



Leadership Potential Report

OPQ32R

Anne Example

11 June 2024

Welcome to your leadership potential report

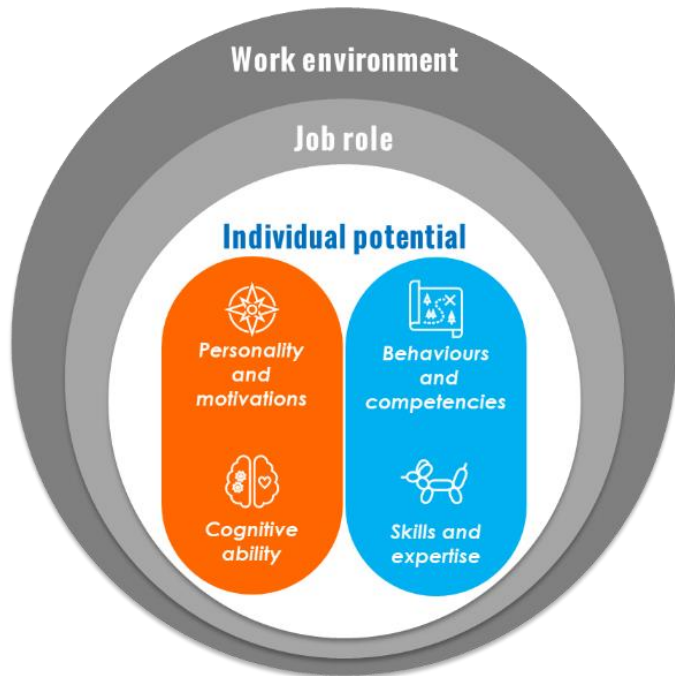
This report is designed to help you understand your potential in relation to a set of leadership behaviours known to be associated with effective leadership. It will provide you with insights to raise self-awareness so that you can better understand and apply your strengths as a leader as well as encouraging you to consider the preferences that could undermine how you lead.

Leadership success and personality

Our success at work is influenced by a range of different internal and external factors. Some we have more influence over than others; and some that are easier to change or develop.

Successful leaders tend to be ones that are aware of the internal factors that influence the way they operate (individual potential) and have a good understanding of the interplay with external factors (job role and work environment). This enables them to maximise their potential as a leader.

This report provides insight into your personality preferences and how they are likely to influence your potential as a leader in terms of the behaviours you use at work.



Behaviours for success

The GFB model of leadership success is based on Schroder's high performance management competency framework. Widely researched during its development, this framework remains relevant for leadership across industries, organisations, and job roles.



Leaders who consistently and effectively demonstrate the behaviours can balance both the transactional and transformational requirements of their role. They ensure the team runs efficiently (transactional) whilst also inspiring higher levels of performance through authenticity, care for others, demonstrating confidence and optimism for the future and nurturing innovation (transformational).

The framework is organised into 4 clusters. This report shares your personality profile using these 4 clusters. Although discrete in definition they interact with each other to enable success.

Reviewing your report

Within the report you are going to find your scores on a series of personality scales derived from the OPQ32 personality assessment. Your score could be anywhere from 1 to 10.

There are pros and cons to any score and it's really important to remember this. Scores at either end of the scale tend to reflect attributes that are more strongly defined – they are often the attributes that contribute most to your strengths or weaknesses and other people may be more likely to recognise these in you. Scores in the middle are incredibly common and tend to mean that you have some flexibility in how you make use of the attribute.

One helpful way to think about what your score might mean for you is to remember that when we plot the scores of everyone within the norm group on a graph, it would create a bell curve.

The majority of people score in the middle at the top of the bell (or hill), with a small proportion at either side. On either side of the hill there's a tool kit available for you.

People in the middle (at the top of the hill) can reach down and select a tool from the tool kit. They may not always get their selection right, but they've got fairly easy access to the tools on both sides.



If you're on one side of the hill or the other, the tool kit closest to you is likely to be well-known to you and you can choose a tool easily. But there's likely to be times when there isn't quite the right tool in your box. You then need to reach over to the other toolkit – which either means going over or around the hill – and select a tool that is less familiar to you. It's not impossible to get the selection right, but it takes more effort.

As you review your report think about your experience at work:

- Reflect on challenges you have overcome, achievements you have made.
- What does the report remind you about your strengths, those attributes that help you succeed?
- What does it remind you about the aspects of leadership that you find you have to put more effort into?
- Be honest and balanced – we all have strengths and weaknesses and focussing on one or the other is unlikely to lead to long-term success. Instead, when we have a good understanding of them we are able to maximise the strengths and mitigate the weaknesses.

Executive Summary

In this first section you'll find a high-level view of your potential in terms of the 4 clusters of leadership behaviour.

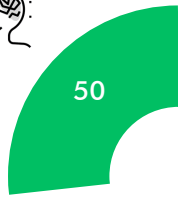
Following this you'll find more detail to help you understand each cluster, and where your potential comes from. You'll also find some coaching suggestions to help you think about how you can maximise your potential in each area.

Your leadership potential

Below you'll find your leadership potential profile. It gives an indication of how your preferences might influence which clusters of behaviours you are likely to be more comfortable in using. The larger a cluster is in relation to the others, the more you are likely to draw on the associated behaviours to help you be successful. The scores included on the chart help you to identify the clusters you are likely to be most comfortable using. The higher the cluster scores the more comfortable you are likely to be using the associated behaviours and the more they will influence your leadership style and potential as a leader.



Thinks



50

Your results for the Thinks cluster indicate that you are able to draw on good problem-solving skills, and when needed are able to think both strategically and creatively. You are likely to adopt an analytical or evaluative approach when faced with challenges. Reflecting on your preferences may help you to understand how you ensure that you select the right approach for each situation or challenge you're faced with.

Leaders who share such preferences tend to display the following behaviours:

Seeks information



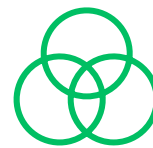
Gathering information broadly and deeply. Sharing information with others. Encouraging a culture of curiosity.

Forms concepts



Making connections, getting to root cause, creating new ideas. Understanding the bigger picture. Enabling innovation.

Conceptual agility



Evaluating options. Openness to change. Building strategies and powerful solutions. Nurturing flexibility and sound decision-making.

Insight building prompts

Seeks Information -

- How do you stay up to date with changes happening at the macro and micro level that may impact your area?
- What new sources of information could you use to expand your thinking?
- How do you nurture curiosity and inquisitiveness within your team?
- How do ensure knowledge and insights are shared with others?

Forms Concepts -

- When are you at your most creative?
- What do you find helps you see through the complexity?
- Do you prefer to focus on practicalities or more abstract possibilities? How does this influence your approach to creativity and innovation?
- How do you inspire and encourage others to be innovative in their thinking?

Conceptual Agility -

- How do you harness a flexible and evaluative mindset? Do you think about the pros and cons of an idea, or do you tend to know what you need to do without giving it too much thought?
- What aspects of your role require you to apply a strategic thinking mindset? In what circumstances do you find this easy to do?
- What do you do when you need to pivot and change direction when priorities change?
- How do you encourage others to identify the best solutions?

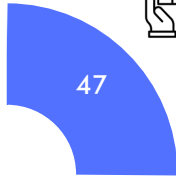
From a transactional leadership perspective, four traits help to tell us about how you are likely to gather and use information to solve problems and make decisions. They'll help you understand the kinds of information you are more inclined to focus on and how you might use the information to help you understand your environment. They'll also help you understand your approach to problem-solving, for example, whether you're more of a practical solutions kind of person or a big picture thinker.

Uses past experience and intuition when problem solving	<p style="text-align: center; color: green;">Logical</p> <div style="display: flex; justify-content: center; gap: 5px;"> <div style="border: 1px solid black; padding: 2px 5px;">1</div> <div style="border: 1px solid black; padding: 2px 5px;">2</div> <div style="border: 1px solid black; padding: 2px 5px;">3</div> <div style="border: 1px solid black; padding: 2px 5px;">4</div> <div style="background-color: #008000; border: 1px solid black; padding: 2px 5px;">5</div> <div style="border: 1px solid black; padding: 2px 5px;">6</div> <div style="border: 1px solid black; padding: 2px 5px;">7</div> <div style="border: 1px solid black; padding: 2px 5px;">8</div> <div style="border: 1px solid black; padding: 2px 5px;">9</div> <div style="border: 1px solid black; padding: 2px 5px;">10</div> </div>	More analytical in their approach preferring quantitative information
Tends to overlook potential limitations, preferring to focus on completing work and moving forwards. May not critically review or evaluate.	<p style="text-align: center; color: green;">Analytical</p> <div style="display: flex; justify-content: center; gap: 5px;"> <div style="border: 1px solid black; padding: 2px 5px;">1</div> <div style="border: 1px solid black; padding: 2px 5px;">2</div> <div style="border: 1px solid black; padding: 2px 5px;">3</div> <div style="background-color: #008000; border: 1px solid black; padding: 2px 5px;">4</div> <div style="border: 1px solid black; padding: 2px 5px;">5</div> <div style="border: 1px solid black; padding: 2px 5px;">6</div> <div style="border: 1px solid black; padding: 2px 5px;">7</div> <div style="border: 1px solid black; padding: 2px 5px;">8</div> <div style="border: 1px solid black; padding: 2px 5px;">9</div> <div style="border: 1px solid black; padding: 2px 5px;">10</div> </div>	Thinks critically and weighs up alternatives looking at pros and cons. Reviews work for potential issues, pitfalls, errors or incorrect assumptions.
Big picture thinker interested in theories and models that can be used	<p style="text-align: center; color: green;">Abstract*</p> <div style="display: flex; justify-content: center; gap: 5px;"> <div style="border: 1px solid black; padding: 2px 5px;">1</div> <div style="border: 1px solid black; padding: 2px 5px;">2</div> <div style="border: 1px solid black; padding: 2px 5px;">3</div> <div style="border: 1px solid black; padding: 2px 5px;">4</div> <div style="background-color: #008000; border: 1px solid black; padding: 2px 5px;">5</div> <div style="border: 1px solid black; padding: 2px 5px;">6</div> <div style="border: 1px solid black; padding: 2px 5px;">7</div> <div style="border: 1px solid black; padding: 2px 5px;">8</div> <div style="border: 1px solid black; padding: 2px 5px;">9</div> <div style="border: 1px solid black; padding: 2px 5px;">10</div> </div>	Focuses on practicalities and how things will work at an operational level
Becomes easily bored with routine; enjoys variety and moving from task to task; can become easily distracted	<p style="text-align: center; color: green;">Stable</p> <div style="display: flex; justify-content: center; gap: 5px;"> <div style="border: 1px solid black; padding: 2px 5px;">1</div> <div style="border: 1px solid black; padding: 2px 5px;">2</div> <div style="border: 1px solid black; padding: 2px 5px;">3</div> <div style="border: 1px solid black; padding: 2px 5px;">4</div> <div style="background-color: #008000; border: 1px solid black; padding: 2px 5px;">5</div> <div style="border: 1px solid black; padding: 2px 5px;">6</div> <div style="border: 1px solid black; padding: 2px 5px;">7</div> <div style="border: 1px solid black; padding: 2px 5px;">8</div> <div style="border: 1px solid black; padding: 2px 5px;">9</div> <div style="border: 1px solid black; padding: 2px 5px;">10</div> </div>	Prefers stable environments that allow for predictability and routine; unlikely to experiment

The second set of traits have a more transformational impact. They explore your creativity - whether you come up with novel ideas or prefer to build on existing ideas. They highlight your preference for short-term vs. long-term thinking often associated with an operational vs. strategic focus. They also help you to understand how change and ambiguity might affect you.

Focuses on practicalities and how things will work at an operational level	<p style="text-align: center; color: green;">Abstract</p> <div style="display: flex; justify-content: center; gap: 5px;"> <div style="border: 1px solid black; padding: 2px 5px;">1</div> <div style="border: 1px solid black; padding: 2px 5px;">2</div> <div style="border: 1px solid black; padding: 2px 5px;">3</div> <div style="border: 1px solid black; padding: 2px 5px;">4</div> <div style="border: 1px solid black; padding: 2px 5px;">5</div> <div style="background-color: #008000; border: 1px solid black; padding: 2px 5px;">6</div> <div style="border: 1px solid black; padding: 2px 5px;">7</div> <div style="border: 1px solid black; padding: 2px 5px;">8</div> <div style="border: 1px solid black; padding: 2px 5px;">9</div> <div style="border: 1px solid black; padding: 2px 5px;">10</div> </div>	Big picture thinker interested in theories and models that can be used
Likes using methods that are known to work and building on these	<p style="text-align: center; color: green;">Inventive</p> <div style="display: flex; justify-content: center; gap: 5px;"> <div style="border: 1px solid black; padding: 2px 5px;">1</div> <div style="border: 1px solid black; padding: 2px 5px;">2</div> <div style="border: 1px solid black; padding: 2px 5px;">3</div> <div style="background-color: #008000; border: 1px solid black; padding: 2px 5px;">4</div> <div style="border: 1px solid black; padding: 2px 5px;">5</div> <div style="border: 1px solid black; padding: 2px 5px;">6</div> <div style="border: 1px solid black; padding: 2px 5px;">7</div> <div style="border: 1px solid black; padding: 2px 5px;">8</div> <div style="border: 1px solid black; padding: 2px 5px;">9</div> <div style="border: 1px solid black; padding: 2px 5px;">10</div> </div>	Likes to generate new ideas and find original solutions
Likes to use well-established and more traditional methods	<p style="text-align: center; color: green;">Progressive</p> <div style="display: flex; justify-content: center; gap: 5px;"> <div style="border: 1px solid black; padding: 2px 5px;">1</div> <div style="border: 1px solid black; padding: 2px 5px;">2</div> <div style="border: 1px solid black; padding: 2px 5px;">3</div> <div style="border: 1px solid black; padding: 2px 5px;">4</div> <div style="border: 1px solid black; padding: 2px 5px;">5</div> <div style="background-color: #008000; border: 1px solid black; padding: 2px 5px;">6</div> <div style="border: 1px solid black; padding: 2px 5px;">7</div> <div style="border: 1px solid black; padding: 2px 5px;">8</div> <div style="border: 1px solid black; padding: 2px 5px;">9</div> <div style="border: 1px solid black; padding: 2px 5px;">10</div> </div>	Prefers to take a less conventional approach and finding new ways of working
Prefers attending to the here and now, reacting as situations arise and may avoid making plans	<p style="text-align: center; color: green;">Future-focused</p> <div style="display: flex; justify-content: center; gap: 5px;"> <div style="border: 1px solid black; padding: 2px 5px;">1</div> <div style="border: 1px solid black; padding: 2px 5px;">2</div> <div style="border: 1px solid black; padding: 2px 5px;">3</div> <div style="border: 1px solid black; padding: 2px 5px;">4</div> <div style="background-color: #008000; border: 1px solid black; padding: 2px 5px;">5</div> <div style="border: 1px solid black; padding: 2px 5px;">6</div> <div style="border: 1px solid black; padding: 2px 5px;">7</div> <div style="border: 1px solid black; padding: 2px 5px;">8</div> <div style="border: 1px solid black; padding: 2px 5px;">9</div> <div style="border: 1px solid black; padding: 2px 5px;">10</div> </div>	Takes long-term view, is proactive and may struggle when things constantly require a reactive approach

Involves



Your results for the Involves cluster are indicative of a leader who can build relationships with others. You are likely to have a collaborative mindset and when necessary will bring people together. You're also likely to be reasonably keen to support others to develop. Understanding your preferences in relation to this cluster should help you to identify ways to ensure you are consistently focussing on the people element of leadership.

Leaders who share such preferences tend to display the following behaviours:

Enables openness



Shows empathy and uses emotional intelligence; builds strong trust-based relationships and psychological safety.

Encourages inclusion and diversity.

Facilitates interaction



Contributes to discussions and encourages others to do the same. Builds shared understanding and facilitates group problem-solving.

Fosters a collaborative culture.

Develops capability



Self-aware and developing own capability. Supports others through training, coaching and mentoring. Proactively seeks to build capability of team and organisation.

Insight building prompts

Enables Openness -

- What have you found helps you to establish new relationships?
- How do you find out what others are really thinking and feeling?
- How do you adapt your approach with others who have different styles, personalities and strengths?
- Who do you need to strengthen relationships with? How can you achieve this?

Facilitates Interaction -

- When do you involve other people to help you solve problems or build a way forward? Why do you do this? What are the benefits to you and them?
- What role do you tend to play in team discussions? How is this beneficial for you? How does this benefit the team?
- How do you encourage collaboration amongst your team and with others areas of the business?
- How do you encourage others to respect and value diverse perspectives? Why is this important?

Develops Capability -

- What are your leadership ambitions and goals, and what are you doing to help you achieve them?
- How do you support individuals in your team to develop their capability?
- What consideration do you give to the future capability needs of your team (e.g., succession planning)?
- How do you motivate and encourage others to be eager to learn and grow?

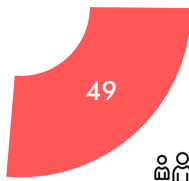
From a transactional leadership perspective five traits help to explore your likely approach to involving others. Are you someone who likes to get involved and help others solve their problems, or whether you're more hands-off? Do you appreciate being able to involve others in problem-solving and decision-making and how you might go about this? These traits also tell about how easy you might be for others to get to know.

Maintains a professional distance from others problems and are more selective with their support	Supportive	Gets involved in others problems, makes allowances for others and supports them in their issues
	1 2 3 4 5 6 7 8 9 10	
Takes a consultative approach, involving others in decision-making; prefers finding consensus or compromise	Consultative	Comfortable making decisions independently; has little need to seek input from others before making decisions
	1 2 3 4 5 6 7 8 9 10	
Holds back from displaying emotions; may be difficult to read or seem quite passive	Expressive	Upfront and open about how they are feeling; may struggle to keep emotions in check
	1 2 3 4 5 6 7 8 9 10	
Comfortable expressing and making their own opinions known to others	Considered	Keeps their opinions to themselves; can feel uncomfortable expressing these to others
	1 2 3 4 5 6 7 8 9 10	
Likes to make decisions for themselves, may disregard or need persuading to accept majority decisions	Receptive	Prefers when decisions are made by consensus, will follow the party line, open to other peoples ideas and suggestions
	1 2 3 4 5 6 7 8 9 10	

From a transformational leadership perspective, five traits will help you think about how and why you involve others and the impact these may have on the environment you build within your team. They explore characteristics such as humility, trust in others and competitiveness as well as whether you enjoy working as part of a team and your level of interest in what makes people tick.

Comfortable sharing their successes and achievements; easy to get to know	Humble	Keeps quiet about their accomplishments; may be hard to get to know
	1 2 3 4 5 6 7 8 9 10	
Has a preference for working alone in a more independent style	Interactive	Prefers to work in a team environment and has a vast network of contacts
	1 2 3 4 5 6 7 8 9 10	
Disinterested in why others behave as they do, unlikely to consider how others may react	Empathetic	Considers what motivates others and takes these views into account when making decisions
	1 2 3 4 5 6 7 8 9 10	
Slow to trust, suspicious and wary of others; may find it hard to relinquish control	Trusting	Believe others to be honest and reliable; could be naive and easy to manipulate
	1 2 3 4 5 6 7 8 9 10	
Likes to compete to win and can be ruthless, causing conflict between team members	Agreeable	Promotes harmony rather than competition; enjoys taking part rather than winning
	1 2 3 4 5 6 7 8 9 10	

Inspires



Your results for the Inspires cluster are indicative of a leader who can engage, inspire and influence others when the need arises. By further understanding your preferences, and the role they play in the behaviours associated with this cluster, you should be able to further develop your potential as a leader in terms of how you engage, motivate and energise others.

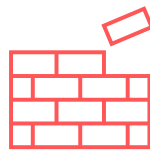
Leaders who share such preferences tend to display the following behaviours:

Influences



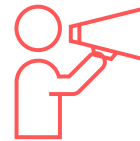
Describes benefits and features. Seeks out mutually beneficial solutions. Forms alliances and partnerships. Builds and maintains network.

Builds confidence



Resolves conflict constructively. Challenges poor behaviour. Demonstrates optimism and belief in a positive future, leaving others feeling hopeful and confident.

Inspiring communicator



Communicates effectively: uses the right channel, good tone, pace and structure. Injects energy into communication; uses story-telling, metaphors, humour and multiple channels.

Insight building prompts

Influences -

- Do you have a typical approach to gaining buy-in or persuading others? Does it always work? When have you noticed the need try something different?
- Do you rely on data and facts in order to influence others? How do you approach situations when the data and facts aren't enough to persuade someone?
- Do you see value in building alliances with others? Who have you done this with and what have the benefits been?
- What's your approach to networking? How else could you expand or use your network?

Builds Confidence -

- What do you do to help others feel confident in you?
- How do you build and maintain your reputation? Do you think your reputation serves you well?
- How do you handle push-back or challenge from others?
- What are effective ways to maintain morale and boost confidence in your team? How is your team perceived by other colleagues?

Inspiring Communicator -

- Do you find it easy to simplify messages so that they're easy for others to understand? What do you do to achieve this? Is there anything else that would help?
- How do you flex your communication style for your audience? What have you found works for you in terms of engaging with different people?
- When you've got something important to convey to others, how do you ensure they're really listening?
- How do you ensure all your stakeholders have up to date and relevant information about your organisation?

Inspiring others requires confidence and self belief. Traits measuring the transactional leadership aspects of this cluster relate to how you respond in challenging situations. They explore whether you are thick-skinned and tend to believe that things will go well. They help you to understand whether you are someone who takes their time over making decisions, or whether you tend not to feel worried about the future. They also highlight the role emotions play for you.

Cares about what others think; may be very sensitive to others comments and remarks

Mental Toughness

1	2	3	4	5	6	7	8	9	10
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Unlikely to take offence, may not take feedback on board. Can be unsympathetic when feeding back to others

Is watchful for barriers and blockers; may take a while to pick themselves back up when things don't go to plan

Optimistic

1	2	3	4	5	6	7	8	9	10
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Maintains a positive outlook and is unphased by potential barriers or blockers; may not take responsibility for mistakes

Takes time making decisions, are cautious and prefer to have all the facts

Decisive

1	2	3	4	5	6	7	8	9	10
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Comfortable making high risk decisions at pace, even if they don't have all the information

Holds back from displaying emotions; may be difficult to read or seem quite passive

Expressive

1	2	3	4	5	6	7	8	9	10
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Upfront and open about how they are feeling; may struggle to keep emotions in check

From a transformational leadership perspective, inspiring others becomes more outward focussed. The traits therefore relate to communicating and engaging with others; your enjoyment, or otherwise, of persuading and seeking buy-in; your approach to interacting with others and how flexible you tend to be. You'll also get to explore how you use emotion and energy when interacting with others.

Feels anxious before important events, may prepare well and have to work hard to keep calm

Confidence

1	2	3	4	5	6	7	8	9	10
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Composed before and during important events and copes well if things don't go to plan

Uncomfortable having to persuade others, preferring to let others make up their own mind

Assertive

1	2	3	4	5	6	7	8	9	10
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Enjoys persuading others, winning people around or selling ideas or products; may seem pushy

Prefers quieter social settings and being able to blend in

Gregarious

1	2	3	4	5	6	7	8	9	10
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Talkative and outgoing, comfortable being the centre of attention

Tends to feel anxious in social settings when meeting new individuals

Socially Confident

1	2	3	4	5	6	7	8	9	10
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Enjoys meeting new people, feels comfortable in social settings

Consistent and predictable in their behaviour, may struggle to flex their approach to the audience

Flexible

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Take account of their audience and flex their approach, can be inconsistent across situations

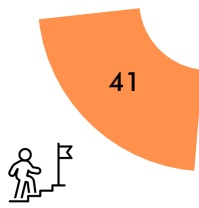
Holds back from displaying emotions; may be difficult to read or seem quite passive

Expressive

1	2	3	4	5	6	7	8	9	10
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Upfront and open about how they are feeling; may struggle to keep emotions in check

Achieves



Your results for the Achieves cluster indicate that when it comes to getting things done you show good potential. As you explore your preferences you may find opportunities to enhance your potential further. For example through strengthening your resilience, or perhaps thinking about how you structure and organise yourself and others.

Leaders who share such preferences tend to display the following behaviours:

Empowers action



Sets realistic and stretching goals/targets, monitoring progress to drive continuous improvement. Provides feedback to facilitate performance improvement.

Measures and monitors



Builds plans defining responsibilities and actions. Empowers others encouraging autonomy and accountability. Reduces bureaucracy and develops efficient ways of working.

Insight building prompts

Empowers Action -

- How do you ensure that your team know what they are accountable for?
- What strategies do you use to help you keep track of all of the activities of your team?
- Would you say you're someone who steps in and solves problems for your team? Or do you take a different approach? What are the benefits to you and your team of your approach/
- What would happen if you weren't around to support your team?

Measures and Monitors Performance -

- Do you think your team have a shared sense of purpose and clarity about their purpose? Why do you think this? Is there anything you could do differently?
- How do you use goals, objectives and KPI's to create a sense of purpose and ensure you're working on the right things?
- How do you track and monitor progress?
- What do you do to encourage a continuous improvement mindset in your team?

The transactional aspects of leadership that relate to achieving and delivering results focus on the approach you personally take to getting things done. Five traits help you to explore aspects of your personality relating to organisation, structure and attention to detail along side comfort with ambiguity, an ability to plan ahead and your eagerness to be busy and productive.

Prefers to operate with less structure; may overlook important details	<p style="text-align: center;">Structured</p> <div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> 12345678910 </div>	Prefers to be organised and efficient in their planning; may get overly focused on detail
Has a relaxed approach to deadlines and the completion of tasks; comfortable taking a 'good enough' approach	<p style="text-align: center;">Perfectionism</p> <div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> 12345678910 </div>	Perseveres to complete tasks on time and to the required standard; may struggle to switch focus between different tasks
Sees rules and defined processes as mere guidelines that could be followed; likely to resist bureaucracy	<p style="text-align: center;">Conforming</p> <div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> 12345678910 </div>	Appreciates rules and procedures and having a clear sense of what can and can't be done; likely to struggle with ambiguity
Prefers a steady pace of work, doesn't want an excessive workload	<p style="text-align: center;">Activity Seeking</p> <div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> 12345678910 </div>	Likes to be kept busy and thrives on having lots of work to do
Prefers attending to the here and now, reacting as situations arise and may avoid making plans	<p style="text-align: center;">Future-focussed</p> <div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> 12345678910 </div>	Takes long-term view, is proactive and may struggle when things constantly require a reactive approach

When this cluster becomes transformational the focus shifts more to how you enable and support others to achieve. So the traits explore your preferences around taking the lead and continuous improvement, as well as your drive and determination to achieve goals and targets, and the way that you respond to pressure.

Uncomfortable taking the lead or telling others what to do; prefer to leave others to make decisions	<p style="text-align: center;">Directive</p> <div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> 12345678910 </div>	Likes to direct and manage others, telling them what needs to be done; will take the lead when its not obvious who has the authority
Likes to use well-established and more traditional methods	<p style="text-align: center;">Progressive</p> <div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> 12345678910 </div>	Prefers to take a less conventional approach and finding new ways of working
Feels pressure and can find it hard to let go of worries or concerns at the end of the day	<p style="text-align: center;">Composure</p> <div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> 12345678910 </div>	Is calm and laid back and find it easy to relax; unlikely to worry about things that have happened
Is watchful for barriers and blockers; may take a while to pick themselves back up when things don't go to plan	<p style="text-align: center;">Optimistic</p> <div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> 12345678910 </div>	Maintains a positive outlook and is unphased by potential barriers or blockers; may not take responsibility for mistakes
Realistic about their career goals, preferring achievable targets over stretching challenges	<p style="text-align: center;">Goal Driven</p> <div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> 12345678910 </div>	Push themselves, striving to achieve challenging targets and progress in their career; likely to be task-oriented