then this will provide some motivation and energy to him. If not, he will tend to become dissatisfied about as quickly as the typical person and he will gradually start to think about more satisfying work. For him, a moderate level of motivation will come from enjoying the type of work he is doing or having an interest in hitting the benchmark for what he is doing.

The candidate will tend to take accountability for his results a moderately more than others. But, he may also sometimes attribute results to circumstances, other people or luck more than focusing on the outcomes. Overall though, he will lean slightly more towards feeling that he is in control of his own successes. To some extent, this may contribute towards a belief that level of effort is a factor in how successful he is. When things don't work he will have a slightly greater than average tendency to work out what he needs to improve in his own approach in order to hit his benchmarks.

The candidate's results suggest that he values perseverance and that he is likely to follow project tasks through to completion. He will tend to focus on successfully meeting project objectives and will value the need to stick to schedules. He will also demonstrate a degree of flexibility, occasionally allowing a task to slip in favour of a (perceived) higher-priority activity. In the face of project set-backs, he is likely to make multiple attempts to drive the project through to the next stage.

The candidate is slightly more ambitious and career centred as most people, and will set goals to aid his progression. These goals are unlikely to be extremely high, however he will prefer them to present a reasonable degree of challenge. He is somewhat likely to enjoy any role and project tasks that gives him the opportunity to develop, but will not enjoy those with very demanding and outcome focused expectations.

SELF DIMENSIONS

The candidate is slightly more inclined to identify critical tasks and arrange tasks in a logical order. He will put a reasonable amount of effort into establishing priorities for those he leads in a systematic manner, differentiating between urgent, important, and unimportant tasks. The candidate's orderliness style demonstrates that he is able to monitor and adjust priorities and eliminate tasks on an on-going basis more so than others around him.

The candidate's results suggest that he values perseverance and that he is likely to follow project tasks through to completion. He will tend to focus on successfully meeting project objectives and will value the need to stick to schedules. He will also demonstrate a degree of flexibility, occasionally allowing a task to slip in favour of a (perceived) higher-priority activity. In the face of project set-backs, he is likely to make multiple attempts to drive the project through to the next stage.

On orderliness, the candidate will tend to put slightly more time into preparation for meetings or presentations as others, also leaving a reasonable amount of room for flexibility and spontaneity. The candidate sees some value in planning and rehearsing to increase his impact as a leader, but is unlikely to prepare to any great degree.

The candidate will have a strong urge to create order in any situation he is in. Having a place for everything, he will tend to keep things neat and tidy. The candidate will probably also have a range of systems for keeping things organised, whether it is work schedules, structured systems or properly used project management systems. The candidate is also likely to take a more structured approach to achieve an outcome. This orderliness style will create efficiencies and help him to keep track of work. Furthermore, he will probably be seen by others as reliable and organised. What he may find difficult are unexpected changes that challenge his plans, uncontrolled environments that require spontaneity, and working with those who are less structured and more unpredictable.

The candidate will have a slightly higher preference to maintain a balance between his focus on longer term project planning and successful completion of current project activities. Occasionally, operational setbacks may distract him from allocating sufficient time to developing and maintaining an understanding of other's business environment and strategic intent.

The candidate is moderately concerned with how others perceive them and they will tend to be quite sensitive to any potential form of criticism. This may result in them sometimes feeling hurt or insulted by neutral comments from people who had no intention of criticising. At times, they may also be slightly more closed to even constructive criticism than most people, and so may miss the learning opportunities that project-related feedback can provide them.

The candidate has an interest in problem solving and enjoys complex intellectual challenges. He is likely to enjoy longer, more elaborate solutions and may get a little bored with simple, repetitive environments. The candidate is likely to be the best person for analysing and solving difficult problems. But, in other situations he may need to guard against getting lost in the complexity for enjoyment's sake, rather than for any practical commercial or goal focused reason.

Compared with most people, the candidate is more likely to modify his behaviour and monitoring style to suit others. When he has an outcome to achieve, he is likely to naturally prepare a different set of monitoring strategies for each group in order to track their overall progress and adapt to changes accordingly.

In-depth People Profile

PEOPLE

MENTOR

Outspoken	1	2	3	4	5	6	7	8	9	10	Freely expresses opinion, makes disagreement clear, prepared to give feedback where needed
Controlling	1	2	3	4	5	6	7	8	9	10	Likes to be in charge, takes the lead in a group situation and is comfortable delegating tasks to others

CONNECTION

Modesty	1	2	3	4	5	6	7	8	9	10	Provides support to team based on level of competence and confidence for space to grow
Adaptable	1	2	3	4	5	6	7	8	9	10	Knows when to support and when to stand back
Outgoing	1	2	3	4	5	6	7	8	9	10	Enjoys spending time with people and demonstrates satisfaction from helping others
Affiliative	1	2	3	4	5	6	7	8	9	10	Maintaining relationships for the greater vision

SOCIAL EXPERTNESS

Outgoing	1	2	3	4	5	6	7	8	9	10	Listens instead of talking over someone
Behavioral	1	2	3	4	5	6	7	8	9	10	Able to take on another's perspective

MINDFULNESS

Modesty	1	2	3	4	5	6	7	8	9	10	A mutual respect for one's view, opinions, outlook and perspective
Perceptive	1	2	3	4	5	6	7	8	9	10	The capacity to understand another's perspective or mental state and provide support
Openness to Experience	1	2	3	4	5	6	7	8	9	10	Brings awareness and acceptance of others' perspective to current experience
Behavioral	1	2	3	4	5	6	7	8	9	10	Able to take on another's perspective

In-depth People Narrative

OTHERS DIMENSIONS

The candidate is less likely to express his opinions and make his opinions known, however he will usually find an appropriate balance between being direct and tactful in presenting his viewpoint. He reports being reasonably comfortable challenging others to examine issues they have not considered, and he is likely to deal with contentious issues in a manner that is generally not confronting. The candidate is likely to provide feedback to those he mentors in order to develop them further.

The candidate occasionally prefers to take the lead and developing others rather than let others take charge. He enjoys being responsible for the work of others, and is comfortable providing direction. He is likely to find the leadership aspect of a mentor role particularly satisfying as he has a natural tendency to enjoy leading and developing people. He is unlikely, however, to assert too much control and dominate those he is leading.

The candidate has a slight tendency not to talk about his strengths and expertise during discussions, there may also be times when he prefers to keep his strengths to himself. This mild self-promotion will contribute somewhat to his authority as a person worth dealing with. The candidate is unlikely to self-promote especially strongly and in some cultures this more subtle approach will be viewed favourably. Coaches need to let prospects know in some way that they are worthy of the prospect's time, particularly in more high-stake, complex situations. The candidate will be moderately comfortable with this aspect of selling.

Compared with most people, the candidate will occasionally modify his behaviour and communication style to suit others. When mentoring a proposition, he is likely to naturally prepare a different set of tactics for each person in order to assist them.

The candidate's results suggest he is a more reserved person. The candidate may be uncomfortable with the high level of connection and personal interaction involved in developing others. The candidate is also likely to feel quite drained by a lot of social contact and will probably enjoy periods of quiet, away from others in a leadership role. Because of this, it will be important for him to have a role that allows for this, otherwise he may become tired and demotivated. The candidate may also feel a little awkward or nervous when meeting new people and may feel it is an effort to socialise with others. The candidate will probably be reserved with people initially, but will gradually become more friendly and relaxed as he gets to know them. Friendliness and a desire to interact with a lot of people is an advantage in most leadership roles, however it should be noted that some complex, consultative roles actually require quite a lot of time alone, for example preparing briefs and schedules. These roles may also focus more on managing long-term relationships than on a lot of meeting new people. But, in other roles that require influencing a large number of people, he may struggle.

The candidate enjoys being around others slightly more than most people and will tend to form reasonably strong relationships with his project team. He will not enjoy being in a role that requires unrelenting interaction with others, and may not enjoy managing a team that is especially demanding of his time. Overall, he will tend to be comfortable with the relationship-building requirements of leading a team.

SELF DIMENSIONS

The candidate's results suggest he is a more reserved person. The candidate may be uncomfortable with the high level of social contact and personal interaction involved in many leadership roles. The candidate is also likely to feel quite drained by a lot of social contact and will probably enjoy periods of quiet, away from others, as part of his job. Because of this, it will be important for him to have a role that allows for this, otherwise he may become tired and demotivated. The candidate may also feel a little awkward or nervous when meeting new people and may feel it is an effort to socialise with others. The candidate will probably be reserved with people initially, but will gradually become more friendly and relaxed as he gets to know them. Friendliness and a desire to interact with a lot of people is an advantage in most leadership roles, however it should be noted that some complex, consultative roles actually require quite a lot of time alone, for example putting together tenders and preparing other documents. These roles may also focus more on managing long-term relationships than on a lot of meeting new people. But, in other leadership roles that require constant conversations with a large number of people, he may struggle.

On social expertness, the candidate has indicated he is less interested in understanding why people behave as they do and is less likely to consider others' potential responses to information and situations. He sees little

value in taking time to understand others' motives and drivers and is likely to make assumptions about their needs or expectations that are not always completely accurate.

During conversations, he is less interested in the subtle emotions, signals and unspoken motivations of others. The candidate is more likely than others to take things at face value and focus on the surface level of interactions, rather than gauge what is driving others on a mindfulness level. A drawback of this is that he may miss clues to how well the conversation or discussion is progressing and whether to change direction. The candidate may at times lose rapport with others without realising it. But, he will also tend to focus on what is happening in the now to support those he leads, rather than getting distracted with possibilities and subtleties.

The candidate's responses suggest that he has a strong preference for actively seeking and appreciation of new experiences in his environment. The candidate is receptive to other's perspective and opinions regardless of the matter at hand. He will bring awareness to others' feelings and emotions. The candidate will much prefer having novelty in his environment and is accepting of change, rather than conventions and familiarity. In situations where there are changes in the environment, the candidate brings a readiness as a visionary leader to re-examine own values and those he is leading.

The candidate has indicated he is less interested in understanding why people behave as they do and is less likely to consider people's potential responses to information and situations. He sees little value in taking time to understand another's motives and drivers and is likely to make assumptions about their needs or expectations that are not always completely accurate.



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