



core essential

Sample CORE Essential

26 July 2022

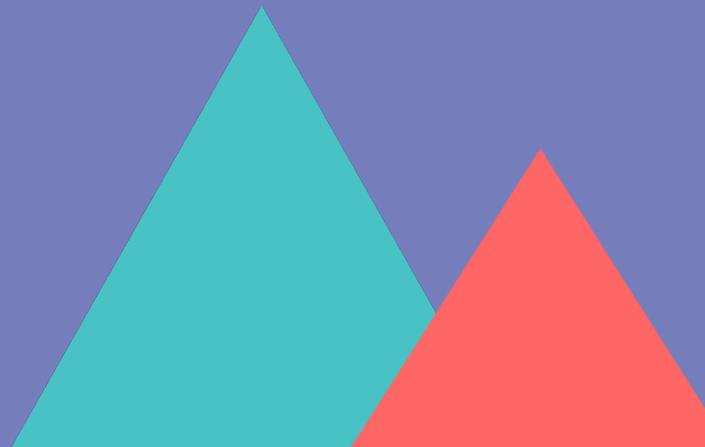


Table of Contents

About This Report	3
Interpreting This Report	3
Introduction	4
Power Results Overview	5
Results Overview	6
Inner Power	10
How I Work With Others Power Grouping	11
What I Build Power Grouping	12
How I Make An Impact Power Grouping	13
What I See Power Grouping	14
How I Excel Power Grouping	15
Derailers	16
Derailer Scale Results	17

About This Report

This report is based on the CORE™ Essential Assessment, completed on the 24 January 2022. 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 Essential Norm Group v1 has been applied to this report.

Introduction

The CORE™ Essential Assessment assesses leadership effectiveness, providing a holistic perspective on the skills needed and a blueprint or roadmap of your leadership journey.

It gives you insight into which competencies (i.e., skills and knowledge) you show strength in and where development is required. It provides you with an assessment of the key personality traits (i.e., inclinations and natural tendencies) and drivers (or motivators) measuring future leadership potential. How well you are connected to your purpose and values is also measured, which is an indicator of successful leadership. Potential behaviors that may get in the way of future career success (i.e., derailleurs) are also explored in this report.

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™ Essential Power Model

This report has been created based on a modified version of the CORE™ Leadership Power Model, which groups together an expanded selection of the Competencies, Traits, Human Performance, and related Drivers which make leaders effective in their role.

In the CORE™ Essential Power Model, Inner Power sits at the center and is the basis of leadership effectiveness, as the more you know yourself the more impactful you will be as a leader. Key scales - which have been identified as essential for effective performance across different leadership roles – are then assessed across the 5 main Power groupings, providing an overall indication of effectiveness.

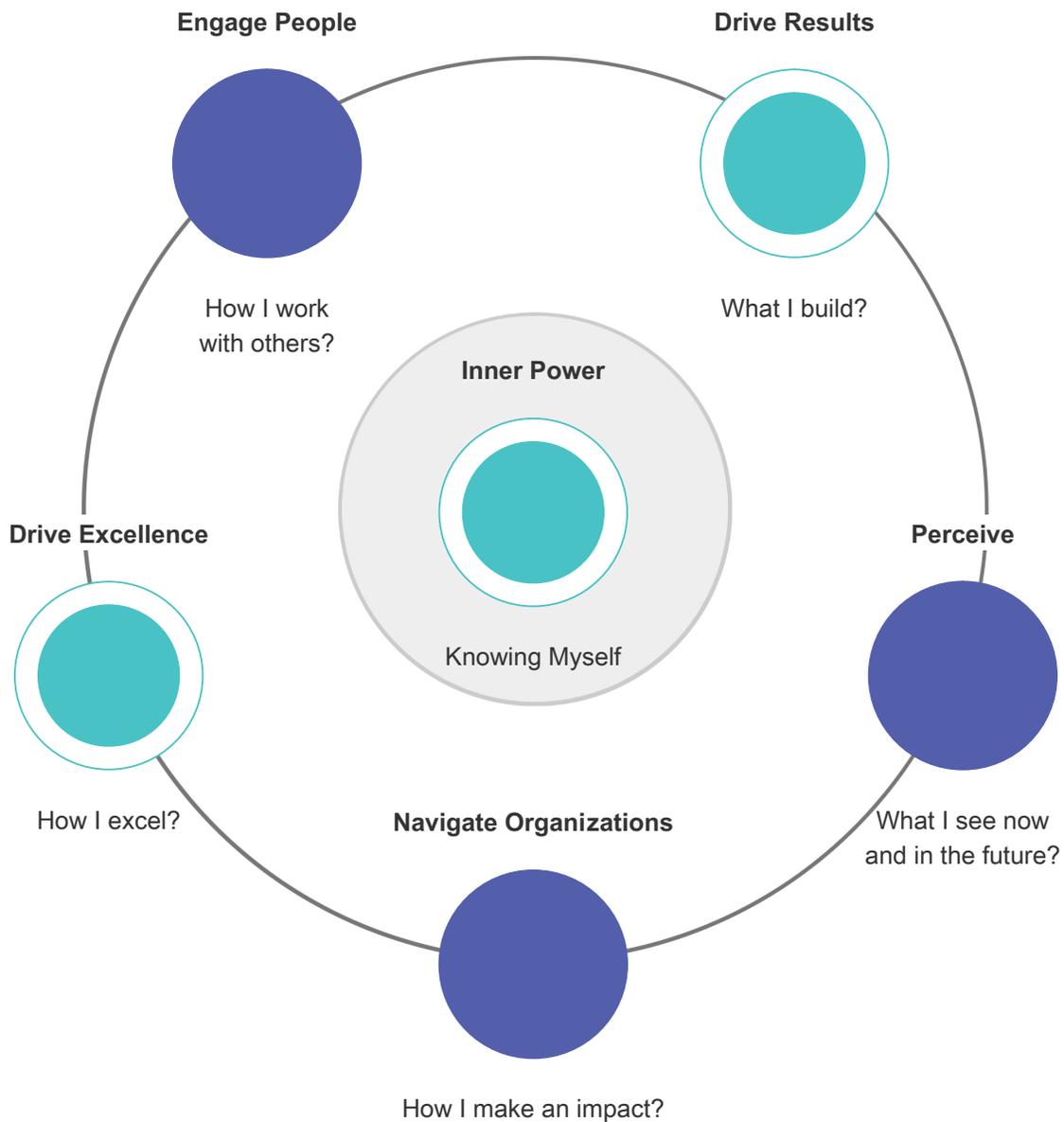


Power Results Overview

A summary of your results across Inner Power and the 5 main Power groupings is provided below, along with a scoring key to assist with interpretation.

A detailed breakdown of your results across each Power groupings underlying scales can be found later in this report.

Scoring Key



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

Builds Networks - You build and consult with a wide network of internal and external people, able to draw upon these relationships using formal and informal channels to exchange ideas, resources and know-how.

Directs Work - You are able to masterfully match people to assignments, providing and actively checking clarity around expectations and deliverables, quickly noticing when others require support and intervening to remove obstacles in a way that makes people feel empowered.

Drives Vision & Purpose - You articulate a compelling, inspiring, and relatable vision to others, linking the company's vision with a sense of purpose for the future to create meaning. You share the vision in an easily understandable manner, instilling and sustaining optimism and excitement for the future.

Strategic Focus - You tend to see the big picture, easily imagining future scenarios and developing strategies that seek to create and sustain a competitive advantage. Others likely see you as a visionary, successfully formulating strategies that aim to accelerate the organization toward its strategic goals.

Assertiveness - You are likely to enjoy taking the lead in group settings, feeling very comfortable in positions of authority where you can inspire and influence others.

Areas of Development

Self-Discipline - 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.

Persistence - 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.

Composure - 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-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.

Empathy - You demonstrate an understanding of and concern for others, empathizing with their perspectives and interacting with people in a tactful and non-judgemental manner.

Results Overview

Watch-Outs

Under stress you may easily become moody and irritable, showing frustration when things don't go as planned.

During times of stress, you likely take a more competitive approach by stepping into leadership positions quickly and taking charge forcefully. You are likely to be vocal about your ideas and the need to push boundaries but feel impatient with those who are not on board, resulting in a resistance to feedback. You may become a contrarian if things don't go to your plans.

Under stress you may find yourself supervising the work of others too closely, micromanaging others and not leaving enough space for them to work on tasks independently.

Additional Insights

The results on this page provide insight into additional factors that have been identified as important for leadership effectiveness.

	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"/>	7
Emotional Intelligence You demonstrate a high level of awareness around your own and others emotions, easily recognizing, understanding and managing these. You tend to know what people need from you without being told, likely coming across as calm and understanding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	10

Results Overview

Traits

Traits are the inclinations and natural tendencies a person leans toward which predict behaviors and attitudes in life. The traits below have been identified as those most linked to unlocking potential.



Your strongest trait is Mental Flexibility which means you tend to deeply reflect on past experiences, accelerating your learning by exploring the effectiveness of your actions as well as the potential actions you could have taken; effectively applying what you have learnt to a range of new or novel situations.

Your second strongest trait is Assertiveness which means you are likely to enjoy taking the lead in group settings, feeling very comfortable in positions of authority where you can inspire and influence others.

Your lowest trait is Self-Discipline which means while you do not put off tasks of little interest for long, you likely begin certain work at a quicker pace, and may become overwhelmed or lose motivation when overly stressed.

Results Overview

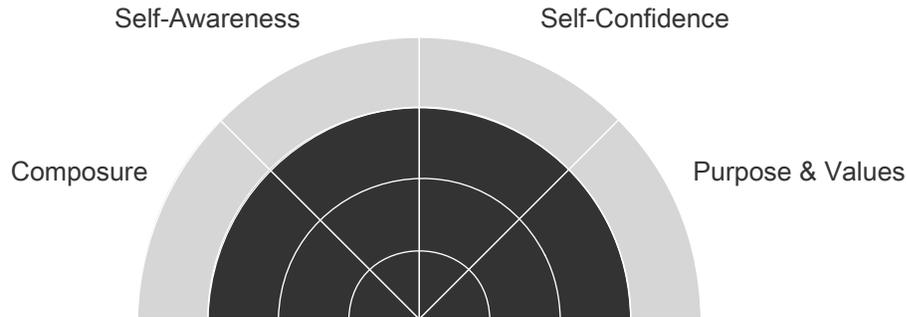
Drivers

Drivers are the internal values, motivators and interests which drive performance, influence choices and career aspirations.

	Low	Medium	High	Very High	Score
<p>Challenge</p> <p>You likely find challenging projects motivating, comfortable pushing yourself outside your comfort zone and working with complexity.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	6
<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 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4
<p>Responsibility</p> <p>You are likely highly motivated by being given greater levels of responsibility and accountability within the organization, seeking out a greater span of control.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	8
<p>Leadership Scope</p> <p>You show a strong preference for leading a large organization or multiple functions within a company.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10

Inner Power

Within the CORE™ Essential assessment, Inner Power looks at how well individuals know who they are and what they stand for. Those with high Inner Power are confident in their abilities, they understand how others see them and how they fit into the world around them, able to remain calm and in control of their emotions.



Inner Power: Overall Effectiveness

Your results suggest that Inner Power is an area of strength for you.

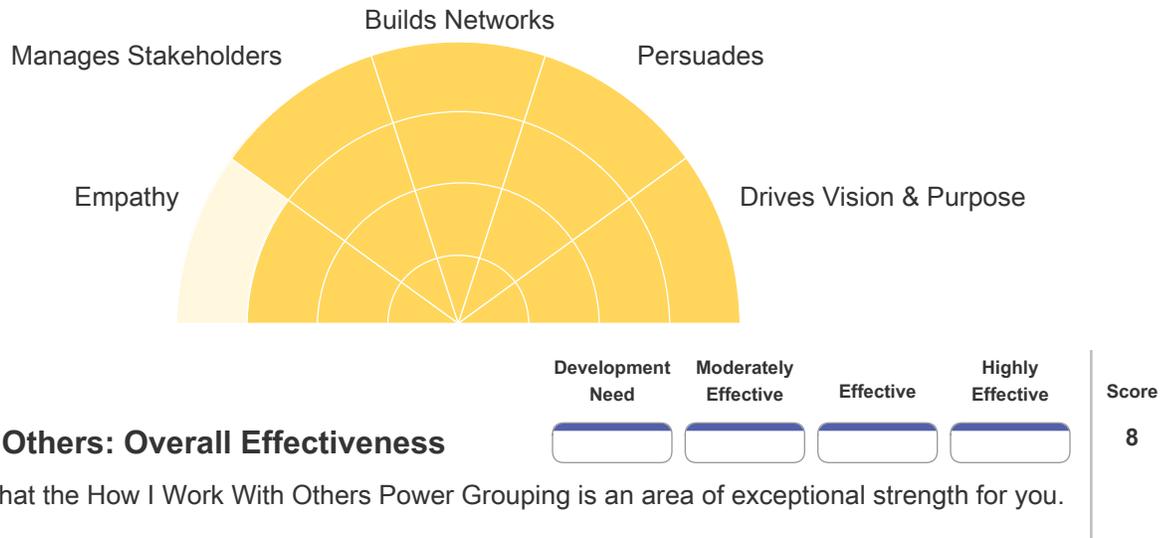


Scale	Score	What this means for you
Composure	6	You are likely to maintain a calm and understanding manner most of the time, but may come across as somewhat impatient when faced with overly challenging situations.
Self-Awareness	7	You tend to recognize how your behavior impacts others, demonstrating 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	6	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.
Purpose & Values	7	You are likely aware of what matters most to you and your core personal values and beliefs, basing your actions on these when possible.

How I Work With Others Power Grouping

The How I Work With Others grouping focuses on the ability to engage people, looking at how well leaders work with those in the organization.

Those high on this power grouping are able to build strong networks, as well as inspire and gain buy-in from others. They invest in their relationships with others, demonstrating empathy and compassion while engaging and energizing others in their work, igniting them into action.

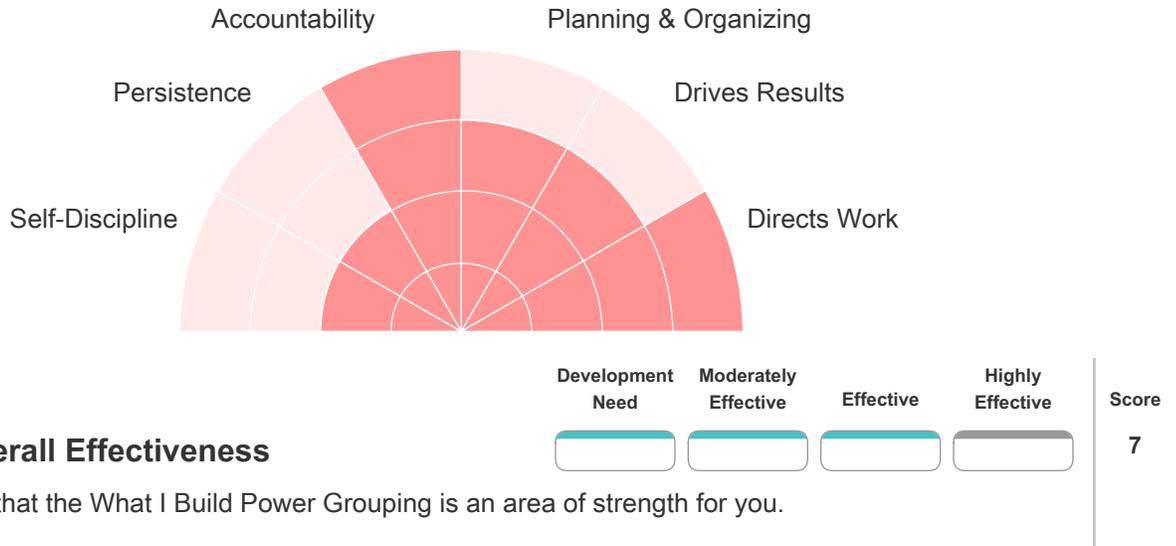


Scale	Score	What this means for you
Empathy	6	You demonstrate an understanding of and concern for others, empathizing with their perspectives and interacting with people in a tactful and non-judgemental manner.
Manages Stakeholders	8	You tend to actively manage stakeholder expectations, maintaining frequent interactions with relevant stakeholders and taking a proactive approach to shape and influence stakeholder expectations. You serve as a liaison between different stakeholder groups, able to effectively align the interests of multiple and diverse stakeholders.
Builds Networks	9	You build and consult with a wide network of internal and external people, able to draw upon these relationships using formal and informal channels to exchange ideas, resources and know-how.
Persuades	8	You tend to share your ideas and views in a compelling manner, easily gaining commitment from others and negotiating skillfully to minimize pushback, even in tough situations. You respond quickly to peoples' reactions, listening deeply to objections and modifying your arguments when needed and seeking common ground.
Drives Vision & Purpose	9	You articulate a compelling, inspiring, and relatable vision to others, linking the company's vision with a sense of purpose for the future to create meaning. You share the vision in an easily understandable manner, instilling and sustaining optimism and excitement for the future.

What I Build Power Grouping

The What I Build grouping focuses on the ability to drive results, looking at how leaders achieve objectives and goals within the organization.

Those high on this power grouping take responsibility for their work, effectively planning things out while setting direction and fostering a sense of urgency in others to drive tasks to completion. They have a high achievement drive and know how to set clear objectives.

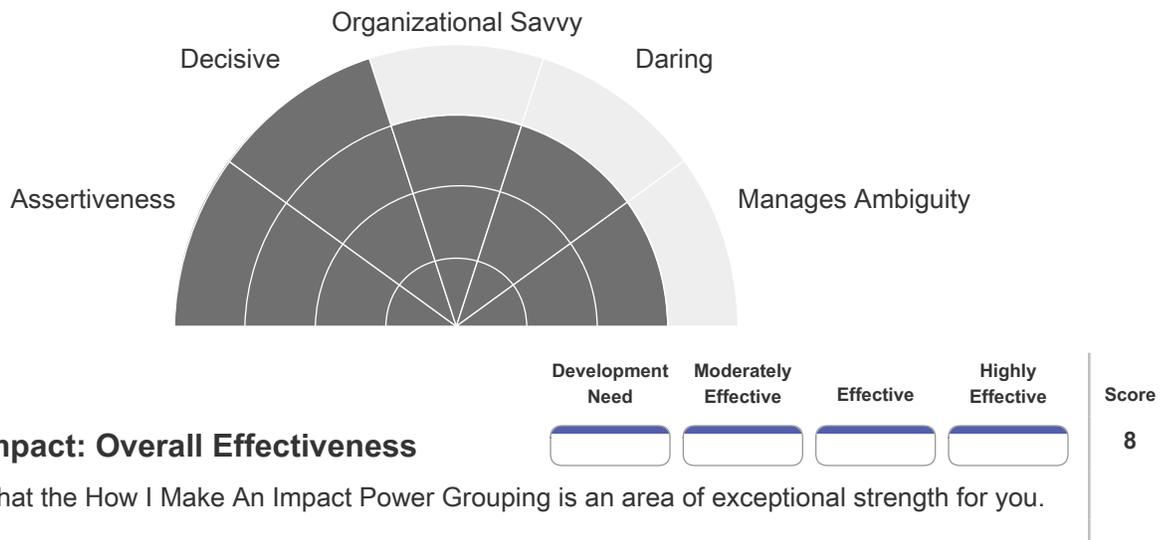


Scale	Score	What this means for you
Self-Discipline	5	You tend to remain focused on your tasks, giving these structure when needed. While you may start certain work at a quicker pace, you likely do not put off tasks of little interest for long, but may become overwhelmed or lose motivation when overly stressed.
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.
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.
Planning & Organizing	7	You tend to plan work out, reviewing the importance and urgency of tasks in order to achieve objectives. You likely break work down into smaller steps, exploring potential obstacles and putting contingencies in place, while regularly reviewing and adjusting plans as needed.
Drives Results	7	You likely seek to foster a sense of urgency in others, setting targets that you can monitor progress against, securing and tracking resource utilization and changing resource requirements to drive projects to completion, with a willingness to addressing missed deadlines or lack of progress.
Directs Work	9	You are able to masterfully match people to assignments, providing and actively checking clarity around expectations and deliverables, quickly noticing when others require support and intervening to remove obstacles in a way that makes people feel empowered.

How I Make An Impact Power Grouping

The How I Make An Impact grouping focuses on the ability to navigate complex organizations, looking at the value leaders bring to the company and their ability to influence and move things forward.

Those high on this power grouping are comfortable taking the lead and making difficult decisions even when faced with uncertainty or change, willing to speak up and engage in difficult conversations.



How I Make An Impact: Overall Effectiveness

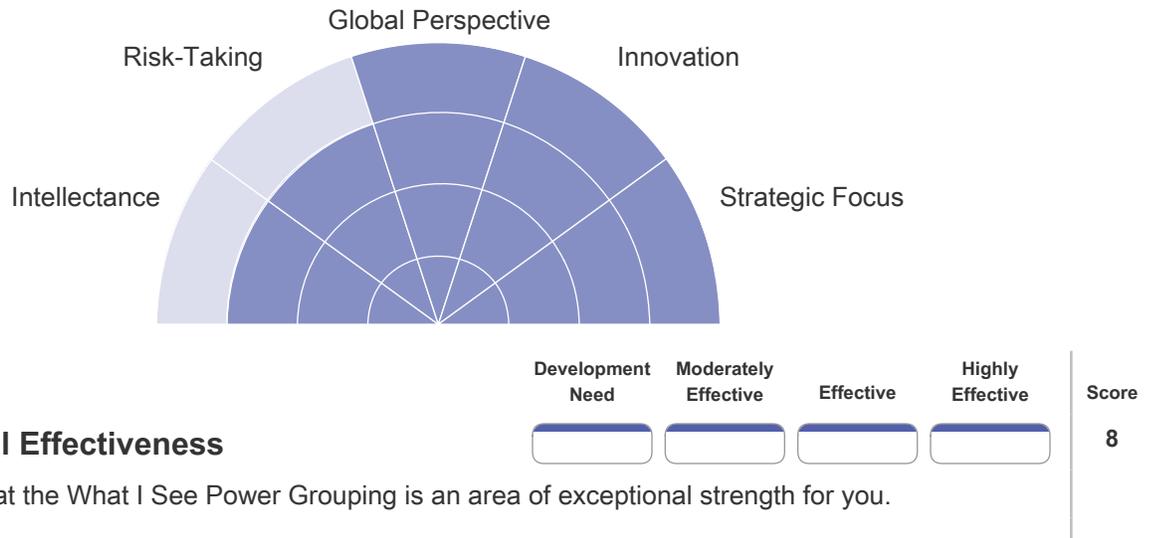
Your results suggest that the How I Make An Impact Power Grouping is an area of exceptional strength for you.

Scale	Score	What this means for you
Assertiveness	8	You are likely to enjoy taking the lead in group settings, feeling very comfortable in positions of authority where you can inspire and influence others.
Decisive	8	You make effective and timely decisions, even when faced with limited information, quickly interpreting conflicting or complex information to get the insights you need to move things forward.
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.
Daring	6	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.
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.

What I See Power Grouping

The What I See grouping focuses on the ability to perceive, looking at how leaders understand situations and use this to move the organization forward.

Those high on this power grouping are able to see the bigger picture, taking a global viewpoint, and identifying creative ways forward, with a willingness to seize opportunities that can create a competitive edge for the organization.



What I See: Overall Effectiveness

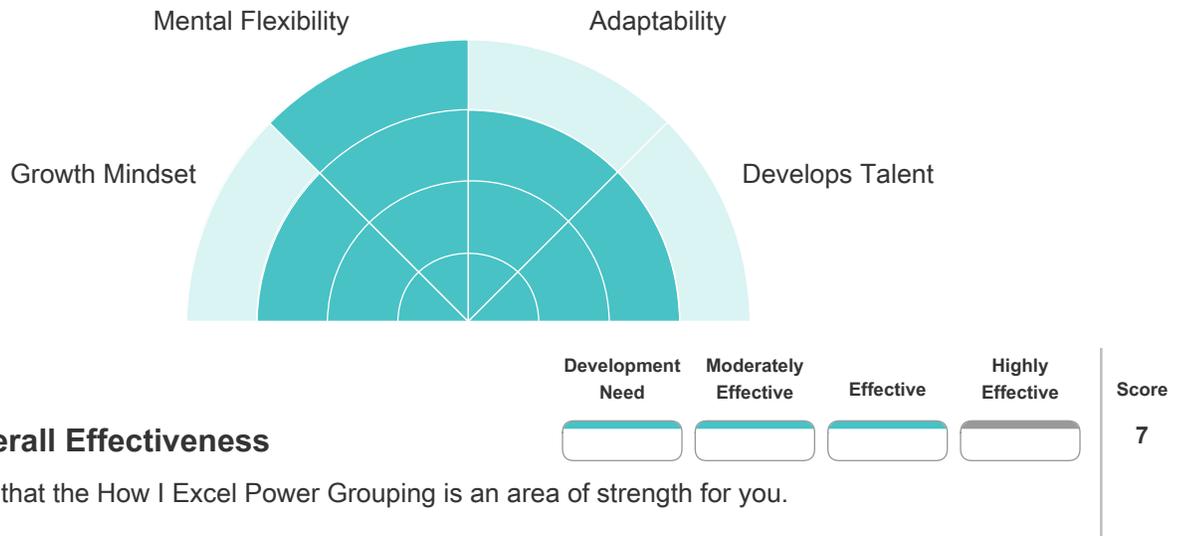
Your results suggest that the What I See Power Grouping is an area of exceptional strength for you.

Scale	Score	What this means for you
Intellectance	7	You are able to accurately assess new or complex information, making connections between the data and other relevant fields or areas this links to.
Risk-Taking	7	You demonstrate a balanced approach to risk taking, and are likely to take advantage of opportunistic risks after weighing up the benefits and consequences.
Global Perspective	8	You tend to consider the global picture when working on projects, exploring multiple and varied viewpoints, and viewing issues on a worldwide and multi-cultural basis. You are likely aware of the impact of global trends, proactively developing scenarios to address the global uncertainties that the organization faces.
Innovation	8	You are seen as innovative by others, preferring to challenge the status quo and experiment with multiple 'bold' ideas that could add business value, championing creative ideas when possible, and encouraging others a move away from the conventional.
Strategic Focus	8	You tend to see the big picture, easily imagining future scenarios and developing strategies that seek to create and sustain a competitive advantage. Others likely see you as a visionary, successfully formulating strategies that aim to accelerate the organization toward its strategic goals.

How I Excel Power Grouping

The How I Excel grouping focuses on the ability to drive excellence, looking at how leaders adapt to changing organizational environments.

Those high on this power grouping adapt quickly to complex or changing circumstances, applying what they have learnt from past experiences to new situations, while proactively seeking out upskilling and reskilling opportunities for both themselves and others in order to meet current and future business needs.



Scale	Score	What this means for you
Growth Mindset	7	You are likely to enjoy taking on challenging or new situations which stretch your skills and allow you to grow; welcoming feedback from others in order to improve performance and achieve your goals.
Mental Flexibility	8	You tend to deeply reflect on past experiences, accelerating your learning by exploring the effectiveness of your actions as well as the potential actions you could have taken; effectively applying what you have learnt to a range of new or novel situations.
Adaptability	7	You are confident when faced with unexpected changes, swiftly adapting to new situations or circumstances, effectively handling and managing these, while maintaining a positive attitude despite adversity.
Develops Talent	6	You place a high priority on developing others, likely seeking to align employee career development goals with organizational objectives, encouraging people to take on challenging or developmental assignments.

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	

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.

	No Risk	Low Risk	Moderate Risk	High Risk	Score
Excitable					6
You are likely seen as energetic, able to sympathize with the problems of others but can become easily moody and irritable at times, especially when things don't go as planned or your expectations are not met.					
Suspicious					4
You likely place your trust in people you know, rarely taking things personally or holding grudges when others do not meet your expectations, remaining open to feedback without becoming defensive.					
Restrained					3
You tend to come across as approachable, kind and friendly, likely preferring to build personal connections with others and being seen as a source of help when needed.					
Cautious					4
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.

	No Risk	Low Risk	Moderate Risk	High Risk	Score
Gutsy					7
You tend to be less conventional than others, viewing situations from different perspectives and generating multiple creative ideas when faced with challenges, although these may be impractical at times.					
Lively					7
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.					

Derailer Scale Results

	No Risk	Low Risk	Moderate Risk	High Risk	Score
Non-Conformist					6
You are likely comfortable pushing boundaries when appropriate, easily seeing the potential benefits of new approaches, but may become impatient or bored when working on the same or similar tasks over a long period of time.					
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.

	No Risk	Low Risk	Moderate Risk	High Risk	Score
Meticulous					6
You are likely seen as a hardworking individual, preferring an ordered approach to work, and demonstrating good attention to detail. You tend to supervise others closely but are able to flex your approach when needed in order to maintain a high standard of work.					
Agreeable					5
While you are willing to help and support others, you are comfortable pushing back and challenging the decisions of people when appropriate, even if they are in more senior positions.					

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.

 core@human-edge.com

 +41 61 229 3834

 human-edge.com