



LEADERSHIP REPORT

ID: Sam Sample

22/09/2021

ABOUT YOUR RESULTS

Your leadership style is strongly based on not just your leadership experience but also your personality.

Personality can be defined as the pattern of thoughts, feelings and behaviours that distinguish one person from the next and remains relatively consistent over time.

To determine your leadership style the Mosaic personality tool uses both:

1. the seven practical online tasks which measure personality based on taking thousands of measures of your behaviours whilst you were completing the tasks.
2. a self-perception questionnaire which measures personality based on your own opinions of what you think you are like.

The report will describe your leadership style and likely behaviour when leading others based on combining both these approaches. **Where the approaches give significantly different results, both the results will also be displayed so you can see these differences.** This should be of interest as everyone has blind spots. For more information on how Mosaic scoring works please visit www.mosaictasks.com/faq.

Here are some important points to note about the information in this report:

- ▶ Statements in this report are not definitive about your behaviour, they are indicators of how you might behave.
- ▶ The information relates to your style and preferences not your ability.
- ▶ Although personality tends to remain consistent through our lives, it can change and the shelf-life on the information is typically 12 months.
- ▶ The results offer a comparative measure compared to the general working population who has also completed the set of Mosaic Personality Tasks.
- ▶ Do consider the information from different perspectives but do not get overly concerned if you feel certain areas of your leadership report are inaccurate. The interpretation of this report is not infallible.

The graphs indicate where you fall compared to the average of the general working population*. Ten-point sten scores are used in this report. The scale indicates the level of leadership potential or leadership preference you display from 1 (Very Low) to 10 (Very High).

** The General Working Population comparison group of 469 people is composed of 61% UK participants and 39% from other countries around the world, mainly North America and Europe. Sten differences between UK and non-UK participants were examined, and found to be within 0.5 stens of each other, so the two groups are broadly comparable.*

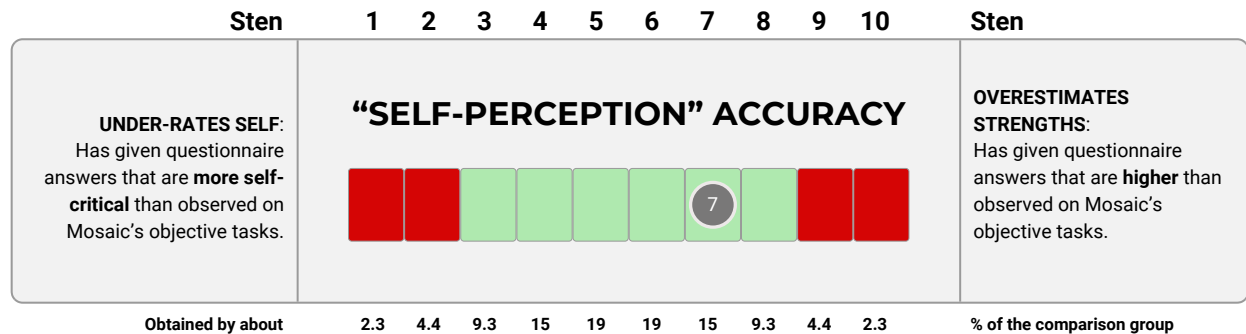
INSIGHTS INTO YOUR LEADERSHIP

- ▶ **Insight 1:** How Highly Do You Rate Your Personality?
- ▶ **Insight 2:** Your Competency Potential Profile
- ▶ **Insight 3:** Your Preferred Leadership Style
- ▶ **Insight 4:** Leadership Derailers
- ▶ Self-Coaching Guide
- ▶ APPENDIX

INSIGHT 1: HOW HIGHLY DO YOU RATE YOUR PERSONALITY?

Before you look through your leadership report, please consider how *accurately* you rated your own personality (on your questionnaire) compared to Mosaic's objective tasks measures. This will allow you to consider whether you may be over-rating or under-valuing your personality. In addition, this will also help you to identify potential leadership blind spots and raise your self-awareness.

The score below is calculated by comparing your completed Mosaic tasks against your self-perception questionnaire scores.



Your score suggests that there is not much of a difference in general between how you see yourself and how you subsequently behaved on Mosaic's objective personality tasks.

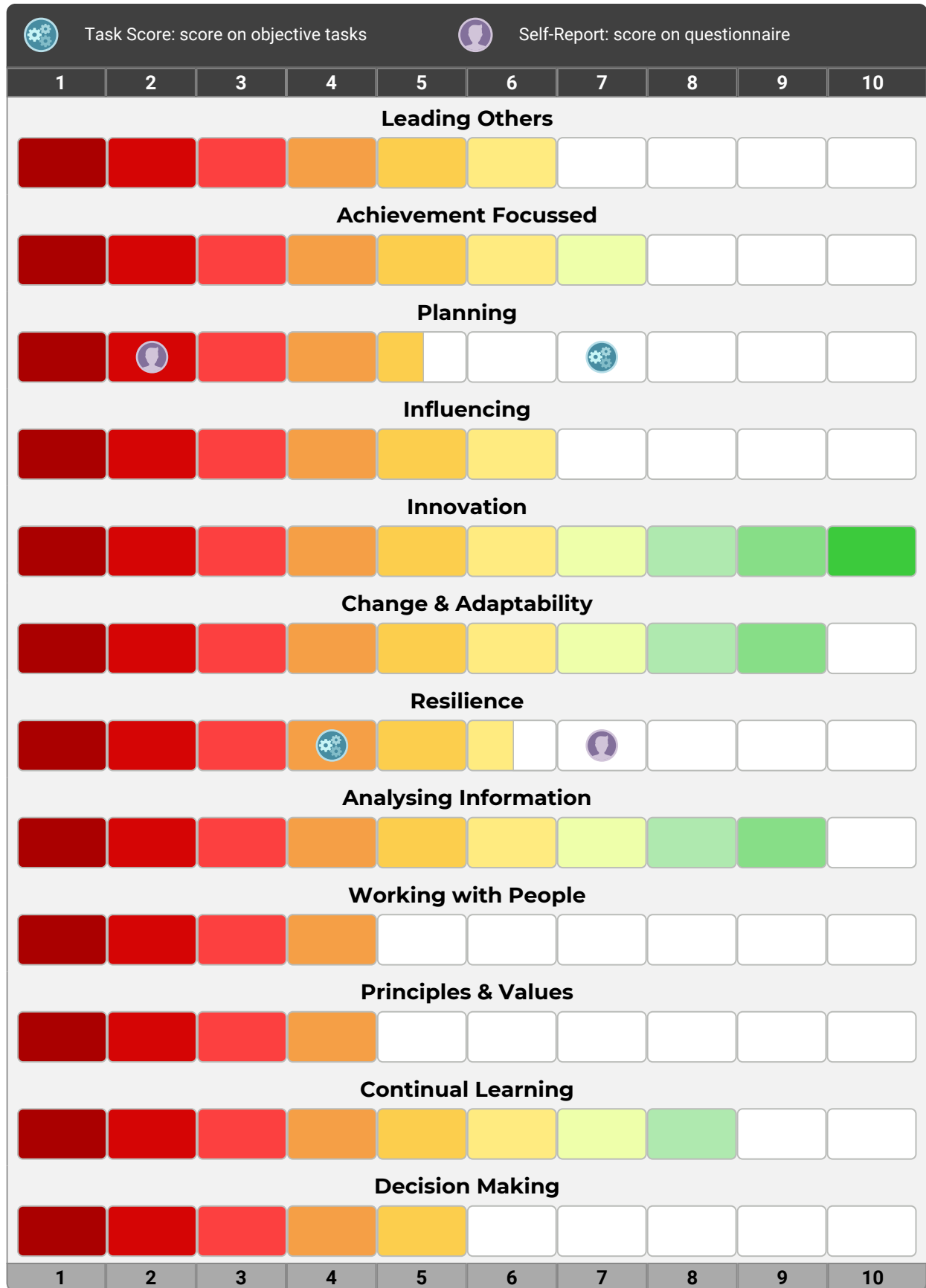
Implications of this score:

- ▶ you generally know yourself quite well
- ▶ you are perhaps slightly more inclined than many people to be positive about yourself and to overrate your competency potential.

As you look through your report you may see that there are some competency areas where your self-report scores differ from the objective tasks score. Consider these questions:

1. These may represent "blind spots", areas where you lack some self-awareness, or where your views are based on an out-dated perception of yourself.
2. Look carefully at any differences between your self-perception score and the objective tasks score in your report – which is the real you?
3. Differences can also very occasionally occur due to natural variability in the completion of either the self-report or the objective tasks.

INSIGHT 2: COMPETENCY POTENTIAL PROFILE



© Mosaic Assessments Limited (2021)

YOUR COMPETENCY POTENTIAL DESCRIPTORS

LEADING OTHERS



You like to work very hard and are driven to achieve very high standards. You are often dissatisfied with yourself and others' efforts. You can be a good role model for others but may push others too hard at times. You have a preference to take control, influence and lead others which may mean you clash with others at times. You are confident in your personal ability and should mostly feel comfortable dealing with leading others. You may occasionally doubt yourself but in certain situations this could be useful. You tend to have the occasional low mood, but no more than others. At these times you may find maintaining good relations more challenging and it may impact your ability to lead others.

You tend to be aware of the emotions, needs and issues of others. You will sometimes prioritise these things when making decisions and supporting others. You will often be caring, compassionate and sympathetic to the needs of others.

You are quite interested in analysing your own moods and feelings and therefore have an awareness of how they impact on your thoughts and behaviours. You may use this to help yourself interact and lead others more effectively.

ACHIEVEMENT FOCUSED



You have a strong preference for taking charge and are likely to try and influence the objectives and achievements of others. This may be what is required at times but may very occasionally cause resentment. Furthermore, you appear to be quite confident in your ability to complete difficult tasks and achieve targets. You are likely to have the occasional ups and downs of mood but should still be relatively even and steady in your efforts. You are also hard working and driven and are likely to be focused on achieving your goals to the highest standard.

You tend to be quite content and generally at ease with yourself but on occasion may be self-critical. At these times you may not give yourself enough credit for what you achieve or the efforts you make. You tend to have control over distractions at work although occasionally you may find this a challenge, making it a little more difficult for you to achieve what you set out to do.

PLANNING



Relating to planning, you like to be quite careful and tend to think things through before acting. You are quite likely to follow through on any plans or obligations that have been made. However, you may not feel completely tied or wedded to following plans exactly as they were initially set out.

You are very hard working and driven and are likely to make ambitious plans. You are likely to be very comfortable with a degree of risk and will seek out an element of danger and excitement when making plans. You normally have control over unproductive distractions that may come up during the work you set out to do, but at other times you may find it challenging to resist them.

INFLUENCING



You are quite confident in your ability to contribute and influence. You are likely to be reasonably happy working in groups and be able to build the positive relations needed to influence others relatively quickly. You sometimes feel confident and assured when communicating but at other times may not be self-assured. This may occasionally inhibit your ability to persuade. You are likely to mostly remain fairly composed and clear-headed under pressure which may assist your ability to relate well to people and to influence them during debates and conversations.

You are quite often able to pick up on the emotions, needs and issues of others which helps you influence things. You are likely to quite enjoy trying to influence others.

INNOVATION



You love and need to work with complex problems. You derive extreme satisfaction from exploring innovative solutions. However, very often your need to explore the abstract and conceptual risks wasting time as you tend to overanalyse problems. If you are involved in innovative work, you prefer to spread your attention across a variety of initiatives or projects.

You are fairly careful and try to avoid mistakes. You may slightly prefer a more rigorous and cautious approach to innovation rather than making spontaneous decisions. However, you are quite confident in your own ability to solve problems and contribute.

You will work hard on innovations to achieve high standards. You may become frustrated if things are not as imagined or others are not giving sufficient effort. On balance you are likely to be more excited by the idea of radical rather than incremental innovation.

CHANGE & ADAPTABILITY



You are willing to follow rules and follow through on obligations but do not feel compelled to. You are likely to be quite broadminded and favour radical change sometimes. You may be a little more willing than others to bend the rules in order to pursue change. However, you may then be a little less disciplined in following any new processes and procedures that result.

You prefer focusing on a variety of different aspects of work-based change at any one time. Moreover, you are likely to be very aware of your weaknesses and to spend a fair bit of time reflecting on how to improve. Therefore, you will be very motivated to also make quite significant personal changes.

Your ability to sustain changes will not likely be greatly impacted by changes in mood. You tend to experience a few ups and downs but should be able to find and sustain a clear direction for yourself following a change. When trying to adapt under pressure you are quite likely to stay calm and clear-headed which means you should be able to think on your feet in most circumstances.

RESILIENCE



You tend to be quite aware of your own shortcomings and may sometimes under-value your strengths. On balance you prefer to focus on developing the skills you need to help you cope better with the demands you face at work helping you to maintain an element of resilience. However, you occasionally have some ups and downs in mood and during these times this may impact your ability to cope with demands and setbacks.

You are quite often aware of how your emotions influence your behaviour. You tend to enjoy analysing your behaviour but may occasionally overanalyse your feelings and reactions in response to everyday situations. You can manage your worries but on rare occasions your performance may be affected.

ANALYSING INFORMATION



You tend to appreciate the need to take your time and be careful when analysing information. You also greatly enjoy and often needs to work with concepts, and complexity to maintain your motivation. You are likely to be very well-suited to the analysis of information.

When you are involved in analysing information, you strongly prefer to spread your attention across a variety of aspects and sources rather than just focusing on one or two aspects at a time.

WORKING WITH PEOPLE



You tend to enjoy working with people and like their company. You tend to treat people fairly and respectfully. You are likely to be perceived as a slightly more outgoing and quite principled colleague.

When working with people, you can often be quite caring and compassionate towards others. You are somewhat interested in and aware of others' behaviours and emotions. You are quite often helpful, but you may sometimes experience giving help to others as an obligation rather than as rewarding. You are quite likely to be perceived as team orientated and relatively easy to work with.

PRINCIPLES & VALUES



You will try to uphold agreed values to some extent. You will try to follow through on obligations and responsibilities. You will try to follow rules and procedures but do not get too bound by them. You tend to give priority to the fair treatment of people, and you may help others if asked to do so or when the need is obvious. You will probably be perceived as having some teamworking ethics, but not at all times.

You are quite often interested in understanding others' behaviours and emotions and are often caring towards others. You are quite likely to display values and principles that demonstrate a high consideration for others.

CONTINUAL LEARNING



You have a strong focus on your work and achieving high standards. You are very aware of your own shortcomings and may often under-value your strengths. You are likely to be very open to your own learning and development

You greatly enjoy exploring complex issues. Therefore, you will be very attracted to continually learning new theoretical concepts. However, you may often get side-tracked in learning things that have little practical benefit.

You have an awareness of your own emotional highs and lows, and how these might impact your thoughts, behaviour or decisions. You tend to have an interest in analysing your feelings and behaviours and learning how they might help you to develop at work. However, although you can be willing to assist others with their development, you may sometimes view this as an unrewarding obligation. You may not always enjoy coaching others or making a sustained effort to develop their skills and promote their learning.

DECISION MAKING

In terms of decisiveness, you tend to be quite careful and to think things through before acting. You tend to remain relatively composed and clear-headed in most decision-making situations. You greatly enjoy working with complexity, concepts, and handling challenging problems. However, there is a risk that you may overcomplicate decisions and that this may occasionally affect your mood.

You have a preference for taking charge and leading others. Therefore, you will be comfortable steering decisions for others. You can be quite confident and tend to feel able to contribute to complex issues. Therefore, you are somewhat comfortable with making decisions by yourself. You tend to be aware of others' emotions or needs. Therefore, you may be slightly more inclined to make decisions that take others' needs into account.

COMPETENCY DEVELOPMENT TIPS

COMPETENCY: PRINCIPLES AND VALUES

As *Principles and Values* is one of your less strong competencies there may be times where your performance drops or is not consistent. Therefore, it may be useful to consider possible tips for enhancing this competency during these times. *Please be aware that you may feel that some of these tips are not relevant or useful for you. Please focus on anything that resonates with you.*

- i. As a leader you may occasionally be perceived by others as having a little less concern for the fair treatment of people and can sometimes bend rules and procedures about how people should be treated. Whilst you may have good reasons for this (e.g. quickly progressing objectives), consider the potential impact on how people regard you as a leader. Reflect on any times when you have bent the rules or placed less priority on the fair treatment of others – what impact did it have on the trust others have in you?
- ii. Leaders are often called upon to make “tough and objective decisions” that may as a by-product impact people adversely. Being able to do this may well be a strength for you but compared to other leaders there is slightly more risk that this might impact your reputation. Always think through the impact on others before making tough business decisions and make sure you follow a fair, transparent process as others may misinterpret your intentions.
- iii. As a leader you are likely to help others if asked. However, it can often win you respect if you offer to help people without being asked. When you do this, take note of people’s reactions and the difference it makes to your working relationship. This can help you to be seen as a leader who is principled, values the organisation and puts the needs of others first.

COMPETENCY: WORKING WITH PEOPLE

As *Working with People* is one of your less strong competencies there may be times where your performance drops or is not consistent. Therefore, it may be useful to consider possible tips for enhancing this competency during these times. *Please be aware that you may feel that some of these tips are not relevant or useful for you. Please focus on anything that resonates with you.*

- i. As a leader there could be a danger that you focus a little too much on your own objectives and forget to offer help and assistance to other people. Although helping others may occasionally feel like an extra burden it will be appreciated by colleagues and staff, and they may be more willing to help you when you need assistance. It can set a supportive culture within for your team.
- ii. Everyone from time-to-time will have personal issues that impact them and their ability to perform. As a leader it is important to care for your team or colleagues. You may be a little less likely than other leaders to notice or act on these concerns. Try to be aware when people are not themselves and remember that it is possible a personal issue may be impacting them. Try asking questions so that you can fully understand and offer support.
- iii. As a leader, considering the emotional reactions of others more often might help you in many ways, such as managing and motivating your team better or helping you to influence colleagues more effectively. Spend time considering how others might be reacting to a situation, set-back or decision? What do they seem to enjoy, care about or get excited by?

ADDITIONAL TIPS

Based on your personality preferences as assessed by Mosaic, the following additional development tips are provided for you. Try developing 2 or 3 actions that you are able to commit to that will help you develop. Monitor and review these actions on a regular basis.

DEVELOPMENT AREA 1: FASCINATED BY COMPLEXITY (STEN 10)

You probably feel quite comfortable working with complexity, ambiguity and enjoy intellectual discussions. You enjoy using your analytical skills.

Potential Development Area:

You may tend to become too immersed in complexity and analysis. Consider whether you are able to communicate with others (who may not be as interested in complexity) in a way that is not overly abstract, complex or unpractical. Whilst making permanent personality changes can be very challenging, to take a more pragmatic approach when required, try:

- i. to consider your audience. Many people want pragmatic workable solutions to issues and are less concerned with the complexity or patterns of thinking that surround these solutions.
- ii. keeping language simple. You have more chance of engaging a wider group of people if language and ideas are kept simple. Remember, that many people do not like intellectual discussions and may not be familiar with complex words.
- iii. staying patient. Most people will not grasp complex things first time and will require things to be explained more than once.

DEVELOPMENT AREA 2: SELFLESSLY HELPFUL (STEN 3)

Although you can be helpful and may respond to others requests for assistance, you are less likely to proactively help others or to volunteer help unless asked. You are therefore able to remain focused on your own goals and deliverables at work.

Potential Development Area:

Although it is useful to remain focused on your own goals and objectives, others may sometimes sense a lack of teamwork and concern for others. Consider whether this is having an impact on your working relationships, including when you need help from others. Whilst making permanent personality changes can be very challenging, to take on a more helpful approach when required, try:

- i. making a conscious effort to look out for opportunities where you can help. People remember acts of helpfulness, especially so when it was not requested. The favour would likely be returned when you need help.
- ii. not saying 'no' immediately to requests for help but consider what you can do. There may be small things you can do that does not impact you greatly but may make a difference to others.
- iii. considering requests for help from the other person's position. How would you feel if you were in a position where you were struggling and needed help?

DEVELOPMENT AREA 3: VARIETY SEEKING (STEN 7.5)

You have a clear preference for new activities, experiencing new things and for variety. You are well equipped to cope with substantial change.

Potential Development Area:

You may find familiarity and routine activities difficult and frustrating. Consider whether your drive to experience new things is resulting in wasted effort (e.g. change for the sake of it), avoidance of necessary but routine tasks or not giving sufficient focus. Whilst making permanent personality changes can be very challenging, to manage unnecessary variety seeking when required, try:

- i. questioning whether something really needs to change or be done differently. Are you wasting time on making changes for the sake of it? Get the opinion of other people if not sure.
- ii. Setting aside time each day for completing routine tasks and rewarding yourself by doing something new afterwards.
- iii. considering how you can change your role so that you are getting opportunities to try new things on a regular basis.

INSIGHT 3: YOUR PREFERRED LEADERSHIP STYLE

Your preferred or natural leadership style is based on two dimensions: task leadership and people (relationship) leadership. Your score on each dimension (based on your Mosaic personality assessment) determines your likely preferred leadership style.

No style is right or wrong. Some styles are better suited to certain situations and circumstances than others. Effective leaders know their preferred style and learn how to flex to other styles when needed.

The table below displays a high-level overview of the leadership styles in 4 quadrants.

	LOW Relationships Focus	HIGH Relationships Focus
HIGH Task Control Focus	DIRECTIVE style (I discuss, I decide)	CONSULTATIVE style (we discuss, I decide)
LOW Task Control Focus	DELEGATIVE style (you discuss, you decide)	PARTICIPATIVE style (we discuss, you decide)

We have developed 25 leadership styles based on this model. On the following page you will see your preferred personal leadership style.

INSIGHT 3: YOUR PREFERRED LEADERSHIP STYLES



Task Score: Leadership style based on objective tasks



Self-Report: Leadership style based on questionnaire

		PEOPLE LEADERSHIP				
		Very Low	Low	Typical	High	Very High
TASK LEADERSHIP	Very High	<p>Autocratic</p> <p>Great style in crises situations or with inexperienced teams. Finds it difficult to relinquish control. Makes decisions without consulting others.</p>	<p>Controlling</p> <p>Great style for time pressured situations and with inexperienced teams. Involves others to a limited degree but has to have the final say on decisions.</p>	<p>Parental</p> <p>Good style with relatively inexperienced teams. Team members are listened to, but this leader will always make the final decision.</p>	<p>Ubiquitous</p> <p>High-energy style that may be difficult to sustain. Over-active as a leader; gets involved in a lot of consultation and takes too many decisions personally.</p>	<p>Ever Present</p> <p>Very high-energy style that will be difficult to sustain. Extensively involves everyone but also wants to make all the final decisions.</p>
	High	<p>Directive</p> <p>Good style in crises situations and with inexperienced teams. Initiates little consultation and usually makes decisions for others.</p>	<p>Task-Orientated</p> <p>Good style for time pressured situations and with inexperienced teams. Engages in some limited consultation before usually then making the final decision.</p>	<p>Opinion-Seeking</p> <p>Good style for non-time pressured situations and less experienced teams. Quite often involves others but usually makes the final decision themselves.</p>	<p>Consultative</p> <p>Great style for non-time pressured situations and less experienced teams. Involves others but usually makes the final decision themselves.</p>	<p>Engaging</p> <p>High-energy style that may be difficult to sustain. Good for engaging everybody but may be time-consuming. Usually then makes final decisions.</p>
	Typical	<p>Advising</p> <p>Great style for expert advisory roles rather than people leadership roles. Has some interest in influencing decisions but does not involve or consult others.</p>	<p>Guiding</p> <p>Good style for expert advisory roles. Likes to guide others towards a decision which often reflects their own views. May fail to get buy-in from others.</p>	<p>Adaptable</p> <p>Has a flexible and adaptable leadership style. Tends to involve others, taking some decisions themselves and leaving others to the team.</p>	<p>Discussing</p> <p>Good style with teams who will benefit from "process" leadership. Has a slight preference for discussing issues with others rather than taking decisions.</p>	<p>Debating</p> <p>Good style for controversial issues. Ensures full debate and involvement and tends to prioritise this over personally making decisions.</p>
	Low	<p>Peripheral</p> <p>May prefer to avoid leadership roles. Is a reluctant leader who has only limited interest in influencing decisions, but does not involve or consult others.</p>	<p>Delegative</p> <p>Great style with experienced teams. Likely to be an effective delegator who prefers limited consultation with others and limited say over final decisions.</p>	<p>Supportive</p> <p>Good style for leading experienced teams who will still benefit from "process" leadership. Tends to let others take the final decision.</p>	<p>Participative</p> <p>Great style for leading experienced teams who will still benefit from "process" leadership. Focuses on ensuring everyone is involved.</p>	<p>Overly-Democratic</p> <p>Clearly prioritises the involvement of others and keeping people happy over personally influencing decisions. May give too much control to others.</p>
	Very Low	<p>Avoidant</p> <p>Dislikes leadership roles. Avoids responsibility for leading people or decisions. Strongly prefers not having to accommodate others.</p>	<p>Passive</p> <p>Dislikes leadership roles and often allows decision-making responsibilities to pass them by. Prefers to operate as part of a team rather than lead.</p>	<p>Co-Worker</p> <p>Dislikes leadership roles and prefers to operate as a cooperative team member rather than a leader who influences decisions and events.</p>	<p>Tolerant</p> <p>Dislikes leadership roles. Focuses on tolerating the team, accommodating their needs and on keeping morale high rather than influencing decisions.</p>	<p>Crowd Pleasing</p> <p>Very strongly prioritises keeping everyone happy over any real influence on decisions. Risks not having any leadership impact over final decisions.</p>

THE “OPINON-SEEKING” LEADERSHIP STYLE

The green box in the diagram on the previous page shows your natural leadership style. This is based on both your personality tasks scores and your questionnaire responses. *You will find the leadership styles in adjacent boxes to this are also quite comfortable for you.*

Strengths of your natural leadership style

- ▶ You are likely to have quite a strong focus on objectives, workload and achieving goals.
- ▶ You prefer to take charge, to work hard and are likely to possess self-belief.
- ▶ As a leader your style will be effective with inexperienced teams, new starters and trainees, in situations where others require clear direction or when time for discussion on the way forward is short.
- ▶ Your instincts are often to consult and involve others. You quite like to seek out opinions and ensure that team members feel included and empowered, but you tend to then make the key or important decisions yourself.
- ▶ You are also quite comfortable offering support to the team, and focusing on their welfare or motivation when this is needed.

Things to watch out for with this leadership style

- ▶ Your natural leadership style is to provide clear direction and to quite often take charge of how objectives should be met. This may be less effective or motivating for experienced teams or staff who (like to think) they know what they are doing. Try giving a little more space to these groups.
- ▶ Your focus on goals and objectives is a little stronger than your focus on people leadership. Occasionally you may need to remember to consult others and ensure buy-in.
- ▶ Sometimes a highly active leadership style is required to ensure that both (i) everybody is consulted and then (ii) final decisions are made on behalf of everybody. This very high energy style is difficult for anyone to sustain, but it will certainly leave you exhausted. In situations where it is key that everyone is included and has their say, but where there is then no agreement, you as leader will need to make the final decision. Ensure you get enough time afterwards to recover and regain your energy.

Questionnaire versus Objective Behaviour

When you completed the assessment, there was good agreement between your personality questionnaire results and your objective personality tasks scores when it comes to leadership style. It is likely that you know your leadership preferences well.

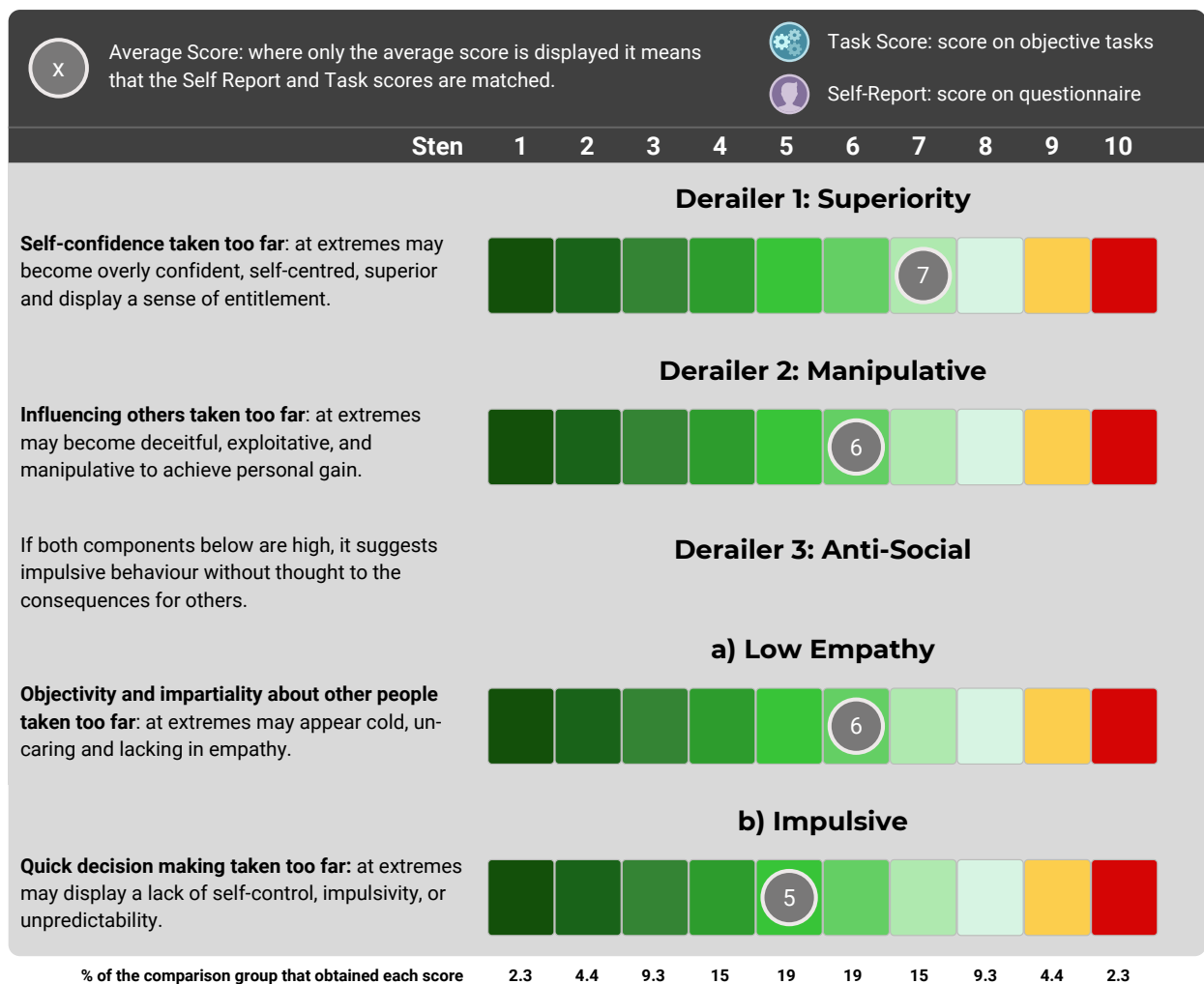
INSIGHT 4: LEADERSHIP DERAILERS

Mosaic measures common leadership derailers (based on the work of Paulhus and Williams, 2002), each of which at extreme levels has the potential to “derail” a leadership career.

Each derailer represents a collection of aversive but nevertheless normal personality traits. Only high scores of 9 and 10 on a derailer are noteworthy. High scores suggest that related counterproductive traits and behaviours may surface from time to time to cause interpersonal issues at work, particularly for those in leadership roles. This will make it more difficult to build and lead a team effectively.

We can think of high scores as overplayed strengths – perfectly fine in moderation, but a very high score of 10 suggests behaviour taken to an extreme.

Your scores on each of the 3 derailers is shown below. Please note that the third derailer, Anti-Social, is comprised of two separate components, so there are 4 scores in total shown below.



You have no potential leadership derailers.

SELF-COACHING GUIDE

Need a little help digesting your leadership report, pulling it all together and deciding what to do next? Here are the key insights to review from your report before deciding on any development actions:

1. Firstly, look at Insight 1 on page 4 “How highly did you rate your personality?” Take note if your score here was 1 – 2 (under rating yourself) or 9 – 10 (over rating yourself). What does this mean for you as a leader?
2. Secondly, look at Insight 2 “Development Tips”. Which of these suggestions seem most important for you to act on?
3. Thirdly, look at Insight 3 “Things to watch out for with this leadership style”. Which tips seem most important for you to act on?
4. Finally, look at Insight 4 “Leadership Derailers”. Did you have any scores in the yellow or red boxes? If you did, what does this mean for you as a leader?

Having reviewed these Insights, try to prioritise the 2 or 3 most important areas as you see them, and plan to tackle these. Follow the tips in this report, access online resources or speak to your executive coach if you have one. You can also ask for feedback about your priority development areas from your line manager, colleagues or team but be careful to remain appreciative of any feedback you receive.

APPENDIX: COMPETENCY POTENTIAL: DEFINITIONS

The table below describes the 12 key Mosaic competencies for succeeding in the workplace. Following these descriptions, you will find your own competency potential profile. The scores you see do not show your actual skill in each competency but reflect your likely potential in each case based on your personality preferences. It is possible to improve in these competencies and in the Development Areas section you will find some tips for development.

Leading Others	<p>Leads and manages others effectively People scoring high on this competence are potentially highly effective at motivating and leading others. They are likely to be highly focused on what the team needs to achieve. They have the potential to provide positive support and clear direction for others relating to business objectives. They are likely to gain the respect of the team by remaining patient and calm in difficult circumstances.</p>
Achievement Focus	<p>Commitment and drive to deliver results People scoring high on this competence are likely to be highly achievement oriented. They have the potential to be energetic and focused on delivering results. They will probably have a strong sense of purpose and belief in their own abilities. They have the potential to effectively tackle challenges and to be able to remain calm under pressure.</p>
Planning	<p>Planning and organising work to achieve goals People scoring high on this competence have the potential to be highly organised and skilled at planning. They are likely to identify priorities, organise and plan activities, and monitor progress and timescales in order to achieve goals.</p>
Influencing	<p>Capacity to effectively persuade and influence others People scoring high on this competence have the potential to be effective influencers. They are likely to be able to sell and negotiate successfully. They have the potential to be effective at winning people's hearts and minds and will get others on board. They are likely to have confidence in their own abilities and to be able to build working relationships quite easily.</p>
Innovation	<p>Applies creativity and innovation within their role People scoring high on this competence have the potential to be effective at providing innovative ideas to work-related issues. They are likely to enjoy variety, to provide fresh approaches and to explore options and possibilities. They have the potential to challenge traditional assumptions effectively and to persevere in the pursuit of improvement.</p>
Change & Adaptability	<p>Sees the need for change and personally adapts People scoring high on this competence have the potential to quickly recognise the need for change. They are likely to adapt emotionally and proactively to change. They have the potential to drive significant continuous improvement within the organisation.</p>
Resilience	<p>Resilient to setbacks and challenges People scoring high on this competence have the potential to maintain effective performance in the face of setbacks and work pressure. They are likely to remain stable, calm, level-headed and in control. They have the potential to remain positive and to learn from challenges and setbacks.</p>

Analysing Information	<p>Assimilates and effectively utilises business information People scoring high on this competence have high potential for being effective at analysing issues using the most appropriate method given the situation. They are likely to assimilate relevant information effectively and progress this to making sound decisions. They have the potential to be skilled at determining what is important for the situation and the appropriate amount of effort required.</p>
Working with People	<p>The ability to work effectively with others People scoring high on this competence have the potential to have a strong understanding of people's behaviours and also are likely to be highly considerate and respectful of others. They have the potential to appreciate that everyone is unique and are likely to be able to skilfully adapt to them to achieve good working relationships.</p>
Principles and Values	<p>Demonstrates sound principles and values People scoring high on this competence are likely to live by sound principles and values. They have the potential to demonstrate respect to others and practice what they preach. They are likely to be open and honest with their communications. They have the potential to win respect from others through their conduct and their behaviours.</p>
Continual Learning	<p>Invests in personal development for self and others People scoring high on this competence have the potential to be highly effective at focusing on investing in their own and others' development. They are likely to value the concept of 'investment in people' i.e. growing and improving people's capability. They are likely to give time to support others' development and they will enjoy acting as a coach for others.</p>
Decision Making	<p>Making decisions to get the best result People scoring high on this competence have the potential to be effective at assimilating information, weighing up the issues, and making an informed decision in a timely manner. They are likely to be skilled at exploring options and are not afraid to take calculated risks. They have the potential to know when and how to seek advice and to work effectively with others to achieve sound decisions.</p>



Mosaic Assessments Ltd

Email: enquiries@mosaictasks.com

www.mosaictasks.com

Please ensure that this report containing personal information is handled confidentially and professionally and in keeping with Data Protection and GDPR legislation. Mosaic Assessments Ltd accepts no liability for the actions of third parties including, but not limited to, the security of personal data. We do not guarantee either that the content of the report has not been edited since being automatically produced by the Mosaic online system nor the professional standards of the interpreter of this report.

This report is the intellectual property of Mosaic Assessments Ltd. Clients are permitted to print, circulate and keep this report for their own internal and non-commercial purposes only.

©2021 Mosaic Assessments Ltd. All rights reserved.