



core  x
Expert Report

Sample CORE X
27 January 2022

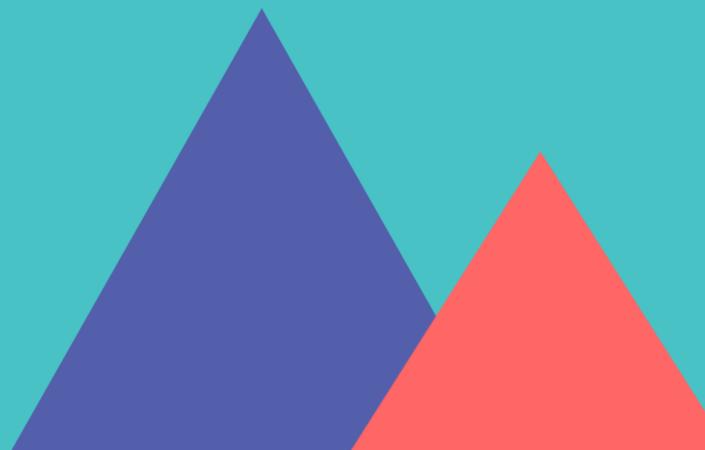


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About This Report

This report is based on the CORE™ X Assessment, completed on the 12 October 2021. As a self-report measure, the results reflect the individual’s self-perception. Extensive research has shown this to be a good indicator of how people are likely to operate in the workplace. Nevertheless, considerations must be given to the subjective nature of using an individual’s self-perception in the interpretation of these data.

It should be noted that the information contained in this report is potentially sensitive and every effort should be made to ensure that it is stored in a secure place.

The information contained within this report is likely to remain a good reflection of the individual's self-perception for 12-24 months, depending upon circumstances. It has been derived from the results of an assessment completed by the respondent and reflects the respondent's selection to the items.

Interpreting This Report

To identify where you sit on the scales being measured, your scores have been compared against the scores of those who have previously completed the assessment and are shown on a standard scale of 1 to 10.

For most sections of the report, these standard scores, or sten scores, have been grouped into 4 bandings to assist with interpretation. These are:

- Band 1: sten 1 to 3
- Band 2: sten 4 to 5
- Band 3: sten 6 to 7
- Band 4: sten 8 to 10

It is important to note that the majority of any population falls between sten 4 and 7 (or bandings 2 and 3). Sten 1 to 3 (or band 1) indicates extremely low to low scores, while sten 8 to 10 (or band 4) indicates high to extremely high scores.

The table below indicates how each banding should be interpreted based on the type of scale being looked at:

	Traits & Competencies	Drivers	Derailers
Band 1 (sten 1 to 3)	Development Need	Low	No Risk
Band 2 (sten 4 to 5)	Moderately Effective	Medium	Low Risk
Band 3 (sten 6 to 7)	Effective	High	Moderate Risk
Band 4 (sten 8 to 10)	Highly Effective	Very High	High Risk

The Human Edge Global Expert Norm Group v1 has been applied to this report.

Introduction

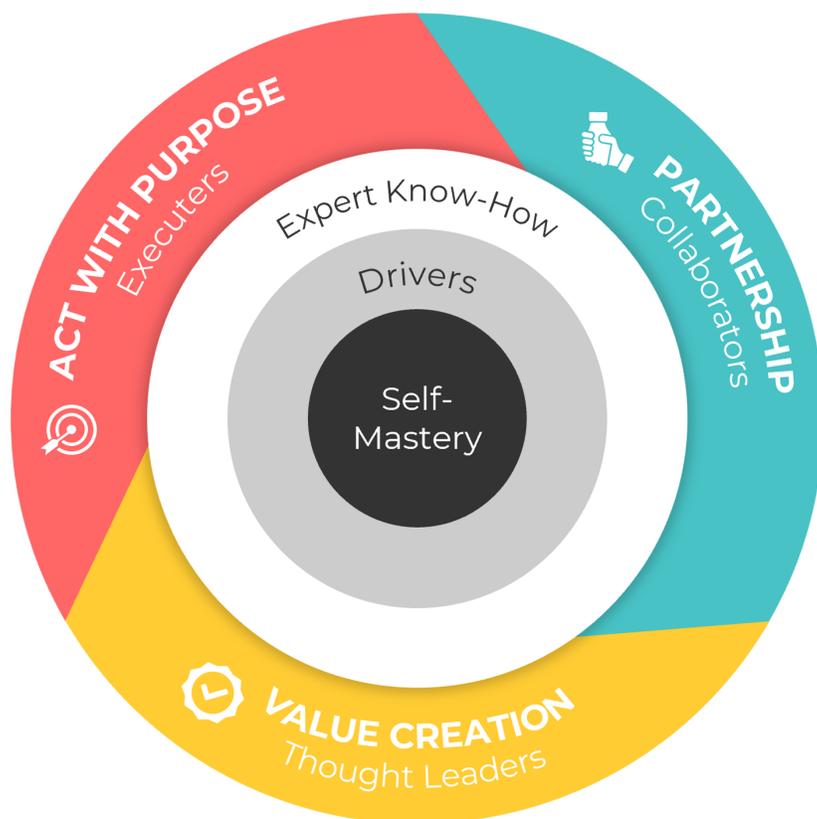
The CORE™ X Assessment assesses key elements of professional mastery which experts require in order to be effective and have the greatest level of impact within an organization.

It provides you with insight into your competencies (i.e., skills and knowledge) and personality traits (i.e., inclinations and natural tendencies), identifying areas of strength and development. It examines your drivers (or motivators) for performance, as well as the potential behaviors that may get in the way of future career success (i.e., derailers). The CORE™ X model is outlined below.

Take time to reflect on your report, looking at which strengths you want to leverage, and which areas of opportunities will best help you achieve your career aspirations and enable a higher level of performance.

CORE™ X Model

This report has been created based on the model below which outlines the key areas that experts need to be proficient in, in order to be effective and have an impact within the organization.



Self-Mastery: Central to being an effective expert, this looks at control, confidence, self-motivation and learning mindset.

Drivers: The internal motivators and interests that drive high performance for experts.

Expert Know-How: An experts interest and use of knowledge within their area of expertise.

Partnerships: Ability to connect with and leverage others in order to achieve outcomes.

Act with Purpose: Ability to make things happen and execute on plans to achieve results.

Value Creation: Level of thought impact within the organization, creating value through sound decision making and innovation.

Results Overview

This section provides insight into your strengths and areas of development.

It is important to take time to focus on how you can leverage your strengths and where you can continue to grow in order to move forward.

Strengths

Takes Initiative - You tend to be seen as proactive, a self-starter who can get things done. You are able to take action quickly, even when faced with fast-changing and unpredictable situations.

Planning & Organizing - You plan work well in advance where possible, breaking complex projects down into sequences of smaller steps in order to achieve objectives. You likely review and track work progress, putting contingencies in place and quickly adjusting plans as needed, easily identifying activities with the highest priority and setting aside less critical tasks in order to manage your time and workload.

Accountability - You readily assume responsibility for your work, following through on the commitments you make, taking full ownership of your actions, decisions, successes and failures, actively clarifying responsibilities and measures of success.

Roles & Responsibilities - You seek to understand the different roles and responsibilities of team members, comfortable questioning task progress and holding them accountable, acknowledging the significant contributions and achievements of those in the team.

Self-Confidence - You tend to recognize your own value and worth, approaching tasks with confidence, trusting that you have the capabilities to handle a variety of situations or difficulties in an effective manner.

Areas of Development

Risk-Taking - You likely recognize the importance of taking risks for suitable gains when appropriate, but likely focus on the potential negative outcomes of the situation.

Adaptability - You are likely to demonstrate a confident demeanor in changing situations, but may struggle to maintain a positive attitude when faced with unexpected obstacles or adversity, taking time to adjust to new situations or circumstances.

Iterative Approach - You likely see the value of trialing and refining ideas or solutions, but may consider this unrealistic at times, preferring to implement solutions directly, leaving these in place even if they could be made more effective.

Strategic Focus - While you are comfortable dealing with tactical or operational day-to-day activities, you are likely able to see future possibilities and trends when engaging in strategic discussions. However, you may at times miss or overlook some key details due to lack of experience with, or exposure to, working on strategic issues.

Business Acumen - You likely have a good understanding of how businesses work, with some knowledge of financial drivers, industry developments and business trends, but may at times find it difficult to link or apply these to critical initiatives in the organization.

Results Overview

Watch-Outs

During times of stress, you may take a more dominant approach towards your relationships with others. Seeking to demonstrate your achievements you may take the lead, be vocal about your innovative thoughts, or become overconfident in your abilities.

During times of stress, you may become overly focused on rules and regulations, insisting that things are done 'by the book'. You may struggle to delegate during these times, feeling that others can't meet your standards. You may become more focused on the needs of your superiors, actively seeking their approval before taking action.

Additional Insights

The results below provide insight into additional factors that have been identified as important for an effective career.

	Low	Medium	High	Very High	Score
Learning Agility You are likely able to understand and explore new situations at a fast pace, moving between different ideas or concepts as needed. You likely reflect on past experiences, able to apply learnings to new or novel situations, even if the original situation or experience was notably different.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	6
Emotional Intelligence You tend to demonstrate an awareness of your own and others emotions, quickly recognizing these and taking the time to understand and manage them. You likely come across as calm and understanding most of the time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	7

Results Overview

Derailers

Derailers are the behaviors that can get in the way of career success, causing challenges at work and in life. These can be an overused strength or the dark side of a person’s personality and may be exhibited when under stress.

Behaviours associated with high scores can be a strength, but when overused or used in the wrong situation can derail relationships and even careers. Individuals who understand their performance limitations and increase their self-awareness will have a greater chance of career success.

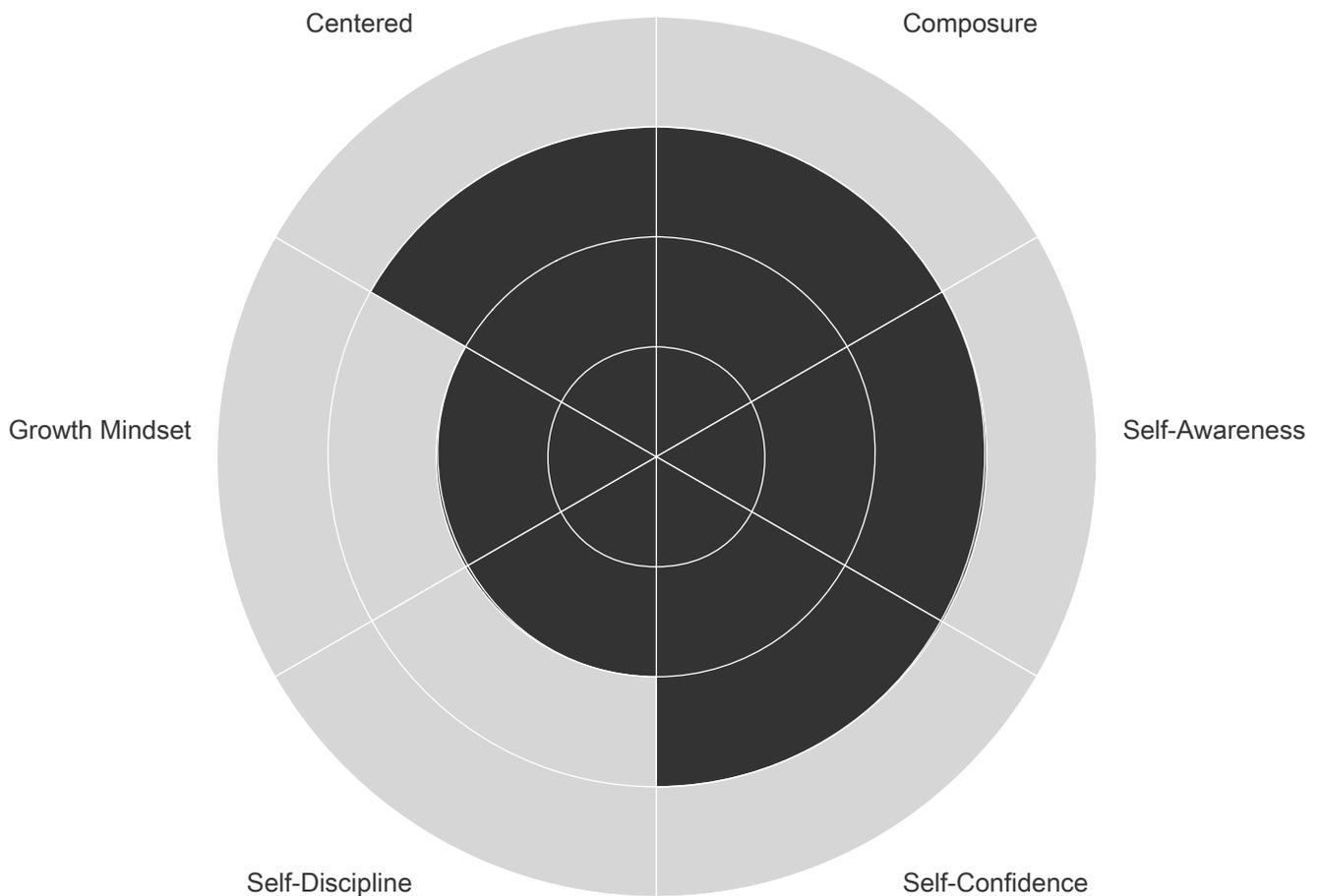
Scoring Key



Moving Away	Moving Against	Moving Towards
Excitable	Gutsy	Meticulous
Suspicious	Lively	Agreeable
Restrained	Non-Conformist	
Cautious	Arrogance	

Self-Mastery

Within the CORE™ X assessment, Self-Mastery refers to how well an individual knows themselves and is able to control their emotions, behaviors and habits. Those with high Self-Mastery are self-motivated, they act with purpose, responding rather than reacting to situations, confident in their capabilities, and continually learning and growing throughout their career.



Self-Mastery

Self-Mastery

Your results suggest that you are effective within the area of Self-Mastery.



Scale	Score	What this means for you
Composure	6	You are likely to maintain a calm and understanding manner most of the time, but may come across as somewhat impatient when faced with overly challenging situations.
Self-Awareness	7	You tend to recognize how your behavior impacts others, demonstrating a good level of awareness of your personal strengths and weaknesses. However, you may not always consider how to maximize your strengths in order to achieve greater impact.
Self-Confidence	7	You tend to recognize your own value and worth, approaching tasks with confidence, trusting that you have the capabilities to handle a variety of situations or difficulties in an effective manner.
Self-Discipline	5	You tend to remain focused on your tasks, giving these structure when needed. While you may start certain work at a quicker pace, you likely do not put off tasks of little interest for long, but may become overwhelmed or lose motivation when overly stressed.
Growth Mindset	5	You likely recognize the importance of developing new skills and engaging with constructive feedback, but when given a choice you prefer to avoid challenging or new situations which could put you in an uncomfortable position.
Centered	7	You are very clear on your values and how these drive most of your decisions and behaviors. You trust yourself and your values to guide you, and if external circumstances disturb you, you can easily reframe the situation and find your equilibrium.

Drivers

Drivers are the deep internal values, motivations, and aspirations that drive performance, influencing a person's choices and ultimately their career aspirations. They affect your career choices, professional goals, your expectations for the future, and the degree to which certain kinds of opportunities and environments will energize or ignite your passion.

The CORE™ X assessment measures 13 drivers which have been identified as important for experts, either as individual contributors or expert leaders.

Career Preference

	Low	Medium	High	Very High	Score
Leading Others You likely find managing a team, and directing or monitor others uninteresting.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3
Professional Mastery You are likely motivated to become a subject matter expert, seeking to develop your knowledge and skills within a specific field or function.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	7
Passion & Meaning You are likely motivated by working on projects or tasks that are meaningful to society and/or reflect what you stand for.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	6

Drive to Achieve

	Low	Medium	High	Very High	Score
Achieving Results You are likely motivated by achieving and accomplishing results, preferring to set goals, plan and track your progress especially when faced with challenging or stretch goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	6
Excellence You show a strong preference for taking pride in your work, highly motivated by achieving excellence and establishing a high level of professional delivery.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	8

Drivers

Drive to Connect

	Low	Medium	High	Very High	Score
<p>Collaboration</p> <p>You are likely motivated by working with others, taking the opportunity to collaborate and tackle problems as a team.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	7
<p>Sharing Knowledge</p> <p>You are likely somewhat interested in sharing your knowledge and work experiences with others, but may prefer to leave this to someone else when possible.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5

Drive to Impact

	Low	Medium	High	Very High	Score
<p>Business Impact</p> <p>You show a preference for working on projects that have significant business impact, likely recognizing opportunities to increase business performance.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	6
<p>Responsibility</p> <p>You are likely motivated by being given greater levels of responsibility and accountability, preferring to receive an increasing span of control.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	7
<p>Dedication</p> <p>You show a preference for doing the right thing for yourself, but likely balance this with doing the right thing for the organization when possible.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4

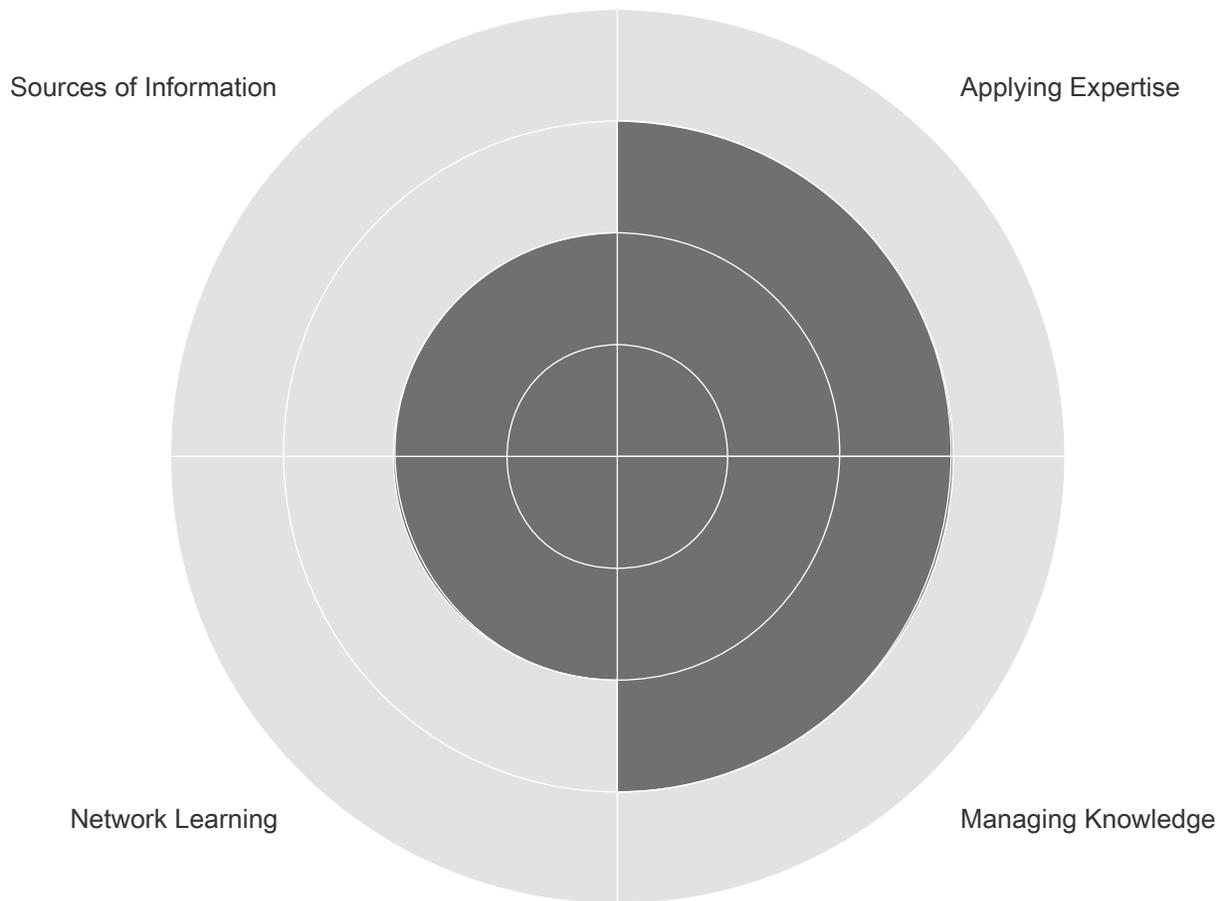
Drivers

Drive to Learn

	Low	Medium	High	Very High	Score
<p>Challenge</p> <p>You show a preference for working on projects that have clear, established solutions, but may feel comfortable taking on more complex or ambiguous tasks when you feel encouraged or supported to do so.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4
<p>Grow</p> <p>You likely find everyday tasks motivating, preferring to rely on your current skillset when possible but open to expanding your skillset when required or encouraged.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5
<p>Experimentation</p> <p>You show a strong preference for "tried-and-tested" approaches and working within the status quo with established approaches or ideas.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2

Expert Know-How

The Expert Know-How category looks at an individual's interest and use of expert knowledge. Those with high Expert Know-How have a keen interest in their area, actively managing their knowledge as a credible expert in their field. They know who the key players are in their market (e.g., experts, competitors), seeking to learn from a wide range of sources in order to keep their knowledge base up to date and be in sync with the latest trends.



Expert Know-How



Expert Know-How

Your results suggest that you are moderately effective within the area of Expert Know-How.

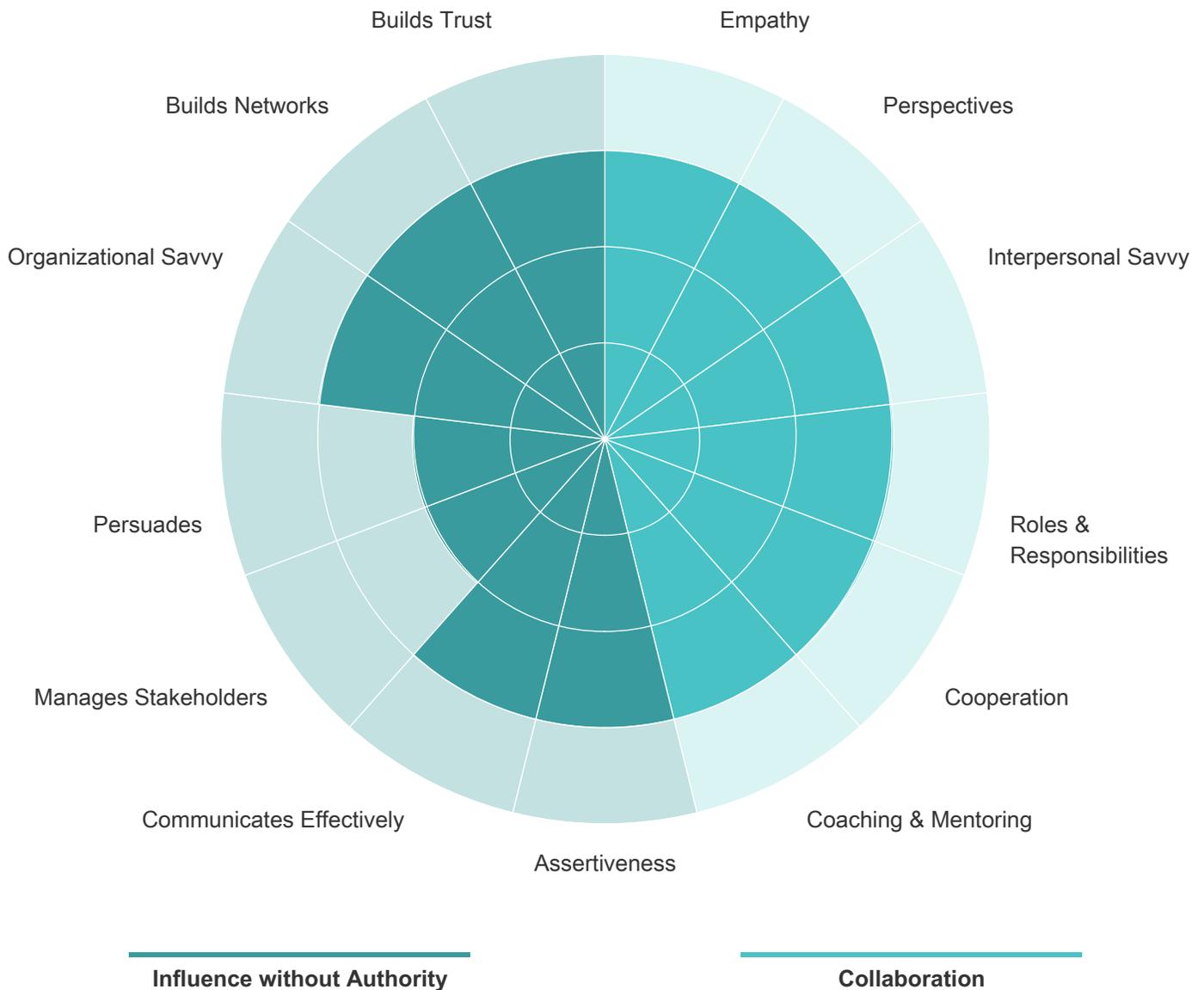
Scale	Score	What this means for you
Applying Expertise	6	You tend to demonstrate a deep understanding of your area of expertise, handling technical questions with confidence, and providing others with relevant and usable insights that they can easily understand.
Managing Knowledge	7	You tend to demonstrate interest in your field of expertise, regularly reviewing the relevance of your knowledge, and seeking to identify and address any gaps in this. You likely engage in professional development when needed, taking the time to keep up to date with new developments or research.
Network Learning	5	While you may focus on insights directly related to your field of expertise, you likely recognize when learnings from across other fields or the organization are transferrable, taking these onboard in order to keep your knowledge up to date.
Sources of Information	5	You likely have a general awareness of who the experts are in your field, taking established competitor research into consideration where appropriate.

Partnerships

The Partnership category looks at the people aspect of an experts role, specifically how well an expert can connect with and leverage others to achieve outcomes. It includes two sub-categories: Collaboration and Influence without Authority.

Collaboration looks at an individuals ability to relate to and work cooperatively with others from across the organization. Those high on Collaboration seek to understand the differing roles and viewpoints of those they work with, balancing personal goals with those of the team in order to achieve shared objectives.

Influence without Authority focuses on an individuals ability to get others to act without having any formal or hierarchical control over them. Those high on Influence without Authority understand and navigate the organizational landscape with ease, communicating in a clear and straightforward manner in order to gain the support of others. They are able to build trusting professional relationships and networks with a variety of people, demonstrating consistency between what they say and what they do.



Partnerships

Collaboration

Your results suggest that you are effective within the area of Collaboration.



Scale	Score	What this means for you
Empathy	7	You demonstrate an understanding of and concern for others, empathizing with their perspectives and interacting with people in a tactful and non-judgemental manner.
Perspectives	6	You tend to value and seek to understand the differing perspectives of others, respecting and exploring these in detail in order to apply others' diverse experiences, styles and perspectives to getting results.
Interpersonal Savvy	6	You tend to relate comfortably with people across levels, functions, culture and geography, quickly getting to know others and building rapport in an open and friendly manner, picking up on interpersonal and group dynamics.
Roles & Responsibilities	7	You seek to understand the different roles and responsibilities of team members, comfortable questioning task progress and holding them accountable, acknowledging the significant contributions and achievements of those in the team.
Cooperation	6	You tend to work collaboratively with others, balancing personal goals with those of the team in order to achieve objectives, taking time to listen to and explore team members' ideas and opinions, while willing to support those who want to take risks.
Coaching & Mentoring	6	You tend to take the role of mentor, providing others with constructive feedback when needed, and proactively sharing your knowledge and experience to help guide people's professional and personal growth.

Partnerships



Influence without Authority

Your results suggest that you are effective within the area of Influence without Authority.

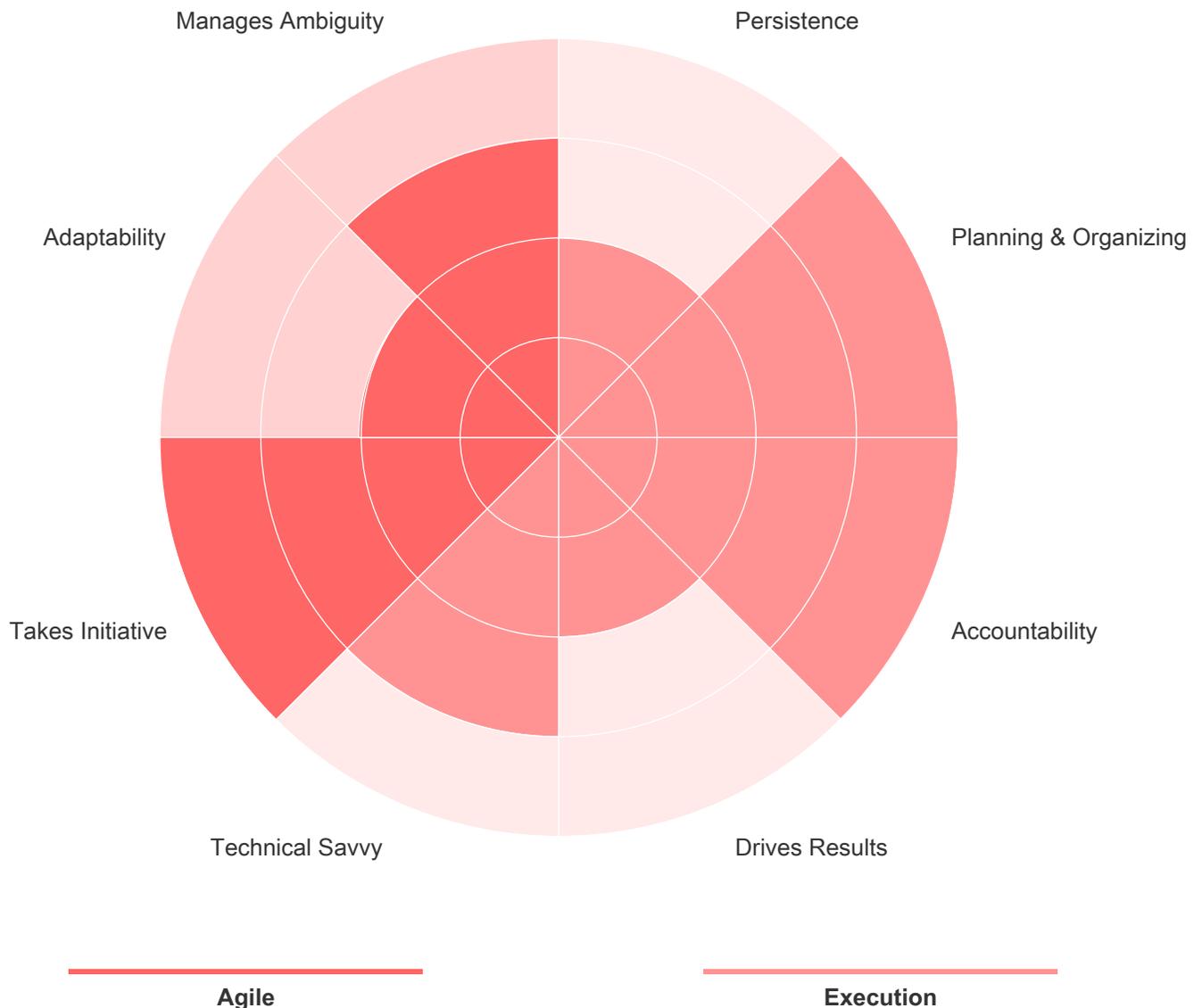
Scale	Score	What this means for you
Assertiveness	7	You are likely to feel comfortable taking the lead in group settings, sharing strong opinions and directing others when needed in order to move things forward.
Communicates Effectively	6	You tend to communicate effectively in a variety of settings, presenting written and verbal messages in a concise and clear manner. You likely listen attentively to others, adjusting your communication style to fit with the needs and understanding of your audience, without losing the meaning of your message.
Manages Stakeholders	5	You typically have a broad understanding of the key requirements and expectations of internal and external stakeholders but may find it difficult to balance conflicting or differing interests at times. You likely attempt to consider multiple factors when managing stakeholder expectations, but can be inconsistent in your approach to this.
Persuades	5	You likely seek to present compelling arguments to others in order to win support and drive action, but may push your own point of view too strongly when directly challenged, which could impact your relationships with others at times.
Organizational Savvy	7	You are sensitive to how people and organizations function, likely able to anticipate potential land mines and plan approaches accordingly. You tend to be comfortable with organizational politics, knowing who has power, respect, and influence while steering through the organizational maze to get things done.
Builds Networks	6	You likely build strong formal and informal networks, maintaining these relationships across a variety of functions and locations and drawing upon these to exchange ideas, resources, and know-how.
Builds Trust	7	You are likely seen as straightforward and truthful, keeping confidences and practicing what you preach, showing consistency between your words and actions.

Act with Purpose

The Act with Purpose category looks at an expert's ability to make things happen and execute on plans to achieve results. It includes two sub-categories: Execution and Agile.

Execution assesses an expert's ability to plan and carry out a course of action. Those high on Execution follow through on their commitments, planning out and taking responsibility for the delivery of results. They are able to foster a sense of urgency in others, adjusting when needed in order to have the greatest impact and effectively utilizing appropriate technology to ensure that objectives are met.

Agile looks at an individual's ability to take action and move things along. Those high on Agile are proactive when faced with ambiguity or unexpected obstacles. They adapt quickly to changing circumstances, taking action without waiting to be told, demonstrating a forward-thinking approach to situations.



Act with Purpose

Execution

Your results suggest that you are effective within the area of Execution.



Scale	Score	What this means for you
Persistence	5	You are likely to push yourself towards achieving set objectives, but may at times become overly fixated on harsh criticism or unexpected obstacles, reducing your ability to move things forward.
Planning & Organizing	8	You plan work well in advance where possible, breaking complex projects down into sequences of smaller steps in order to achieve objectives. You likely review and track work progress, putting contingencies in place and quickly adjusting plans as needed, easily identifying activities with the highest priority and setting aside less critical tasks in order to manage your time and workload.
Accountability	8	You readily assume responsibility for your work, following through on the commitments you make, taking full ownership of your actions, decisions, successes and failures, actively clarifying responsibilities and measures of success.
Drives Results	5	You likely recognize the need to monitor project progress and resource utilization, putting processes in place to do this. However, you may find it difficult to foster a sense of urgency in others at times, overlooking missed deadlines when these are seemingly minor and/or struggling to adjust to changing resource requirement when needed.
Technical Savvy	6	You tend to get the most out of workplace technologies, comfortable adapting to the use of new technology when needed, recognizing the organizational benefits of this and actively supporting implementation.

Act with Purpose

Agile

Your results suggest that you are effective within the area of Agile.



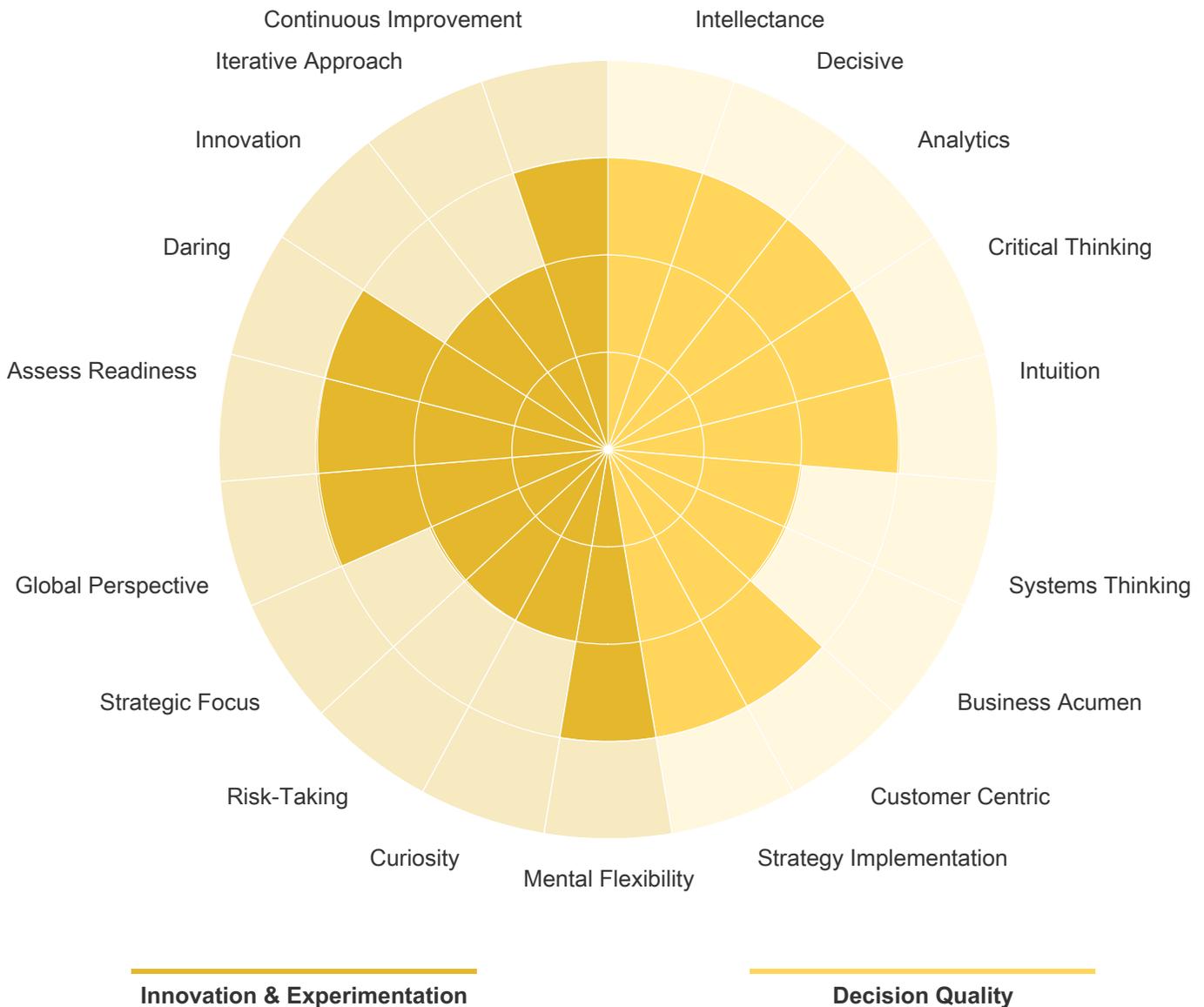
Scale	Score	What this means for you
Takes Initiative	8	You tend to be seen as proactive, a self-starter who can get things done. You are able to take action quickly, even when faced with fast-changing and unpredictable situations.
Adaptability	4	You are likely to demonstrate a confident demeanor in changing situations, but may struggle to maintain a positive attitude when faced with unexpected obstacles or adversity, taking time to adjust to new situations or circumstances.
Manages Ambiguity	7	You tend to be comfortable dealing with uncertainty, likely maintaining a good level of productivity, and tackling problems in a constructive manner, even when these do not have clear solutions.

Value Creation

The Value Creation category looks at the level of thought impact an expert has within and across organizations. It includes two sub-categories: Decision Quality and Innovation & Experimentation.

Decision Quality assesses an individual's ability to make sound decisions. Those high on Decision Quality make timely decisions, even when faced with limited information, drawing on their intuition and critical thinking in order to do so. They identify and obtain the key data they need to make effective decisions, visualizing how things work and seeing systems as a whole.

Innovation & Experimentation looks at an individual's ability to innovate and create value for the organization. Those high on Innovation & Experimentation see future possibilities, seeking to invent, improve and create. They are not afraid to speak up, taking a global perspective while drawing upon relevant research, customer and business insights to create lasting value and change in their current situations.



Value Creation



Decision Quality

Your results suggest that you are effective within the area of Decision Quality.

Scale	Score	What this means for you
Intellectance	6	You are able to accurately assess new or complex information, making connections between the data and other relevant fields or areas this links to.
Decisive	7	You tend to make effective and timely decisions across a range of situations, comfortable basing these on limited information and able to quickly interpret conflicting or complex information.
Analytics	7	You are able to identify the data you need to explore potential courses of action and make decisions, considering and selecting the best approach to obtain the required information.
Critical Thinking	7	You tend to think in a rational or structured manner, regularly question information, even when this is presented as fact, exploring underlying assumptions and the reliability of the source before reaching a conclusion.
Intuition	6	You tend to trust your gut feelings or intuition in a range of situations, effectively drawing on this alongside your knowledge and previous experience to make quick decisions.
Systems Thinking	5	You tend to consider the organizational system or process that problems or situations sit in, but may not always consider how separate systems influence or interact with one another.
Business Acumen	4	You likely have a good understanding of how businesses work, with some knowledge of financial drivers, industry developments and business trends, but may at times find it difficult to link or apply these to critical initiatives in the organization.
Customer Centric	6	You seek to gain insights into customer needs and identify opportunities that could benefit them. You tend to build and deliver solutions that meet or exceed customer expectations, establishing and maintaining effective customer relationships.
Strategy Implementation	7	You are able to take big picture concepts or strategies and swiftly break these down, identifying the best approach for implementation and creating detailed development plans.

Value Creation

Innovation & Experimentation

Your results suggest that you are moderately effective within the area of Innovation & Experimentation.



Scale	Score	What this means for you
Mental Flexibility	7	You tend to reflect on past experiences in detail, exploring the effectiveness of your chosen approach and quickly applying your learnings to appropriate new or novel situations.
Curiosity	5	You are likely to explore situations or ideas at a high level when they are closely related to work at hand, but may have limited interest in the wider or more in-depth details of how and why things work.
Risk-Taking	4	You likely recognize the importance of taking risks for suitable gains when appropriate, but likely focus on the potential negative outcomes of the situation.
Strategic Focus	4	While you are comfortable dealing with tactical or operational day-to-day activities, you are likely able to see future possibilities and trends when engaging in strategic discussions. However, you may at times miss or overlook some key details due to lack of experience with, or exposure to, working on strategic issues.
Global Perspective	6	You tend to take a broad view when working on projects, thinking and talking about global concepts, and taking the time to understand the position of the organization within a global context. You are likely aware of and consider the impact of global trends on the organization, seeking solutions or initiatives that can be scaled globally across the enterprise.
Assess Readiness	7	You likely seek to assess levels of organizational readiness when introducing change initiatives, considering the success of past changes and recognizing the importance of gaining buy-in from across all levels of the business.
Daring	7	You readily tackle tough assignments and face difficult issues head-on, supporting others to do the same. You tend not to shy away from conflict, willing to provide direct and actionable feedback to others, and champion ideas or positions despite dissent or political risk.
Innovation	4	While you are likely more comfortable letting others experiment with new and unique ideas, you are willing to consider and suggest creative approaches to problems when given the opportunity to do so, seeing the benefits of creative thinking when it comes to adding business value.
Iterative Approach	4	You likely see the value of trialing and refining ideas or solutions, but may consider this unrealistic at times, preferring to implement solutions directly, leaving these in place even if they could be made more effective.
Continuous Improvement	6	You tend to review the processes necessary to get work done, reflecting on the effectiveness of these and quickly identify the root cause of any problems that arise, altering processes to ensure that any inefficiencies are adequately addressed so that the same mistake do not happen again.

Derailer Scale Results

Moving Away

This cluster of Derailer scales corresponds to the interpersonal theme which has been characterized as “moving away” from others. Those high on these scales tend to pride themselves on being self-sufficient but may be extremely private and mistrusting of others, concerned over making any type of mistake and sensitive to perceived slights when stressed. These behaviors may impact an expert’s Partnership capabilities, reducing their willingness to work collaboratively with others and/or limiting how effective they are at influencing others without formal authority.

	No Risk	Low Risk	Moderate Risk	High Risk	Score
Excitable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5
You are likely to be seen as a calm individual, able to handle frustrations without getting overly upset, rarely expressing anger or irritation, even when people do not live up to your expectations.					
Suspicious	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3
You are likely to easily place your trust in others, believing the best in people and rarely holding grudges, even when others fail to meet your expectations.					
Restrained	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4
You likely come across as friendly and approachable, showing concern for others and the problems they face, while maintaining an appropriate professional distance.					
Cautious	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5
You are comfortable taking action independently without checking in or seeking explicit approval from others, but are likely to consider the potential repercussions from others when making decisions.					

Moving Against

This cluster of Derailer scales corresponds to what has been labelled as “moving against” people. Those high on these scales tend to be socially confident and energetic but may come across as highly unpredictable, continually seeking to test limits and dominating social situations, believing that they know best. These behaviors may impact an expert’s capability to Act with Purpose, limiting their effectiveness when working on set or repetitive tasks, and/or reducing their willingness to follow the norm in certain circumstances.

	No Risk	Low Risk	Moderate Risk	High Risk	Score
Gutsy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4
You demonstrate a preference for taking a realistic and practical approach to resolving a problem, but are likely comfortable considering and even suggest relatively creative solutions when appropriate.					

Derailer Scale Results

	No Risk	Low Risk	Moderate Risk	High Risk	Score
Lively					6
You are likely to come across as socially skilled, making a strong first impression and willing to be the center of attention when needed, but may seem unconcerned with details.					
Non-Conformist					1
You likely prefer following established rules and procedures that have been successful in the past, actively seeking to avoid unnecessary risks where possible.					
Arrogance					6
You tend not to shy away from self-promotion, expecting recognition from others, and are likely confident that you know the best way forward in most situations, which may lead to you not seeking others' input to problems at times.					

Moving Towards

This cluster of Derailer scales corresponds to what has been labelled as “moving towards” people. Those high on these scales tend to be eager to please, attentive to the needs of others with a high attention to detail. However, they can become overly focused on small details when stressed and driven to gain approval from others, especially those in more senior positions. These behaviors may impact an expert’s Value Creation capabilities, reducing their willingness to make decisions independently.

	No Risk	Low Risk	Moderate Risk	High Risk	Score
Meticulous					9
You are likely seen as a hardworking and highly detail-oriented individual, preferring to micro-manage tasks. You can be very particular about the small details when working with others, which may make you hard to please or highly critical at times.					
Agreeable					7
You are likely seen as a pleasant and cooperative person who respects organizational hierarchy and is willing to go out of your way to help others, even if this means disregarding your own needs at times.					

WHAT OUR CLIENTS

gain _____ ■



Inspiration

We fuel desire for understanding peoples' talents and strengths at a deeper level, so they never stop learning and growing.



Confidence

Belief is power. We help empower individuals and organizations to grow with confidence, take risks and inspire others.



Opportunity

We champion the power of possibility and the lifelong pursuit of endless opportunity and achievement.



Results

We deliver. Everything we do is to help individuals, teams and organizations succeed at every level.



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