



OCCUPATIONAL
PERSONALITY APPRAISAL (OPA)[™]
EXTENDED VERSION

EXECUTIVE DEVELOPMENT REPORT



14 MAY 2018

**SAMPLE
CANDIDATE**

CANDIDATE

AGENCY : TEST ACCOUNT 1

IDENTITY NO : 0909090

CANDIDATE : SAMPLE CANDIDATE

DATE : 14 MAY 2018

INTRODUCTION

The Occupational Personality Appraisal (OPA) is a psychometric instrument contextualised to the workplace. It provides a perspective of an individual in terms of five main factors of personality - Extraversion, Agreeableness, Conscientiousness, Openness and Emotional Stability. The five-factor model has been extensively researched and found to be consistent and applicable across different cultures and ages.

This OPA Executive Development Report links the candidate's personality traits to fifteen key leadership competencies that are relevant in a work, educational or social settings. Possible uses for this report include talent recruitment, selection interviews, leadership development, executive coaching as well as self and professional development.

USE OF REPORT

The OPA Executive Development Report outlines the leadership potential of the candidate by linking the candidate's personality style to the fifteen key leadership competencies shown in the LEADRE framework.

This report makes suggestions for development activities based on the candidate's responses in the personality questionnaire. The information contained within this report should not be treated as definitive. This report is intended to provide a starting point for discussing with candidates about their current development plans or future career potential.

Candidates can obtain maximum benefit from this report if they take advantage of the information in their individual development plans regarding their current and future roles within their organisations.

BENCHMARK

The reference group selected for this report comprises of working professionals who are managers, leaders and supervisors. The candidate's results are referenced against this group using standardised scores and reflected in the tables below for each competency.

Very Low	Low	Moderate Low	Average	Moderate High	High	Very High
Very likely to be a concern	Likely to be a concern	Somewhat likely to be a concern	Neither a strength nor a concern	Somewhat likely to be a strength	Likely to be a strength	Very likely to be a strength

LEADERSHIP COMPETENCY FRAMEWORK



The Leadership Competency Framework (LEADRE) is illustrated in the diagram above. Six key leadership competencies are identified and each has its associated sub-competency factors totalling fifteen. These leadership competencies have been found to be relevant and appropriate to work, educational or other settings where leadership competencies are required. The detailed descriptions of the leadership competencies are found in the glossary.

IMPRESSION MANAGEMENT

Impression Management (IM), also known as self-presentation, occurs when candidates attempt to convey an unusually positive impression of themselves by providing socially desirable responses (i.e. attempting to reveal only positive aspects of himself or herself).

The IM score is 3. A score above [80] is considered high and hence interpretation of the profile needs to take this into consideration.

The candidate's responses suggest that he does not have a high tendency to convey a positive impression of himself, i.e. he reveals a mixture of positive and negative aspects and is less likely to distort his responses. Nevertheless, it is still suggested that an interview be conducted to validate the strengths and concerns that are highlighted here.

INTERPRETATION

Personality questionnaires have been established as a useful source of information. However, they are best used in conjunction with other available information including biographical data, behavioural assessments, performance ratings, 360-feedback, and so forth.

As a self-report questionnaire similar to most personality instruments of this nature, the profile obtained should be viewed as indicative only. Where possible, it should be supplemented with other information to confirm or refute the candidate's tendencies that have been identified.

Personality profiles are neither good nor bad, and there are no right or wrong answers to the questions. The OPA is focused on tendencies and not abilities, hence there is no "perfect" profile. Different people have different tendencies, and the OPA value adds by accurately reflecting those tendencies as indicated by the candidates themselves.

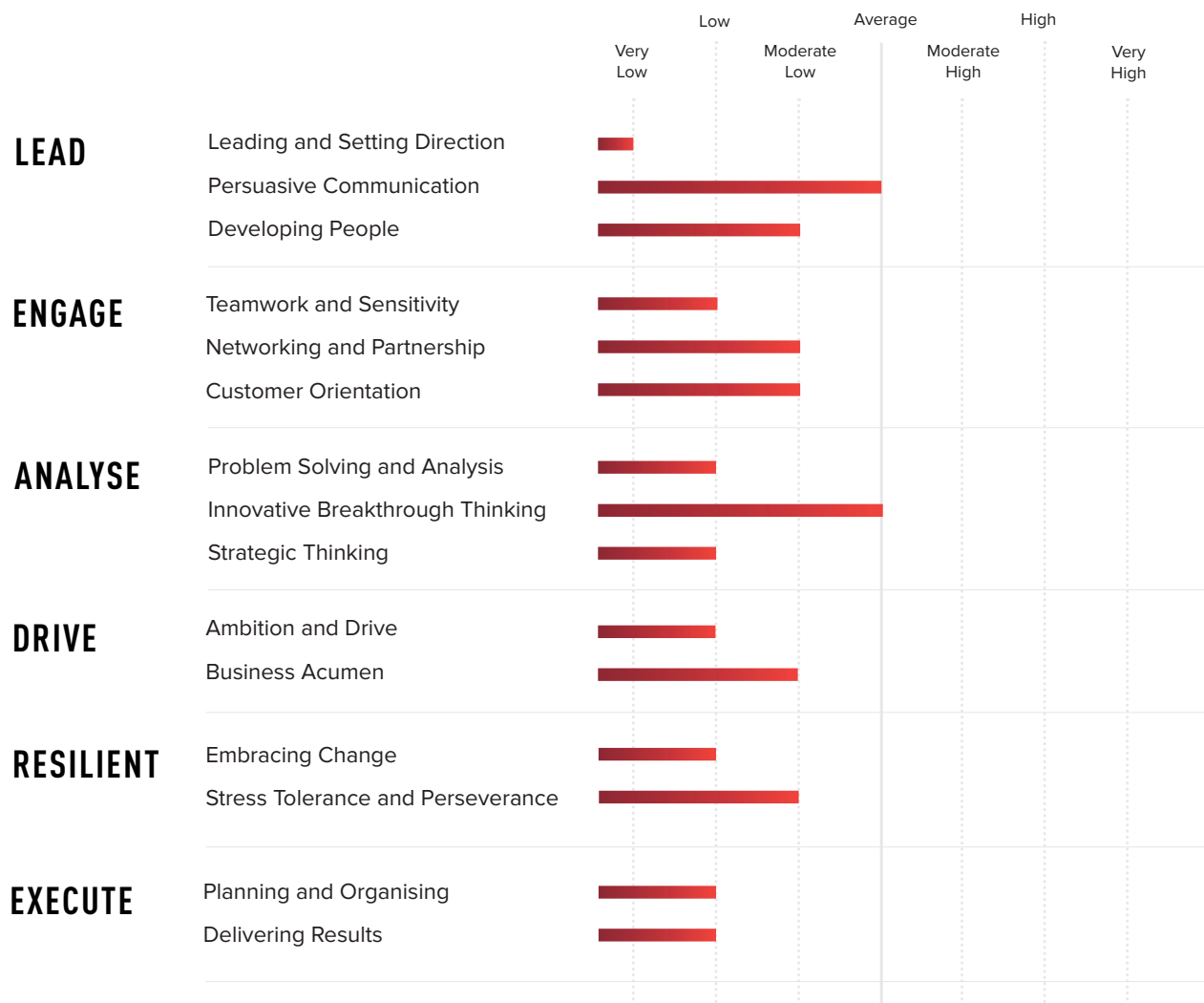
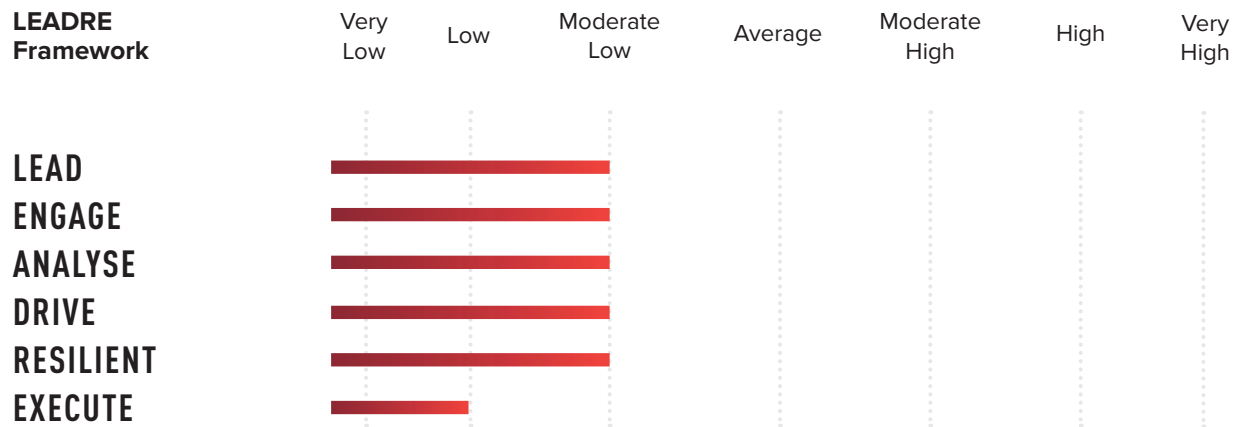
The report is valid for 12 months from date of report.

CONFIDENTIALITY

This report is confidential and is meant for use by personnel who are appropriately authorised. It should not be distributed without permission or proper security controls.

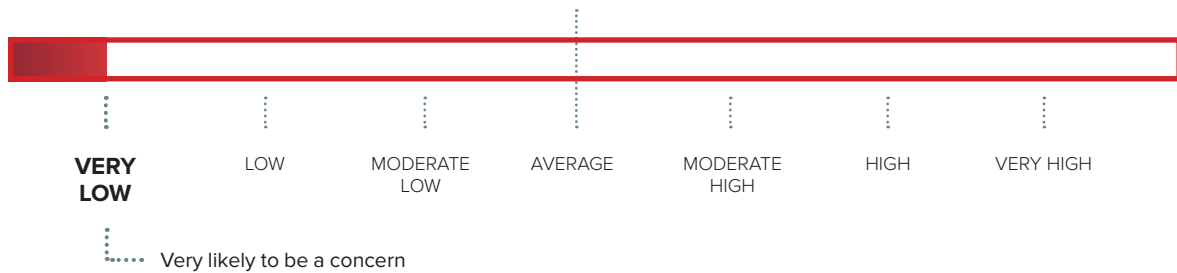
PROFILE SUMMARY

The tables below summarise the profile of the candidate in terms of the LEADRE competency framework, and the fifteen underlying leadership competencies.



LEADING AND SETTING DIRECTION

Takes charge of the team and sets a clear direction. Manages and monitors team performance and drives team to achieve results.



Potential Concern

- Likely to lean towards using authority to gain some advantage
- Is very disinclined to take action to improve team performance
- Is very likely to be cautious to praise or recognise others for their good effort

Neither a Strength nor Concern

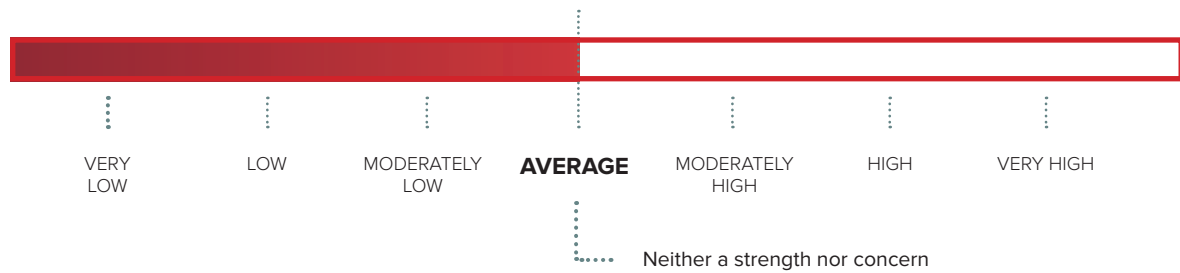
- Has an average level of interest to take charge and lead teams

Suggested Development Guide

- Find a role model that you respect for his/her fair and just leadership style (this could be someone you know personally or professionally, or even someone you have read about). Find out more about his/her leadership principles and think about how you can emulate these in your own leadership journey when managing your own team.
- Think about the people who work with you in a team, and the needs and challenges that they have shared with you or you have observed. What is one thing you could do to help them, or one person you can connect them with who could do the same? Make the conscious effort to offer your assistance to those in your immediate team for a start.
- Make it a Standard Operating Procedure (SOP) to express your gratitude to someone who has helped you in the past in a concrete manner (e.g. an email or thank-you letter.) Beyond that, think about how you could reciprocate, such as by providing a warm introduction to a potential partner or client. This will help to cement the connection between both of you and pave the way for potential future collaborations.

PERSUASIVE COMMUNICATION

Convincingly persuades and influences others to get buy-in. Considers others' points of view and persists in selling ideas, lobbying for support and countering resistance.



Potential Strength

- Somewhat likely to be comfortable selling own ideas to others

Potential Concern

- Somewhat likely to prefer to keep to oneself and not seek social interaction
- Somewhat likely to provide responses that project a positive impression
- Likely to be guarded about others challenging their views

Neither a Strength nor Concern

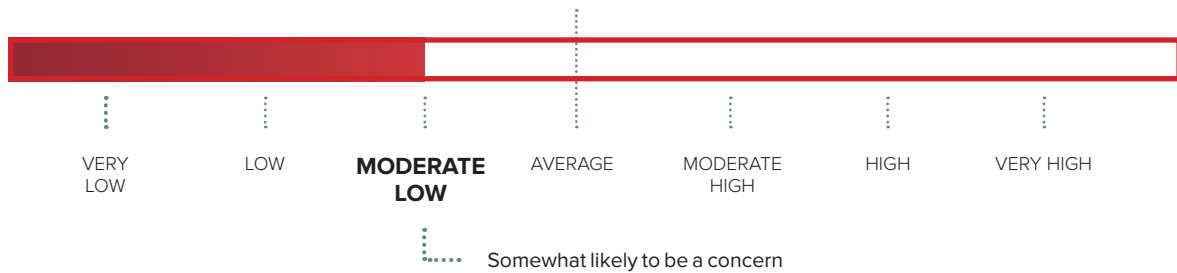
- Has an average tendency to influence others assertively

Suggested Development Guide

- Look out for opportunities where you can network, share your ideas/experience with others in your field and increase your visibility. Start with small events such as internal sharing sessions with your team members, or volunteer to speak at breakfast talks or professional conferences organised by professional bodies.
- Ask your mentor or trusted work colleague to give you some feedback on how you present yourself in interactions with customers, clients or other key stakeholders. Were there instances where you came across as unauthentic or overselling? What are some behaviours that you need to take note of?
- The next time you are in a business discussion where another party challenges your thinking or opposes your ideas, resist the natural tendency to defend your point of view. Ask questions to learn more about the other party's perspective and rationale for disagreeing, discuss the differences, and come to an agreement on how to proceed (even if its simply agreeing to disagree).

DEVELOPING PEOPLE

Provides feedback openly and constructively. Creates learning opportunities, and coaches others to improve their performance.



Potential Concern

- Somewhat likely to react strongly or assign responsibility away
- Somewhat likely to distrust and micromanage others
- Likely to adopt a laissez-faire approach towards the development of self or others

Neither a Strength nor Concern

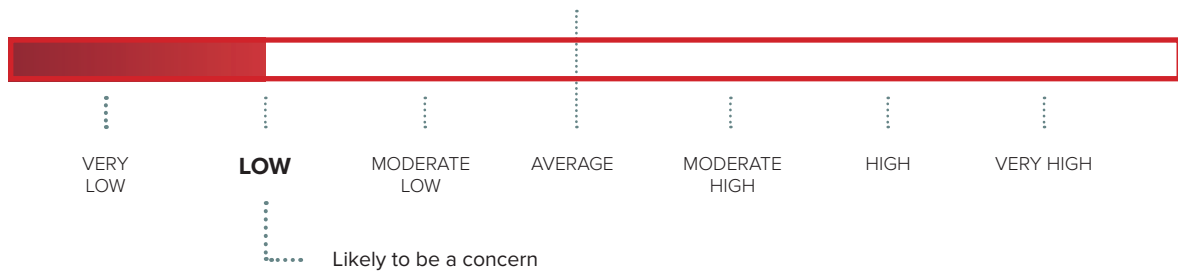
- Is neither averse nor proactive in giving honest feedback

Suggested Development Guide

- Think about a time when you (or a colleague) made a mistake which had significant consequences at work. How did the manager handle the situation and give you feedback on your performance? How did he/she make you feel? What can you learn from your manager (either positive or negative examples) about managing your own subordinates in such situations so that they learn from their mistakes?
- The next time you have to delegate work to your team members, go beyond simply giving them a role that they have done before. Assign them a stretch task and empower them to approach the task autonomously. Curb the natural tendency to overly micromanage and trust them to deliver.
- Help your subordinate or team member to structure a personal work plan with stretch targets to meet customer expectations or outcomes on a regular, short-term basis. Review their progress regularly. If you are an individual contributor, work on a personal work plan in agreement with your manager.

TEAMWORK AND SENSITIVITY

Works collaboratively with others, builds positive relationships and encourages contribution. Is emotionally sensitive, shows empathy, anticipates and addresses others' concerns and resistance proactively.



Potential Concern

- Likely to have little interest in discussion and not value others' inputs
- Likely to hesitate to assist others
- Likely to have a preference to be competitive
- Very likely to be less responsive to the needs and feelings of others

Neither a Strength nor Concern

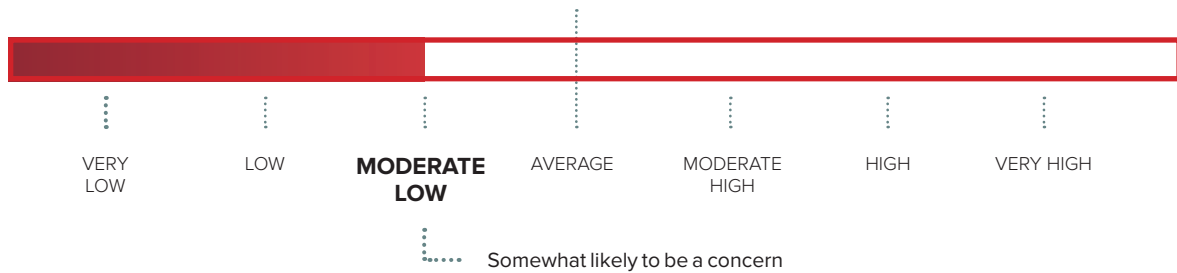
- Is moderately patient and tolerant of others
- Is reasonably open about sharing personal information

Suggested Development Guide

- Get feedback from colleagues about how much they feel that you have consulted them when making decisions in the past. How open were you to their inputs and challenges of your ideas and thinking? For an upcoming issue or project, push yourself to consult and consider views from a wider range of people than you would usually.
- Think about someone in your team who is particularly good at balancing their own work whilst helping other team members out at the same time. Compare this to how you would handle such a situation. What can you learn from this role model? Apply these insights the next time you encounter such a situation.
- Reflect on how you could adjust your work approach to be more focused on working with other people. What are some things that you can do to build collaborative working relationships? What are some current opportunities that you can tap on to build partnerships with others?
- Get feedback from colleagues on how much they felt you supported or empathised with them when they last shared their problems/issues with you. What did you do which made them feel supported? Conversely, what did you do which was insensitive towards them? Use this feedback constructively the next time others ask for your help or support.

NETWORKING AND PARTNERSHIP

Networks confidently to start new relationships with people from different levels and effectively builds long-term partnership.



Potential Concern

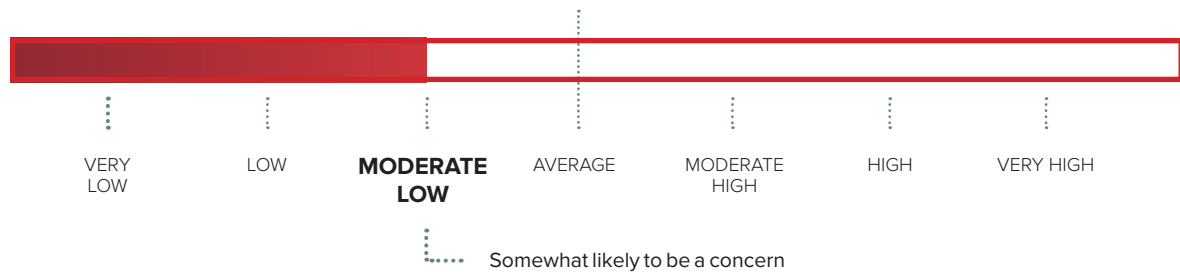
- Somewhat unlikely to proactively network and seek social connections
- Somewhat likely to prefer to be alone
- Somewhat likely to be wary of people from different cultures and backgrounds
- Likely to feel unpopular or disliked by others
- Likely to remain aloof and disinclined to engage others

Suggested Development Guide

- Seek out networking opportunities either in your industry or area of interest. Set yourself a target of talking to one new person at the event. Focus on asking questions and listening to the other party. Most people are happy to talk about themselves. Do not be overly concerned about appearing interesting or being the centre of attention. Relax and enjoy yourself, and do not be afraid to excuse yourself at any point if you feel uncomfortable.
- Learn to become more comfortable with being alone by making a deliberate effort to place yourself in such a situation from time to time. Have a meal by yourself or any other solitary activity. Do not bring your phone, tablet, reading material or music with you, but focus on the experience of being in your own company. Recognise that the space is for you to think and reflect on your own thoughts.
- Seek an opportunity to work with someone who is very different from you (in background, experience, culture or values). Focus on the benefits that this diversity brings to the table, and make it a point to have an open discourse about the differences.
- Seek feedback from a mentor or a colleague about how you present yourself in social situations in a work setting. What do you do to build rapport and partnerships? Be more deliberate about applying these techniques in similar situations going forward, and observe the response that you get from the other party.
- Select a book on team work, emotional intelligence or building partnerships in the work place. Work through the exercises or material in the book to help you on improving your skills. Put these skills into practice at every opportunity.

CUSTOMER ORIENTATION

Places a strong focus on customers' needs and develops solutions to meet his/her requirements. Strives to impress customers by enhancing their experience.



Potential Concern

- Somewhat unlikely to adhere strictly with regulations and procedures
- Likely to be emotive when faced with difficult customers
- Likely to be cautious in offering assistance to customers
- Very likely to be less sensitive to the needs of customers

Neither a Strength nor Concern

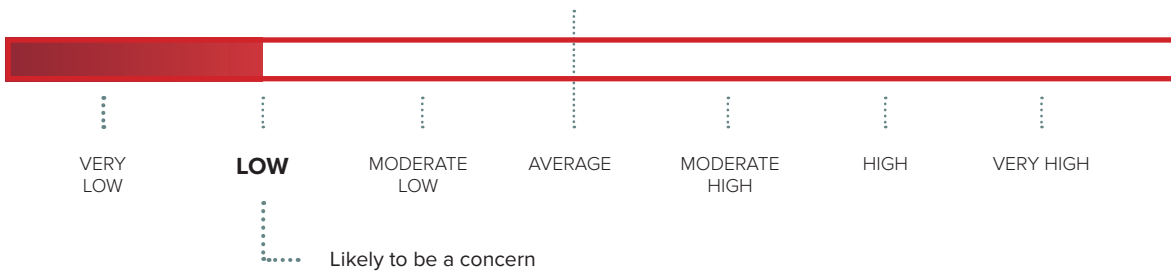
- Generally maintains patience when dealing with difficult customers

Suggested Development Guide

- Organise a discussion with your team to review a project when the team fell short of your customer expectations and failed to live up to your promise to him/her. Review what went wrong, what could have been done better, and come up with some guidelines to prevent a similar situation from happening again. Also discuss what was done well and what helped in service recovery. Ensure that customer satisfaction remains an important performance indicator for your team going forward.
- Reflect on the last time you faced an unreasonable client/customer and struggled to remain calm and professional. What were the “triggers” for you? Reflect on the way you communicated negativity to the customer, and what helped you to control your response in that situation. Be aware of what your triggers are, and come up with some strategies that would help you stay calm and respond professionally when faced with such customers in the future.
- Many successful sales or business people go the extra mile for their customers above and beyond their job scope. Read up on some of these philosophies and apply these principles to similarly delighting your clients.
- The next time you have to “sell” something to a target audience (this could be a product, solution or your point of view), spend the first half of the meeting time to ask questions to understand their pain points and needs before moving on to solutions. This will help you to tailor your solution to better suit your target audience’s needs.

PROBLEM SOLVING AND ANALYSIS

Quickly digests complex issues and accurately identifies the root cause through a systematic review of the situation. Scrutinises information; explores options critically to develop sound solutions. Makes timely decisions.



Potential Concern

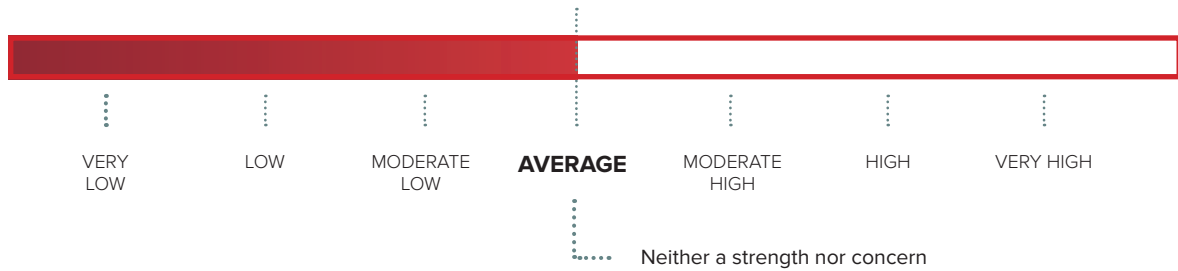
- Somewhat disinclined to anticipate problems and check for mistakes
- Unlikely to be objective when beliefs and thinking are challenged
- Very disinclined to perform careful analysis before making decisions

Suggested Development Guide

- Recognise your preference for achievable targets or sure-win successes. When you are next faced with a challenging target, do not shy away from it but attempt to tackle it head on. One way would be to break it down into smaller tasks or milestones and commit yourself to achieving these one at a time, so that they would be less daunting. Do not be overly concerned if you need to ask for help or make mistakes along the way.
- When you next produce an important report or piece of work, ask for feedback from a few different individuals from other departments, who can provide you with different perspectives. Invite them to challenge your thinking and encourage in an open discourse to explore the issues they bring up.
- Think about a problem or issue that you worked on in the past. On hindsight, what information could you have gathered to help you make a better decision? What factors could you have considered to come up with a more holistic solution? Review the consequences of these gaps, and then look forward to future work assignments and project. Ensure that your analysis is more critical and holistic to prevent issues from cropping up again.

INNOVATIVE BREAKTHROUGH THINKING

Challenges the status quo and generates innovative solutions to solve problems and to improve performance. Explores different options to gain fresh perspectives.



Potential Concern

- Somewhat unlikely to generate out-of-the-box ideas
- Disinclined to explore new experiences and ways of doing things

Neither a Strength nor Concern

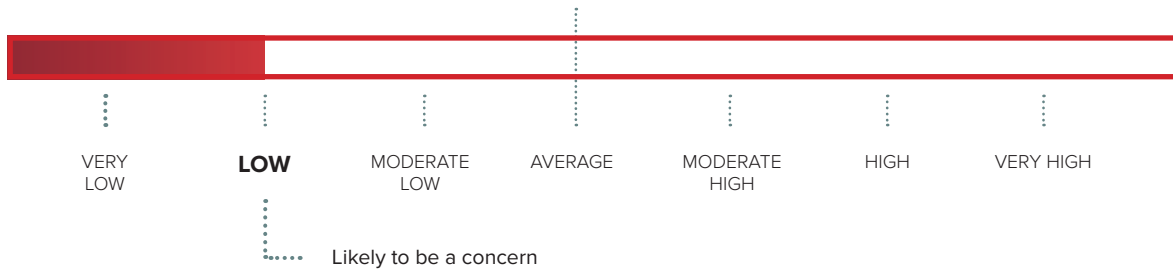
- Has an average tendency to challenge the status quo and try out radical approaches
- Is moderately likely to conceptualise imaginative or innovative ideas

Suggested Development Guide

- If you tend to focus on drilling down into one aspect of the problem, it might help to use graphical techniques such as mindmaps or concept maps to help you identify the connections and links between subjects as well as to come up with more holistic solutions. There are a number of resources available online on such techniques that you could learn from.
- Review aspects of your life that have become routine or habit-bound (e.g. your approach to a recurring task, your weekend schedule etc.). Experiment with new ways of handling each of these. You might find that even a slight deviation from routine might spark off new ideas or way of looking at things.

STRATEGIC THINKING

Integrates organisational and business issues to form a coherent overview of the situation and develops long-term strategies that build sustainable advantage



Potential Concern

- Somewhat unlikely to draw connections across different issues and apply this knowledge
- Very disinclined to conceptualise strategies and solve complex problems
- Very unlikely to consider long term plans and implications in working towards goals

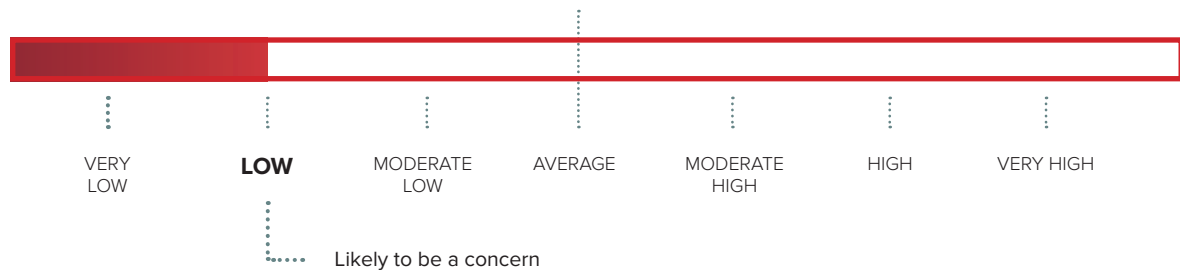
Suggested Development Guide

- When you next consider a business problem or issue, spend some time thinking about all the related areas and aspects of the business that it might impact. You might wish to take the opportunity to form a small working group with members from different departments to understand their perspectives and gather inputs to make a more informed decision.
- Prepare a presentation or organise a discussion with your colleagues on some key issues facing your department or organisation, with a particular focus on longer term or large scale problems. Use this as an opportunity to pick the brains and understand the different ideas, perspectives and expertise of your colleagues.
- Reflect upon a situation in the past where you did not make a good judgement call, or your intended goal was not met. What were some questions and data points that you could have asked for to help you make a better decision? What were some factors that you failed to consider? Ensure that you be more critical and deliberate in your analysis to prevent similar incidents from happening again.

AMBITION AND DRIVE



Has strong personal drive and ambition to achieve high standards and exceed expectations. Takes proactive action to initiate activities to improve performance.



Potential Concern

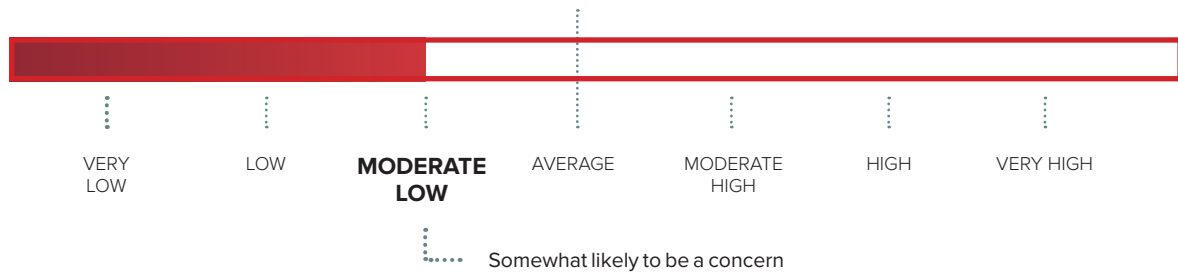
- Somewhat unlikely to take an energetic and fast-paced approach towards tasks
- Somewhat disinclined to strive towards making an impact at work and the organisation
- Disinclined to set high standards above and beyond minimum requirements
- Very unlikely to take a proactive approach to improve performance

Suggested Development Guide

- Reflect on those situations where you felt the most energised and motivated to take on a high workload or multiple projects. How can you seek out similar opportunities like this going forward?
- Go beyond your current job scope and think about one way that you can create a significant impact (this could be a project or movement that you start) in your workplace or company. What are some actions that you can take to initiate such a project?
- Sit down with your manager to discuss goals that you have had difficulty achieving in the past (such as stretch projects). Brainstorm and come up with a plan to achieve these goals to a high standard. Consider whether you can apply the same techniques and strategies that you currently use to reach “easily attainable goals”. Write down the list in ascending order of difficulty as success will grow your confidence to do well.
- Identify the situations you have shown the most drive and commitment in the past (these could have been at work or in your personal life). What were the key or unique circumstances in these situations? Can you identify a way to incorporate these in your current endeavours?

BUSINESS ACUMEN

Shows entrepreneurial spirit to grow business and make an impact on financial performance. Takes action to capitalise on market trends and competitor activities to be the market leader.



Potential Strength

- Likely to be competitive and driven to outdo others

Potential Concern

- Somewhat likely to be averse to taking business risks
- Likely to settle for easy-to-meet targets and minimum requirements
- Very disinclined towards learning new knowledge and keeping updated with business developments

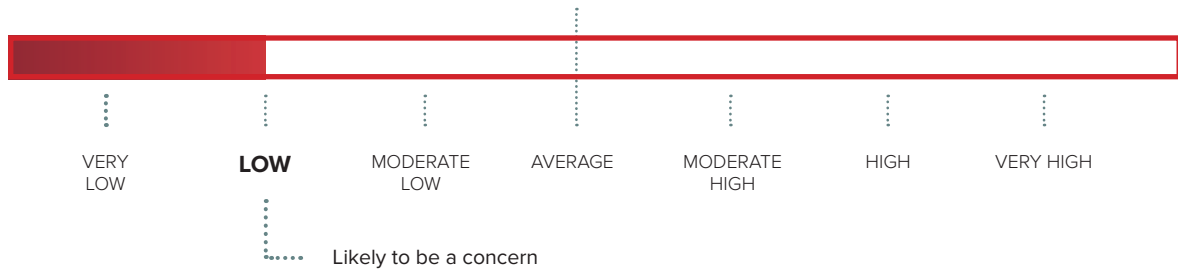
Suggested Development Guide

- The next time you have the opportunity to explore a potentially high-risk business proposition or new solution, make it a point to sound the opportunity out with a colleague or manager. Spend some time deliberating the merits of taking the risks before you make your final decision.
- Initiate a performance conversation with your manager. Ask for feedback on an area of strength and weakness. Agree upon a stretch goal for your strength, and a performance improvement target for your weakness. Coach these as SMART goals or ensure that they are quantifiable. Agree upon a fixed date to review your progress.
- Look out for industry forums and events that you could attend to learn about new ideas and developments in your field of work. Keep up to date with the research or new practices in your industry or area of work.

EMBRACING CHANGE



Open to change and adapts readily to new environments. Anticipates change and takes advantage of new trends and opportunities.



Potential Concern

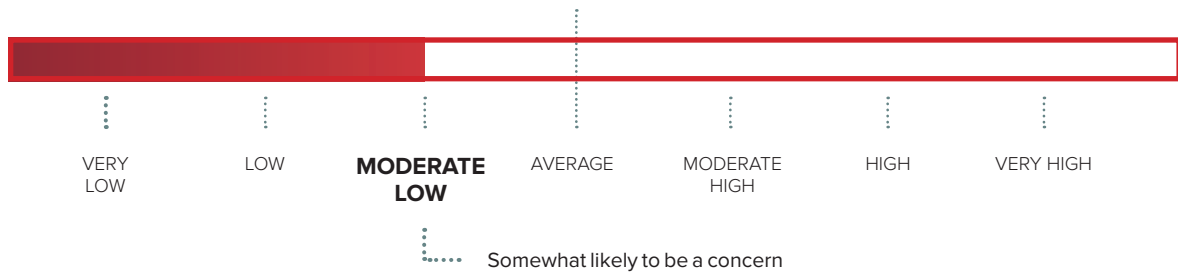
- Somewhat unlikely to be open and adaptable to different cultures and organisational practices
- Unlikely to be open to changes, new experiences and environments
- Very unlikely to stay positive and hopeful when facing difficult change situations
- Very unlikely to focus on acquiring knowledge about new changes or organisations

Suggested Development Guide

- Seek out an opportunity to get to know people who are very different from you (in background, culture or values). Get to know them on a deeper level to understand the similarities and differences between you and them. Think of one preconceived notion or mindset that you have about their beliefs, and ask them to explain it to you. Remember to keep an open mind and listen respectfully to them. If necessary, agree to disagree, and ensure that you treat their opinions with respect at all times.
- Take active steps to try an experience or pick up a skill/area of knowledge that you have never done before. This could be in an area related to your work or personal development. You may wish to check with your company's training department, or online resources on the courses of experiences available to you.
- Be more deliberate in exercising emotional control. Come up with some key techniques to bear in mind when you experience negative emotions. Let your immediate team members know that you are working on this area, and get them to give your feedback regarding the degree to which you are successful.
- When a new idea is proposed to you, hold off making a judgement until you have the chance to understand and examine it closely. Try to keep an open mind to new methods of doing things, or to new approaches to problems. Compare status quo or what is currently done to the new idea, and take note of the pros and cons of each approach.

STRESS TOLERANCE AND PERSEVERANCE

Stays composed and maintains a proactive and positive approach to dealing with difficult / stressful situations. Shows perseverance to perform under pressure.



Potential Concern

- Somewhat unlikely to remain calm and cope well under pressure
- Somewhat likely to recover quickly from setbacks and criticisms
- Very unlikely to maintain an optimistic outlook and stay upbeat even when things don't go well

Neither a Strength nor Concern

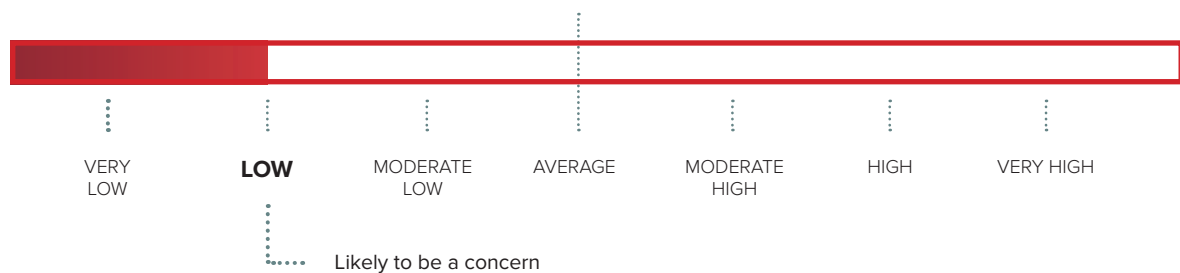
- Is moderately confident of self-performance and ability to overcome obstacles
- Has a moderate tendency to remain self-assured in difficult situations

Suggested Development Guide

- Think about situations where you were placed under extreme pressure (such as time pressure, pressure to perform etc.). Reflect upon them and make a list of what was useful in helping you to remain calm and be effective, and what was not useful.
- Think about a significant setback that you had to deal with at work. Reflect upon what you did to deal with the situation and how it turned out. Think about the different stress reduction strategies that help you to relax and unwind in times of stress, such as exercise, hobbies or social support.
- Learn to cultivate positive thinking. Choose an aspect of yourself that you dislike and criticise. It may be your appearance, career, relationships, health, etc. Write in detail how it makes you feel. Imagine a trusted advisor who is accepting and supportive of you, and sees your strengths and opportunities for growth. Write a letter to yourself from the perspective of this individual. What does this person say and how does he/she encourage you. Review this letter when you feel down about this aspect of yourself and remind yourself of the importance of self acceptance.

PLANNING AND ORGANISING

Plans ahead and prepares in advance by developing comprehensive action plans and contingencies to meet objectives. Maximises use of resources and establishes clear timelines to ensure smooth delivery of results.



Potential Concern

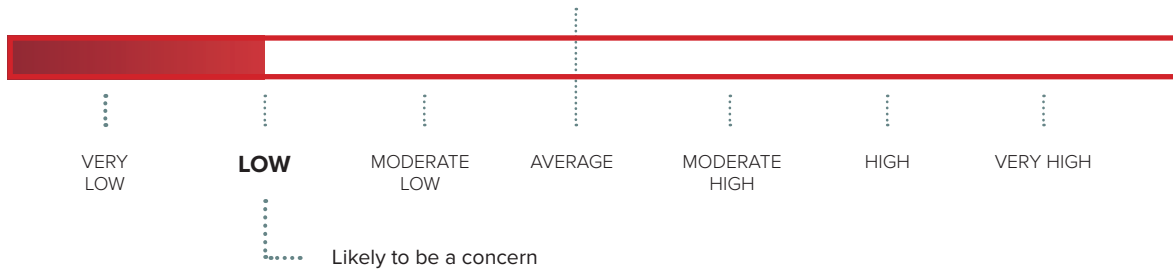
- Somewhat unlikely to anticipate problems and develop back-up plans
- Somewhat likely to be less organised and systematic in planning
- Likely to allow emotions to sway decision-making and planning
- Likely to act spontaneously without considering consequences
- Very unlikely to be prepared in advance or exercise sound judgement for deadlines or resources

Suggested Development Guide

- Make it a point to have a detailed “After Action Review” at the close of every project that you oversee. Ask the stakeholders (clients, your manager, team members) what went wrong, and what can be done differently. Also ask about what went well, and apply these lessons to future projects.
- When planning a piece of work, be deliberate and systematic in your approach. Articulate clearly your goals, identify the action steps that will need to be completed to realise the goal. Highlight key milestones that need to be hit and the corresponding timeline. Refer to and update this checklist throughout the duration of this project/task.
- With the help of a mentor/supervisor, review a project where you made a poor decision as you were not in the right frame of mind/emotional state. Discuss how to recognise when you would like to defer making decisions due to sub-optimal frame of mind, the triggers, and what you will do when faced with similar situations in the future.
- Discuss with a trusted mentor about some recent examples where you made spur-of-the-moment decisions without fully considering the implications. Could it be that you were too impulsive? In future, remind yourself to take a step back to evaluate all the information before deciding.
- Volunteer to work together with leaders or other managers in the company. Take note of their decision-making processes, and the kind of considerations and factors they focus on. Apply this the next time you have to work on a major project or make important decisions.

DELIVERING RESULTS

Diligently follows through tasks conscientiously to ensure successful accomplishment. Systematically monitors work progress and quality. Takes prompt action to overcome obstacles.



Potential Concern

- Somewhat unlikely to adhere to rules or fulfil obligations as promised
- Unlikely to maintain clear focus on the task at hand
- Unlikely to work hard to achieve goals
- Very unlikely to put in extra effort beyond what is expected

Suggested Development Guide

- Review the Standard Operating Procedures or Quality Standards in your organisation pertaining to your area of work. Are you familiar with them and to what extent is the level of your compliance with them?
- Think about a time when you did not complete a task that was assigned to you. What took your attention away from it? Reflect on some of the things that might distract you from completing a task and how you dealt with these distractions? List the steps that you could take to help you stay focused to achieve your deadlines and complete the tasks at hand.
- Compare your working ethic to that of a respected colleague or manager. What are some things that you could learn from them to increase your quality of work? Get feedback from the colleague/manager on how you can improve.
- Be clear about what defines success for your team. Think about one thing that you can do beyond your job scope to facilitate the team's success. Translate this into an action plan that you can take to help your team.

CLUSTER

COMPETENCY

DEFINITION

LEAD

**Leading and Setting Direction**

Takes charge of the team and sets a clear direction. Manages and monitors team performance and drives team to achieve results.

Persuasive Communication

Convincingly persuades and influences others to get buy-in. Considers others' points of view and persists in selling ideas, lobbying for support and countering resistance.

Developing People

Provides feedback openly and constructively. Creates learning opportunities, and coaches others to improve their performance

ENGAGE

**Teamwork and Sensitivity**

Works collaboratively with others, builds positive relationships and encourages contribution. Is emotionally sensitive, shows empathy, anticipates and addresses others' concerns and resistance proactively.

Networking and Partnership

Networks confidently to start new relationships with people from different levels and effectively builds long-term partnership.

Customer Orientation

Places a strong focus on customers' needs and develops solutions to meet their requirements. Strives to impress customers by enhancing their experience.

ANALYSE

**Problem Solving and Analysis**

Quickly digests complex issues and accurately identifies root cause through a systematic review of the situation. Scrutinises information; explores options critically to develop sound solutions. Makes timely decisions.

Innovative Break-through Thinking

Challenges the status quo and generates innovative solutions to solve problems and to improve performance. Explores different options to gain fresh perspectives.

Strategic Thinking

Integrates organisational and business issues to form a coherent overview of the situation and develops long-term strategies that build sustainable advantage.

DRIVE

**Ambition and Drive**

Has strong personal drive and ambition to achieve high standards and exceed expectations. Takes proactive action to initiate activities to improve performance.

Business Acumen

Shows entrepreneurial spirit to grow business and has impact on financial performances. Takes action to capitalise on market trends and competitor activities to be market leader.

RESILIENT

**Embracing Change**

Open to change and adapts readily to new environments. Anticipates change and takes advantage of new trends and opportunities.

Stress Tolerance and Perseverance

Stays composed and maintains a proactive and positive approach to dealing with difficult / stressful situations. Shows perseverance to perform under pressure.

EXECUTE

**Planning and Organising**

Plans ahead and prepares in advance by developing comprehensive action plans and contingencies to meet objectives. Maximises use of resources and establishes clear timelines to ensure smooth delivery of results.

Delivering Results

Diligently follows through tasks conscientiously to ensure successful accomplishment. Systematically monitors work progress and quality. Takes prompt action to overcome obstacles.