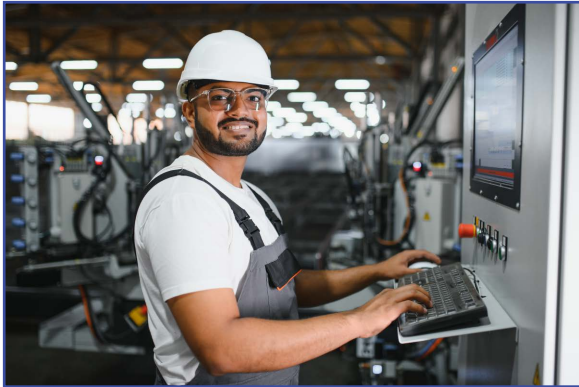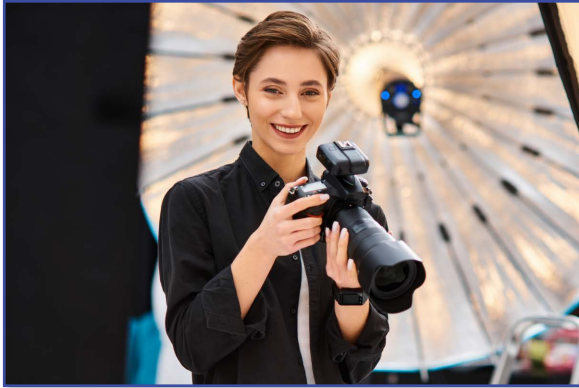# Talent Garden
Career and Leadership Report

Participant Sample
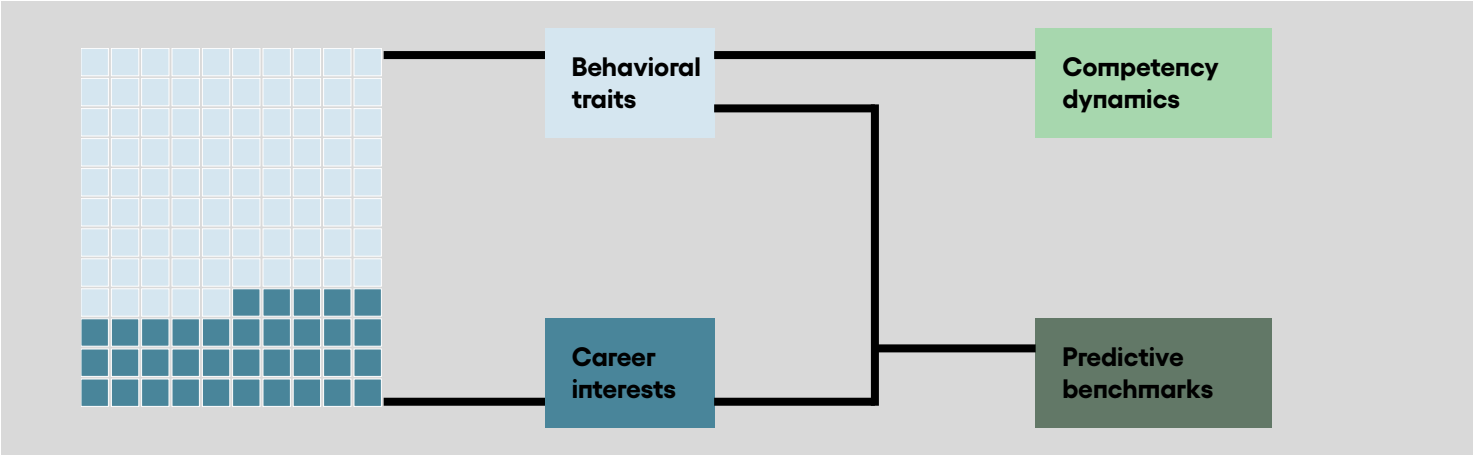
What is SuccessFinder

1 single assessment   **100** + data points   **Millions** of unique combinations

| Behavioral traits | — | Competency dynamics |
| Career interests | — | Predictive benchmarks |

The objective

We empower you to understand your behavioral "DNA" & deliver relevant insights to unlock your potential
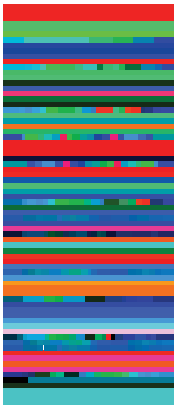
Less Instinct.
More Insight.

People are complex and unique individuals. We do not classify them into a handful of color groups but rather

we capture and decode that complexity to deliver predictive people insights for confident decisions.

How your SuccessFinder profile is related to behaviors

Measured by SuccessFinder

What you have the most control over

Natural propensity ✕ **Knowledge, skills, abilities** ✕ **Context/ environment** = **Observable behaviors**

Your foundation: your naturally preferred behavioral style (propensity to do a behavior) that anchors you and is stable over time.

What you can intentionally change/ improve How you "flex" your muscle to build on or regulate your natural propensity.

What can influence you The factors that can limit or encourage certain behaviors.

The outcome The way you act or conduct yourself (actions) that others can see and that lead to concrete outcomes (i.e., performance).

How to navigate this report & interpret results

Preference ≠ ability

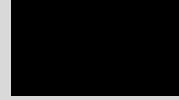**There are no good or bad profiles, no good or bad preference levels.**

Individuals have the ability to do all the behaviors measured by SuccessFinder, but some will be easier to demonstrate than others (like writing with your left hand if you're right-handed).

Preference

Effort

The higher the natural preference for a behavior...

The lower the effort required to demonstrate it...

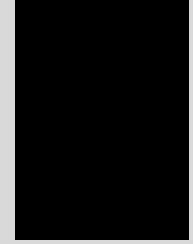**Preference**

Effort

The lower the natural preference for a behavior...

The higher the effort required to demonstrate it...

Match = resemblance to a success profile

We compare your profile to success profiles to predict performance and satisfaction.

We don't take into account your experience or past performance in a role.

Characteristics of high performers in a role
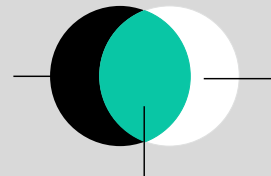
Your profile on those characteristics

Match Level = overlap

The amount of overlap (shared preferences) determines match level.

Less overlap = low match

Few shared characteristics. Job requires your less natural/less preferred style.

More overlap = strong match

Many shared characteristics. Job feels like it was made for you because it feels so natural to do.

Here are the sections included in this report:

Summary of profile insights

Talent Profile

Ladder of Leadership

Role Fit
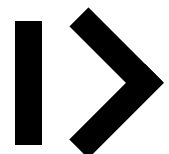
Take Action

Summary of profile insights

This is a quick overview of results from the other sections in this report.

Talent Profile | Global competency insights
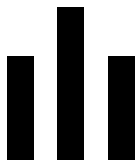
Preference

Effort

Higher natural preferences for

Thriving in chaos	89
Inspiring others	88
Communicating with clarity	83

Effort

Preference

Lower natural preferences for

Establishing order	12
Reasoning with logic & data	14
Facilitating consensus	18
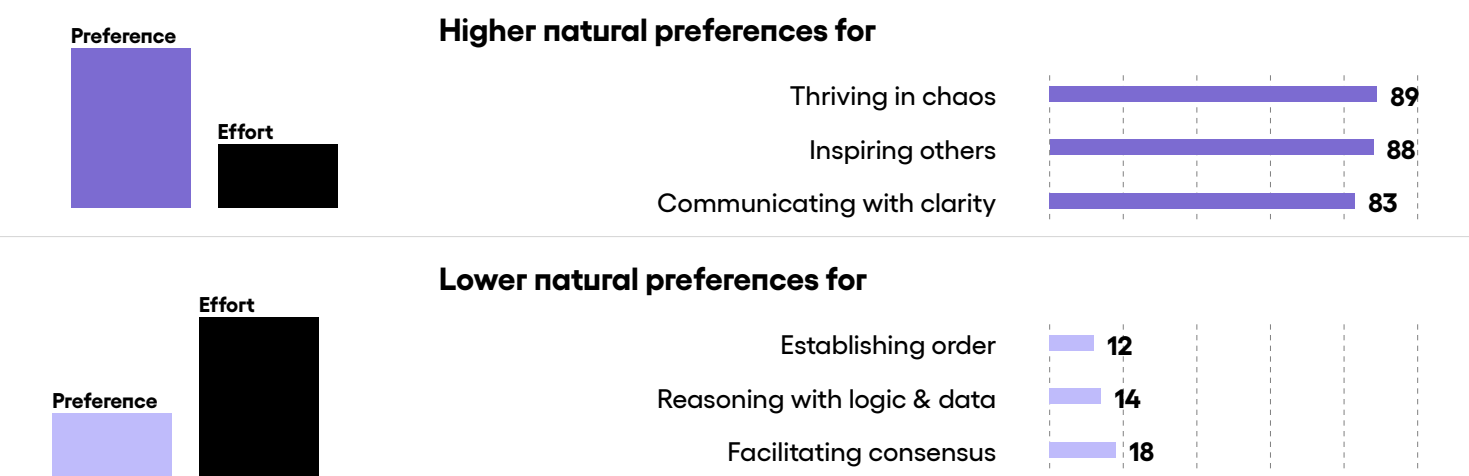
Predictive Insights | Talent Profile in context

Summary of predicted match with specific levels (Ladder of Leadership)

- Average match for First/ intermediate-level
- Very strong match for Senior-level
- Very strong match for C-level
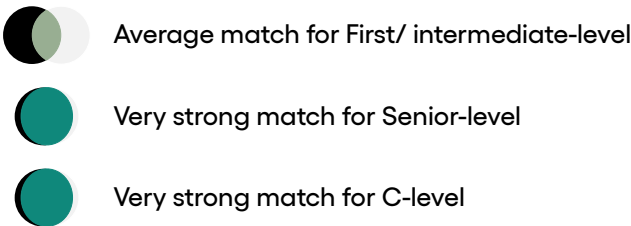
Summary of predicted match with specific roles (Role fit)

- Very strong match for **Vice-President Predictor**
- Very strong match for **President & CEO, Financial & Investment Sector**
- Very strong match for **Director, Organizational Training & Dev.**
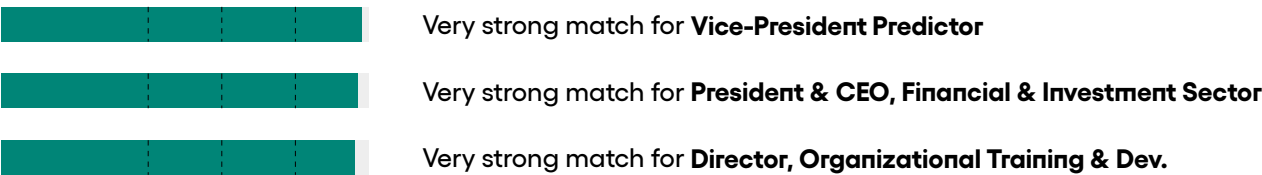
Take Action | Development guide on targeted competencies

To maximize success, focus on:

Establishing order	12
Reasoning with logic & data	14
Facilitating consensus	18
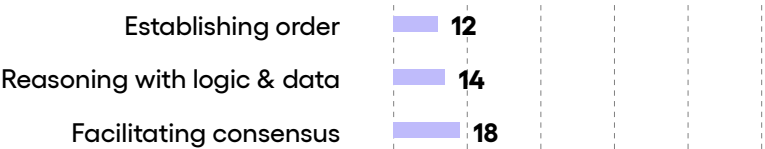
Talent Profile | A comprehensive competency model

Competencies are a combination of traits that describe a behavioral style that is greater than the sum of its parts. They are more complex behaviors.

Here's an example:

The competency | Facilitating consensus | defined as preferring to work in teams, to be compromising, democratic, sensitive and understanding toward others.

happens when... | Empathy | Patience | Cooperation | are all naturally high preferences.

Competency scores are based on your level of preference (≠ability) for each behavior
Here's how to interpret your results

Lowest Preference   1 - 19

Least natural behaviors for you & take the most effort to demonstrate, so you only use them if you really have to.

Low Preference   20 - 39
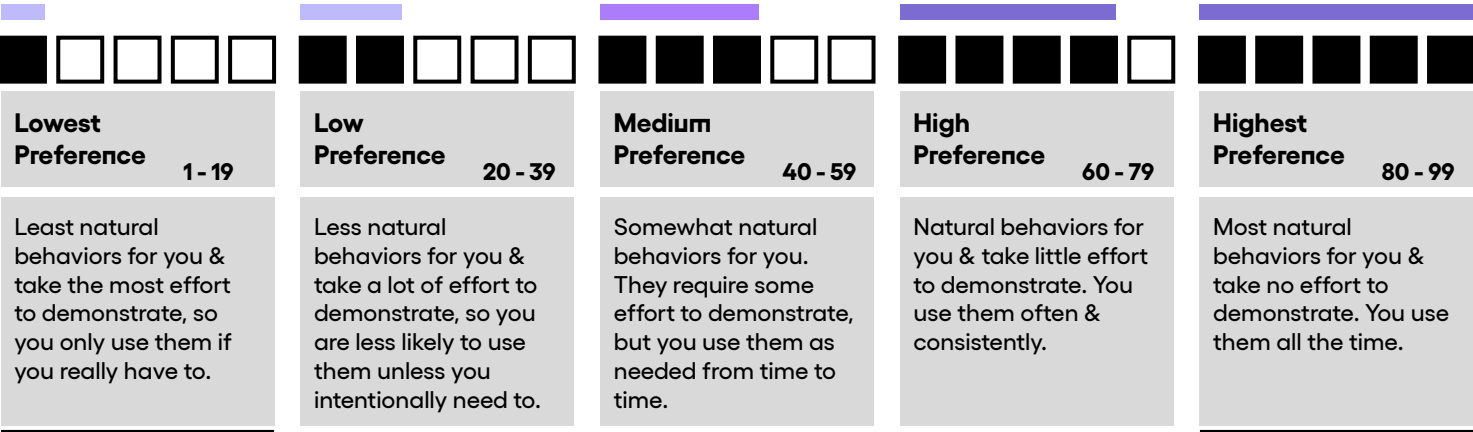
Less natural behaviors for you & take a lot of effort to demonstrate, so you are less likely to use them unless you intentionally need to.

Medium Preference   40 - 59

Somewhat natural behaviors for you. They require some effort to demonstrate, but you use them as needed from time to time.

High Preference   60 - 79

Natural behaviors for you & take little effort to demonstrate. You use them often & consistently.

Highest Preference   80 - 99

Most natural behaviors for you & take no effort to demonstrate. You use them all the time.

Potential risk if extremely low preferences (1-10) - these behaviors are your absolute least favorite and the last strategy you would ever use, given the option. Very difficult to demonstrate even if you need to.

Potential risk if extremely high preferences (90-99) – you may be overusing these behaviors. Because they are so natural to you, it is very difficult not to demonstrate them or to regulate even when you need to (hard to "turn the dial down").

Your profile on SuccessFinder's competency model is grouped in 5 categories

Solving problems — competencies related to understanding problems & generating solutions and recommendations

Getting work done — competencies related to completing work activities, assignments, tasks, & projects

Working with others — competencies related to building relationships, working with and influencing others

Motivation & drivers — competencies related to getting & staying motivated

Self-management — competencies related to understanding & managing one's personal resources
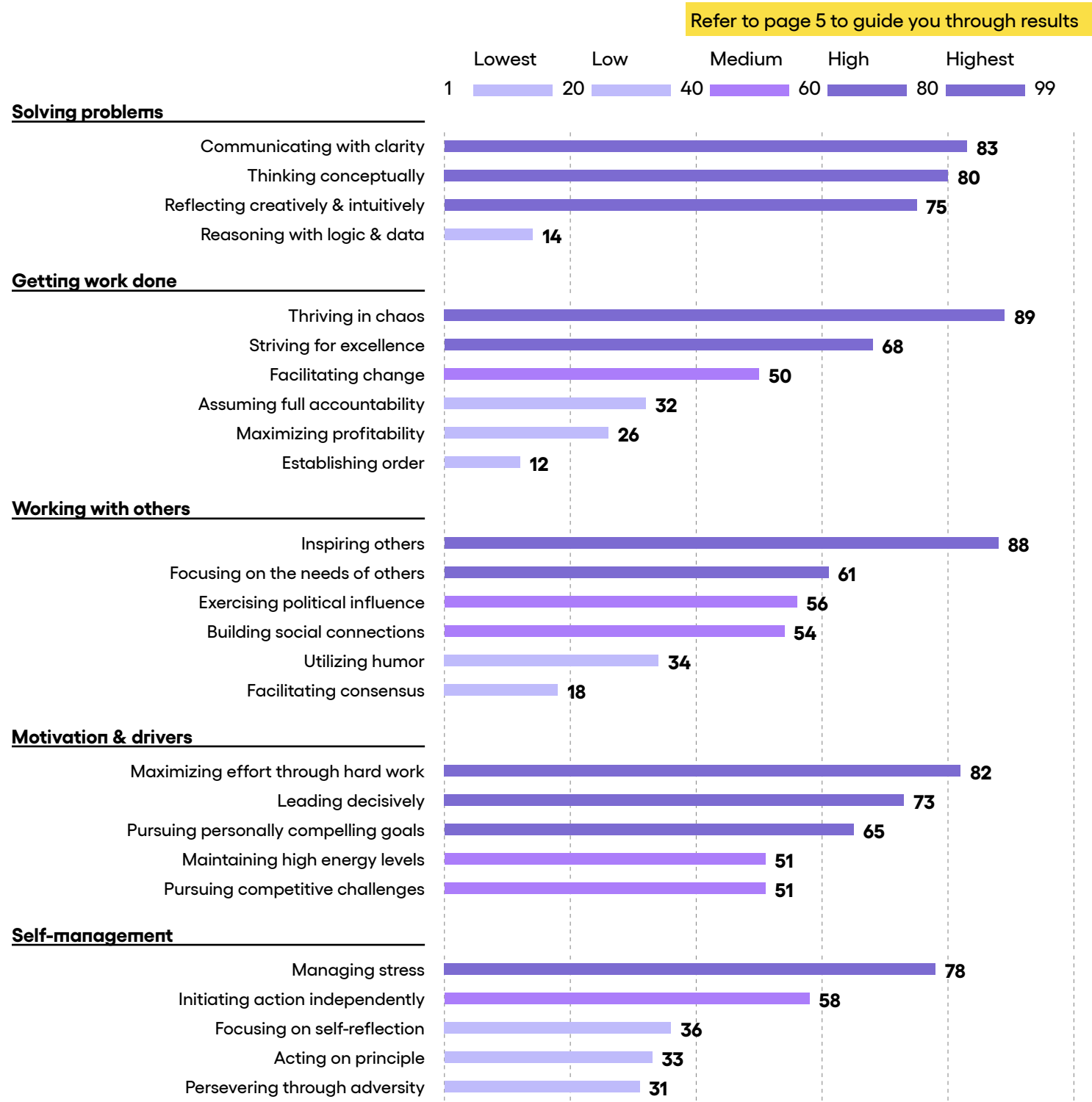
In the following Talent Profile section of this report, discover what sets you apart at work and how you can maximize your contribution to your professional environment.

Talent Profile | Complete competency profile

Here is a graph of your preference level for each of the competencies in this model.
Remember, because of the way SuccessFinder is designed, it is not possible to score high on all competencies. Everyone will have some highs, some mediums, some lows across the categories.
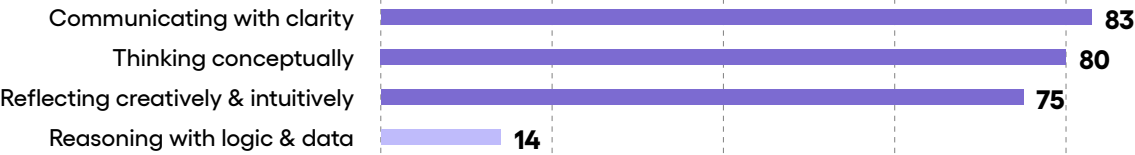
Lowest	Low	Medium	High	Highest
1 20	40	60	80	99

Solving problems

Communicating with clarity	83
Thinking conceptually	80
Reflecting creatively & intuitively	75
Reasoning with logic & data	14

Getting work done

Thriving in chaos	89
Striving for excellence	68
Facilitating change	50
Assuming full accountability	32
Maximizing profitability	26
Establishing order	12

Working with others

Inspiring others	88
Focusing on the needs of others	61
Exercising political influence	56
Building social connections	54
Utilizing humor	34
Facilitating consensus	18

Motivation & drivers

Maximizing effort through hard work	82
Leading decisively	73
Pursuing personally compelling goals	65
Maintaining high energy levels	51
Pursuing competitive challenges	51

Self-management

Managing stress	78
Initiating action independently	58
Focusing on self-reflection	36
Acting on principle	33
Persevering through adversity	31

Talent Profile | Targeted competencies - Competency Strengths and Constraints

The competencies below were specifically selected for you.
This selection may not reflect all the unique strengths you bring to your work, however, the focus here is on certain competencies that are particularly relevant for this context.
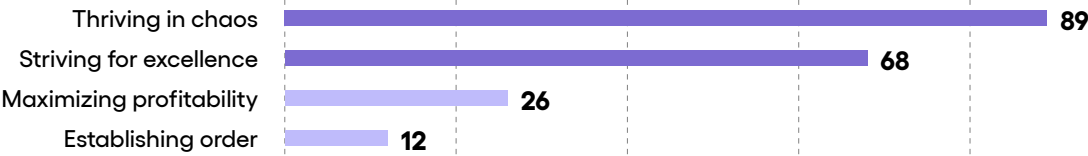
	Lowest	Low	Medium	High	Highest
	1 — 20	40	60	80	99

Solving problems

Competency	Score
Communicating with clarity	83
Thinking conceptually	80
Reflecting creatively & intuitively	75
Reasoning with logic & data	14

Getting work done

Competency	Score
Thriving in chaos	89
Striving for excellence	68
Maximizing profitability	26
Establishing order	12

Working with others

Competency	Score
Inspiring others	88
Focusing on the needs of others	61
Facilitating consensus	18

Motivation & drivers

Competency	Score
Maximizing effort through hard work	82
Leading decisively	73
Pursuing personally compelling goals	65

Self-management

Competency	Score
Managing stress	78

This section gives you an in-depth look at your preference for each competency. Each competency is comprised of a combination of traits (in blue) that interact with each other. The description below explains how you express this competency.

Solving problems

| Your preference for... | **Communicating with clarity** — **83** | is based on your combination of trait preferences for... | Linguistics ■ ■ ■ ■ ■
Self-Expression ■ ■ ■ ■ ■
Written ■ ■ ■ ■ □
Communication |

Here's what it means for you

Articulate, you possess an extensive and nuanced vocabulary that allows you to find just the right way to convey an idea or a message. You are also highly expressive on the spot, communicating your opinions openly and persuasively to others. You have a strong preference for writing your ideas, thoughts, plans down before you communicate them. **A truly sophisticated communicator, you are able to clarify and translate ideas into language that anyone can understand.**

| Your preference for... | **Thinking conceptually** — **80** | is based on your combination of trait preferences for... | Theoretical Reasoning ■ ■ ■ ■ ■
Learning ■ ■ ■ ■ ■
Complexity ■ ■ ■ □ □ |

Here's what it means for you

When faced with a problem, you rely on theories, models and best practices to expand your understanding of the overarching concepts that frame it. Insatiably curious, you invest a lot of time learning and acquiring knowledge from different sources for sheer enjoyment. The result is that you happen to have a lot of relevant knowledge that you leverage to understand the underlying 'why' of a given problem. While aware of the complexity behind most problems, you prefer to keep things simple when possible. **A truly conceptual thinker, you thrive when faced with problems that allow you to grasp their true essence, as well as expand and apply your understanding of the big picture.**

| Your preference for... | **Reflecting creatively & intuitively** — **75** | is based on your combination of trait preferences for... | Intuition ■ ■ ■ ■ ■
Creativity ■ ■ ■ ■ □
Reflectiveness ■ ■ ■ ■ □ |

Here's what it means for you

Inspired by all the possibilities, you use your power of concentration, creativity and intuitive insight to think outside the box. A highly creative thinker, you use your imagination to generate new possibilities and novel approaches. You also sustain an intense and singular focus on your creative thought process in order to generate as many ideas as possible. **Insightful and intuitive, you will use your inner judgment to navigate different options and arrive at a solution.**

Talent Profile | Detailed competency results by group

Your preference for...	Reasoning with logic & data	is based on your combination of trait preferences for...	
	14		Common Sense ■ ■ □ □ □ Analysis ■ ■ □ □ □ Quantitative ■ □ □ □ □ Orientation

Here's what it means for you

When faced with a problem, you prefer non-linear thinking, meaning you are less interested in investigating information to uncover possible trends or patterns. You prefer to rely on the information at hand and will not always back up your recommendations with quantitative data. You also tend to avoid proposing the most obvious or practical solution—preferring to focus on what is the most "right" in the long term rather than what will fix the problem today. The tough process, logic and value behind your solutions may be hard to follow. **By anchoring your solutions in some hard-to-contest facts, you could help others understand more how they tie into the causes of the problem, and how it makes sense to implement your solution.**

Getting work done

Your preference for...	Thriving in chaos	is based on your combination of trait preferences for...	
	89		Efficiency ■ ■ ■ □ Operating Informally ■ ■ ■ ■ Being On-the-Go ■ ■ ■ □

Here's what it means for you

Highly efficient, you operate with a sense of urgency and make every minute count. Your efficiency is boosted by your more informal style of getting work done, operating in a way that has less planning and process and seeing too much structure as burdensome. This agility allows you to move easily from task to task and respond quickly to demands. **Even outside of work you are restless by nature, uncomfortable with idle time and always on the go.**

Your preference for...	Striving for excellence	is based on your combination of trait preferences for...	
	68		Being Open to Criticism ■ ■ ■ □ □ Perfectionism ■ ■ ■ ■ □ Attention to Detail ■ ■ ■ ■ □

Here's what it means for you

When it comes to tasks and deliverables, you are naturally meticulous and can't help but notice even the smallest details that others would have missed or overlooked. You also set very high standards for yourself in terms of the level of quality of your work—anything less than 100% perfect is "not good enough" in your eyes. Still, when you feel you have achieved your personal standard, you will be moderately receptive to constructive feedback or criticism from others unless you feel it is legitimate. **Overall, you strive to always produce excellent work down to the smallest detail, while open to learning how you can do better.**

Your preference for...

Facilitating change

50
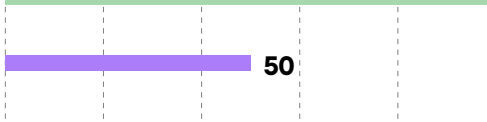
is based on your combination of trait preferences for...

Flexibility ■ ■ ■ □
Delegation ■ ■ □ □ □
Risk-Taking ■ ■ ■ □ □

Here's what it means for you

Naturally flexible, you readily and open-mindedly embrace ways of thinking or doing that are new or even simply different. Still, you exercise caution if the change causes a significant disruption to the status quo, carefully considering the potential for success over a costly failure. You prefer to focus on adapting your own ways, rather than growing the skills of others to entrust them with the new way of doing things or delegating new tasks to them. **While you naturally adapt your own ways, by increasing your comfort with more risky disruptions and helping others do the same, you can become a true change agent who multiplies the adoption of change and responds more readily to any circumstance.**

Your preference for...

Assuming full accountability

32

is based on your combination of trait preferences for...

Personal Accountability ■ ■ □ □ □
Being Open to Criticism ■ ■ ■ □ □
Seeking Responsibility ■ ■ □ □ □

Here's what it means for you

You need a well-defined scope of responsibilities and do not want to be held liable for the mistakes of others or for what you perceive as out of your control. You are prepared for feedback on how you can improve the next time around, though you can sometimes take it a bit personally. Even when things go wrong on your watch, you don't see it as a fault of your own. **By stepping up to take ownership of outcomes beyond your immediate duties, even if this means you may be targeted if things go wrong, you can demonstrate a greater sense of accountability for what happens and a personal investment in making sure things improve.**

Your preference for...

Maximizing profitability

26
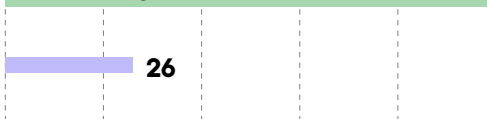
is based on your combination of trait preferences for...

Profit Awareness ■ ■ ■ □ □
Risk-Taking ■ ■ ■ □ □
Wealth ■ ■ ■ □ □

Here's what it means for you

You understand the financial implications of day-to-day decisions and possess some awareness of how to increase the bottom line. In general, you are motivated to sustain a certain level of financial security for yourself. While you are drawn to opportunities where there is a possibility of great reward, you will act only if the risk of loss is moderate. **By appropriately measuring the risks involved, you could focus your efforts on proactively spotting and seizing important financial opportunities for yourself or for others.**

Talent Profile | Detailed competency results by group

Your preference for...

Establishing order

12

is based on your combination of trait preferences for...

Common Sense ■ ■ □ □ □
Structure ■ □ □ □ □
Goal-Setting ■ ■ ■ □ □

Here's what it means for you

You prefer to operate without a formal plan, and can feel burdened when things are too structured. You also rarely look at plans or goals based on how realistic or feasible they are when determining the way forward. You mostly focus on what you can achieve in the short-term unless it is a goal where it is especially important for you to see the long-term. **By clarifying the plan up front and ensuring you have assessed how realistic it is to follow, you can increase your overall ability to establish order in a way that is relevant for yourself and others for both short and long-term goals.**

Working with others

Your preference for...

Inspiring others

88

is based on your combination of trait preferences for...

Visibility ■ ■ ■ ■ ■
Presence ■ ■ ■ ■ ■
Leadership ■ ■ ■ ■ ■

Here's what it means for you

When it comes to your interpersonal impact, you possess a natural social charisma and leave a lasting impression on others, even in the briefest encounters. You are also in your comfort zone when the spotlight is on you, and you can easily hold the attention in a room. This gives you the platform you need to inspire others to turn to you for guidance, leadership and to let you influence their actions towards accomplishing a desired outcome. **Leveraging a strong social charm, you naturally inspire others to follow you.**

Your preference for...

Focusing on the needs of others

61

is based on your combination of trait preferences for...

Community ■ ■ □ □ □
Humanitarianism ■ ■ ■ ■ □
Service ■ ■ ■ ■ □

Here's what it means for you

With a selfless desire to give, you place the needs of others before all else, providing unconditional help without the expectation of ever obtaining something in return. Possessing a strong sense of humanitarian duty, you feel it is your mission to promote human welfare and serve the injustices and inequities people face in the world at large through your daily work. Nonetheless, you are far less focused on giving your time to support more local or community causes. **While your social consciousness is anchored in your desire to help others on a large scale, you could focus on local causes first to increase your active contribution towards bettering the lives of others and your overall ability to make a difference.**
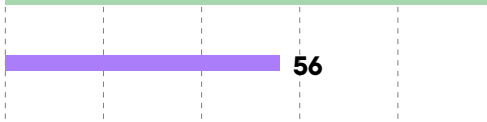
Your preference for...

Exercising political influence

56

is based on your combination of trait preferences for...

Street Sense	■ ■ ■ □ □
Negotiation	■ ■ ■ ■ □
Political Acumen	■ ■ ■ ■ □

Here's what it means for you

Though you understand that others may have interests or motives in a given situation, you prefer to be transparent in your approach, operating without hidden intent. Still, you place importance on building the right connections or key relationships based on your own interests. Your influence is achieved by having a smooth ability to reconcile opposing views through the use of keen negotiation. **Overall, you constructively achieve mutually beneficial outcomes that address the needs and competing interests of everyone involved.**

Your preference for...

Building social connections

54
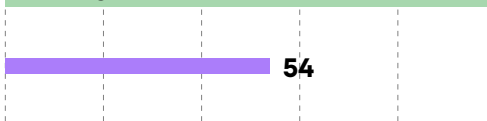
is based on your combination of trait preferences for...

Friendliness	■ ■ ■ ■ □
Social Focus	■ ■ ■ □ □
Fraternity	■ ■ ■ □ □

Here's what it means for you

Naturally friendly and outgoing, you hit it off immediately with just about everyone you meet, putting others at ease with your open and welcoming style. You view camaraderie and social interaction (including team work) as good ways to achieve successful outcomes in the workplace. This is equally true in your personal life, where time spent with friends is important but not essential to your well-being and happiness. **Overall, you are a gregarious person who will establish alliances both on and off the job as needed.**

Your preference for...

Utilizing humor

34
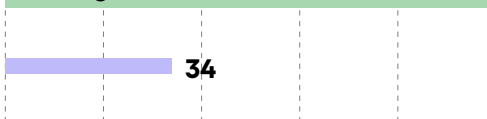
is based on your combination of trait preferences for...

Emotional Spontaneity	■ ■ ■ □ □
Being Light-Hearted	■ ■ ■ □ □
Relaxation	■ ■ □ □ □

Here's what it means for you

Your overall approach to life is receptive, as you welcome humor and enjoy the positive feelings that it brings. While you don't go out of your way to bring humor into every situation, you enjoy being around others that do. Despite this easy-going side, you get restless and might quickly switch back to business and a "go-go-go" pace rather than leaning into that relaxed feeling or moment. You also tend to be more selective when it comes to openly expressing your true feelings in these situations. **This more constrained and no-nonsense approach may at times prevent you from prolonging the enjoyment of these positive moments, or even cutting them short for others.**

Your preference for...

Facilitating consensus

18

is based on your combination of trait preferences for...

Empathy ■ ☐ ☐ ☐ ☐
Patience ■ ■ ☐ ☐ ☐
Cooperation ■ ☐ ☐ ☐ ☐

Here's what it means for you

You can easily get frustrated and impatient with others. You do not hesitate to challenge the opinions of others, refusing to accommodate your perspective for the sake of aligning with the interests of the group. You are also more passive when it comes to what others experience emotionally, and may as a result not express the empathetic understanding or genuine concern they need—when they need it. **To build consensus, you must make an effort to put yourself in the shoes of others, focus on remaining patient even when they frustrate you, and ensure you are not unnecessarily causing conflict when you could instead contribute to more harmony and alignment in the group.**

Motivation & drivers

Your preference for...

Maximizing effort through hard work

82

is based on your combination of trait preferences for...

Work Ethic ■ ■ ■ ■ ■
Career Focus ■ ■ ■ ■ ☐
Industriousness ■ ■ ■ ■ ☐

Here's what it means for you

Hardworking by nature, you pour yourself fully into everything you do and always give your full effort. When things are not going well, you become fully engrossed in your work, working harder and longer—even finding it difficult to pull yourself away from work. Since focusing on your career gives you so much satisfaction, you're prepared to commit to it fully in terms of where you put your time. **Naturally career-focused and industrious, you work until the job is done, giving your full effort until results and outcomes are achieved.**

Your preference for...

Leading decisively

73

is based on your combination of trait preferences for...

Decisiveness ■ ■ ■ ■ ☐
Assertion ■ ■ ■ ☐ ☐
Power ■ ■ ■ ■ ☐

Here's what it means for you

When it comes to leadership, you are highly decisive and resolute to keep things moving forward rather than hesitating or remaining at a standstill. In addition to this, you are in your comfort zone when you have the authority to exercise control over a situation or outcome—you don't shy away from being in a position of power. Still, you are only assertive on where you stand on a topic or situation when pushed too far or when you feel you must defend your position. **Showing a natural ease with being in charge, you can be a decisive leader to others.**

Your preference for...

Pursuing personally compelling goals

65
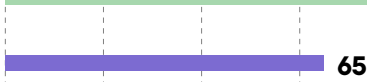
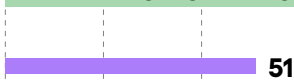is based on your combination of trait preferences for...

Self-Actualization ■ ■ ■ ■ □
Purpose ■ ■ ■ ■ □
Goal-Setting ■ ■ ■ □ □

Here's what it means for you

Living up to your fullest potential is a nonnegotiable as you challenge yourself to become all you can be. It is also essential for you to feel as though what you do has a greater purpose or meaning and that you are contributing to something of significance. Still, you place more focus on the short-term, without deliberately following a 'long-term' vision or setting specific goals for yourself. **With your natural ability to envision a compelling and meaningful future for yourself, you propel yourself forward to become all you can be.**

Your preference for...

Maintaining high energy levels

51

is based on your combination of trait preferences for...

Being Somatically Unaffected ■ ■ □ □ □
Health Consciousness ■ ■ ■ □ □
Stamina ■ ■ ■ ■ □

Here's what it means for you

Your mental and physical energy levels are consistently high throughout the day—you have the natural stamina to outlast most people. When possible, you try to adopt health-conscious behaviors to maintain your energy. However, when you feel a little unwell or there is some stress in your life, you tend to become concerned by what you are experiencing, even if it is relatively minor, and will slow down as a precaution. **By staying vigilant to how your preoccupations are affecting your energy levels and prioritizing healthy habits to keep them up, you can recover more quickly and increase the overall vitality and enthusiasm you bring to your day-to-day.**

Your preference for...

Pursuing competitive challenges

51

is based on your combination of trait preferences for...

Devotion to Success ■ ■ ■ ■ □
Drive ■ ■ ■ ■ □
Competitiveness ■ ■ □ □ □

Here's what it means for you

Highly ambitious, you possess an intense and intrinsic desire to surpass what is exceptional and considered out of reach for most. You are prepared to make the necessary sacrifices to realize your aspirations for success, no matter the cost. However, engaging in direct competition with others is completely unmotivating for you. **While your ambitions are bold and you're willing to accept the personal costs of pursuing them, you can avoid losing out on key opportunities for success by being willing to fight for them in the face of competition.**

Self-management

Your preference for...

Managing stress

78

is based on your combination of trait preferences for...

Stress Tolerance ■ ■ ■ ☐ ☐
Being Open to Criticism ■ ■ ■ ☐ ☐
Being Worry-free ■ ■ ■ ■ ☐

Here's what it means for you

Not the type to worry unnecessarily, you don't let fear get to you and avoid panicking in negative situations. While you recognize that stress can wear you down if you're not careful, you do enjoy some pressure from time to time. Still, if things do go wrong and you feel criticized, you can sometimes let it get to you and take it a bit personally. **By identifying which comments or situations trigger your reactions most, you can more effectively manage your composure under any circumstance.**

Your preference for...

Initiating action independently

58

is based on your combination of trait preferences for...

Self-Sufficiency ■ ■ ☐ ☐ ☐
Initiative ■ ■ ■ ■ ☐
Adventure ■ ■ ■ ■ ☐

Here's what it means for you

A self-starter by nature, you proactively initiate the first steps of projects to drive upfront momentum and "get the ball rolling". Seeking thrill and excitement, you become easily bored if you do not experience enough action. However, you feel uncomfortable launching into action without first seeking some support or approval from others on the approach you wish to take. **By trusting yourself to act independently, you could initiate action with more self-sufficiency when others are not available or able to provide the support you seek.**

Your preference for...

Focusing on self-reflection

36

is based on your combination of trait preferences for...

Self-Understanding ■ ☐ ☐ ☐ ☐
Self-Acceptance ■ ■ ■ ■ ☐
Being Unblaming ■ ■ ■ ■ ☐

Here's what it means for you

When things don't turn out as intended, you focus on what can be learned, rather than dwelling on what you 'should' have done or blaming yourself. You accept your shortcomings, viewing self-criticism as counterproductive to dealing with mistakes. However, you are not the introspective type, spending little time reflecting on who you are or why you are the way you are. **By intentionally working towards understanding yourself, you can tap into that knowledge to constructively respond to situations that don't go as intended in a more authentic way.**

Your preference for...

Acting on principle

33

is based on your combination of trait preferences for...

Straightforwardness ■ ■ ■ ☐ ☐
Conventionalism ■ ■ ☐ ☐ ☐
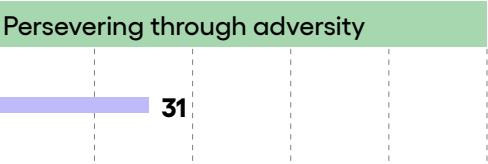Forthrightness ■ ■ ■ ☐ ☐

Here's what it means for you

While your conduct tends to be guided by your conviction to do the 'right' thing, you are discerning even when it comes to your own principles based on the situation. Though you often opt for a more transparent approach, you will nonetheless protect yourself when you perceive that the intentions of others are self-serving. You also tend to resist conforming to social expectations and play by your own rules. **Adhering to your own sense of propriety, you act according to what is right for you, rarely sacrificing this inner authority just to meet conventional societal expectations.**
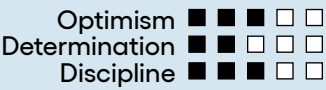
Your preference for...

Persevering through adversity

31

is based on your combination of trait preferences for...

Optimism ■ ■ ■ ☐ ☐
Determination ■ ■ ☐ ☐ ☐
Discipline ■ ■ ■ ☐ ☐

Here's what it means for you

Though you typically show a committed discipline to finish what you start, sustaining your willpower can sometimes be difficult if you are less motivated by the outcome. Too many setbacks and slow progress can frustrate you to the point that you lose interest, struggling to pick back up again and move forward. Still, you recognize that sometimes failure is inevitable, but try to stay optimistic as long as possible. **By redoubling your efforts to persevere when you feel like you're struggling to stay on track, even in the face of failure, you can exercise a consistent, disciplined effort to overcome adversity.**

Predictive Insights | Ladder of Leadership

SuccessFinder has studied top managers, directors, executives and even CEOs to understand the key competencies that are related to the highest level of performance at each level of leadership. The result: A Ladder of Leadership framework that provides individuals and organizations with actionable data to understand specific leadership transitions, as well as how to target development at each level for success.

Why a ladder?

Everyone brings their unique leadership style to their role, no matter what their responsibilities are. Still, there are formal leadership step-changes that come with moving from individual contributor to people manager, from manager to executive, and from executive to the top of an organizations c-suite. The higher you go up the ladder, the more your formal leadership responsibilities and the scope of your role will increase.

Each level has specific competencies to target for success

First/Intermediate level leaders (managers, directors) don't have quite the same job description as senior leaders (VPs, executives) or c-level leaders (EVPs, SVPs, CEOs). Each level has its own set of requirements to tackle the responsibilities, the type of people they supervise, and the way they get their work done. Therefore, each has a specific set of key competencies that are important to do that role successfully.

☐ Ask yourself – how much do my competency preferences fit with my current level or the level I am seeking next?

Moving to a new level means focusing on different competencies
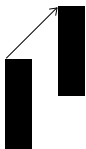
While some competencies may remain important from one level to the next, others are unique & important at only one level. They won't be needed as much at the next level and it will therefore be important to prepare to adjust your behavior accordingly. The role has changed and you may need to leverage new behaviors to be successful.

☐ Ask yourself – If I move up, what strengths can I keep using, which will be less relevant and what competencies should I target for development, since I'm currently not using them as much.

Leading Decisively

Thriving in chaos

2 competencies are "fundamental" across all levels

These are the baseline competencies any people leader should demonstrate and that are important at every level. From the moment that an employee becomes a people manager and even as they transition to consecutive levels up the chain, these two key competencies contribute the most to high impact leadership.

Here's how to interpret your results

Each competency of a level will show your preference compared to the preference of typical high performers at this level.

68

Your preference

High performer optimal zone

You will also see your overall match with a level in terms of how much your competency preferences are similar with top performers.

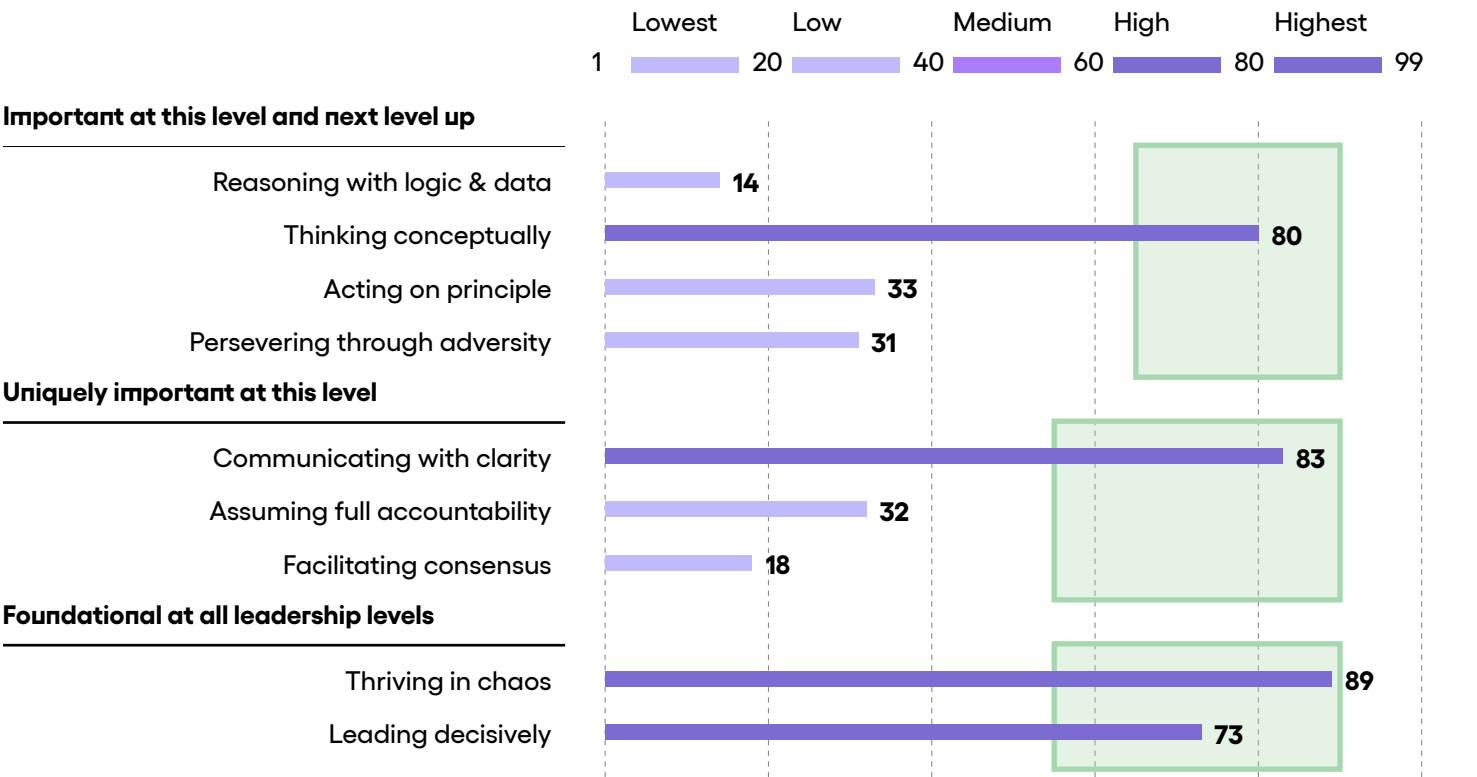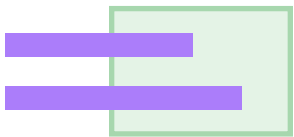| Low match | Average match | Strong match | Very strong match |
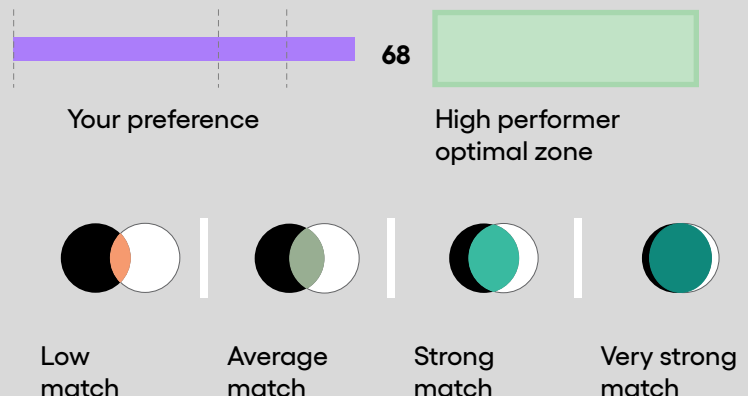
Predictive Insights | Ladder of Leadership

First/ intermediate-level (managers, directors)

Most would agree that managers make sure day to day tasks get carried out and that projects are moving forward. They closely manage the activities of their team. Really, they need to rally the troops. To do this, they align with and communicate directions and decisions taken one level above. They build a common understanding of the tasks and projects to be accomplished with the members of their team.

Refer to page 5 to guide you through results

	Lowest	Low	Medium	High	Highest
1	20	40	60	80	99

Important at this level and next level up

Reasoning with logic & data	**14**
Thinking conceptually	**80**
Acting on principle	**33**
Persevering through adversity	**31**

Uniquely important at this level

Communicating with clarity	**83**
Assuming full accountability	**32**
Facilitating consensus	**18**

Foundational at all leadership levels

Thriving in chaos	**89**
Leading decisively	**73**

Average match overall with the competencies at this level of leadership

You have 4/9 natural strengths at this level (competencies that are in the optimal high performer zone). These are natural preferences that are strengths you can leverage at this level since they contribute to success.

1   20   39

You have 5/9 potential gaps (low or lowest preferences) at this level. These are areas that might challenge you more and represent potential risks at this level for you. However, because these are broad levels of leadership, the impact of these gaps will depend on your specific role or work context, function, division.

Remember, there is no such thing as a "perfect match"

☐ Most leaders at this level have 3-4/9 strengths
☐ Top performers at this level have 5-6/9 strengths

☐ Most leaders at this level have 2-3/9 gaps
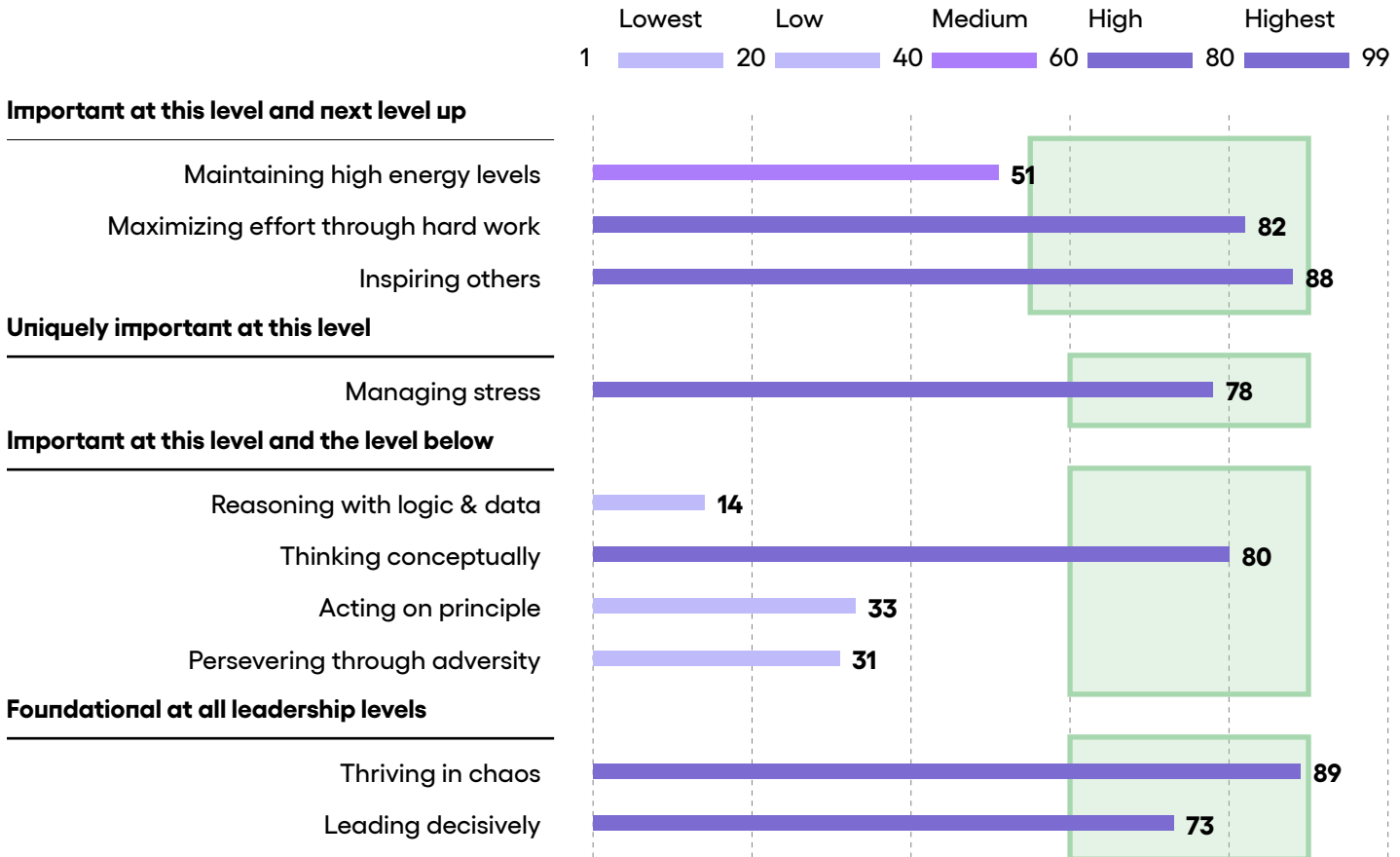☐ Top performers at this level have 0-1/9 gaps

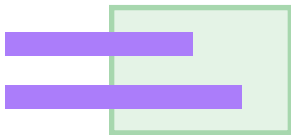# Predictive Insights | Ladder of Leadership

Senior-level (senior directors, AVPs, VPs)

Executives formulate and implement the strategic plan that guides the direction of the business or their area of responsibility. They exercise leadership with regards to other leaders (manage not just one team, but a team of managers/directors who themselves manage several teams)

	Lowest	Low	Medium	High	Highest
1	20	40	60	80	99

Important at this level and next level up

Competency	Score
Maintaining high energy levels	51
Maximizing effort through hard work	82
Inspiring others	88

Uniquely important at this level

Competency	Score
Managing stress	78

Important at this level and the level below

Competency	Score
Reasoning with logic & data	14
Thinking conceptually	80
Acting on principle	33
Persevering through adversity	31

Foundational at all leadership levels

Competency	Score
Thriving in chaos	89
Leading decisively	73

Very strong match overall with the competencies at this level of leadership

You have 6/10 natural strengths at this level (competencies that are in the optimal high performer zone). These are natural preferences that are strengths you can leverage at this level since they contribute to success.

1 — 20 — 39

You have 3/10 potential gaps (low or lowest preferences) at this level. These are areas that might challenge you more and represent potential risks at this level for you. However, because these are broad levels of leadership, the impact of these gaps will depend on your specific role or work context, function, division.

Remember, there is no such thing as a "perfect match"

☐ Most leaders at this level have 3-4/10 strengths
☐ Top performers at this level have 5-6/10 strengths

☐ Most leaders at this level have 2-3/10 gaps
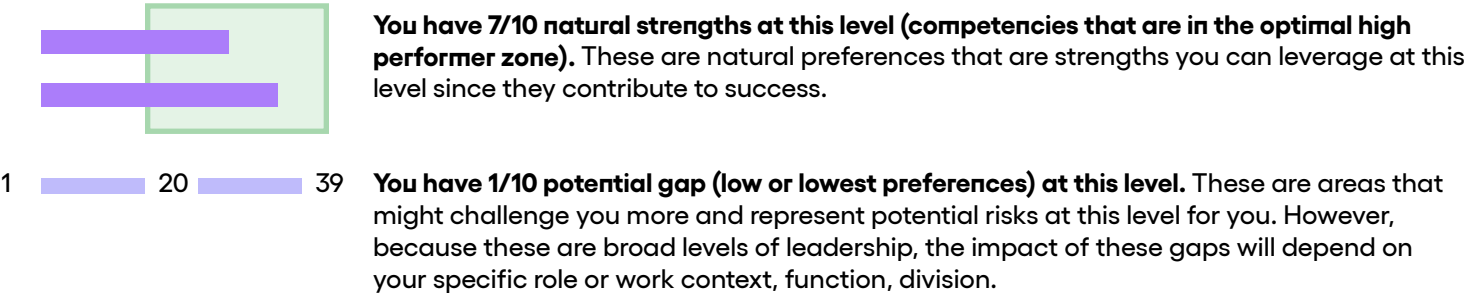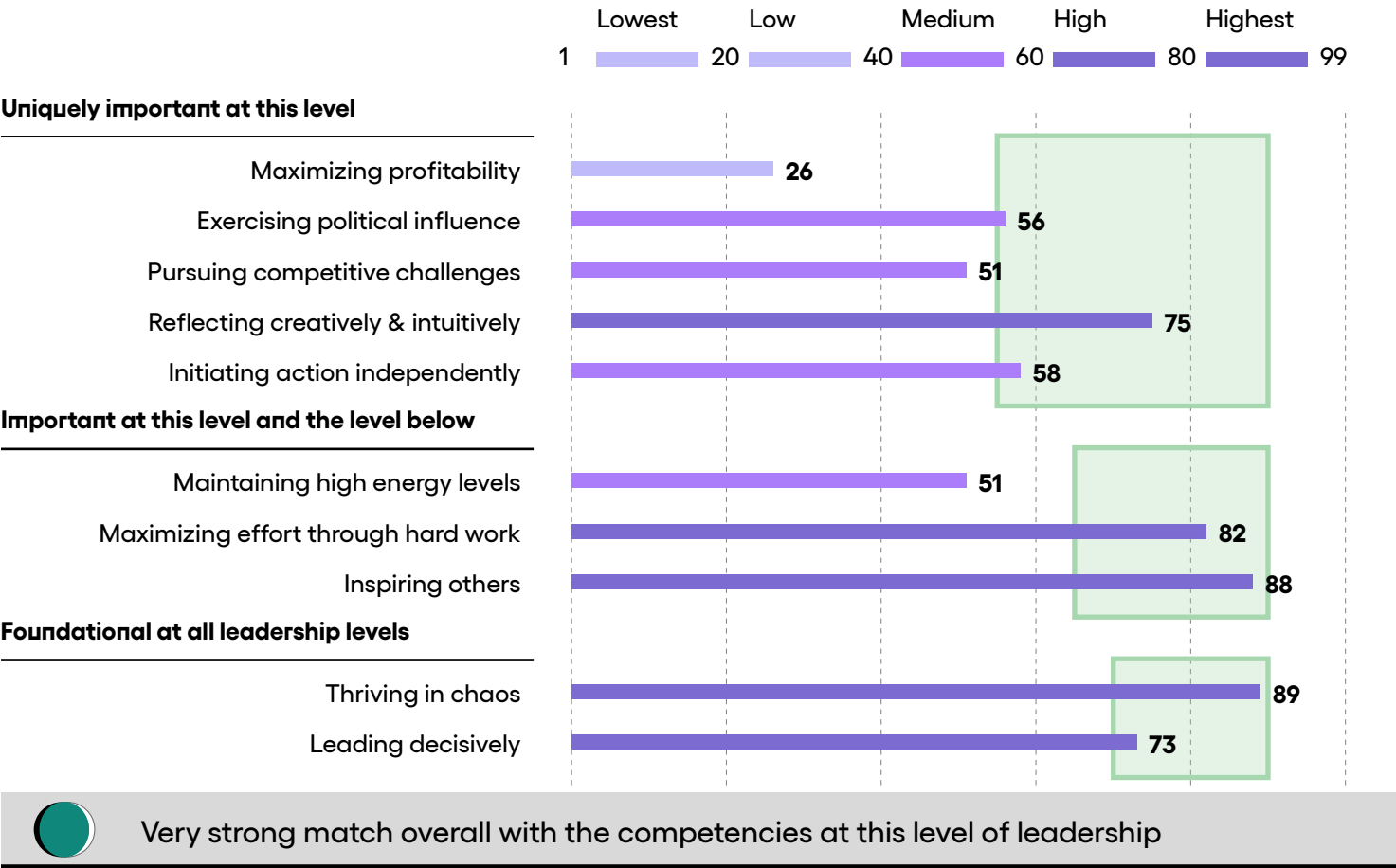☐ Top performers at this level have 0-1/10 gaps

success finder

Predictive Insights | Ladder of Leadership

C-level (senior executives, c-suite, presidents)

C-Levels are the starters, the innovators, the drivers of the organization. They define and set ambitious objectives, identify opportunities, and launch initiatives to turn them into a reality. They are the level with bottom-line, profit and loss (P&L) accountability for the company. They are the external outward-facing representative of the interests of the organization, and must manage the complex interests of different stakeholders within the organization.

	Lowest	Low	Medium	High	Highest
1	20	40	60	80	99

Uniquely important at this level

Maximizing profitability	26
Exercising political influence	56
Pursuing competitive challenges	51
Reflecting creatively & intuitively	75
Initiating action independently	58

Important at this level and the level below

Maintaining high energy levels	51
Maximizing effort through hard work	82
Inspiring others	88

Foundational at all leadership levels

Thriving in chaos	89
Leading decisively	73

Very strong match overall with the competencies at this level of leadership

You have 7/10 natural strengths at this level (competencies that are in the optimal high performer zone). These are natural preferences that are strengths you can leverage at this level since they contribute to success.

1	20	39

You have 1/10 potential gap (low or lowest preferences) at this level. These are areas that might challenge you more and represent potential risks at this level for you. However, because these are broad levels of leadership, the impact of these gaps will depend on your specific role or work context, function, division.

Remember, there is no such thing as a "perfect match"

☐ Most leaders at this level have 3-4/10 strengths
☐ Top performers at this level have 5-6/10 strengths

☐ Most leaders at this level have 2-3/10 gaps
☐ Top performers at this level have 0-1/10 gaps

Predictive Insights | Role fit

SuccessFinder's approach to predicting success & satisfaction

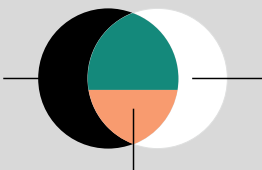| **Success & satisfaction are maximized**	when	**your natural preferences match with the kind of work to be done**	and	**your career interests match with the kind of work to be done**

- Just because you're naturally good at something doesn't mean you're passionate about it / interested in doing it as a career.
- Just because you're interested in/passionate about something doesn't mean it will come naturally to you or that it will be easy to do it well based on your style.
- When SuccessFinder shows you a Match, we are showing you where you have BOTH the preferences and the interests for a given type of work or role.

Match = resemblance to a success profile

We study people who are said to be highly successful and satisfied in their jobs.

For each job (ex: Brand Management) we want to know: what do those who do really well have in common? This study reveals the unique "recipe for success" in the role.
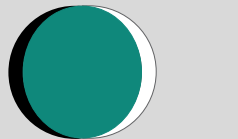
Characteristics of high performers in a role
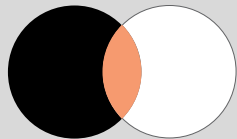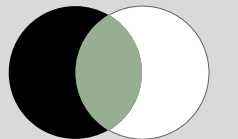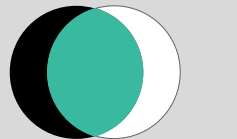
Your profile on those characteristics

Match Level = overlap

We don't take into account your experience or past performance in a role.

Here's how to interpret your results

Low match 1 - 39	**Average match** 40 - 59	**Strong match** 60 - 79	**Very strong match** 80 - 99
FEW natural preferences shared with high performers and will likely need to put in significant behavioral effort for success & satisfaction in this role.	SOME natural preferences shared with high performers and will likely need to put in moderate behavioral effort for success & satisfaction in this role.	MANY natural preferences shared with high performers and will likely need to put in little behavioral effort for success & satisfaction in this role.	NEARLY ALL natural preferences shared with high performers and will likely need to put in almost no behavioral effort for success & satisfaction in this role.

Predictive Insights | Role Fit selection

The roles presented below were specifically selected for the purposes of this assessment exercise.
Remember, these match levels do not take into account your knowledge, skills or past experience in these roles. They are based on your natural preference for specific behaviors shown to be related to success in the role.

Match level - refer to previous page to guide you through results

Very Strong Match - Highest probability of success & satisfaction
Profile shares nearly all natural preferences with high performers

Vice-President Predictor

President & CEO, Financial & Investment Sector

Director, Organizational Training & Dev.

Factor - High Potential Predictor

Manager Predictor

Vice-President, Strategy and Business Development

Consultant, Large Consulting Firm

Consultant, Human Resources

Marketing Predictor

Vice-President, Engineering Co.

Exec., President & CEO - Mid-size (Under $1B)

Executive Director/VP, Business Strategy

Vice-President, Comm & Corporate Relations

Director, Organizational Development

Executive Predictor

Take Action | How to approach development & growth

Becoming aware of your profile to maximize your self-understanding was the first step. Review the 3 steps below to start your reflection on how you will approach your development and move into action. **Remember, there are no good or bad profiles, just different unique starting points for each individual.**

1   Tap into / Lean into what you're naturally great at

Where to look

60 ▬▬ 80 ▬▬ 99

Choose from your high or highest preferences. They are your favorite, most natural behaviors and have likely already played an important part in your success.

SuccessFinder tips

☐ We're often our worst critic. Having trouble making the connection between your strengths and the contribution they bring? Ask for feedback from those who work with you on a daily basis. They will surely give you more concrete examples than you expected.

2   Identify "step-changes" that are relevant to the demands of your role / context – what should you get better at?

Where to look

40 ▬▬ 59

Choose from your medium preferences. They don't require too much effort for you to demonstrate, and you have a great base to start from. These behaviors are not new to you.

SuccessFinder tips

☐ Narrow scope of targets to develop that will positively impact your success. Get specific. Prioritize.
☐ Choose your method based on how you like to learn (Reading? Classes? Practice?)
☐ Make sure you have opportunities to demonstrate the behavior so that you can track your progress.

3   Identify areas that are far from your comfort zone, but that you'd like to grow into. This is not about "doing more" – it's about "becoming".

Where to look

1 ▬▬ 20 ▬▬ 39

Choose from your lowest or low preferences. They are less natural to you and require a lot of effort to demonstrate. You need to intentionally get out of your comfort zone to do them – you may sometimes avoid them. Honor your starting point – these behaviors may be new to you.

SuccessFinder tips

☐ Don't focus on progress yet. This is an invitation to explore what you want to approach differently.
☐ Explore your history – how did these behaviors become your least favorite? What are your triggers?
☐ Choose your teacher carefully. Don't look for someone who is naturally great at this behavior – for them it's effortless. Learn from those who started where you are and made meaningful progress.

Take Action | Development guide on targeted competencies

Establishing order

Refers to the preference for prioritizing and organizing one's work in a practical way. It is a focus on planning and structuring tasks in a methodical way to effectively achieve goals. It reflects a preference for completing a "to-do" list, for putting in place processes that help manage the completion of every task or action item in a systematic way.

How you approach this competency

Your preference for...

Establishing order

▮ 12

is based on your combination of trait preferences for...

Common Sense	■ ■ □ □ □
Structure	■ □ □ □ □
Goal-Setting	■ ■ ■ □ □

Here are some actionable options to work on the behavioral traits that make up this competency

Common Sense   ■ ■ □ □ □

— Imagine the outcome of each possible solution. What is the consequence of implementing this option? Consider money, time and any other relevant aspect in the form of a pros and cons list. Identify other problems that each option might create to ensure you land on a solution that is realistic, all these things considered.

— When you are looking to solve a problem, are you trying to go too deep into solving THE problem instead of THIS problem? While your solution may be the right one long-term, it may not solve the problem in front of you in the short term. Pay close attention to how actionable your solution is today—how could it be solved the fastest or in the most straightforward way?

Structure   ■ □ □ □ □

— Imagine that someone else needs to pick up your work where you left off. Could they easily navigate your folder system? Would they know where to find important documents? Is there a lot of information that you would need to explain because it's your own informal "system" that you do a little differently each time? The next time you proceed with a task, document the process you took and show it to a teammate to see if it's clear to them how they could replicate it.

— Start small. Try scheduling 15 minutes a week or 5 minutes a day to organize your work. You can begin by creating folders for your inbox to better track emails. Restructure all your notes of the last week to be able to find them easily later on. Plan your priorities for the next day, so you can start ahead in the morning. The things you do now will help you down the line.

— Challenge yourself to be accountable for structuring the work of others. In your next team assignment, offer to play the role of "project coordinator"—planning the meetings and agendas, taking minutes to share afterwards, saving documents in a team folder with clear labels, tracking tasks and deliverables by leveraging business team tools like Microsoft Teams, Slack, or Asana.

Goal-Setting   ■ ■ ■ □ □

— Set a goal for your future and define specific purpose to it (Your WHY). In the face of obstacles that may tempt you to quit, you will work harder and stick to it by having a clear vision of what it may bring to you in the future.

— Successful projects start with a good plan. Set a goal and establish a timeline, block time in your calendar, define the resources you will need and establish measures for assessing the progress you've made along the way. Communicate your plan to someone who will help you stay on track.

— Imagine building a house without a plan, it would not make sense. You may see a plan as restraining you, but an objective doesn't have to be set in stone. You can always make adjustments as you go, however goals can keep you focused on what is important. Even if you don't achieve what you set out to do, the work you have done toward it will have helped you grow.

Take Action | Development guide on targeted competencies

Reasoning with logic & data

Refers to a preference for investigating problems in a systematic way, breaking them down and evaluating each part. It focuses on patterns, trends and relationships between pieces of information, a quantitative analysis of available data to explore all relevant options and possible solutions in order to choose the most practical course of action that will eliminate the problem.

How you approach this competency

Your preference for...

Reasoning with logic & data

▬ **14**

is based on your combination of trait preferences for...

Common Sense ■ ■ □ □ □
Analysis ■ ■ □ □ □
Quantitative ■ □ □ □ □
Orientation

Here are some actionable options to work on the behavioral traits that make up this competency

Common Sense ■ ■ □ □ □

— Imagine the outcome of each possible solution. What is the consequence of implementing this option? Consider money, time and any other relevant aspect in the form of a pros and cons list. Identify other problems that each option might create to ensure you land on a solution that is realistic, all these things considered.
— When you are looking to solve a problem, are you trying to go too deep into solving THE problem instead of THIS problem? While your solution may be the right one long-term, it may not solve the problem in front of you in the short term. Pay close attention to how actionable your solution is today—how could it be solved the fastest or in the most straightforward way?

Analysis ■ ■ □ □ □

— Try using a mind map technique when solving a problem. State your main topic at the center and then branch out answers to different questions you have on the topic. Some of your first categories can be on why it happened, who was involved, impact on different groups, step-by-step breakdown of events, etc. It will help you get clarity of the problem and anticipate each possible outcome.
— Einstein said: "The definition of insanity is doing the same thing over and over again and expecting different results." When working with a repeated issue, it's important to look for patterns that could isolate where there is a something missing or flawed in the logical sequence.
— If you find yourself providing your recommendation or solution to a problem and facing a lot of questions, you may be facing more analytical people trying to understand the logic behind what you are proposing. The questions they are asking you could be questions you ask yourself before you present to others, to make sure that you are capturing elements of the problem that are important to those with a more "investigative" style. Note their questions and the next time you present a solution to them, incorporate answers to those questions up front.

Quantitative Orientation ■ □ □ □ □

— Some people are able to make more sense of things when there are numbers involved—they quantify problems to be able to "calculate" solutions. You may be relying more on conceptual explanations, or on past experience, rather than to showcase what you are trying to say with concrete data or graphs that illustrate your point. By incorporating this more into your work, you can ensure your solutions resonate with those who reason with quantitative information.
— In an increasingly digital and data-driven world, numbers seem to be everywhere in our daily life and represent a language in and of themselves. Leveraging the richness of numerical data—even if you are not quantitatively oriented by nature—can be done with the support of strong data visualization or "data storytelling." Explore some of the ways in which data can be used to tell a story, explain a problem, or add a "punch" to your argument. Many easy-to-use software exists that can help you do more with data than you may have thought possible.

Take Action | Development guide on targeted competencies

Facilitating consensus

Refers to a preference for working collaboratively and as a team to achieve outcomes. It is an approach that focuses on accommodating the group, the collective, by listening to the needs of each person and patiently allowing them to voice their feeling and concerns. It emphasizes putting the greater good of the group ahead of personal agendas, where each member has an equal right to a say in what happens.

How you approach this competency

Your preference for...

Facilitating consensus

18

is based on your combination of trait preferences for...

Empathy ■ ☐ ☐ ☐ ☐
Patience ■ ■ ☐ ☐ ☐
Cooperation ■ ☐ ☐ ☐ ☐

Here are some actionable options to work on the behavioral traits that make up this competency

Empathy ■ ☐ ☐ ☐ ☐

— A big part of showing empathy is making others feel as though their emotions are credible and validated, even if you do not agree or understand. Here are some things you can do while interacting with others:
   – 1. Listen actively—allow the speaker to say what is on their mind without judgment, advice or criticism.
   – 2. Paraphrase what the speaker is saying to validate your understanding.
   – 3. Absorb the true essence of the speaker's message, pay attention to body language that may indicate emotions that are not verbally expressed.
   – 4. Pay attention to your own non-verbal cues, show that you are engaged in what the other person is saying. Make eye contact, avoid fidgeting.
— Emotions are a large part of what makes us "human", we all experience them some way or another. Being sensitive to the emotions of others can be easier than it may seem. A lot of it is simply listening and allowing people to say what is on their mind without judgment, advice or criticism.
— Identify someone in your entourage who you believe is particularly compassionate, observe how they interact with others and seek to incorporate some of the behaviors. Identify specific contexts where these behaviors would be of good use and incorporate them with intention.

Patience ■ ■ ☐ ☐ ☐

— Your impatience may be triggered by a desire to move quicker, to hurry things up. People may need more time than you'd like, and you may be rushing the natural course they'd like to take. Take several deep breaths before you act or say something. More often than not, getting impatient won't make things move along any faster, so why get worked up for nothing?
— When feeling impatient with others breathe, count to 10 or take a break. Usually your first impulse will have died down by then. Take advantage of those moments to keep track of what triggers you and where to focus your efforts.
— Patience is rooted in tolerance of others. You may feel impatient when others are not meeting your expectations or do things that frustrate you. Identify when these are things you could help them improve—approach it from a constructive feedback or coaching stance. Remember, you must also identify and accept those things that may not be possible or under your control to change.

Cooperation ■ ☐ ☐ ☐ ☐

— Your natural preference may be to engage in "healthy debate" no matter what the topic is. This can sometimes prevent others from feeling comfortable stating their position. The next time you are in a meeting or group conversation try focusing on others' perspectives first. Here are some examples:
   – 1. Wait for others to finish their thought before speaking up.
   – 2. Focus on listening to what others are saying rather than on what you might reply.
   – 3. Restate what the other person is saying without adding your opinion.

— In a meeting or in a group conversation, make it a habit to ask for everyone's opinion. Do not assume that everyone agrees or consents if they did not say something. Engage others into the conversation by asking, 'what do you think?'
— Cooperation is about taking into account all opinions and options and accommodating the group if that is what leads the majority to be on board. Are you the type to stay firm on your own position, sometimes even stubborn when it comes to getting your way or "being right?" Try to recognize the moments when this need tends to drive your conversations—are you contributing to the group getting closer to or further from consensus?