



PERSONAL DEVELOPMENT REPORT

ID: Sam Sample 2

23/04/2023

ABOUT YOUR RESULTS

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 personality scores the Mosaic personality tool uses both:

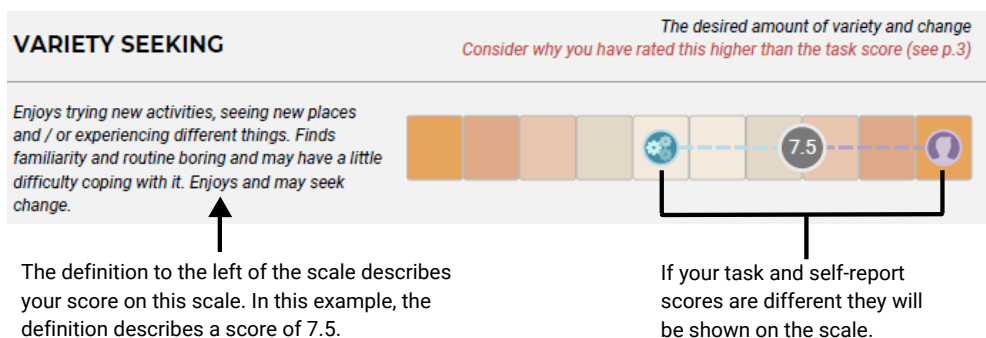
1. the seven practical online tasks which measure personality based on taking thousands of measures of your behaviours whilst you were completing the tasks.
2. a self-perception questionnaire which measures personality based on your own opinions of what you think you are like.

The report will display your personality results 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.** These are often personal 'blind spots' that most people have, although could also be due to the normal margin of testing error.

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.
- ▶ This report is based on the 'BIG FIVE' personality traits.
- ▶ Personality can occasionally change and the shelf-life on the information is typically 12 months.
- ▶ Do consider the information from different perspectives but do not get overly concerned if you feel certain areas of your personality report is 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 preference you display from 1 (Very Low) to 10 (Very High). Please pay attention to the score description for each scale as a lower score (E.g. 3) does not necessarily mean you have a really low preference for a personality trait. Only that you are lower compared to others.



Anonymous example scale

* 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.

STRENGTHS

Below you will find your top 6 strengths, derived from your personality traits. Strengths can be thought of as personal resources that you can draw upon to navigate challenges, solve problems, and achieve goals. These 6 strengths are areas where you may excel, as well as find energy and fulfilment. Some of these strengths you may not be aware of and you may want to find opportunities to use them more. Others that you are more aware of you may want to keep using, but not overplay.

EMOTIONALLY SELF-AWARE

You have a very strong preference for understanding yourself and identifying your own feelings. You are highly likely to be aware of how your emotions help and hinder your performance at work, and how to best manage and make use of your reactions. You are very likely to be able to harness this understanding in order to make more informed decisions. (see AWARENESS OF OWN EMOTIONS)

COMPASSIONATE

You are adept at tuning into other people's concerns, problems, and emotional pain. You are probably known as someone who shows a high degree of compassion, sympathy and care towards others at work. (see SWAYED BY SYMPATHY)

EMBRACES CHANGE

You have a clear preference for change and novelty. You are likely to be curious, try new things and tend to enjoy the challenges that change brings. You are very likely to be someone who is less troubled than others by frequent organisational changes. (see VARIETY SEEKING)

FLEXIBLE WITH RULES

You are willing to play by the rules and prefer to do so but may on occasion seek to find a balance between adhering to guidelines and obligations on the one hand and being flexible on the other. You are not always likely to be bound by rules and obligations. (see BOUND BY DUTY)

EMPATHETIC

You have a preference for empathising with others – being aware of others' reactions, needs and issues. You are quite likely to be able to put yourself in others' 'shoes' and to understand their feelings, difficulties and motivations. You may well be seen as someone who has the ability to make people feel like they have been understood. (see AWARENESS OF OTHERS EMOTIONS)

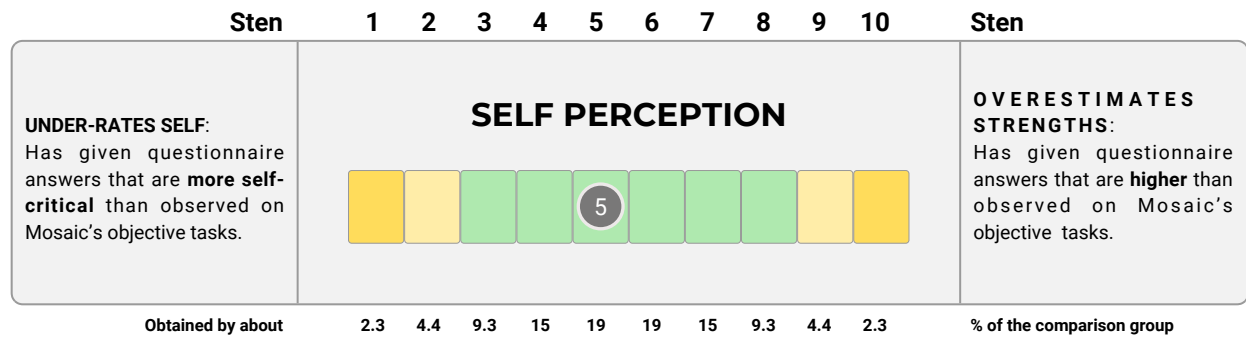
OPEN-MINDED

You tend to enjoy challenging traditional attitudes and approaches at work, and may occasionally prefer change. You may be a little more likely than others to appreciate both progressive and conventional views. (see BROAD-MINDED)

HOW HIGHLY DO YOU RATE YOUR PERSONALITY?

Before you look through your personality profile, 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 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:

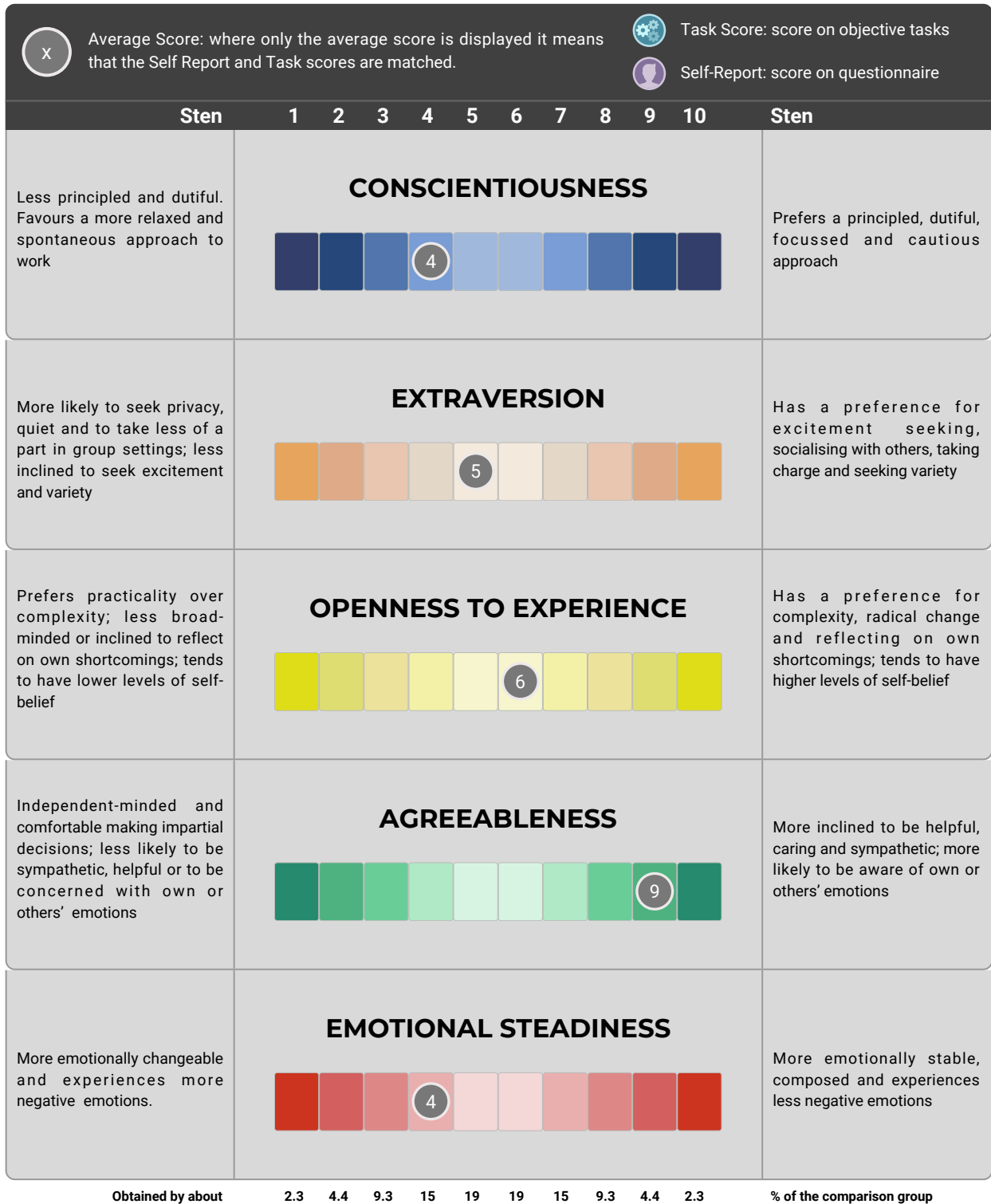
- ▶ you generally have a balanced view of yourself.
- ▶ you are perhaps slightly more inclined than many people to be self-critical and to undervalue your personality traits.

As you look through your report you may see that there are sometimes personality areas where your own views differ from the actual personality you displayed when completing Mosaic's objective personality tasks. 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 occur due to the normal margin of testing error in the completion of either the self-report or the objective tasks.

PERSONALITY PROFILE

NOTE: Any differences between your task score and your self-report scores often, but do not always, suggest a 'blind spot'.



CONSCIENTIOUSNESS



Average Score: where only the average score is displayed it means that the Self Report and Task scores are matched.



Task Score: score on objective tasks



Self-Report: score on questionnaire

	Sten	1	2	3	4	5	6	7	8	9	10
CONSCIENTIOUSNESS											
		<i>This is about preferences for being principled, dutiful, focussed and cautious.</i>									
<i>This level indicates a need to be conscientious most of the time. However, there is a willingness to be more flexible on aspects of conscientiousness.</i>					4						
FACETS THAT CONTRIBUTE TO CONSCIENTIOUSNESS											
FIXED PRINCIPLES											
		<i>The rigidity with which principles are adhered to</i>									
<i>Extremely principled and gives a high priority to the fair treatment of other people. Some may appreciate the high standards of behaviour set, while others may very occasionally perceive this rigidity as getting in the way.</i>								7			
BOUND BY DUTY											
		<i>The dutifulness with which rules and obligations are followed Differences often, but do not always, suggest a 'blind spot' (see p. 3)</i>									
<i>Occasionally chooses to avoid fulfilling personal obligations and responsibilities. Will not always feel compelled to follow rules and procedures. May dislike regulations and bureaucracy and will seek to avoid them at times.</i>					3.5						
RELENTLESS FOCUS											
		<i>The relentlessness with which goals are pursued</i>									
<i>Has a more relaxed approach towards work than some people but can sometimes work quite hard. Likely to focus less on achieving high quality standards. Usually finds work/life balance fairly easy to achieve and is less likely than others to experience burnout.</i>			2								
CONSTRAINED BY CAUTION											
		<i>The degree to which care is taken before acting</i>									
<i>Enjoys acting spontaneously but can also be careful at times. Prefers a balance of spontaneous and rigorous decision making. Prefers on balance to avoid mistakes, where possible.</i>					4						

% of the comparison group that obtained each score 2.3 4.4 9.3 15 19 19 15 9.3 4.4 2.3

EXTRAVERSION



Average Score: where only the average score is displayed it means that the Self Report and Task scores are matched.



Task Score: score on objective tasks



Self-Report: score on questionnaire

Sten	1	2	3	4	5	6	7	8	9	10
EXTRAVERSION	<i>This is about preferences for excitement seeking, socialising with others, taking charge and seeking variety.</i>									
<p><i>This level indicates a comfort with being both introverted and extraverted. May have a slight preference for engaging with own inner world.</i></p>										

FACETS THAT CONTRIBUTE TO EXTRAVERSION

EXCITEMENT SEEKING	<i>The preferred level of excitement and stimulation</i> <i>Differences often, but do not always, suggest a 'blind spot' (see p. 3)</i>									
<p><i>Quite likely to need some stimulation and excitement. Fairly comfortable with a degree of risk and may very occasionally seek out danger.</i></p>										

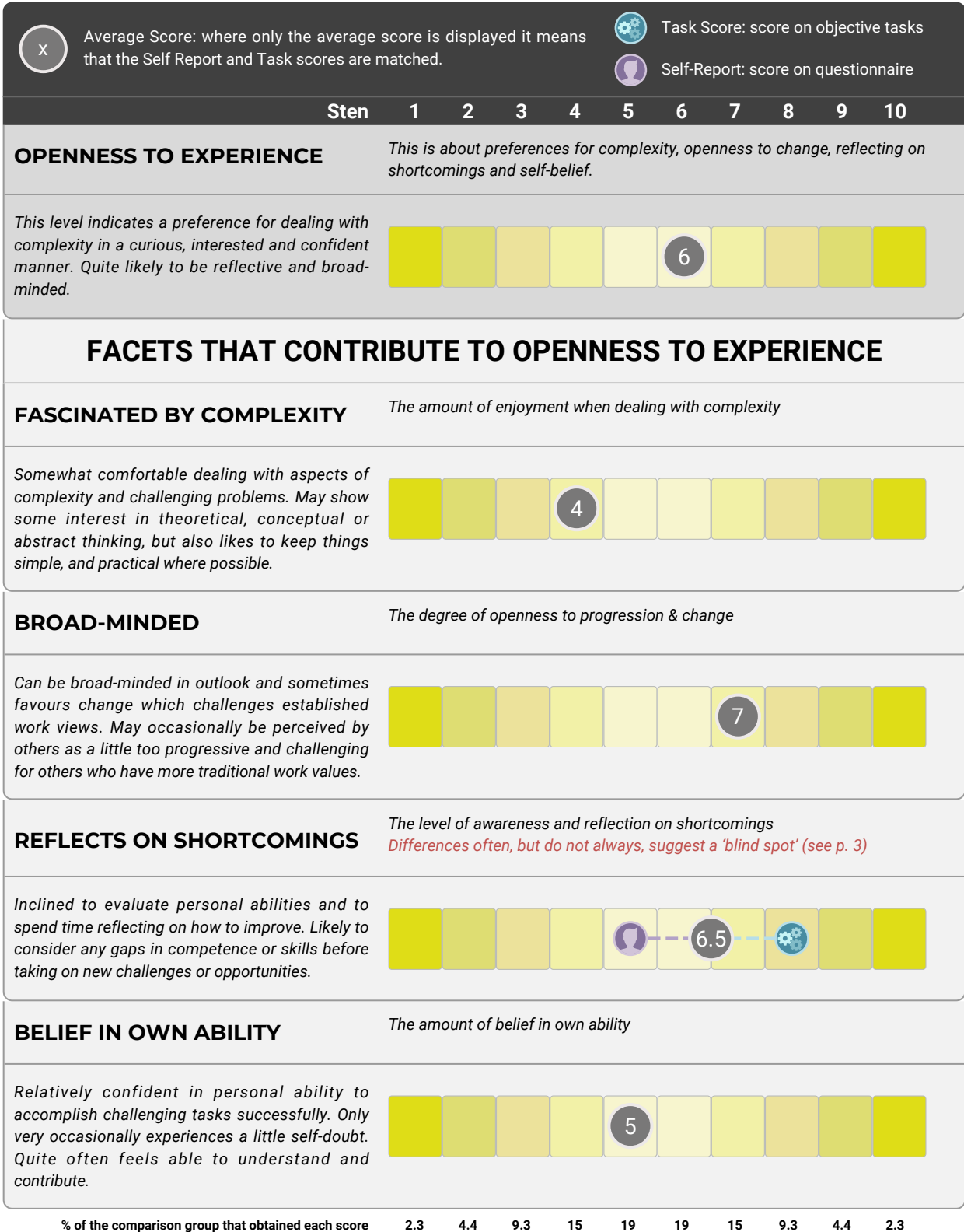
OUTGOING	<i>The degree to which the company of others is sought and enjoyed</i>									
<p><i>Sometimes prefers to be alone, is quite likely to be self-reliant and somewhat comfortable working alone for long periods. May at times find it a little challenging to quickly build rapport with others.</i></p>										

TAKING CHARGE	<i>The preferred level of control and influence</i>									
<p><i>Has a slight preference for letting others lead or take charge. Quite unlikely to be interested in engaging in power struggles, therefore reducing the potential for conflict. Occasionally dislikes influencing others and asserting themselves.</i></p>										

VARIETY SEEKING	<i>The desired amount of variety and change</i> <i>Differences often, but do not always, suggest a 'blind spot' (see p. 3)</i>									
<p><i>Enjoys trying new activities, seeing new places or experiencing different things. Finds familiarity and routine boring and may have a little difficulty coping with it. Enjoys and may seek change.</i></p>										

% of the comparison group that obtained each score 2.3 4.4 9.3 15 19 19 15 9.3 4.4 2.3

OPENNESS TO EXPERIENCE



AGREEABLENESS



Average Score: where only the average score is displayed it means that the Self Report and Task scores are matched.



Task Score: score on objective tasks



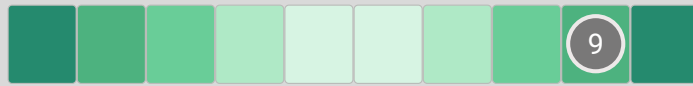
Self-Report: score on questionnaire

Sten 1 2 3 4 5 6 7 8 9 10

AGREEABLENESS

This is about preferences for sympathy, helpfulness and your awareness of own and others emotions.

This level indicates a very strong preference for taking an agreeable and considerate approach with others.

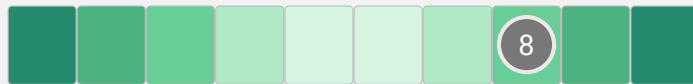


FACETS THAT CONTRIBUTE TO AGREEABLENESS

SWAYED BY SYMPATHY

The level of care and feeling for the suffering of others

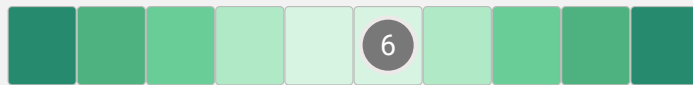
Nearly always very caring and compassionate towards others. Strongly feels the emotional pain of others. Quite likely that feelings of sympathy will make it harder to take objective decisions about people.



SELFLESSLY HELPFUL

The degree to which helping others is personally rewarding

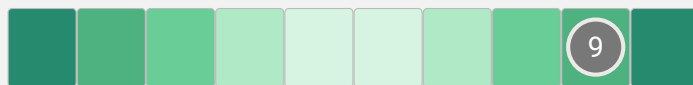
Usually helpful and willing to assist others when asked or if there is a need, but not typically at the expense of taking on too much of others' responsibilities. Finds helping others somewhat rewarding and if required, is willing to sacrifice own needs and personal wellbeing to help others.



AWARENESS OF OWN EMOTIONS

The level of awareness of own emotions

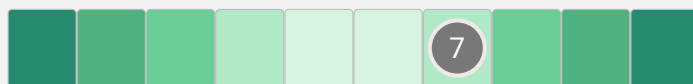
Very interested in analysing (and reflecting on) personal behaviour and feelings. Is keenly aware of how personal emotions influence thoughts, behaviour and decisions. Likely to over analyse their feelings and reactions about everyday situations.



AWARENESS OF OTHERS EMOTIONS

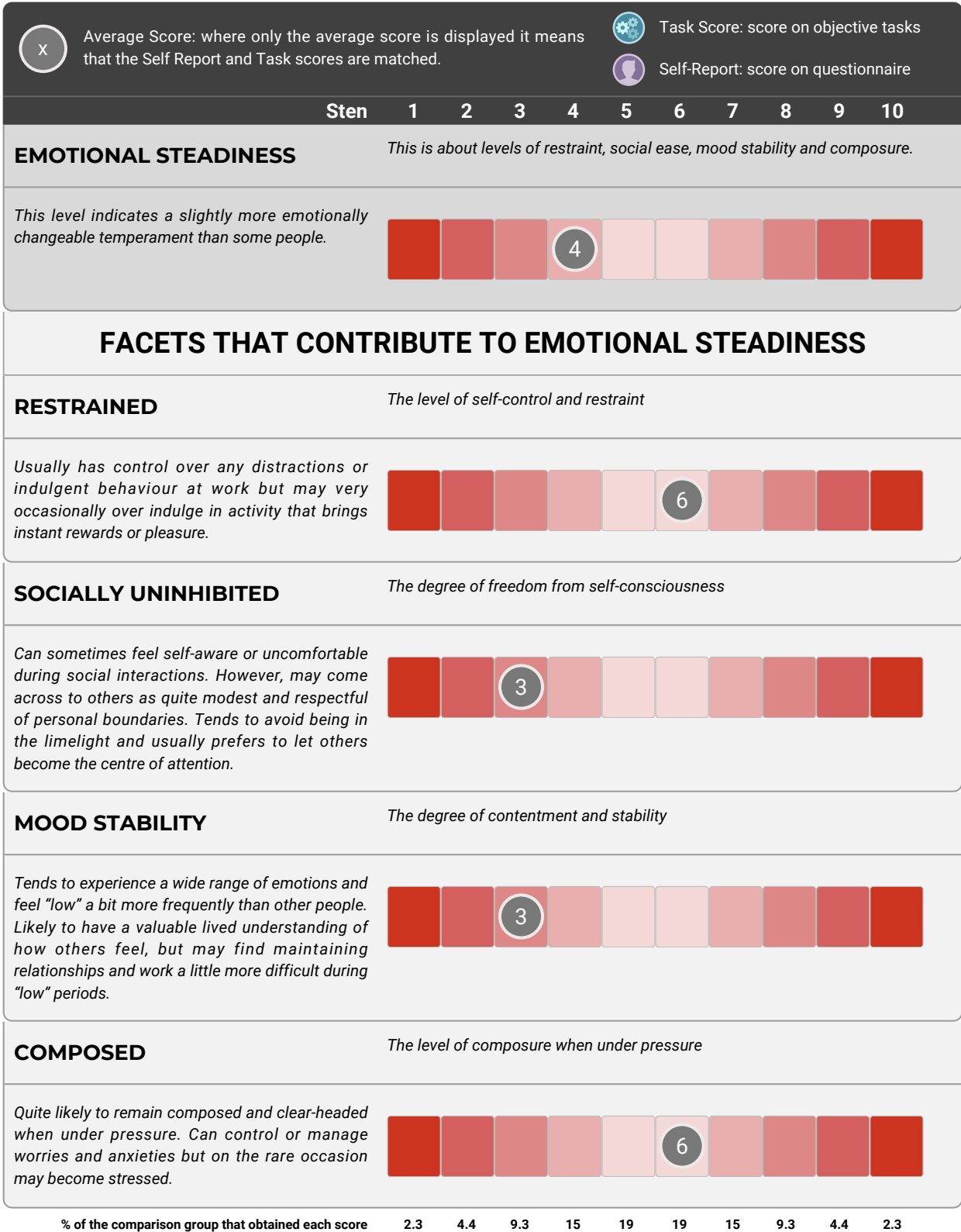
The level of awareness of others emotions

Often aware of and concerned about the emotions, needs and issues of others. May sometimes give too much weight to others' reactions when making decisions.

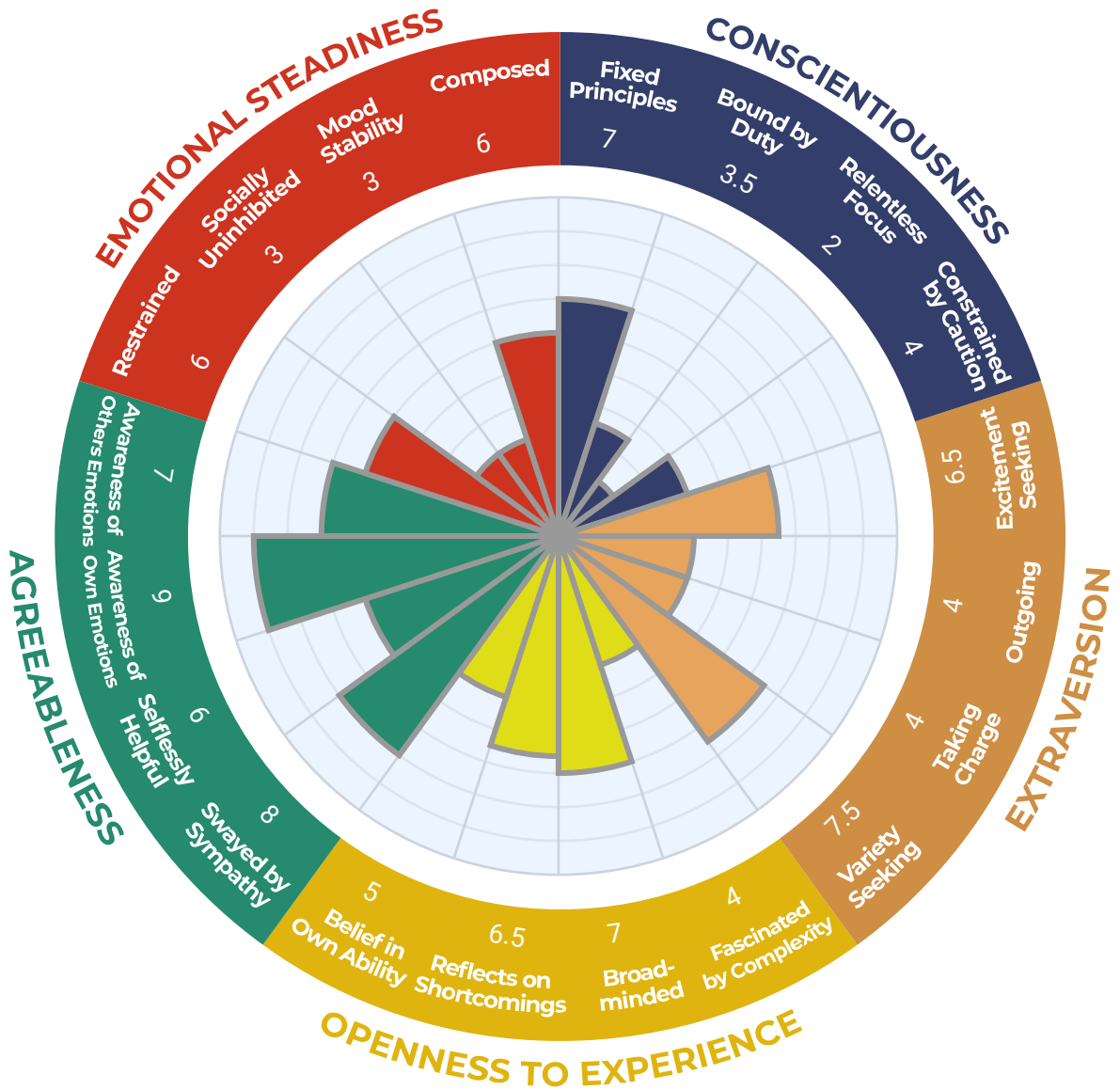


% of the comparison group that obtained each score 2.3 4.4 9.3 15 19 19 15 9.3 4.4 2.3

EMOTIONAL STEADINESS



YOUR MOSAIC PROFILE



COMPETENCY PREFERENCES

The next section of the report is based on our 12 key competencies for impactful job performance. Each competency is made up of the 4-6 personality traits which influence your likely preference for the competency. As an example, if you are high in 'variety seeking' this is likely to positively influence your preference for Innovation.

Each competency also has blocker traits that, at an extreme score, might prevent you performing well in a trait. As an example, if you are very low in 'Relentless Focus' (1-3), this might influence your preference for Analysing Information.

Please note that a low competency score **does not** mean that you do not or cannot perform well in that competency. What it does mean is that using that competency may not be your natural preference and/or there may be aspects of using that competency that you find difficult.

The breakdown of the facets that map on to each competency at the back of this report will help you understand your competency score in more detail. You will be able to determine the specific facets which positively and negatively influence your preference for each competency.

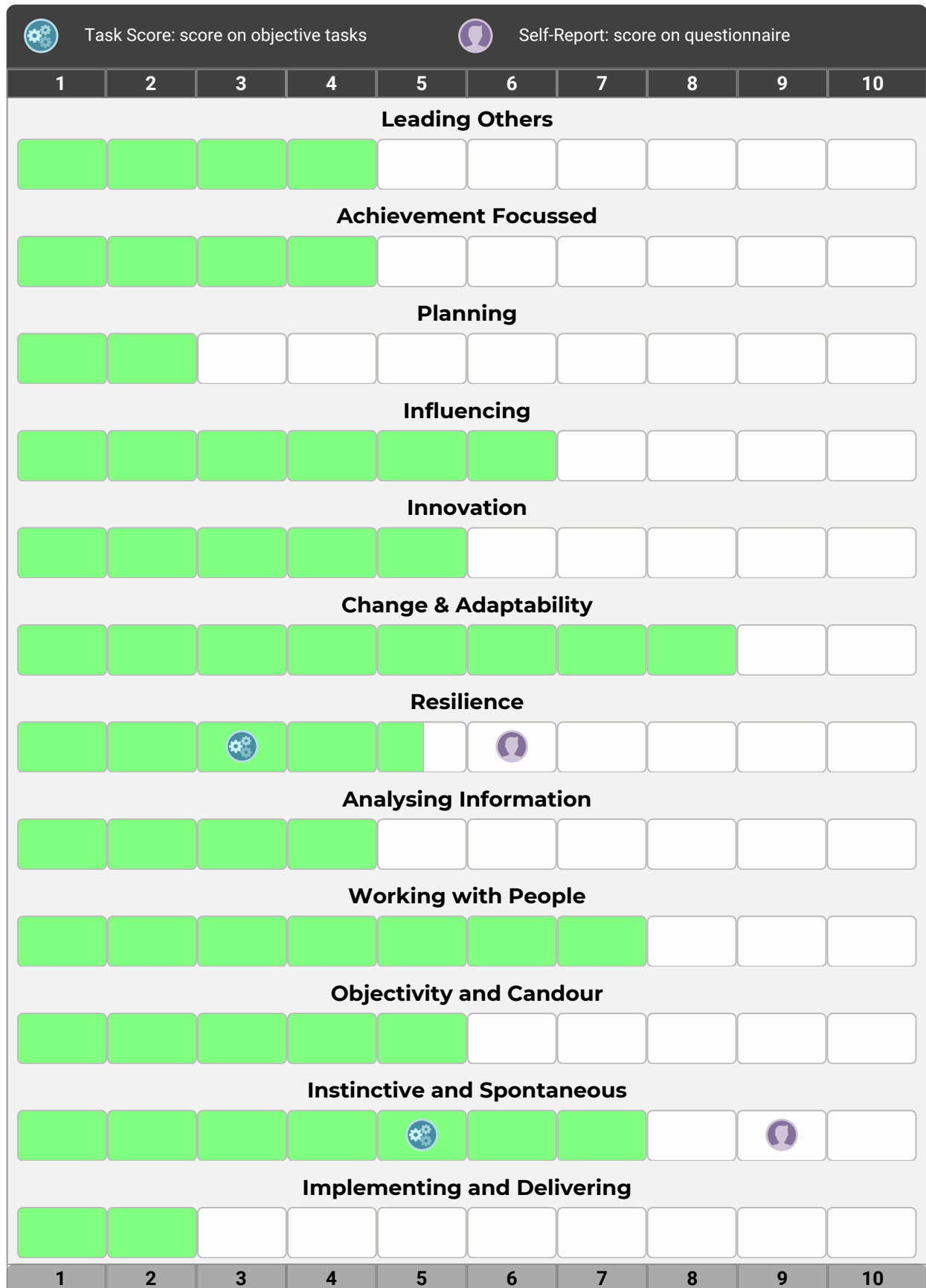
This competency section has the following pages:

- ▶ Competency preferences overview
- ▶ Competency development tips
- ▶ Competency descriptions
- ▶ Competency : breakdown of mapped scales



COMPETENCY PREFERENCES

NOTE: Any task/self-report splits often, but do not always, suggest a 'blind spot'.



DEVELOPMENT AREAS

Your top competency is **Change and Adaptability**. People scoring high on this competency 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.

The development tips below will help you develop in the 7 competencies you prefer least (highlighted in the box below). Some of the tips are relevant for more than one competency so first select which competency you would like to improve and then read the relevant tips. There is a full breakdown of how the personality facets map on to each of the competencies in the appendix.

Competencies to Develop	Go To:			
	TIP 1	TIP 2	TIP 3	TIP 4
IMPLEMENTING AND DELIVERING	✓	✓	✓	
PLANNING	✓	✓		
ANALYSING INFORMATION	✓			
LEADING OTHERS	✓			✓
ACHIEVEMENT FOCUSED	✓			
INNOVATION	✓			
RESILIENCE				✓

In the section below you will find feedback and development tips. Each development tip identifies an aspect of personality that may impact your competency potential, as well as two or three specific recommendations.

- ▶ Please take your time to consider the feedback carefully, seeking feedback from others where appropriate.
- ▶ Do not feel you are bound by the development tips given. They are only there to provide ideas.
- ▶ You may feel comfortable with having a lower score on some competencies. In that case, just focus on the competencies that you would like to make progress on.

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.

TIP 1

COMPETENCY: IMPLEMENTING AND DELIVERING

Also links to: PLANNING, ANALYSING INFORMATION, LEADING OTHERS, ACHIEVEMENT FOCUSED, INNOVATION

PERSONALITY AREA: RELENTLESS FOCUS

You prefer a more relaxed approach towards work and find it easier than many other people to achieve 'work-life balance'. You are less inclined to overwork and are at lower risk of burnout than other people.

Potential Development Area:

Consider whether a more focussed and hard-working approach may be required at times to achieve particular goals or targets or to make the most of your own potential. Whilst making permanent personality changes can be very challenging, to take more of a focussed approach when required, try:

- i. breaking your tasks into smaller sub-steps and set yourself clear targets each day that you have to achieve.
- ii. setting yourself more stretching goals that are achievable and measurable. Share and review progress with a trusted colleague, friend or manager.
- iii. physically removing any distractions when you are trying to focus and avoid switching tasks until you have achieved what you set out to.

TIP 2

COMPETENCY: IMPLEMENTING AND DELIVERING

Also links to: PLANNING

PERSONALITY AREA: BOUND BY DUTY

You feel more able than most people to ignore or sidestep unnecessary obligations, responsibilities or procedures. Others may become burdened by rules and bureaucracy, but you are often able to avoid this.

Potential Development Area:

You may find obligations, rules and regulations are a source of irritation and constraint. Consider whether you may occasionally disregard obligations that are actually beneficial for you and others. Whilst making permanent personality changes can be very challenging, to take a more dutiful approach when required, try:

- i. establishing a structured routine that includes dedicated time for project-related tasks. If helpful, use to-do lists, calendars or task management apps to keep you organised and help you stick to deadlines.
- ii. raising concerns about any unnecessary details, unfair deadlines, procedures or rules upfront rather than ignoring them. It is possible you do not fully understand the reason for the requirement, or it may be possible to change things so they suit you.

TIP 3

COMPETENCY: IMPLEMENTING AND DELIVERING

PERSONALITY AREA: VARIETY SEEKING

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 difficulties planning and delivering your work. Are you wasting effort (e.g., change for the sake of it) or avoiding necessary but routine tasks? 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 when you are planning or delivering work. 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 necessary routine tasks and reward yourself by doing something new afterwards.
- iii. considering how you can change and craft your role so that you are getting opportunities to try more new things on a regular basis.

TIP 4

COMPETENCY: LEADING OTHERS

Also links to: RESILIENCE

PERSONALITY AREA: SOCIALLY UNINHIBITED

You are not likely to enjoy being the centre of attention and may feel self-conscious when interacting with others. This means that you may be perceived by others as someone who is approachable and not someone who is too pushy or intrusive.

Potential Development Areas:

There may be times in your work role when it is necessary or beneficial to have the spotlight on you or to interact with others in new situations. Consider whether you are avoiding these social situations as you are concerned about the attention being on you. Whilst making permanent personality changes can be very challenging, to take a more uninhibited approach, try:

- i. setting small social challenges for yourself (e.g., talk to someone new) that you think will benefit your role. Expect it to be hard and reward yourself for giving it a go.
- ii. being more compassionate with yourself If things don't go exactly to plan. Does it really matter that much? Other people will not be as focussed on you as you think. Try to challenge any unhelpful thoughts and think about what you might do differently next time.
- iii. taking the focus away from yourself in the moment. This might involve taking deep breaths and trying to focus your attention on concerns other people might have rather than your own.

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.

ADDITIONAL TIP 1: AWARENESS OF OWN EMOTIONS (STEN 9)

It is likely that you experience strong emotions and enjoy reflecting and trying to understand them. This is likely to help you understand what you need to progress.

Ensuring you don't overplay this strength:

Although this focus on your own emotions may be useful in many instances, it may sometimes get in the way at work. Consider whether you sometimes end up over-analysing your own feelings and over reacting to your own behaviour. Consider whether this has had an impact on your working relationships. Whilst making permanent personality changes can be very challenging, to manage over-analysing your emotions when required, try:

- i. catching yourself when you are going over and over the same thoughts and it is no longer adding value. Acknowledge to yourself that you have already thought through the situation and guide your thoughts back to another task.
- ii. getting a second opinion to check if you are over-thinking or over-analysing a situation. Often, other people see things quite differently.

ADDITIONAL TIP 2: MOOD STABILITY (STEN 3)

You tend to experience more periods of low mood than other people which may make you better able to empathize with others who are struggling with this issue at work.

Potential Development Areas:

You are likely to experience a more changeable mood than many other people. Consider whether you are able to manage these fluctuations of mood at work and the degree to which it impacts your relationships, stress levels and performance. Whilst making permanent personality changes can be very challenging, to manage fluctuations in your mood when required, try:

- i. being open with others (who you trust) when you are feeling low. This will help them to understand your behaviour and you can agree how to manage these times productively. At the same time, learn to recognise when talking about an issue too much or over-sharing is causing you to ruminate or overthink an issue.
- ii. being persistent in pursuing your goals. There may be times when you don't feel like continuing with projects. Take it easy on yourself and keep firmly in mind that these moods are transient. If possible, keep working away on things even when you don't feel like it. Keep in mind that you have overcome challenges before!
- iii. taking steps to resolve anything that is getting you down that is within your control. However, be mindful that there will be some things you cannot change and it is important to learn your lessons and move on instead of ruminating.
- iv. embracing uncomfortable feelings. This may sound counter-intuitive but the more you fight negative feelings the more likely they are to stay or return. If you can live with them, they will come and go.

ADDITIONAL TIP 3: SWAYED BY SYMPATHY (STEN 8)

You tend to come across as more caring and sympathetic than others. You probably feel others' feelings and pain quite deeply. This allows you to support others effectively when this is required.

Potential Development Area:

Although being caring is a strength in many respects, consider whether you are able to balance your sympathy for others with making the right objective decision for the situation. In other words, do you do things that are bad for you (and others) based on your strong sympathy for a person. Whilst making permanent personality changes can be very challenging, to take a more objective approach when required, try:

- i. deliberately disengaging from people's emotional reactions and instead focusing on the facts in a situation and the outcomes that need to be achieved. Consider how the decision impacts others, including yourself. This will take practice and may feel unnatural at first.
- ii. getting feedback from an objective observer on whether your approach is fair. This is especially important when you feel unable to detach yourself from the emotional impact of the decision.



COMPETENCY DESCRIPTIONS

The table below describes the 12 key Mosaic competencies for succeeding in the workplace.

<p>Leading Others</p>	<p>Leads and manages others effectively People scoring high on this competency 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>
<p>Achievement Focus</p>	<p>Commitment and drive to deliver results People scoring high on this competency 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>
<p>Planning</p>	<p>Planning and organising work to achieve goals People scoring high on this competency 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>
<p>Influencing</p>	<p>Capacity to effectively persuade and influence others People scoring high on this competency 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>
<p>Innovation</p>	<p>Applies creativity and innovation within their role People scoring high on this competency 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>
<p>Change & Adaptability</p>	<p>Sees the need for change and personally adapts People scoring high on this competency 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>
<p>Resilience</p>	<p>Resilient to setbacks and challenges People scoring high on this competency 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 competency 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 competency 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>
Objectivity and Candour	<p>Demonstrates objective thinking and forthright communication. People scoring high on this competency have the potential to present information, make decisions and express opinions in an unbiased and dispassionate way. They may be less concerned about the reactions of others or the impact their decisions have on their popularity. They much prefer to remain objective rather than being influenced by the need to accommodate, sympathise with or help others.</p>
Instinctive and Spontaneous	<p>Uses instinct and flexibility to take opportunities. People scoring high on this competency have the potential to be flexible, spontaneous, and intuitive. They are likely to thrive in fast-moving, changeable, or unpredictable work settings. They prefer to bend the rules, give things a go, take a risk and are generally less cautious. They have the potential to spot and quickly seize upon opportunities.</p>
Implementing and Delivering	<p>Stays focussed on delivering an agreed plan People scoring high on this competency have the potential to excel at implementing a set plan, strategy or project. They provide the action, energy, diligence, and practicality needed to turn ideas into tangible results. They are likely to thrive in an environment where there is routine and predictability. They have the potential to take care of the detail and deliver work effectively and efficiently.</p>

APPENDIX – COMPETENCY MAPPED SCALES

 Task Score
  Self-Report Score

Leading Others (4)

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
RELENTLESS FOCUS										
SOCIALLY UNINHIBITED										
AWARENESS OF OTHERS EMOTIONS										
MOOD STABILITY										
TAKING CHARGE										

Achievement Focused (4)

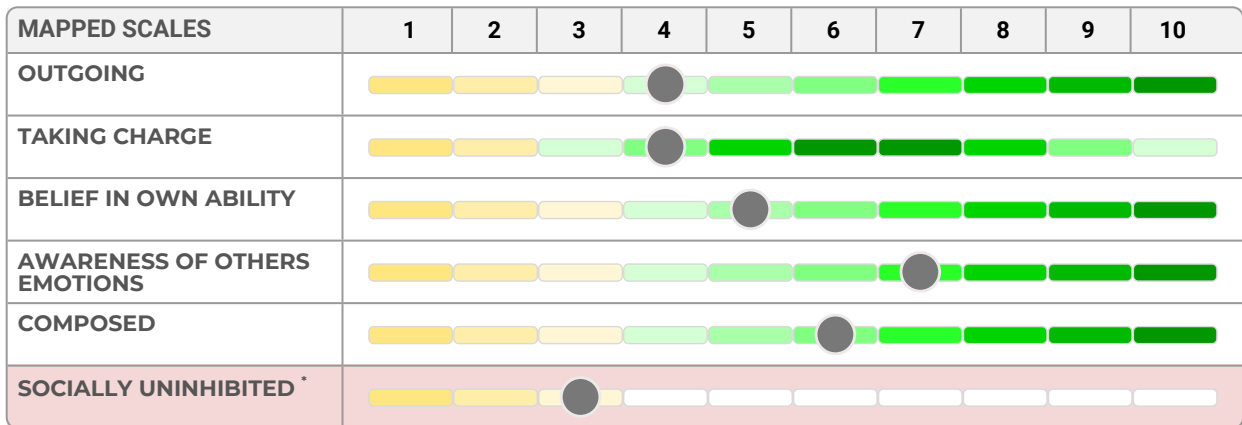
MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
RELENTLESS FOCUS										
BELIEF IN OWN ABILITY										
RESTRAINED										
MOOD STABILITY										

Planning (2)

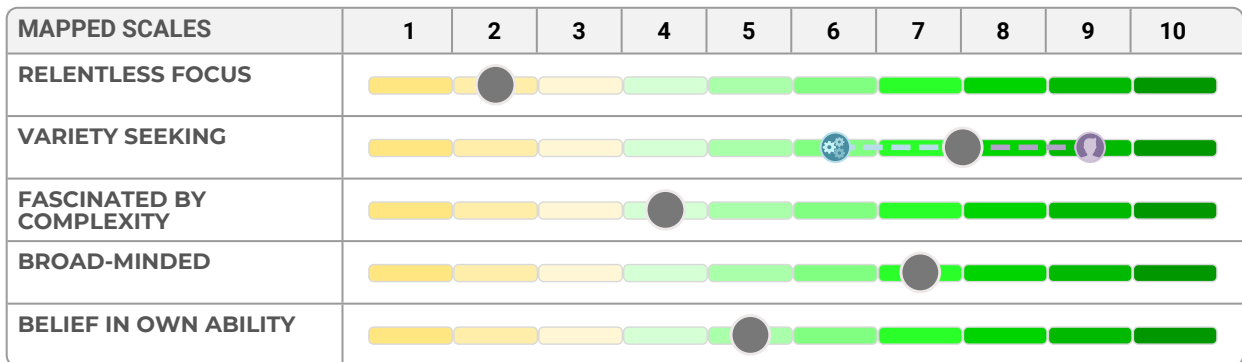
MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
BOUND BY DUTY										
RELENTLESS FOCUS										
CONSTRAINED BY CAUTION										
RESTRAINED										
EXCITEMENT SEEKING *										
VARIETY SEEKING *										

***BLOCKERS:** The personality scale in pink impacts this competency score negatively if it is an extreme score.

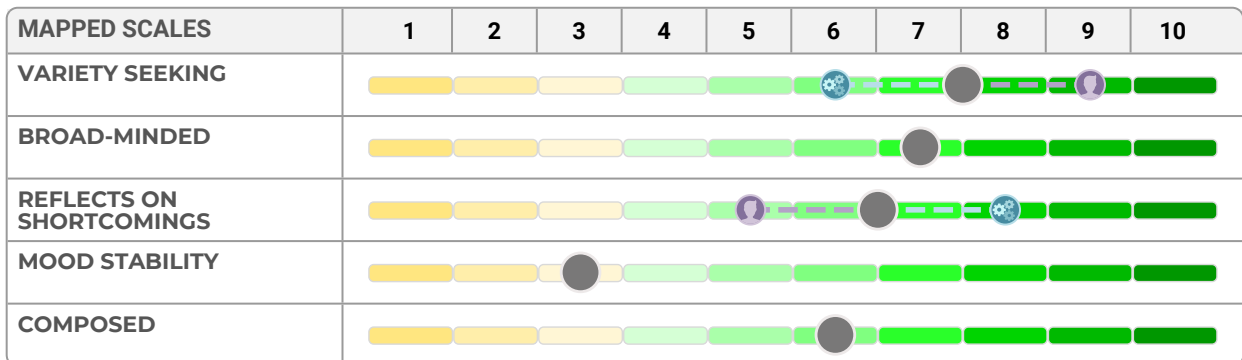
Influencing (6)



Innovation (5)

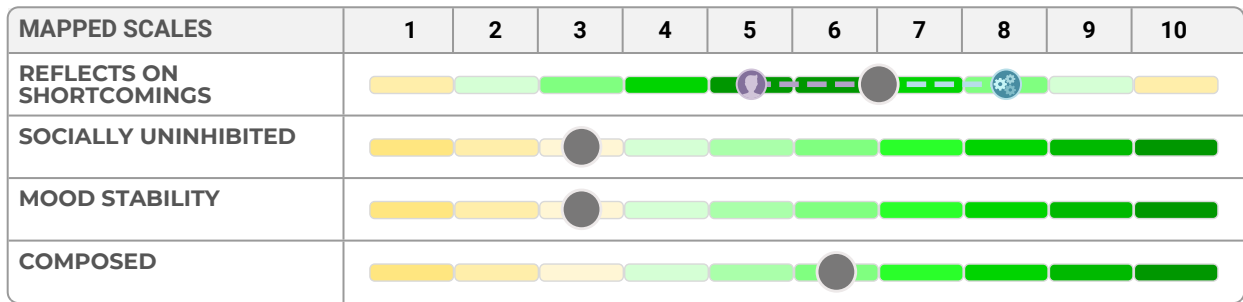


Change & Adaptability (8)

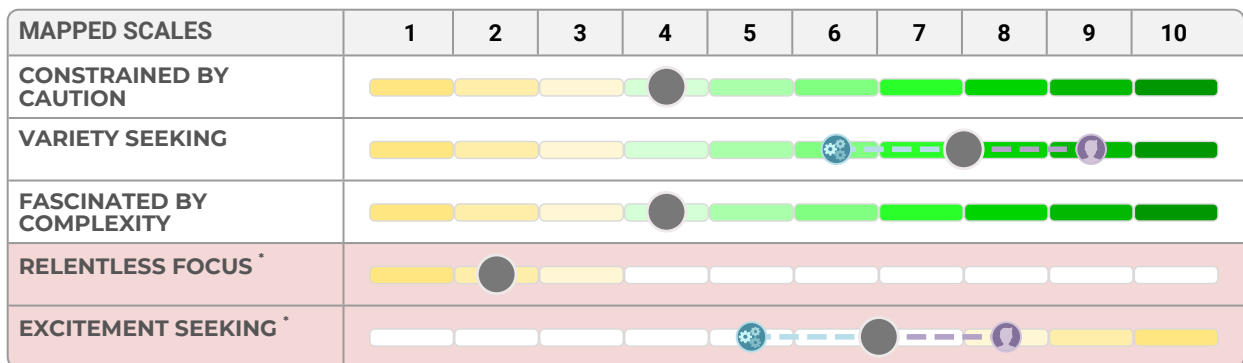


***BLOCKERS:** The personality scale in pink impacts this competency score negatively if it is an extreme score.

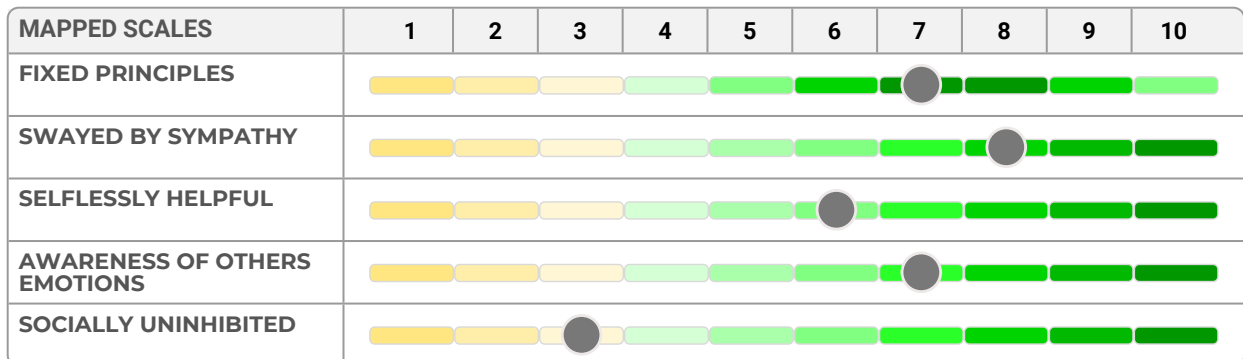
Resilience (4.5)



Analysing Information (4)

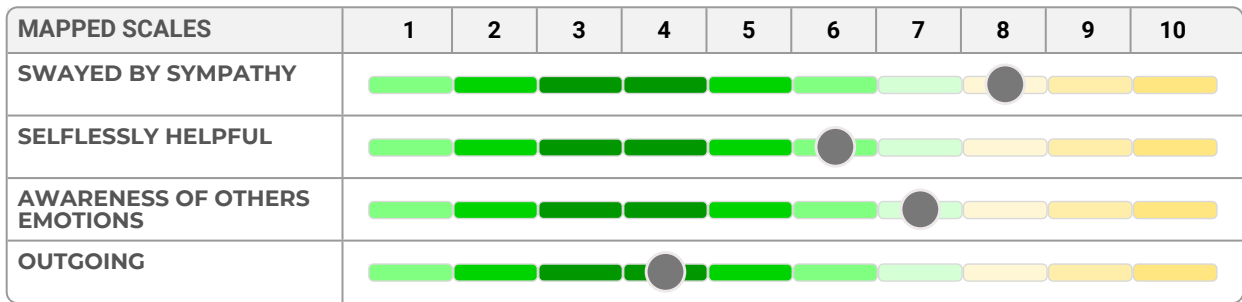


Working with People (7)

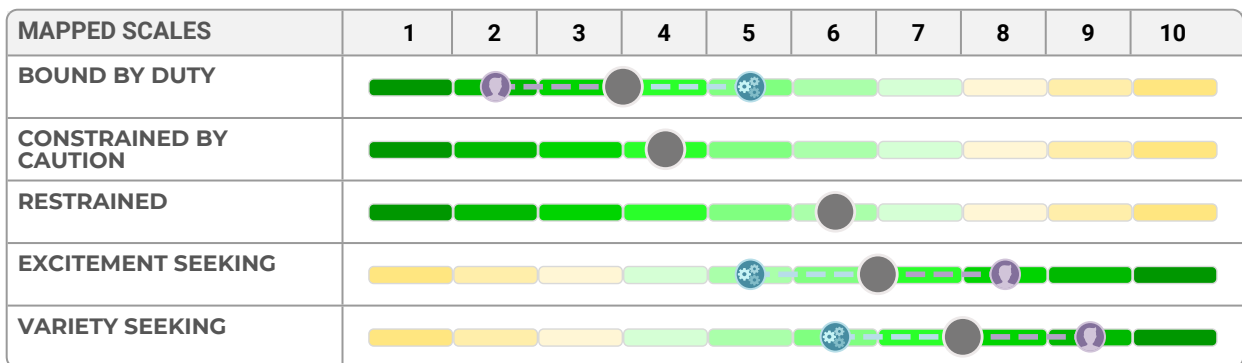


***BLOCKERS:** The personality scale in pink impacts this competency score negatively if it is an extreme score.

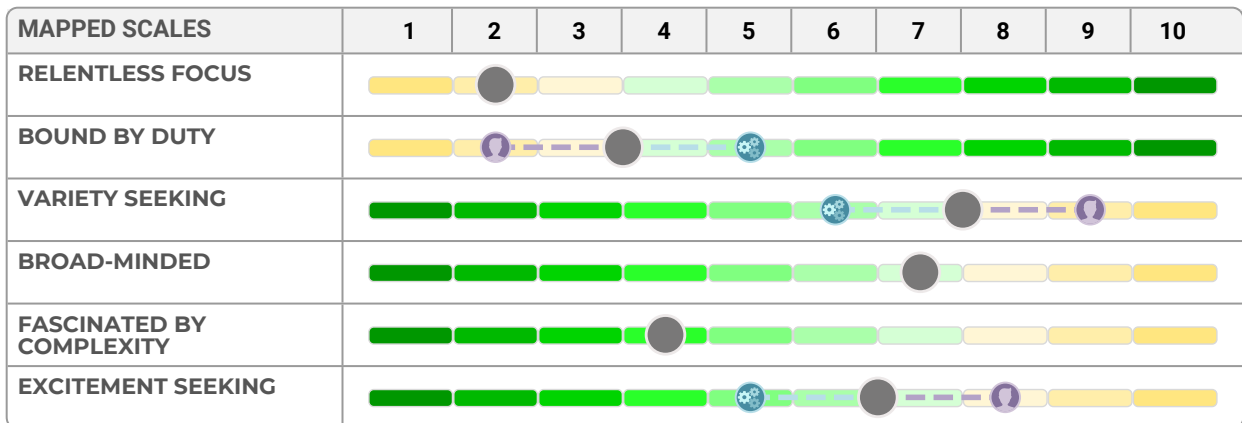
Objectivity and Candour (5)



Instinctive and Spontaneous (7)



Implementing and Delivering (2)





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