



LEADERSHIP DEVELOPMENT REPORT

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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 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:** Your Strengths
- ▶ **Insight 2:** How Highly Do You Rate Your Personality?
- ▶ **Insight 3:** Your Competency Preferences Profile
- ▶ **Insight 4:** Your Preferred Leadership Style
- ▶ **Insight 5:** Leadership Derailers
- ▶ **Insight 6:** Capacity for Complexity
- ▶ Self-Coaching Guide
- ▶ Appendix: Competency Definitions

INSIGHT 1: YOUR 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.

OPEN TO FEEDBACK

You are uniquely adept at focusing on what you can and cannot do, and what you know and don't know. You are extremely likely to be someone who is seen as open to constructive criticism and highly focused on self-improvement.

SELF CONTROLLED

You are adept at resisting temptations and ignoring distractions while at work. This means that you are likely to be able to retain your focus and control your own behaviour when pursuing work objectives. You are probably able to work quite successfully in environments where restraint is required.

TOLERANT OF ROUTINE

You have a high tolerance for familiarity and routine and tend to cope with it better than others. You are a little less likely than others to require frequent variety in what you do and do not get bored easily.

VALUES TRANQUILITY

In comparison to others, you are likely to be adept at focusing, concentrating, and thriving in environments that offer gentler and calmer levels of stimulation. You are likely to be content in quieter environments and be satisfied when work turbulence is low.

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.

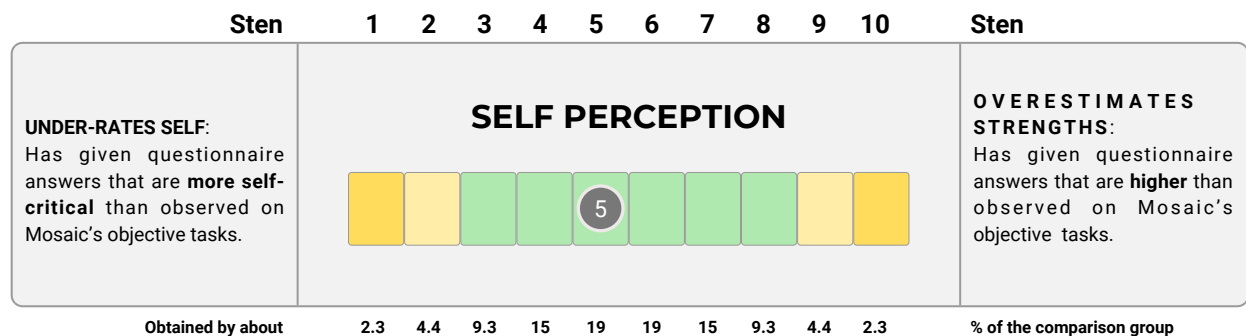
ACTING WITH MORALS

You tend to have a clear preference for ensuring fair play and don't often like to compromise on the impartial treatment of other people in the organisation. You are quite likely to have a reputation for transparency and honesty.

INSIGHT 2: HOW POSITIVELY 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 have a balanced view of yourself.
- ▶ you are perhaps slightly more inclined than many people to be self-critical and to undervalue 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 3: COMPETENCY PREFERENCES

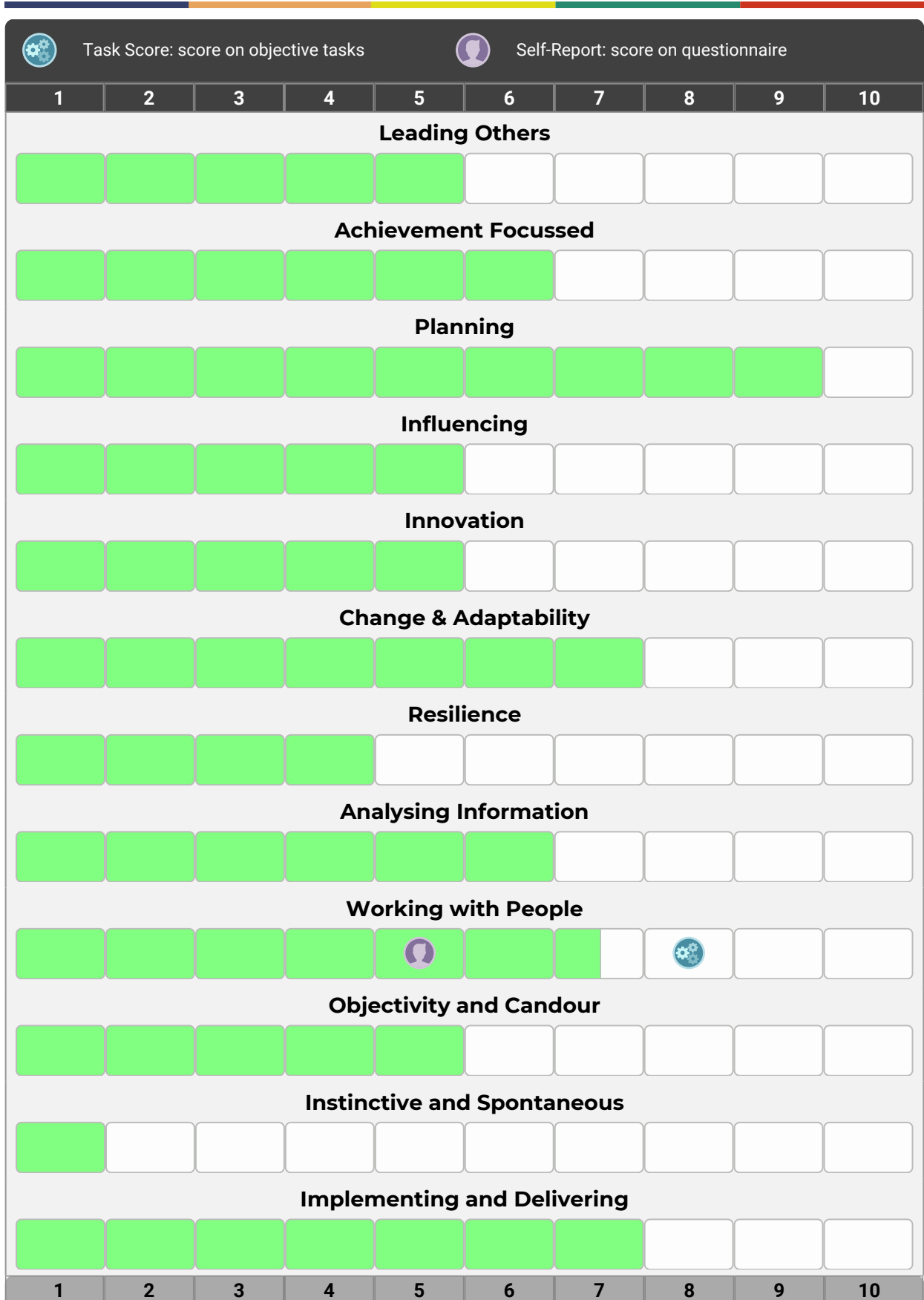
This report is based on our 12 key competencies for impactful leadership. Each competency is made up of the 4-6 personality traits which influence your likely preference for the competency. As an example, if you are high in 'variety seeking' this is likely to positively influence your preference for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

COMPETENCY PREFERENCES : OVERVIEW



YOUR COMPETENCY PREFERENCE DESCRIPTORS

LEADING OTHERS



Overall, your blend of personality traits indicates that you are likely to be as oriented towards leading others as many people.



Task Score



Self-Report Score

Leading Others (5)

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10	
RELENTLESS FOCUS	Yellow to Green gradient					Grey dot at 5	Green to Dark Green gradient				
SOCIALLY UNINHIBITED	Yellow to Green gradient					Grey dot at 6	Green to Dark Green gradient				
AWARENESS OF OTHERS EMOTIONS	Yellow to Green gradient					Grey dot at 7	Green to Light Green gradient				
MOOD STABILITY	Yellow to Green gradient					Grey dot at 7	Green to Dark Green gradient				
TAKING CHARGE	Yellow to Green gradient					Grey dot at 4	Green to Light Green gradient				
AWARENESS OF OWN EMOTIONS*	Yellow to Green gradient					Grey dot at 5	Light Green to White gradient				

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

The following aspects of your personality indicate a preference for this competency. You have quite high standards regarding quality and can occasionally be dissatisfied with your own or others' efforts. When leading others you sometimes drive standards forward and can occasionally be quite ambitious in terms of what the team might achieve. In addition, you are often at ease in new environments and will not usually feel overawed, self-conscious, or concerned when interacting with others. As a leader there will be times when the spotlight will fall on you, and you are likely to be as comfortable as most people when this happens. Furthermore, you are quite often aware of and concerned (but not overly so) about the emotions, needs and issues of others. This is likely to be highly beneficial when making leadership decisions and supporting your team. Moreover, you experience less periods of low mood or ups and downs in emotion than many people. Your consistency in mood may often help you to maintain job performance and working relationships when leading others.

The following aspects of your personality reduced your preference score for this competency. You have no particular preference between taking charge or letting others take charge of situations. Although you don't tend to clash with others, you may occasionally struggle to assert yourself and probably dislike influencing others. This may occasionally limit your effectiveness when leading others.

ACHIEVEMENT FOCUSED



Overall, your personality profile indicates that you are likely to demonstrate as much achievement focus as other people.



Task Score



Self-Report Score

Achievement Focused (6)

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



The following aspects of your personality indicate a preference for this competency. You are likely to be a quite hard working and driven person who is interested in high quality results. You can occasionally be dissatisfied with your own or others' efforts. Although you may occasionally struggle to achieve a good work/life balance, your somewhat driven approach allows you to remain quite achievement focused. In addition, you are quite confident in your ability to accomplish challenging tasks successfully. You are quite likely to persevere with difficult issues or when things get tough. Furthermore, you have strong control over any distractions or indulgent behaviour at work, and this is quite likely to enhance your concentration levels and reduce procrastination. Although you might sometimes be seen by others as being overly controlled and restrained, you are likely to be able to minimise distractions so that you stay very focussed on achieving your goals. Alongside this, you experience less periods of low mood or ups and downs in emotion than other people. Your consistency in mood may often help you to have the motivation needed to achieve your objectives.

There are no aspects of your personality that reduce your preference for this competency.

PLANNING



Overall, your personality profile indicates that you are likely to demonstrate a much more planned approach than others.

 Task Score
  Self-Report Score

Planning (9)

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
BOUND BY DUTY	Yellow					Green				
RELENTLESS FOCUS	Yellow				Green					
CONSTRAINED BY CAUTION	Yellow				Green			Light Green		
RESTRAINED	Yellow				Green					

The following aspects of your personality indicate a preference for this competency. You may feel obliged to follow through on responsibilities and obligations and are likely to follow the rules. This is likely to enhance your ability to plan effectively because you quite often follow processes, procedures, and timescales. In addition, you are quite hard working and driven and tend to focus on high quality results. The additional effort you sometimes put into your work may help your ability to stay on top of important details, and to prioritise and execute plans effectively. Furthermore, you tend to be careful and to think things through before acting. Although you may place importance on not making mistakes, you often avoid being overly cautious or constrained. This balance is extremely likely to help you plan effectively within the timescales given. Alongside this, you have strong control over any distractions or indulgent behaviour at work, and this is quite likely to enhance your concentration levels and reduce procrastination. This is very likely to ensure a sustained, undistracted, and focused approach when planning.

There are no aspects of your personality that reduce your preference for this competency.

INFLUENCING



Overall, your personality profile indicates that you have the potential to be as influential as many others.



Task Score



Self-Report Score

Influencing (5)

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
OUTGOING	Yellow					Green				
TAKING CHARGE	Yellow				Green					
BELIEF IN OWN ABILITY	Yellow					Green				
AWARENESS OF OTHERS EMOTIONS	Yellow					Green				
COMPOSED	Yellow							Green		

The following aspects of your personality indicate a preference for this competency. You find the company of others quite pleasant and rewarding and tend to build rapport with people fairly quickly. This may increase your ability to win hearts and minds, and influence people. In addition, you have no particular preference between taking charge or letting others take charge of situations. Although you may occasionally struggle to assert yourself, you don't tend to clash with others and your preferred level of assertiveness is on balance quite likely to enhance your ability to influence and to take people with you. Furthermore, you are quite confident in your ability to understand tricky issues and contribute to debates. Your fairly strong self-belief means that you are quite likely to feel confident that you can persuade or influence others. Alongside this, you are often aware of and concerned about the needs and issues of others. You tend to be able to tune in to others' emotions and reactions, and when influencing this is quite likely to help you to secure people's support and cooperation. Moreover, you are likely to remain composed and clear-headed when under pressure and can control or manage worries and anxieties so that performance remains unaffected. You are a little less likely than other people to be affected by nerves or tension in pressurised influencing situations.

There are no aspects of your personality that reduce your preference for this competency.

INNOVATION



Overall, your personality profile indicates that on balance you are somewhat likely to be motivated by opportunities to innovate.

 Task Score  Self-Report Score

Innovation (5)

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10	
RELENTLESS FOCUS	Yellow				Green	Green					
VARIETY SEEKING	Yellow		Green	Green							
FASCINATED BY COMPLEXITY	Yellow				Green		Green	Green			
BROAD-MINDED	Yellow				Green			Green	Green		
BELIEF IN OWN ABILITY	Yellow				Green		Green	Green			

The following aspects of your personality indicate a preference for this competency. You are quite hard working, driven and are interested in achieving high quality results. You can sometimes be determined or willing to make an extra effort, and this may provide the persistence required to see ideas to fruition when innovating. Furthermore, you quite enjoy working with complexity and challenging problems and are interested in theoretical, conceptual, or abstract thinking. Although on rare occasions you may risk wasting time and effort on analysis without practical benefit, you are quite likely to be motivated by working on innovations to complex problems. Alongside this, you can be broad-minded in outlook and sometimes favour change which challenges established work views. You are likely to support disruptive innovation. Moreover, you feel quite confident in your ability to accomplish challenging tasks successfully. Although you may occasionally over-extend yourself, it is quite likely that you feel confident in your ability to handle most aspects of innovation and overcome any issues you encounter.

The following aspects of your personality reduced your preference score for this competency. You tend to cope better with routine than other people and are inclined to feel more comfortable with the familiar than with constant change. You may derive more enjoyment and contentment from simplicity and predictability. Therefore, variety and innovation may appeal less to you.

CHANGE & ADAPTABILITY



Overall, you are likely to be slightly more oriented towards change and adapting your approach than many others.



Task Score



Self-Report Score

Change & Adaptability (7)

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
VARIETY SEEKING	[Yellow bar]			[Green bar]						
BROAD-MINDED	[Yellow bar]						[Green bar]			
REFLECTS ON SHORTCOMINGS	[Yellow bar]			[Green bar]						
MOOD STABILITY	[Yellow bar]						[Green bar]			
COMPOSED	[Yellow bar]						[Green bar]			


The following aspects of your personality indicate a preference for this competency. You can be broad-minded in outlook and sometimes favours change which challenges established work views. Although you may occasionally be perceived by others as a little too progressive for those who have more traditional work values, you are likely to be supportive of change initiatives. Furthermore, you are exceptionally inclined to critically evaluate your own abilities and to spend time reflecting on how to improve. This approach is extremely likely to provide the insight needed in order to adapt and make effective changes before you take on new challenges. Alongside this, you tend to experience less periods of low mood or ups and downs in emotion than other people and often feel contented. This is likely to help you to adapt and handle the “emotional strain” of change more easily than many people. Moreover, you are likely to remain composed and clear-headed when under pressure and can control or manage worries and anxieties. This is likely to enable you to think calmly, rationally, and not over-react to setbacks during the uncertainty that often accompanies organisational change.

The following aspects of your personality reduced your preference score for this competency. You tend to cope better with routine than other people and are inclined to feel more comfortable with the familiar and predictable, than with an environment of constant change and adaption.

RESILIENCE



Overall, your personality profile indicates that you are likely to demonstrate slightly less resilience than many other people.

 Task Score  Self-Report Score

Resilience (4)

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
REFLECTS ON SHORTCOMINGS										
SOCIALLY UNINHIBITED										
MOOD STABILITY										
COMPOSED										
AWARENESS OF OWN EMOTIONS*										

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

The following aspects of your personality indicate a preference for this competency. You often feel at ease in new environments and will not usually feel overawed, self-conscious, or concerned when interacting with others. You are likely to cope in most interpersonally demanding work environments. Furthermore, you tend to experience less ups and downs or periods of low mood than other people. This is likely to boost your levels of resilience. Alongside this, you are likely to remain composed and clear-headed when under pressure. You can normally control or manage worries and anxieties, and this is likely to protect your levels of resilience.

The following aspects of your personality reduced your preference score for this competency. You are highly unlikely to simply seize opportunities or just “give things a go” without first considering your skills or need for improvement. You may be strongly inclined to focus on your shortcomings and potentially turn down opportunities as a result. Missing out on these chances to progress and develop may have a detrimental impact on your resilience levels and wellbeing.

ANALYSING INFORMATION



Overall, you are likely to be as oriented towards analysing information as many others.



Task Score



Self-Report Score

Analysing Information (6)

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10	
CONSTRAINED BY CAUTION	Progress bar (yellow to green)						●	Progress bar (green to dark green)			
VARIETY SEEKING	Progress bar (yellow to light green)			●	Progress bar (light green to dark green)						
FASCINATED BY COMPLEXITY	Progress bar (yellow to light green)					●	Progress bar (light green to dark green)				

The following aspects of your personality indicate a preference for this competency. You are careful and tend to think things through before acting. You often need more time and information than others when analysing decisions and place importance on avoiding mistakes. Your cautious approach is quite likely to produce fairly comprehensive and thorough analysis. Furthermore, you quite enjoy working with complexity and challenging problems and are usually interested in theoretical, conceptual, or abstract thinking. Although on rare occasions you risk wasting time and effort on analysis without practical benefit, you are quite likely to be motivated to analyse complex information.

The following aspects of your personality reduced your preference score for this competency. As you are quite likely to stick to what is more familiar to you, you may be less likely than most people to seek out diverse and varied sources of information. This could prevent a more balanced and insightful analysis from taking place.

WORKING WITH PEOPLE



Overall, you are likely to be slightly more oriented towards working with people than many others.



Task Score



Self-Report Score

Working with People (6.5)

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10	
FIXED PRINCIPLES	Progress bar (yellow to green)						●	Progress bar (green to dark green)			
SWAYED BY SYMPATHY	Progress bar (yellow to green)						●	Progress bar (green to dark green)			
SELFLESSLY HELPFUL	Progress bar (yellow to green)						●	Progress bar (green to dark green)			
AWARENESS OF OTHERS EMOTIONS	Progress bar (yellow to green)						●	Progress bar (green to dark green)			
SOCIALLY UNINHIBITED	Progress bar (yellow to green)						●	Progress bar (green to dark green)			

The following aspects of your personality indicate a preference for this competency. You are inclined to be highly principled and to give a high priority to the fair treatment of other people. Others may often appreciate the high standards of behaviour you set when working with people. In addition, you are often caring and compassionate towards others and feel the emotional pain of others. This may mean that you occasionally let feelings of sympathy get in the way of making objective decisions about people. You are quite likely to be seen by others as a colleague who is quite kind, considerate, and caring. Furthermore, by nature, you are usually helpful and willing to assist others when asked or if there is a need. You tend to find helping others somewhat rewarding and if required, you are willing to sacrifice your own needs and personal wellbeing to help others. Your helpful approach is likely to help you to work effectively with other people.

There are no aspects of your personality that reduce your preference for this competency.

OBJECTIVITY AND CANDOUR



Overall, your personality profile indicates that you have the potential to demonstrate as much objectivity and candour as many other people.



Task Score



Self-Report Score

Objectivity and Candour (5)

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10	
SWAYED BY SYMPATHY	Progress bar filled to 5					Slider at 5	Progress bar empty from 6 to 10				
SELFLESSLY HELPFUL	Progress bar filled to 5					Slider at 5	Progress bar empty from 6 to 10				
AWARENESS OF OTHERS EMOTIONS	Progress bar filled to 5					Slider at 5	Progress bar empty from 6 to 10				
OUTGOING	Progress bar filled to 5					Slider at 5	Progress bar empty from 6 to 10				

The following aspects of your personality indicate a preference for this competency. Although you can often be caring and compassionate towards others, when necessary, you tend to be able to present information, make decisions about people, or express opinions in a dispassionate way and avoid being overly influenced by feelings of sympathy for those involved. In addition, although you are usually helpful, you often achieve the right balance between assisting others on the one hand and leaving people to sort out their own difficulties on the other. You tend to avoid being unduly influenced by the need to help or support others, and this may enable you to remain objective when making decisions about people. Furthermore, you are quite often aware of and concerned about the emotions, needs and issues of others. However, in general you do not tend to allow your empathy or understanding of others' feelings to greatly impact on your ability to take difficult people decisions about people. Alongside this, although you find the company of others pleasant and rewarding, it is somewhat likely that you do not rely on these relationships being positive at all times. This will help you make decisions or express opinions that may be viewed as unpopular.

There are no aspects of your personality that reduce your preference for this competency.

INSTINCTIVE AND SPONTANEOUS



Overall, your personality profile indicates that you are likely to demonstrate a much less instinctive and spontaneous approach in comparison with other people.

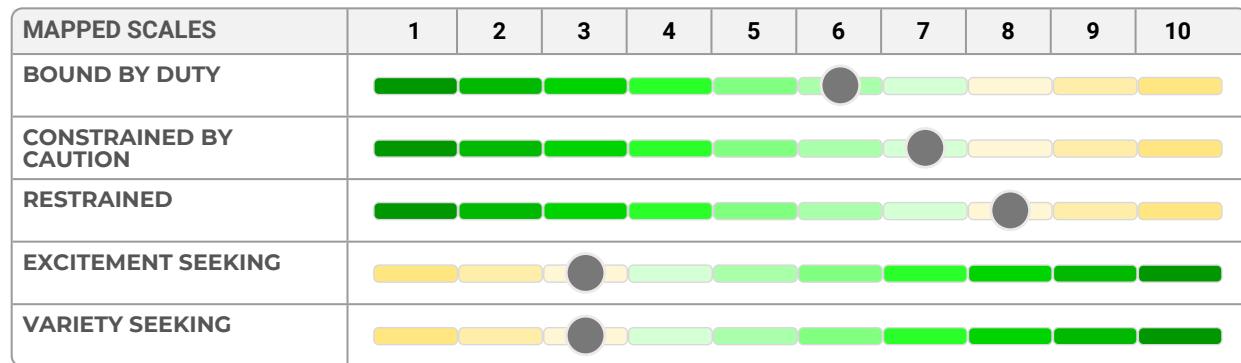


Task Score



Self-Report Score

Instinctive and Spontaneous (1)



The following aspects of your personality indicate a preference for this competency. Although you are likely to follow rules and procedures, you do not always get overly bound up by them. At times you may even enjoy working in environments that are relatively free from regulations and bureaucracy. This may enable you on occasions to be flexible, and to take instinctive or spontaneous action without being bound by processes and regulations.

The following aspects of your personality reduced your preference score for this competency. You are careful and often think things through before acting. You need more time and information than others to make decisions and place importance on avoiding mistakes. Your fairly cautious approach may sometimes make it more challenging for you to just 'go with the flow' in fast-moving, changeable, or unpredictable work settings. Furthermore, you have strong control over any distractions or interruptions at work which can lead to enhanced concentration levels and less procrastination. However, your restraint may mean that you miss out on informal opportunities to learn, connect and identify opportunities. Alongside this, you prefer quiet and calm environments and are inclined to avoid any external stimulation. You often feel uncomfortable with risk and may sometimes be hesitant to just "give things a go". Fast-moving, changeable, or unpredictable work settings may unsettle you. Moreover, you tend to cope with routine better than other people and are inclined to feel more comfortable with the familiar than with constant change. Because you may prefer simplicity and predictability, you are probably a little less inclined than others to try out new things and therefore may miss out on potential opportunities, seize opportunities or to simply "try things out". What is more, you are exceptionally inclined to evaluate your own abilities and to spend time reflecting on how to improve. As you are extremely likely to consider any potential gaps in your competence before taking on new challenges, you may often hesitate to take advantage of opportunities that come your way until you are absolutely sure that you have the skills needed.

IMPLEMENTING AND DELIVERING



Overall, your blend of personality traits indicates that you are likely to be slightly more oriented towards implementation and delivery than many other people.

 Task Score  Self-Report Score

Implementing and Delivering (7)

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10	
RELENTLESS FOCUS	Yellow				Green	Green					
BOUND BY DUTY	Yellow				Green		Green				Yellow
VARIETY SEEKING	Green		Green	Green		Green		Yellow			
BROAD-MINDED	Green		Green		Green			Green	Yellow		
FASCINATED BY COMPLEXITY	Green		Green		Green			Green	Yellow		
EXCITEMENT SEEKING	Green		Green	Green		Green		Yellow			

The following aspects of your personality indicate a preference for this competency. You are quite hard working and driven and are interested in high quality results. Your approach is quite likely to provide the energy and action needed to drive implementation and delivery. In addition, you may feel obliged to follow through on responsibilities and obligations and are inclined to work within rules and procedures. Your approach is likely to provide the diligence required for the effective delivery of agreed plans, projects, and objectives. Furthermore, you tend to cope with routine better than other people and are inclined to feel more comfortable with the familiar than with constant change. You may well enjoy the routine aspects of delivery and implementation and will probably not feel inclined to continually change how things are done. Moreover, although you quite enjoy working with complexity and challenging problems, you may also appreciate the need to keep things simple and practical where possible. You are somewhat likely to show a balanced interest between appreciating complexity and the pragmatic action associated with implementation and delivery. What is more, you are very likely to feel uncomfortable with risk. Therefore, you may well feel comfortable with the more prescribed, structured and low risk elements of implementation and delivery.

The following aspects of your personality reduced your preference score for this competency. You can be broad-minded in outlook and sometimes favours change which challenges established work views. You are open to experimentation and new approaches and are less interested than some people in simply sticking to the initially agreed plan or strategy.

COMPETENCY DEVELOPMENT TIPS

COMPETENCY: INSTINCTIVE AND SPONTANEOUS

As *Instinctive and Spontaneous* 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 at times be required to develop new ideas or ways of doing things. As someone who is likely to be more cautious and restrained your natural preference may be to stick with the status quo. In order to establish a culture built for growth it will be critical that team members are willing to take calculated risks and view failures as opportunities. You may wish to seek feedback from your team as to whether they feel safe and encouraged to take these calculated risks.
- ii. While establishing and ensuring people follow set methods, rules and procedures is important, it is also important to know when they could be improved or are not working for people. One way to challenge the status quo is to actively seek out opportunities to challenge existing processes and to question why things are done in a certain way. Encouraging your team to voice their concerns and be open to exploring alternative approaches and unconventional solutions will help you to keep adapting and progressing.
- iii. There may be times as a leader where you do not have access to all the data or a decision needs to be taken quickly. Consider what you can do to prepare and plan for these situations so you are able to adjust quickly in the moment. This may mean always being aware of priorities, work activity that is non-critical and creating a plan which enables you to pivot quickly when the environment changes.

COMPETENCY: RESILIENCE

As *Resilience* 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. Feelings of self-consciousness and a lack of social confidence can sometimes impact a leader in their role when things do not go well. Try being more compassionate with yourself and try not to dwell on social interactions that have not gone to plan. Things rarely go perfectly for anyone and each failure is an opportunity to learn and progress. What's more important is what you do next and it is important to not avoid similar situations in the future.
- ii. Maintaining a stable and positive mood is important for a leader. On balance you may experience more variability in mood than some leaders. However, it is not realistic to always be in a positive frame of mind. Reflect on when your mood may be affected negatively and learn how best to raise your spirits. When you are in a low mood, take time out to do the things that normally help you to recharge and refresh your mood.
- iii. Leaders can often endure periods of sustained high demand and need to remain calm and clear-headed. During these periods. It is possible that you may find this aspect of leadership more challenging than others. Build resilience by planning as best you can for handling stressful periods e.g. by engaging extra support or resource, re-examining priorities, and over-practising critical actions.

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: REFLECTS ON SHORTCOMINGS (STEN 10)

You are very likely to reflect frequently on your shortcomings and weaknesses. This encourages you to learn, develop and avoid complacency.

Potential Development Area:

Perhaps you tend to under-value your strengths at times. Consider whether there are times when you have focused too much on what you perceive to be shortcomings and it has prevented you from focussing and using your strengths. Whilst making permanent personality changes can be very challenging, to focus more on your strengths when required, try:

- i. spending more time thinking about what you have done well and positive feedback you have got rather than dwelling on negative feedback.
- ii. giving more weight to external circumstances and natural variation rather than blaming yourself for everything that went wrong.
- iii. Be kind to yourself and keep things in perspective. If you are 'dwelling' on your weaknesses deliberately move on and distract yourself.

DEVELOPMENT AREA 2: VARIETY SEEKING (STEN 3)

You are more comfortable with routines and the familiar than many people, and cope well with these aspects of working life. You are less inclined than others to become bored.

Potential Development Area:

In some roles having less need for variety is advantageous, however you may struggle to leave your comfort zone and routines. Consider how comfortable you are with change and the degree to which you can respond positively. Whilst making permanent personality changes can be very challenging, to take a more positive approach to change, try:

- i. taking a deep breath and embracing it! When you start to challenge yourself to try new things and step outside your comfort zone, you will become more comfortable with it.
- ii. not to focus on the downsides straight away. Changes often take time to make a positive impact. Focus on the possible benefits of change and how you can make it work.
- iii. acknowledging that most people find significant change daunting. As you work through the change, your concerns may not materialise or be as bad as you feared.

DEVELOPMENT AREA 3: EXCITEMENT SEEKING (STEN 3)

You probably work more effectively in a stable and familiar environment, and do not become bored easily.

Potential Development Areas:

You are perhaps less comfortable with taking risks and don't tend to seek out thrills/excitement. Consider whether there have been times where some calculated risk-taking would have been beneficial and necessary for you to progress. Whilst making permanent personality changes can be very challenging, to take more of a risk-taking approach when required, try:

- i. calculating a) the cost of not taking the risk (what might you miss out on?) and b) what would be the worst thing that could happen if you did take the risk?
- ii. relaxing your approach when it comes to more routine activities with low consequence. Try stepping out your boundaries and see what happens.
- iii. putting contingency plans in place so that you are comfortable with the level of risk.

INSIGHT 4: 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 4: 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><i>Great style in crises situations or with inexperienced teams. Finds it difficult to relinquish control. Makes decisions without consulting others.</i></p>	<p>Controlling</p> <p><i>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.</i></p>	<p>Parental</p> <p><i>Good style with relatively inexperienced teams. Team members are listened to, but this leader will always make the final decision.</i></p>	<p>Ubiquitous</p> <p><i>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.</i></p>	<p>Ever Present</p> <p><i>Very high-energy style that will be difficult to sustain. Extensively involves everyone but also wants to make all the final decisions.</i></p>
	High	<p>Directive</p> <p><i>Good style in crises situations and with inexperienced teams. Initiates little consultation and usually makes decisions for others.</i></p>	<p>Task-Orientated</p> <p><i>Good style for time pressured situations and with inexperienced teams. Engages in some limited consultation before usually then making the final decision.</i></p>	<p>Opinion-Seeking</p> <p><i>Good style for non-time pressured situations and less experienced teams. Quite often involves others but usually makes the final decision themselves.</i></p>	<p>Consultative</p> <p><i>Great style for non-time pressured situations and less experienced teams. Involves others but usually makes the final decision themselves.</i></p>	<p>Engaging</p> <p><i>High-energy style that may be difficult to sustain. Good for engaging everybody but may be time-consuming. Usually then makes final decisions.</i></p>
	Typical	<p>Advising</p> <p><i>Great style for expert advisory roles rather than people leadership roles. Has some interest in influencing decisions but does not involve or consult others.</i></p>	<p>Guiding</p> <p><i>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.</i></p>	<p>Adaptable</p> <p><i>Has a flexible and adaptable leadership style. Tends to involve others, taking some decisions themselves and leaving others to the team.</i></p>	<p>Discussing</p> <p><i>Good style with teams who will benefit from "process" leadership. Has a slight preference for discussing issues with others rather than taking decisions.</i></p>	<p>Debating</p> <p><i>Good style for controversial issues. Ensures full debate and involvement and tends to prioritise this over personally making decisions.</i></p>
	Low	<p>Peripheral</p> <p><i>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.</i></p>	<p>Delegative</p> <p><i>Great style with experienced teams. Likely to be an effective delegator who prefers limited consultation with others and limited say over final decisions.</i></p>	<p>Supportive</p> <p><i>Good style for leading experienced teams who will still benefit from "process" leadership. Tends to let others take the final decision.</i></p>	<p>Participative</p> <p><i>Great style for leading experienced teams who will still benefit from "process" leadership. Focuses on ensuring everyone is involved.</i></p>	<p>Overly-Democratic</p> <p><i>Clearly prioritises the involvement of others and keeping people happy over personally influencing decisions. May give too much control to others.</i></p>
	Very Low	<p>Avoidant</p> <p><i>Dislikes leadership roles. Avoids responsibility for leading people or decisions. Strongly prefers not having to accommodate others.</i></p>	<p>Passive</p> <p><i>Dislikes leadership roles and often allows decision-making responsibilities to pass them by. Prefers to operate as part of a team rather than lead.</i></p>	<p>Co-Worker</p> <p><i>Dislikes leadership roles and prefers to operate as a cooperative team member rather than a leader who influences decisions and events.</i></p>	<p>Tolerant</p> <p><i>Dislikes leadership roles. Focuses on tolerating the team, accommodating their needs and on keeping morale high rather than influencing decisions.</i></p>	<p>Crowd Pleasing</p> <p><i>Very strongly prioritises keeping everyone happy over any real influence on decisions. Risks not having any leadership impact over final decisions.</i></p>

THE “SUPPORTIVE” 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 quite likely to avoid taking close personal control of issues or prescribing exactly how your staff achieve targets and goals. This frees you up to focus on strategic issues and forward planning.
- ▶ As a leader your style will be particularly effective with experts, highly experienced staff and teams that often function but sometimes need welfare or motivational intervention on your part.
- ▶ You are quite comfortable offering support to the team, and operating more as a collaborative team member than a “boss”.
- ▶ Your instincts are often to consult and involve others, ensuring that team members feel included and empowered to make their own decisions.

Things to watch out for with this leadership style

- ▶ As a leader you are less naturally inclined to provide the close, prescriptive leadership required by inexperienced teams, new starters and trainees, or when time for agreement on the way forward is short.
- ▶ On occasions where you are actually required to personally make the final decision in the face of opposition from some people e.g. where a more directive style is required in a crisis, this can feel quite uncomfortable for you.
- ▶ You quite often like to be seen as a popular and easy-to-work for leader and tend to avoid placing too many demands on others. This style of leadership is not always possible or even appropriate. Occasionally others may take advantage of your good nature.

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.

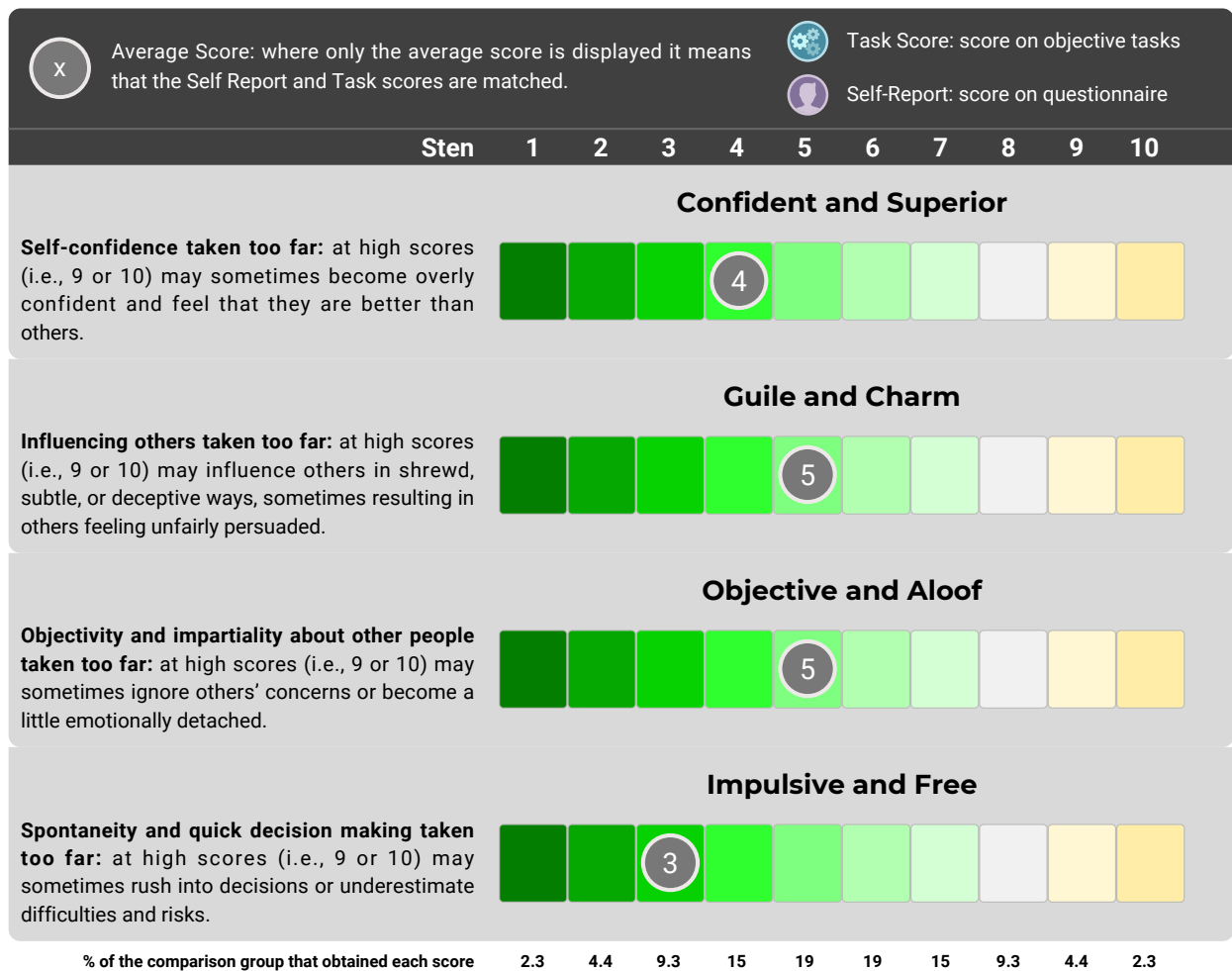
INSIGHT 5: LEADERSHIP DERAILERS

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 suggests behaviour taken to an extreme.

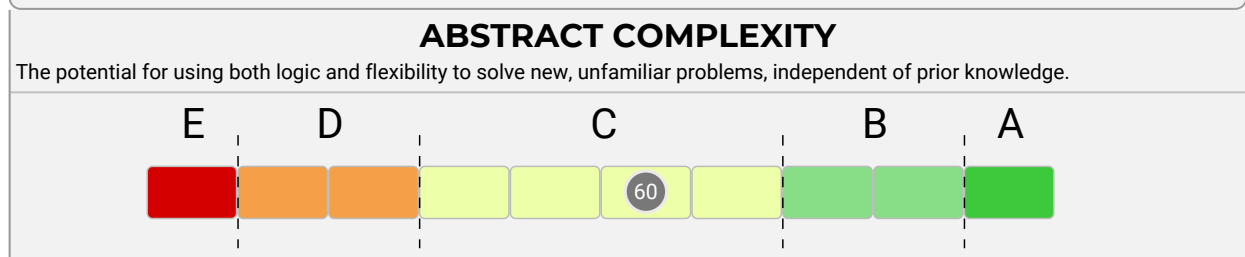
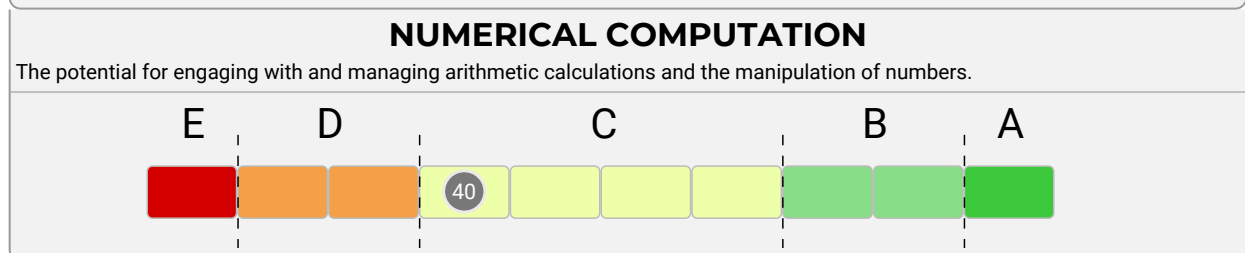
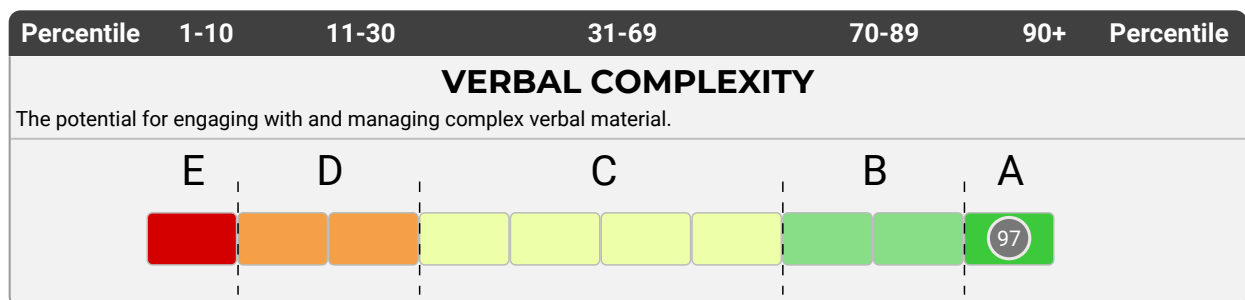
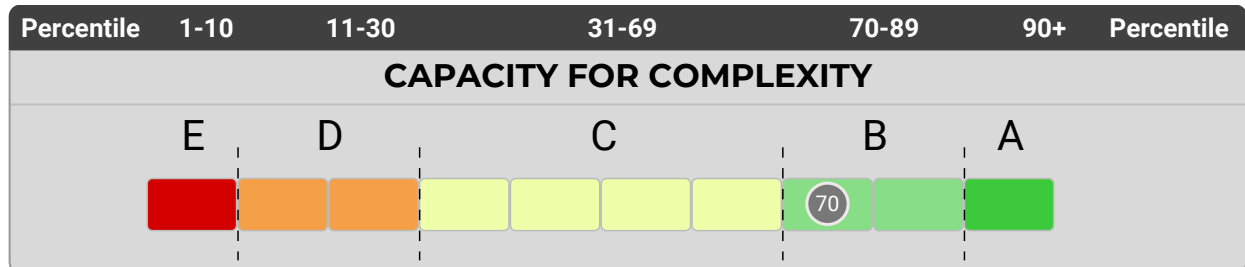
Your scores on each of the 4 derailers is shown below.



You have no potential leadership derailers.

INSIGHT 6: CAPACITY FOR COMPLEXITY

The Capacity for Complexity scale measures an individual’s potential for engaging with and managing a variety of different types of complex information. It is based on the Mosaic behavioural tasks only and is made up of three components: verbal complexity; numerical computation and abstract complexity. It should not be used as the sole basis for rejecting a job candidate but should be used alongside other information when making a selection decision.



A = well above average (90th to 99th percentile); **B** = above average (70th to 89th percentile); **C** = around average (31st to 69th percentile); **D** = below average (11th to 30th percentile); **E** = well below average (1st to 10th percentile)
NORM GROUP: General Working population

The Mosaic Tasks assessment also measures an individual’s preferred speed of working, from 99 (fastest) to 1 (slowest) compared to the norm group.

SPEED OF WORKING (percentile)	85
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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 DEFINITIONS

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

Leading Others	<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>
Achievement Focus	<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>
Planning	<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>
Influencing	<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>
Innovation	<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>
Change & Adaptability	<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>
Resilience	<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>



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