



THE
CAMBRIDGE
CODE

NAME:

DATE:

15/10/2021

What do the different colours mean?

Your results use several different colours – the main ones being Green, Orange and Blue.



A green domain shows that you are balanced in this area and can generally flex according to the situation.



An orange domain shows that you have strengths in this area, but that you may also be limiting or holding yourself back in some way. Deep down you may have more within you than you are currently accessing.



A blue domain shows that you have a stronger or more intense leaning in this area – and this can play out in different ways for different people. Click on a blue domain to find out what it means for you.

Remember none of the colours are 'good' or 'bad', they simply show you who you are. A particular trait that is well suited to one workplace may in fact be less helpful in another environment – it's important to think about your colour in the context of your individual career or future goals.

Remember there may be consistent themes across your results. Look out for things that crop up more than once and pay attention to how these affect different domains, and what they can mean for you and your career.

Your results

NAME:

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YOUR INNER DRIVE AND POTENTIAL



Drive



Potential

YOUR SUBCONSCIOUS TRAITS



Authority



Decisiveness



Flexibility



Integrity



Leadership



Reassurance



Risk appetite



Self-sufficiency



Teamwork



Tenacity



Transparency

DRIVE



In nearly every career an innate sense of ambition is required to make progress – an ability to keep pushing forwards no matter what obstacles or challenges are in your way. Can you give things your best effort each day, every day? Do you have the will to carry on even when you have lost your motivation? This can often be an extremely difficult characteristic to spot, and previous achievements are not necessarily a strong predictor. Some people can tap into all of their inner drive and unleash this to keep taking the next step. But others may have more drive than they are currently accessing-certain things are holding them back.

Working with others...

There are times when you are held back from unleashing all of your inner drive and ambition.

You do have drive and a desire to keep pushing for the next thing, but you may be able to access even more of it. At times, certain traits or preferences may be limiting your belief in yourself and stifling your innate ambition. By understanding what these limiting factors are, you can overcome them and will be able to stride forward even more in your career.

What is limiting your Drive

You are limiting your ability to tap into your inner drive because you instinctively try to avoid being too competitive.

You are not typically motivated by rivalry and do not tend to get a sense of achievement from feeling that you have outperformed others or 'won'. This may be because you are not naturally competitive – or perhaps you actually are, but you don't like to let others see this and you subconsciously cover it up. Either way, you are likely to be a good team player. But your reluctance to compete can mean that your drive is unable to flourish as much as it could were you to allow yourself to enter the fray fully.

Tips to unlock more of your Drive

- Can you think of any situations where this may have held you back in the past? Consider what being in a competitive situation feels like for you – what would it be like if you embraced it?
- Think about what support you might need to put yourself forward for new opportunities and discuss this with people who might be able to provide this support. Try to identify low-risk situations where you could practise allowing more of your competitive spirit to show through.
- Keep reminding yourself that others will like and respect you for who you are – they may even enjoy the healthy rivalry that your secret competitive edge can bring.

POTENTIAL



An innate desire to learn, improve and enrich ourselves can help us to reach our full potential. For some people, this will come naturally – constantly striving to develop themselves and grow professionally, so that they can unlock all of their potential in their career. But for others, there may be certain obstacles which limit the amount of potential they are currently able to show.

Working with others...

You do have innate potential, but there may be certain things that hold you back from achieving all of it.

You may be performing well at work and appear to have good ability to learn and develop, but you probably have more potential than you are currently showing to others. Deep-down there may be self-limiting beliefs or suppressed drives that are limiting your ability to fly as much as you could. Overcoming these obstacles will help you to access more of your potential and flourish even more in your career.

What is limiting your Potential

There may be times when you limit your potential because you misjudge your own ability and try to do too much.

Deep-down, you may tend to over-estimate what you are able to reasonably achieve and you may create such high expectations for yourself, and sometimes others, that it leads to disappointment. You have strong creativity and potential, especially in the early stages of a project or piece of work. But you tend to expect more and more of yourself, looking to stand out from the crowd and this can become very draining.

Tips to unlock more of your Potential

- Can you think of any situations where this may have held you back in the past? How might an increased awareness of this be useful in the future?
- Take time at the beginning of a new project or piece of work to understand expectations and measurements of successful outcomes. Come back to this when it is time to review your performance (and try to be critical!). You may need to find somebody whom you really trust and respect to help you to see where there is room for improvement.
- Ask for regular feedback from your manager to reduce the risk of a mismatch in expectations. Be open to their views and try not to take it personally. You may also want to consider getting 360o feedback.

AUTHORITY



Most of us will have a manager or supervisor of one kind or another at some point in our career, which inevitably means having to interact with an authority figure. Our ability to cope with this can vary – after all, there is a bit of a rebel in most of us! Some people naturally feel comfortable listening to their manager on some occasions, but questioning them on others, depending on the circumstances. Then there are other people who have a much more complicated relationship with authority.

Your results...

You have a classic rebellious streak. You tend to have an inherent dislike of being told what to do and as a result may have a somewhat complicated relationship with your manager or senior colleagues.

You are a strong character and may find yourself at odds with people who try to influence or control your behaviour. Your inner rebel prefers to trust their own ability to make a good judgment, and may be inherently sceptical or mistrusting of decisions from those perceived to hold authority (or anyone they feel is 'telling them what to do').

You have a feisty and challenging side that can make you an excellent entrepreneur – but you may need to rein this in if you choose to work for someone else.

On a good day.....

You bring energy and drive to your work that can be a tremendous asset in your career – but remember a little goes a long way!

On a bad day.....

You may be defiant and push back against decisions or suggestions from your manager just for the sake of it, perhaps even ending up with outcomes you do not really want.

Finding the right environment. You may be naturally drawn towards more entrepreneurial environments. You are likely to thrive working for yourself or independently, and will feel most comfortable when you have your own 'space' to work and make your own decisions. You will enjoy working with fellow entrepreneurs or for people who are excited by your drive and give you a lot of autonomy.

Working with others

Your team-mates: You may inspire your team-mates with your energy and outgoing nature, but at times you may not be seen as a true team-player. You may have a reputation for not listening to advice as much as you could, or perhaps even responding defensively when it is offered. Practise asking close colleagues to point out when you behave in difficult ways – and be patient in listening to what they say.

Your manager: Be aware that you may be a challenge to manage, and that some may even find you un-directable at times. You will not naturally want to listen to their feedback or input, which can lead to a strained relationship and may limit your ability to learn and improve. Challenge yourself to take their comments on board – it may help if you are able to identify somebody you admire, whose objective opinion you can trust.

Your team: You have a tendency to apply a relatively top-down approach to managing others, in which you look to make decisions without involving the other people in your team. This trait can be helpful in setting a clear direction, but too much of it can mean leaving little freedom for your team to choose how or when things are done. If you can learn to be more open to suggestions and to involve others in the process of leading, you will become a more rounded manager and will enable the team to grow.

Related domains to think about

- Leadership. You may not always find it easy to compromise, but can you put yourself in others' shoes when it comes to making a tough people decision?
- Drive. Is your inner rebel impacting your innate drive and ambition?
- Teamwork. How does your more complicated relationship with authority compare with your natural ability to work with team-mates?

DECISIVENESS



Clear and timely decision-making is a vital part of nearly every job in every workplace. How much we like to think things through before committing to a choice can vary and have an impact on our suitability for certain roles or leadership positions. Some people can naturally make swift, confident decisions and then move on. But others may be more cautious and spend time trying to make sure that they make the 'right' choice – which can escalate into indecisiveness or even opting out of choosing completely.

Your results...

You have potential to be a strong decision maker. You have a balanced sense of judgement and generally show a good mix of caution and trust. You do not need to over-think things to be comfortable with the choices you make.

You do not get 'stuck' on specific details, and are able to make pragmatic and efficient decisions, even where information is vague or incomplete. Your natural ability to be decisive will serve you well throughout your career.

On a good day.....

You can take in information, process it, make a decision and move on, without spending too much energy or time worrying about getting the 'right' answer.

On a bad day.....

You may make a particularly important or complex decision a little too quickly or hastily for some of your colleagues' liking. Remember that certain situations may require a little extra time or care.

Finding the right environment. Lots of work environments require the ability to think things through and consider multiple perspectives, whilst also making decisions in a practical and timely way. Your ability to do this well will allow you excel in a variety of roles.

Working with others

Your team-mates: You will tend to be confident making decisions when working with others and will not limit the progress of a team by over-analysing a situation. But bear in mind that others may not share your decisiveness and you may need to develop patience with some of your team-mates. Try not to close them down immediately, as this may lead to frustration on their part that you do not fully understand the issues at hand.

Your manager: Your manager will generally feel comfortable leaving you to make your own decisions and find a pragmatic way forward. But do remember there may be some situations where a more cautious or considered approach might be helpful – or even expected.

Your team: You will generally feel comfortable making decisions on behalf of your team as well as yourself. You will tend not to create additional work or analysis for the sake of it – and the team will enjoy the clarity that comes with your decisiveness. Try to give the more analytical individuals time to think things through when appropriate. But balance this with encouragement to 'take the bull by the horns' when it is time for the decision to be made.

Related domains to think about

- Leadership: Does your balanced approach to general decision-making help you feel confident taking tough calls about other people too?
- Tenacity: You tend not to over-think decisions, but how easily you can bounce back if a choice you make turns out to be wrong?
- Flexibility: Does your willingness to accept ambiguity in decisions go together with a more general openness to change and new environments?

FLEXIBILITY



They say the only constant in life is change, and the workplace perhaps represents the perfect example of this. Being unable or unwilling to adapt to new challenges and demands may affect your suitability for some roles and limit how quickly or how far you can progress in your career. Some people are naturally flexible in their approach and find it easy to settle into new situations. But others can find it more difficult to accept change and may even feel stressed or anxious as a result.

Your results...

You prefer to do things in your own way, and do not always enjoy change – particularly if it leaves you feeling that things are out of your control.

Deep down you have a slightly rebellious nature, which may not be overtly obvious, but it can make you less flexible in your career. You have an innate dislike of feeling constrained and want to be the master of your own destiny when it comes to your work. As a result, you may be less open to new or different ideas. Crisis management in the workplace may not sit naturally with you – at such times try to seek help early, even if it goes against the grain.

Your more rigid outlook on life may in fact be a strength at work. This is often the case for entrepreneurs, where the desire to control can help to create focus.

On a good day.....

You are dogmatic and determined, and can channel this with real focus and energy into a cause which you are passionate about.

On a bad day.....

You may resist a certain change, believing that it will prevent you from following the course you want. But, in doing so, you may be passing up a great opportunity for your career.

Finding the right environment. You are likely to be drawn to lines of work that allow you to drive your own career and work in the way that you want. You resist accommodating the will of others, so try to recognise this and search for environments that offer a high level of autonomy and control of the changes that do come along. It may be a good fit for you to work in more entrepreneurial settings, where the teams are still quite small and close-knit.

Working with others

Your team-mates: Your team-mates will likely enjoy your more entrepreneurial approach, but your desire to do things in your own way may leave you looking inflexible or even stubborn at times. You may be more open to experimenting with new ideas and approaches with your peers, but be mindful that resisting guidance or change from above is unlikely to win you much support, particularly if it limits the overall progress of the team.

Your manager: You typically want to create your own routines, without feeling constrained by your manager's expectations. You may work well together when you are aligned, but periods of change may lead to friction, particularly if you have differing views on how to respond. Try to be open with your manager about your feelings toward change and what underlies them – and ask for their help with managing this. For example, can they give you more time to get used to a suggestion or change?

Your team: You will generally feel comfortable managing others, as you will tend to be in control of how you and your team work. But you may need to be mindful of how you react when somebody else suggests a new direction or method of work. Remember, others can become disenchanted or demotivated if they feel that their ideas are never heard – so try not to dismiss suggestions immediately. It may be helpful to ask somebody outside the team to give you an objective opinion about which ideas have merit and should be pursued.

Related domains to think about

- Authority. How strong is your inner rebel? Does it make for a complicated relationship with authority more generally?
- Tenacity. You have a strong desire to be in control of your work, but do you have innate resilience that can help you to cope when this is not possible?
- Decisiveness. How does your slightly less flexible outlook on work compare with your natural approach to making decisions?

INTEGRITY



Integrity in the workplace comes in many forms, but generally involves being professional, honest, and trustworthy. Some people wear their professionalism lightly, naturally demonstrating these values in their day-to-day actions. But for others it can be more hidden or inconsistent; occasionally they may find it difficult to be straightforward in their actions altogether.

Your results...

You are upright and honest, and naturally show a high level of professionalism at work. You interact with others in a consistent and straightforward way, which makes it relatively easy for you to win their trust. You will exhibit graciousness when you receive assistance and you will be respectful to colleagues in the workplace. You are clear about your values and what you stand for, and you tend to deliver on your promises.

On a good day.....

You are reliable and your colleagues will be able to trust you and know that they can depend on you to do what you say you are going to do.

On a bad day.....

You may occasionally find that you over-step the mark or under-deliver on a project, but you will generally be able to recognise this and quickly re-negotiate the appropriate space.

Finding the right environment. Your natural ability to build trust and work with a range of people in a professional way will allow you to feel comfortable in a variety of roles. In particular, you will find it easy to demonstrate that you have the right values for roles that require a clear and straightforward integrity.

Working with others

Your team-mates: You maintain appropriate boundaries towards your colleagues, and find it easy to win their trust – and you are happy to give trust in return. Remember that not everybody will display the same level of integrity as you. Do not be naïve in assuming the honesty of others if the evidence points against it.

Your manager: Your natural desire to deliver on your commitments means that your manager will generally know that they can depend on you. Enjoy the momentum that this can bring in terms of being given more responsibility – but remember to protect it too. Be honest and explicit if you are worried that something that you or they have done may lead to a question of professionalism.

Your team: You will generally be a straightforward manager who sets clear and consistent expectations around professional standards for your team – and you will naturally role-model these behaviours. Try to be aware if there are times when showing compassion to colleagues might be more important than following the official rulebook.

Related domains to think about

- Risk appetite. Does your natural integrity go together with a balanced sense of professional responsibility?
- Transparency. How does your upright and honest approach fit with how you respond to a mistake or error?
- Self-sufficiency. You will find it easy to build trusting relationships, but how much do you naturally look for input and help from others?

LEADERSHIP



Part of being a leader involves making decisions that affect other people, but how easily we can live with the consequences of doing this will vary. Some people can balance the ability to put themselves in another's shoes with being able to make a tough decision when it is the right thing to do. But other people find this harder, either tending to show too much empathy, or perhaps being so robust they ignore or overlook the consequences of their actions altogether.

Your results...

You are a considerate and people-focussed leader. Whilst you are capable of making tough decisions about others when necessary, you will think these through very carefully.

You naturally look to put yourself in other people's shoes and take the time to see things from their perspective. This ability to show empathy may mean there are times when you find yourself unduly worrying about the consequences of your actions. This may particularly occur when it comes to more complex situations, perhaps involving a strong personal relationship with the colleague or individual in question. At times, you may need to lean on others for extra support to help you trust that you are making the right decision.

On a good day.....

You are skilled at seeing a situation from another person's perspective, which can help you to be a role model for showing empathy and compassion whilst acting as a leader.

On a bad day.....

You may put off making a particularly difficult decision, or you may need to discuss it at length with your manager or another confidante at work. Sometimes you may even feel unable to make the final call altogether.

Finding the right environment. You certainly have the ability to be a strong leader. But, over time, you may feel the weight of taking on roles which have a significant responsibility for other people. You may need support to cope with the pressures of making complex or stressful decisions about people.

Working with others

Your team-mates: Your thoughtfulness about others will likely go a long way in winning you respect and approval from those around you. Your team-mates may look to you for guidance when it comes to assessing a variety of viewpoints or feelings. Be generous in offering your support and help them to build up their own empathy and compassion.

Your manager: Your manager may notice that tough leadership decisions can take their toll on you. Try not to suffer in silence – ask for their advice and input when you need it. But try to form your own opinion first and test this with them, rather than going to them with a blank sheet of paper.

Your team: Your team will really appreciate your ability to see things from their perspective. Enjoy the status that this can bring, but be mindful that a more compassionate approach may leave some team members frustrated: they may perceive you are at times sugar-coating 'bad' news, or imparting mixed messages that lead to confusion about the teams' priorities and performance.

Related domains to think about

- Reassurance. Does your innate compassion and empathy go together with a tendency to seek a lot of emotional support from others?
- Decisiveness. Are you more decisive when it comes to making more general decisions that are not about other people?
- Teamwork. Does your ability to see things from somebody else's point of view help you to be more collaborative and work well in a team?

REASSURANCE



We all need support from other people throughout our career – but the extent of our need can vary. Having the emotional strength to feel confident in ourselves and our work allows us to ‘give’ to others, as well as ‘taking’ reassurance from them. This will come naturally to some people who are balanced in how much input they need, but others can require almost constant reassurance and affirmation in order to feel secure.

Your results...

You are balanced about the amount of support you need from others. Although you may appreciate encouragement from time to time, you do not depend on it – and you are able to feel confident in yourself and your work without too much reassurance. Equally, you are grounded enough to know when you could have done something better.

On a good day.....

You are able to work in a relatively autonomous manner and can trust whether you have done something well, without needing to be told this by somebody else.

On a bad day.....

You might need a little bit more support than normal if you are in the midst of a big or demanding project, but you will typically be able to recognise this and feel confident enough to ask for it.

Finding the right environment. You will feel comfortable in a range of workplaces and situations. You will not be put off by working remotely or individually in situations where there is little access to feedback and reassurance. Your strong sense of self-assurance and security means you also have the potential to feel comfortable in senior roles, where you tend to be expected to ‘get on with things’ without needing too much support from your manager.

Working with others

Your team-mates: You tend to work well with your colleagues, and can add to the team or organisation without affecting the dynamic with constant requests for reassurance. This will serve you well, but make sure that it does not come at the expense of collaboration – some of your team-mates may need a lot more time and input, so try to be patient in providing it.

Your manager: You will tend not to demand too much guidance or direction from your manager, and they will know that they can be quite ‘hands-off’ with you when other priorities are more important. But remember to ask for a little extra support at times when you need it.

Your team: When it comes to managing others, try to balance your natural style with your team’s need for attention. Remember that a part of your role as a manager will typically be to develop others, so dedicate time to each individual according to their needs. Make sure you look for the nurturers in the team – their ability to support others is invaluable.

Related domains to think about

- Leadership. How does your emotional strength in this area fit with your natural ability to be compassionate and show empathy?
- Self-sufficiency. Feeling secure without needing support from others may be a strength in your career, but is there a risk you may be too independent at times?
- Teamwork. Does your balanced approach to working autonomously go together with a natural preference for collaboration?

RISK APPETITE



What level of risk are we prepared to accept in pursuit of our objectives or goals? The way in which we go about making this decision can say a lot about our sense of professional responsibility. Some people naturally try to weigh up the relative risk and reward of a situation or decision in order to reach a considered judgement. But other people are less measured in their approach, and are more prone to taking risks as a result.

Your results...

You have a balanced appetite for risk. Your sense of professional responsibility is grounded, and you have a natural ability to weigh up the consequences of your actions and make a considered decision.

You may be prepared to take risks, but this is generally tempered by the desire to have a good outcome. If you do make a decision which turns out to be wrong, then you tend to learn from your experience and factor this into your future assessments of risk and reward.

On a good day.....

You display sound judgment and have a knack of balancing the relative pros and cons to make decisions that are seen as responsible by your team and your organisation.

On a bad day.....

You may find there is a mismatch between your risk tolerance and your goals. Ask yourself if there are times when taking more risk may be helpful in certain areas of your career.

Finding the right environment. This trait will generally serve you well in a range of roles, particularly those that involve working with uncertainty or making decisions on behalf of other people. Your balanced approach means you will feel comfortable in more senior roles that tend to require an objective assessment of risk in decision-making.

Working with others

Your team-mates: You will generally be known to make sound judgements and your team-mates will appreciate your tendency to ask for input from others who might be affected by a risk or decision you are thinking through. But remember that everyone has a slightly different appetite for risk. Remain strong and try not to be overly influenced by those around you who may be more prone to taking risks.

Your manager: Your manager will typically know that they can depend on you to act with appropriate thought or consideration – and they are likely to feel comfortable delegating more responsibility to you.

Your team: Your more considered approach will be a useful asset in building loyalty and trust amongst those that you manage. A leader who does not take unnecessary risks is more likely to give others a sense of security and allow them to flourish in their own roles.

Related domains to think about

- Decisiveness. How does your ability to weigh up risk and reward compare with your natural approach to more general decision making?
- Resilience. You have a balanced appetite for risk, but how easily can you bounce back if a risk you decide to take does not go to plan?
- Integrity. Is your sense of professional responsibility underpinned by a more general integrity and trustworthiness?

SELF-SUFFICIENCY



Independence can be a powerful force for driving your career forwards, but it can also make you less collaborative at work or cause you to jar with the organisation or team culture. Some people naturally appreciate a balance of input from themselves and from others, and find it easy to work alongside their colleagues. But other people may have such a strong sense of self-sufficiency that they tend to overlook the value of help or input from others.

Your results...

You are naturally self-sufficient and have an innate independence that stems from a deep-seated desire to stop people from seeing certain parts of you. You may try to put up barriers to stop others getting too close – and may not be prone to look for their input or help.

Your single-mindedness and determination can be a powerful force in driving your career forward, but at times this may come at the expense of being open to different views and opinions. When weighing up a decision, you will make sure you prioritise your own sense of balance and security rather than allowing this to be rocked by the team's influences. You can still be a great team-player, but you will generally look to protect your own position.

On a good day.....

You draw on your natural self-containment to take on big projects with little supervision, and are confident enough not to get thrown by mistakes or errors along the way.

On a bad day.....

You have a strong focus on your own goals and priorities and may tend to put these ahead of your team or the organisation.

Finding the right environment. You are likely to prefer environments that value individual identity and allow you to 'be the person you want to be'. You will tend to be good when dealing with clients, or in other 'front-facing' roles that require composure, discretion and independence. In particular, freelance or portfolio careers may be a good fit.

Working with others

Your team-mates: You will be generous in supporting your team-mates when they ask for help, but will not typically ask for much from them in return. Your independence may help you to rise quickly in your career, but try to remember that working and collaborating with a team may help you to go even further.

Your manager: Your manager is likely to appreciate your willingness to take responsibility for pieces of work, with little oversight required from them. But bear in mind that they may grow frustrated if you slow team progress by not requesting input. Practice asking for help from those around you. You may not think you need it – but try anyway. Getting into the habit of consulting others will allow you to make collaboration a more normal part of the way you work.

Your team: Although you are independent yourself, you do not necessarily expect this of those that you manage, and you will be happy to offer your time and support. You may need to challenge yourself to spot when this is needed, rather than waiting for others to ask. You may also need to practise being open and accepting of different views and opinions and learn to feel more comfortable if your team do things in a different way to you.

Related domains to think about

- Teamwork. You may not instinctively enjoy working in a team, but is this helped or hindered by your natural competitive spirit?
- Leadership. How much is your preference for independence offset by a natural ability to show empathy when it comes to making decisions about other people?
- Drive. Is your tendency to 'go it alone' holding you back from unleashing all of your innate drive and ambition?

TEAMWORK



Healthy rivalry within a team can be a positive asset. But being too competitive in the workplace can have unintended consequences, restricting collaboration or even limiting the overall performance of the team or organisation. We all have a competitive streak, but some people are natural team-players and can keep this in check to work towards a common goal. Others may have such a strong desire to win that it ends up driving all of their actions.

Your results...

You have a healthy competitive spirit. You are happy to compete to achieve at work, but you balance this with a good sense of when it is more important to work together. You are generally willing to share (and give) credit for achievements, without being threatened by the success of others.

Your balance in this area will be a helpful asset throughout your career. But be mindful that there may be times when you need to show a little more of your competitive side to promote your personal brand.

On a good day.....

You tend to know when to lead and when to follow, and can draw on your competitive spirit to push for the next achievement and drive projects forward.

On a bad day.....

You may need to allow yourself to compete more fully in some situations in order to get the recognition you deserve for your own or your team's achievements.

Finding the right environment. In many ways, this trait will make you an ideal employee in a range of environments. You are likely to thrive in roles that require a degree of competitiveness, but that also reward a certain level of teamwork. You may want to avoid overly competitive or political organisations, as you are instead likely to feel more comfortable working in a meritocratic culture.

Working with others

Your team-mates: Your team-mates will generally trust that you are committed to the success of the overall team, rather than focusing on making yourself look good. Challenges may arise in knowing how to interact with more competitive colleagues. Try to encourage collaboration by asking others how they would build on your ideas, rather than allowing them to be overlooked.

Your manager: Your manager is likely to enjoy the productivity that your healthy rivalry can bring, and will trust that you are not looking to compete with them for the informal leadership of the team. When it comes to feedback or performance review, make sure they are clear on your individual achievements – try not to shy away from explaining the value of your contribution.

Your team: You have good ability to develop a team. You will be able to balance your own needs with those you manage, and will typically help others to develop and achieve for themselves. You will be good at hiring in at the right level, without worrying that you might be outdone and will tend to drive the team forward in the appropriate manner.

Related domains to think about

- Self-sufficiency. Does your healthy competitive spirit go together with a willingness to ask others for their help and support when you need it?
- Reassurance. You naturally work well with others, but do you have enough inner strength to feel secure in yourself without relying on them for support?
- Authority. Do you have an equally balanced relationship when it comes to working with your manager or other senior colleagues?

TENACITY



We all need to overcome a range of stresses and strains in order to keep moving forward at work. Some people can take these in their stride and show sufficient determination and persistence to carry on in the face of adversity. But others may find it more difficult: they may struggle to bounce back from a knock or set-back, or may need a considerable amount of support to help them to recover.

Your results...

You have the bounce-back factor. You have an innate determination to keep going and persevere at work when you are faced with a range of obstacles, such as a heavy workload or constantly changing priorities. Not only can you withstand the impact of disappointment, but you can generally see short-term difficulties as part of a bigger picture and incorporate them into your development.

You have good ability to adapt to stress and adversity, but be aware of how much you can cope with – we all have our limits! Your balance enables you to wake up each morning, to assess how you are feeling, and think through what is needed to get you through the day. Whilst you do need to factor in feelings of vulnerabilities, remember that you also have the capacity to further develop your resilience.

On a good day.....

You use your natural tenacity to keep moving forwards and can generally navigate tough issues without needing too much help from others.

On a bad day.....

You may feel that work is beginning to take its toll on you, and that you need a bit more support than usual to help you stay motivated.

Finding the right environment. Your ability to cope well with stress and to persevere when things go wrong will stand you in good stead to work in a range of professional environments. In particular, you will not be thrown by working under pressure or in higher-pace environments – you will be able to take this in your stride and know when you need to lean on others.

Working with others

Your team-mates: Your grit and determination can be an asset to your team. But try to realise that not everyone will be as resilient as you. Talk through the things that take their toll on each of you and agree on how best to support each other when these crop up.

Your manager: It is likely that your manager will appreciate your resilience and realise that they can rely on you, perhaps giving you more responsibility as a result. But remember to be open with them if you feel you are reaching breaking-point – they will not expect you to be invincible.

Your team: You tend to notice if your team is struggling to cope and can draw on your own inner strength to support those who may be less resilient. Be alert to impending crises, and keep in mind that everyone is different – what others need in order to recover is likely to be different to what you need. Your ability to support others through tough times will go a long way with your team, but remember to also encourage the use of appropriate channels for managing wellbeing or supporting personal development.

Related domains to think about

- Flexibility. You have an innate ability to bounce back, but how flexible is your approach to life's ups and downs?
- Drive. Does your natural tenacity allow you to push forward and fulfil your inner drive and ambition?
- Leadership. Can you bring your natural resilience together with empathy and compassion to support others through tough times?

TRANSPARENCY



Although we know that straightforward and open communication is fundamental to building trust and loyalty at work, there is a natural human tendency to want to be seen in the best possible light. Some people are comfortable being entirely open and transparent, whatever the situation. But for others, the fear of not being 'perfect' can be so strong that they are less straightforward in how they communicate – perhaps tending to present things too positively or trying to gloss over their mistakes.

Your results...

You are open and transparent in how you communicate with others. You are a trusted and trustworthy employee, and are comfortable to provide information fully, accurately and in a straightforward way.

You are upfront and honest if mistakes happen, allowing you to defuse escalating situations at an early stage. Your willingness to take responsibility for your actions and communicate openly is reassuring to others, as they will trust that they are not being 'left in the dark'.

On a good day.....

You naturally look to do the right thing, even when it feels difficult – for example, if it shows you, your team or the company in a less than perfect light.

On a bad day.....

You notice a series of mistakes in a report that your team has produced, but you gloss over these with your manager, worrying about landing one of your team-mates in hot water.

Finding the right environment. This trait will stand you in good stead for a range of leadership positions, and you have potential to shine in both large corporate environments and more entrepreneurial businesses. You would be suited to sectors where accurate communication and reporting is essential to decision making.

Working with others

Your team-mates: Realise that others may not be as transparent as you in how they communicate, and that it may take significant courage for them to admit difficulties. Try to be sensitive to this. If you notice that one of your team-mates has made a mistake, talk to them discreetly and allow them time to reflect on it – or even offer them support on how they can feel more comfortable by taking responsibility for it.

Your manager: Your manager will likely enjoy your straightforward communication style and know that they can rely on you to tell them when things go wrong. But at the same time, do think through your position and timing of difficult conversations. Try not to surprise them (especially in front of other people). And do come along with a solution where possible – rather than just being the bearer of 'bad news'.

Your team: As a manager, try to get into the habit of asking more searching questions if you feel somebody in your team is trying to make things sound better than they are. Remember to be supportive rather than critical, and encourage them to see that mistakes can be good opportunities for learning.

Related domains to think about

- Leadership. You naturally look to be open and honest, but do you take the time to think about how doing this might impact your team-mates or colleagues?
- Integrity. Does your transparency go together with a more general professionalism and integrity?
- Tenacity. You are up-front when it comes to acknowledging your mistakes, but how easy do you find it to bounce back when something does go wrong?