

5DGM ASSESSMENT REPORT FOR CAREER HEALTH

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Measure Your Mindset . Seed Your Success

You are about to embark on a journey of **opportunity** and **self-discovery!**



Along the way, you will...

Discover your true mindset profile

Be challenged to see yourself differently

Uncover hidden challenges that hinder success

Be exhorted to adopt new behaviours

This assessment is remarkably accurate. It reports your **TENDENCIES** as they are, which may not be what you believe them to be!

And as all tendencies go, they are **OPPORTUNITIES** for you to develop yourself if you so desire it. Hence, this report shares with you your **POTENTIAL** to succeed, and suggests ways to get there!

About growth and fixed mindsets

The concept of fixed and growth was identified by Dr Carol Dweck of Stanford University who asked,

"Why do some children do well in school and some don't?"

Her research led her to identify two types of mindset in the children; the fixed and growth, implying one to be better than the other. See the typical self-talk with the different mindsets:



Further Research

spanning 5 years conducted by Ian Dyason, GCA's Founder, on how to measure an adult's growth mindset uncovered:

- 1 Adults learn differently from children and hence their mindset and behaviours towards growth are different.
- 2 Fixed and growth is not a binary concept. In fact, they are two ends of a **continuum** with the Transition Zone in the middle
- 3 There are **5 dimensions** to the growth mindset, each of which has fixed, transitional and growth tendencies.
- 4 You can **SIMULTANEOUSLY** be fixed in one dimension and growth in another dimension
- 5 The fixed mindset is not necessarily bad and growth mindset is not necessarily good, it depends on **context**

The 5 Dimensions of the Growth Mindset

A Dimension can be understood as a constituent of the growth mindset. The 5 Dimensions are all connected to one another, and together, they describe a person's growth tendencies. These are

Learning



The tendency to uncover new knowledge and apply them to daily use

Bounce Back



The tendency to recover from setbacks and try again. Never giving up.

Risk Taking



The tendency to risk oneself for the sake of uncovering what we don't know.

Forward



The tendency to move ahead without full information to uncover new knowledge.

Pride



The tendency to use past knowledge and experience in a new setting without verifying

Inter-Dimension Relationship

Each Dimension impacts all the other Dimensions.

If you can bounce back better, you can take more risks. And, if you are more willing to take risks, you would be able to learn more. And, if you are fixed in your Pride, you don't learn very much. This will also impact on your ability to take risks as well as your bounce back.

Hence, there is a strong inter-relationship between and among ALL the dimensions, as shown in this system map:

This is a good thing because to develop our growth mindset, all we need to do is focus on the Dimension that requires the greatest strengthening!

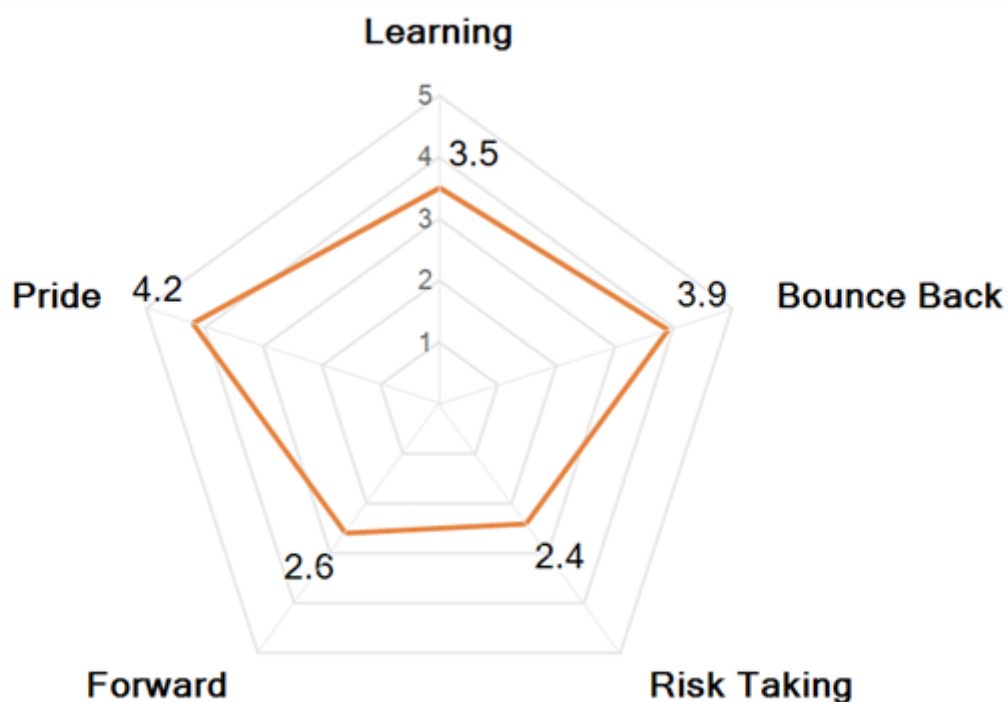


The Mindset Zones

Each Dimension has fixed, transition and growth tendencies reflected in this scoring chart:



Your growth mindset assessment scores are shown here and the analysis of your results continues from the next page:



Learning



This means you...

... uncover new knowledge in a wide range of topics by formal and informal methods.

... are inquisitive and ask questions to understand and uncover new ideas

... tend to be curious about the truth and ask questions in wonderment

... tend to apply new knowledge gained to verify its use in your life

... use research and experimentation to solve problems and not jump to conclusions

... see failure as a means to learn something new and change your plan from there

Bounce Back

GROWTH



This means you...

... are able to pick yourself up when you fall, dust yourself off and continue

... have a support structure that you call upon when you face a setback

... have access to resources that allow you to overcome hurdles

... focus on what you should do next and not complain about your setbacks

... believe that no one is perfect and there is no shame in failing

... tend to have the ability to think through any "failure", reason, adjust your actions and move on.

Risk Taking

LOW TRANSITION



This means you...

... tend not to offer suggestions or answers when you are in doubt

... tend to give way to others around you so that you do not expose your limitations

... tend to shy away from solutions that you don't know the outcomes of, even if they are more innovative

...are very conscious of the costs of failure, be it money, time or resources

...tend to be conservative in your approach to new ideas, not diving off the deep end

...may tend not to risk your past successes in search of new areas of success.

Forward



This means you...

... tend to take a more planned, structured approach in moving ahead

... prefer planning to action, wanting to know the steps to take to get to where you want to be

... tend not to appreciate getting lost in the process, as such, you find yourself speaking to more "experts" to clarify your process

... have catered for all requirements and pre-approvals, and yet still look out for other contingencies

...tend to take time to start off on your action journey

... tend to stick very closely to your planned journey

Pride

GROWTH



This means you...

... are not fixated on your past experiences and successes, despite having accolades.

... tend to view each situation as new and prefer to listen to the ground for what is happening

... tend to consider different perspectives before making a hypothesis or decision

... tend to look at those hypotheses not as the absolute truth but as a work in progress that needs to be shaped and confirmed.

... know that those who are nearer to the ground have a better appreciation for the situation, despite their experience

... tend not to take the expert role even though you may be viewed as one.

Building A Resilient & Healthy Career

They say it is important to have a growth mindset in building and maintaining a resilient and healthy career. But what does that mean, and does your 5DGM Profile help or hinder your Career Health? Before we answer these questions, let's first look at what a resilient and healthy career looks like.

A resilient and healthy career is influenced by the following:

1. Ambition

Are you ambitious? Do you want recognition and reward? Do you want promotions? Do you want to lead a team or even a business unit? Do you want to earn a high salary?

Understanding these are important because they provide us with the drivers of our career actions. If you are not ambitious, then most of the above answers would be "no". There is nothing wrong with that. Some of us are more content with a simple life that allows us to spend more time doing things that are not career-related. If this is you, the advice is this, "Live comfortably within your means, ensuring that you can maintain those means continuously."

If, on the other hand, you answered most of the above questions with "yes", then you have career ambition, and that is also good. Having career ambition allows one to stay ahead of the competition, carve out a career niche and build longevity and growth. It does not matter what you want to do; if you want to be a plumber, then be the BEST plumber in Singapore (or even South-East Asia). Having such a career ambition will push you to be better than you were yesterday, engaging in fair competition with others, and looking for ways to be better than them. If this is you, the advice is this, "Compete fairly and aggressively. Look for ways to grow and not to put the other party down. Ambition and competition come together, and they can be negative or positive. Always choose the positive path."

2. Interest

Some people are interested in the arts. Some in cooking. Others in physical fitness. And yet others in entrepreneurship. Interest drives passion, and that keeps one laser focused in getting better. Interest does not have to be in the type of job; it can be a type of lifestyle. Some like a 9-5 corporate setting; others like the flexibility of a gig role. While some want to sharpen their business and professional contacts, others prefer to use their free time to catch up with friends and build a social hobby.

None of these is better than the other. And none of these will render you un-hireable.

So, with these in mind:

What are you interested in?

What activities drive you to commit above-normal effort to learn and develop?

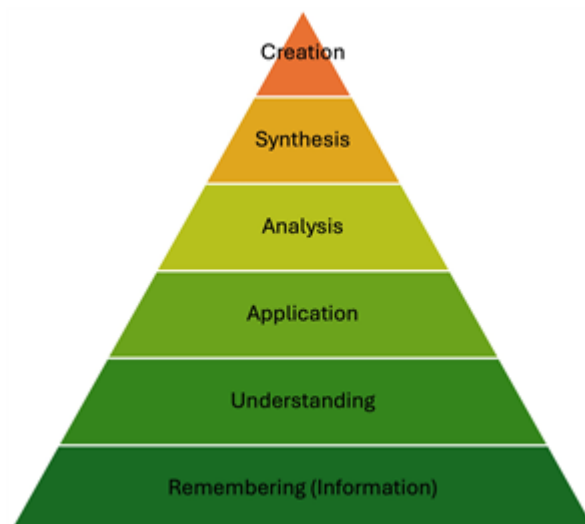
What energises your mind and enkindles your drive?

What activities absorb your concentration that you can work on for hours on end?

Write them down here

3. Skills

This is one of the most additive element of Career Health because you can constantly learn and adopt new skills. Yet, attending a course for the sake of collecting a certificate hardly contributes to skill. According to Benjamin Bloom, who created a taxonomy for adult learning, there are 6 levels of educational objectives, from Level 1: Remembering information, to Level 6: Creating (new information)



At which level do you think “skills” start from? At least from Level 3. However, you cannot be considered a “skilled person” if you do not reach Levels 5 & 6.

What does this mean? To answer that, let’s look at a very interesting individual called a “Certifications Junkie”. This is a person who loves to go around collecting different types of certification, the more the merrier. For example, that person might be holding on to all of the following:

- Professional Diploma in IT Maintenance,
- Professional Diploma in Media Creation,
- Professional Diploma in Service Quality,
- Specialist Diploma in Data Analysis
- Professional Certificate in Organisational Psychology

What is the issue here? What does this show about the person's skills?

That's right! There is hardly any focus! What this person has shown is an affinity to remain at Levels 1 & 2. If you want to show skill in your CV, then you should show a concerted deep-dive into your selected area of speciality. For example, take a look at this progression of certificates:

- Professional Certificate in Media Production
- Advanced Certificate in Communications and Media
- Diploma in Mass Communication and Media Productions
- Bachelor of Arts in Media and Communications
- Master of Science in Strategic Communications

How does this collection of certifications show greater skills? Simply by having to apply the knowledge of the previous level of certifications, this person has demonstrated a deeper application, synthesis and perhaps even creation of new information as he/she rose up the certification level.

So who would you say is more skillful?

Skill, therefore, is not simply an accumulation of certificates. It is the concerted effort of APPLYING the knowledge in a strategic manner, showcasing higher order educational objectives, culminating in the creation of new knowledge or information.

In the space below, identify your skills, and use Bloom's Taxonomy (Level 1 to 6) to tack on the level of educational objective you have achieved.

4. Aptitude

This is your natural ability to learn and apply a new skill in a specific area. While higher levels of aptitude can be developed, baseline aptitude is a natural ability. For example, some people have an aptitude for numbers.

This means that there is a natural ability and affinity for mathematics, statistics and logical thinking. If they have such aptitude, they can create higher order aptitude in monetary or fiscal policy. Others may have an aptitude for trading, and they can do well in stocks, real estate, buying-and-selling. Yet, put them in an innovative environment, and they may do badly. In other words, without a baseline aptitude, it is more difficult (though not impossible) for one to build higher-order aptitude.

Everyone has aptitude for something(s). When they operate within the area of their aptitude, their natural ability will see them thrive in that environment. But when they move out of their area of aptitude, they will have to apply more conscious effort to excel in that area. Does that mean that one MUST NOT or CANNOT operate in an area where they don't have an aptitude for it? No, it does not mean that. But it does mean that they may struggle more than the others to get better, or they might not do as well as others who do have the aptitude.

In the space below, reflect on YOUR aptitude and put it down. Don't worry about what it is (it may even seem like a "vice", like card playing!), just write down all your aptitude. And if you don't know what you are good at, ask your family and friends. They will know!

5. Demonstrable Unique Value

By answering clearly the above questions, you can now determine your demonstrable unique value. Why is this important? In building your career, you want to create stackable advancement. Each advancement will lead you closer to your ambition. And as you advance in your career, you will find that the competition gets stiffer. Hence, to maintain "first pick" status in the recruitment process, you need to have a unique value that will have employers scrambling to hire you.

The key words here are "demonstrable", "unique" and "value". Let's break these down further.

"Demonstrable" means that you have proof to demonstrate your value. These come by way of achievements, testimonials, publications. If you can productize your value, that is even better! So, in a way, you have to maintain a portfolio of achievements, and constantly refresh it. If your portfolio does not have any contribution within the last one year, it is becoming dated.

"Unique" means that ONLY YOU possess it. You have to rise above all the me-too "value" that others push. For example, in the spirit of upskilling, you may take a Masters of Information Management from a local university. Is this unique? Unfortunately, no. Your cohort may have 100 students. And there may have been many cohorts before you. Hence, there are many people already having the same certification as you. So, that's not unique. So, what will make you unique? Well, if you perhaps have created a software to manage data collection, collation and summary of key insights, publishing that in certain journals and platforms (LinkedIn is a great platform for that), then THIS is unique. And it ties in with your upskilling effort.

“Value” is the most subjective term here. This is because what may be “value” to you may not be “value” to the employer. That platform we spoke about in the last paragraph is only valuable to companies that deal with voluminous information and want to get a handle on them. It is not valuable to a company that ALREADY has such a system, or who ALREADY has someone on staff that can perform that role. Hence, when you think of value, you must think about what the hiring company or industry needs, and then how you can plug into those needs. Hence, your certificate may not be of any value; your product or idea may not have value, despite the number of hours, days, months or years it took you to get them. The proof of value lies not in how you think it is, but in how the employers or industry see it.

With that in mind now, articulate YOUR demonstrable, unique value to your target company / industry here:

6. Mindset

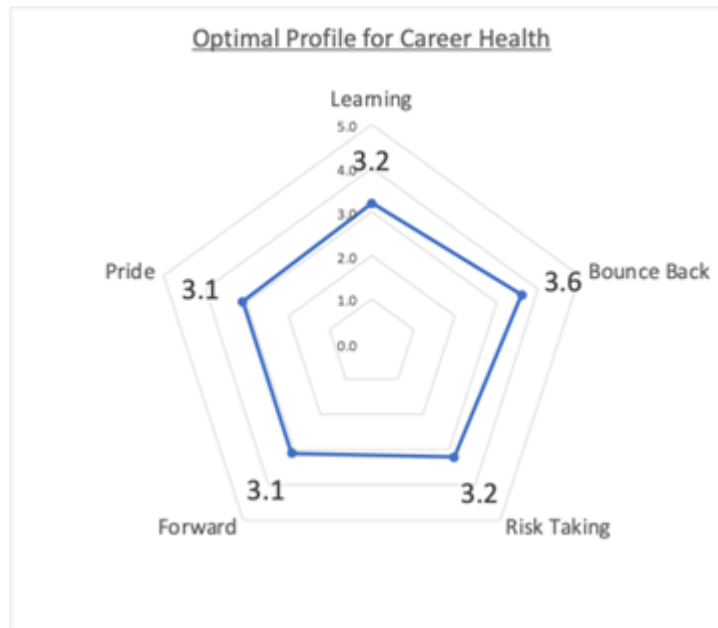
Lastly, we need the proper mindset to grow a resilient and healthy career. Remembering that your mindset is about your tendencies, and these tendencies can drive behaviour, and behaviour drives actions, and actions drive outcomes; having the “right” mindset does NOT mean that you will have a perfectly resilient and healthy career. It simply means that you have the tendencies and the mental inclination to build that career. Hence, your mindset sets the stage for you. With the right mindset, you have the right tendencies to drive the right behaviours to deploy all the other aspects (drivers) of a resilient career that we articulated above.

With that understanding, what is the “Optimal” 5DGM Profile for career health?

Optimal Profile for Career Health

One thing to note about the term “Optimal”; it is not “Ideal”. Hence it is not a mindset profile that everyone MUST have. Instead, it offers a standard which we can use to assess how well our current tendencies aid us or hinder us in building career health.

The Optimal Profile for Career Health is:



Lo and behold, while experts say that we must have the growth mindset to build career resilience, the Optimal Profile has only ONE Dimension in the Growth zone; and the others are in the High Transition region. Are the experts wrong?

Actually, not at all! This Optimal profile is predominantly growth minded, since in the High Transition zone, while one has some fixed tendencies, overall, one has more growth tendencies than fixed. Hence, it is still growth minded!

Let us now explain why the Optimal scores are as they are.

Let's begin with the sole growth Dimension, **Bounce Back**.

Building a career is a lifelong commitment; not one that is determined by the “bright shiny objects” in the economy. Sure AI may be a big thing today, but if we do not have the aptitude for it? Then, it won't count for much for us, even if there are many job openings there. Anyway, it certainly cannot be that the WHOLE world is driven by AI, can it? We still need our chefs, our baristas, our doctors, our engineers. Yet, we also cannot expect that what we build as a career today will remain relevant as a career tomorrow. Take a radiographer, for example. They are paid handsomely for the identification of minute abnormalities in a scan. Yet today, AI can do much better at identifying health issues than a radiographer can do. So, that means that if I was a radiographer, I might need to do something else. Maybe not totally out of medicine, but maybe something in the adjacent spaces. Hence, there is a need for me to try new things, to accumulate new skills, to embark on new journeys within my areas of aptitude.

This “trying of new things” will invariably lead to false starts as we try to make sense of new career realities. Hence, we need to be able to recover well from seeming “failures” to start again. We need to develop a healthy relationship with “failure” because it is only in failing that we see what we don’t know and then adjust our approach and start again. If we have a negative relationship with failure, and we see it as a “confirmation” that we are on the wrong track, we will ultimately not try new ways, and not embark on career strengthening. This will lead us to become more limited in our career choices, preferring not to expand our capabilities. Ultimately, we will find our skills getting less and less relevant, leading us to career sickness rather than career health.

Your Bounce Back ability will keep you focused on getting back onto the horse when you fall off, and not on the fall itself. Hence, the Optimal score for Bounce Back is in the growth zone.

The other four dimensions: Learning, Risk Taking, Forward and Pride are almost of the same Optimal score, and we will discuss each in turn.

One would expect that the Optimal for **Learning** would be in the growth zone, but it is not so. Why? The High Transition zone for Learning does not mean that one does not learn and apply; it only means that one may be more focused in one’s learning capability. It means that the person takes a more practical approach in the knowledge gain and application, confining these within areas of aptitude or career ambition. After all, taking a random walk with new knowledge may be exciting, but if one cannot tie in the knowledge with aptitude, skill development and career ambition, then the effort may be misplaced. Hence, the Optimal mindset is more of a focused Learning, tying everything back to the drivers of career growth. That is why the optimal score for learning is in the High Transition zone.

Bearing in mind that the **Risk Taking** Dimension measures one’s tendencies to risk one’s reputation, one’s self concept, one’s past successes for the sake of learning new things, and seeing that the Learning Dimension is in the High Transition, then it also goes to reason that this Dimension is also in High Transition. Meaning that one will be more inclined in risking oneself only within the areas of career growth. Hence, the Risk Taking dimension, while still more growth, is not haphazard or too aggressive to the point of hubris. As such, the Optimal is also High Transition.

A fixed mindset in **Forward** does not mean that the person does not move, it only means that they person will start to move only when all the steps to take to success have been mapped out, and that there is clarity in what one will achieve as one steps off the plan and into execution. The issue with this is that it takes a long time to get all the ducks in a row, and by the time there is clarity, sometimes the situation has been overcome by events. And then to start moving off, one will have to start planning again! A person who is fixed in Forward is many a times seen as fixated by analysis-paralysis! In contrast, a person who is growth in this dimension does not wait for all the ducks to get in a row, sometimes they don’t even KNOW what ducks they need! They will start off on their journey and figure out along the way. That can be dangerous when it comes to career health. Because if one were to always “try out new things” and then end up realising that this was not what they wanted, they would have fallen behind in their career aspirations. Hence, there is a need to balance between the two. The High Transition zone still allows for the random walks, but confined within SOME plan. And that plan obviously is driven by their ambition, skills, aptitude and interest. As such, the Optimal score is in the High Transition zone (and the Optimal Zone borders on the Lower Transition!)

Finally, **Pride** is also in the High Transition because on the one hand, no one wants to encounter a “know it all” (more fixed in the Pride dimension), and yet on the other hand, they also don’t want to encounter someone who is deferential (growth zone in the Pride dimension). Hence, there is a need to have a moderate

score for Pride – one where the individual knows the value of his/her past experiences, skills and successes, and YET has the presence of mind to NOT use it in people's face. That is what the High Transition score means, and as a result, why it is Optimal for career health.

In the next page, we shall look at your gap analysis: the difference between your mindset score and the Optimal score.



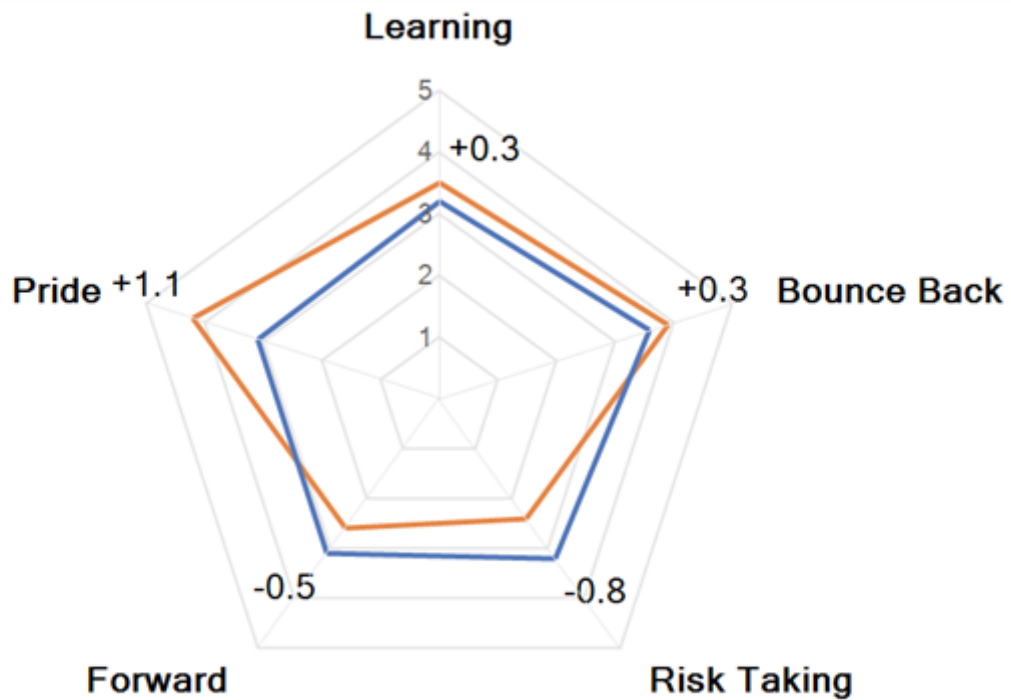
By overlaying your individual profile over the Optimal profile, we are able to identify the gaps. Knowing the gaps allow us to understand how our current tendencies help us or hinder us in being a successful leader for sustainability - be it in our personal life or professional. This also allows us to develop ourselves to become better.

Note:

1. You meet the Optimal when your score is +/- 0.2 from the Optimal score.
2. You exceed the Optimal if your score is $\geq +0.3$ from the optimal
3. You do not meet the Optimal profile if your score is ≤ -0.3 from the optimal.
4. It does not mean that if your score exceeds the Optimal, you are better than the Optimal.
5. It also does not mean that if your score does not meet the Optimal, you are worse than it.

Your Gap Results are shown in the next page

Let us see how your profile compares with the optimal:



The following provides you with the meaning of your gap, and offers developmental suggestions to get you in a better position, if necessary, for each dimension.

1. Learning

You **exceeded** the Optimal for the Learning Dimension.

Being growth minded, you may take on learning in many diverse areas. While that is a great mindset to maintain, you should be mindful of whether you are overweighted on non-career health learning.

Development

Remember, it is not simply enough to collect information / knowledge but to apply them, analyse the outcomes, synthesize your analysis and then create new knowledge. Ultimately, your unique value

proposition rests in creating that which defines you, and then offering that value to potential employers who will scramble to get you on their team! Maintain your career development focus as you do all these. Don't allow yourself to be side-tracked by frivolous knowledge expeditions (unless, of course, if it is for leisure!)

2. Bounce Back

You **exceed the Optimal** for Bounce Back.

You more than meet the required tendencies to support your career development in the sense that, when you hit a roadblock, you don't simply give up. Instead you know that the road to success is paved with "failure". So, get back on your horse, and ride on!

Development

Yet, be on the lookout for supporting too high a risk with these tendencies. After all, if we take all "failures" as just a means to success, we may treat the development as a numbers game, rather than as a learning one. This may make you more reckless. Confidence is always good in career health, but being overconfident can have negative consequences. Be on the lookout for that.

3. Risk Taking

You **did not meet** the Optimal for Risk Taking.

Being in the Low Transition for Risk Taking, it means that you tend to be conservative in putting yourself, your reputation and your self-concept on the line. While some amount of caution can save you from career embarrassments, it can also limit your career growth when you do not dare to try new things. Sometimes, you need to let go of your personal fears and let your hair down to see what lies beyond the horizon.

Development

Look at your Bounce Back score. If it is High Transition or Growth, it means that you have the inclination to overcome a bad outcome at a risk that you took. Hence, you should let go and try riskier things.

If your score is in the Low Transition or Fixed zones, then you are right to be a little more cautious. In this case, you may like to first build up your Bounce Back abilities before you attempt to enlarge your risk taking efforts. However, you do need to understand that to learn and develop in your career, you do need to embrace some risk.

4. Forward

You **did not meet** the Optimal for the Forward Dimension.

You tend to plan your actions and activities before you take the first step. You do like to have a good degree

of certainty, but in the end, you also know that you have to start the ball rolling before you can get more information.

Development

When it comes to career health, this is not necessarily a bad thing. It is good to err on the side of caution when you take your first, or next, career step. Yet, be on the lookout for when you enter into the “analysis-paralysis” stage. Understand that there will never be a time when you CAN get 100% certainty in anything; and many a times, it is best to set the thinking aside and start the doing. It is only in doing that we can get greater clarity, and that can allow us to fine-tune the plan.

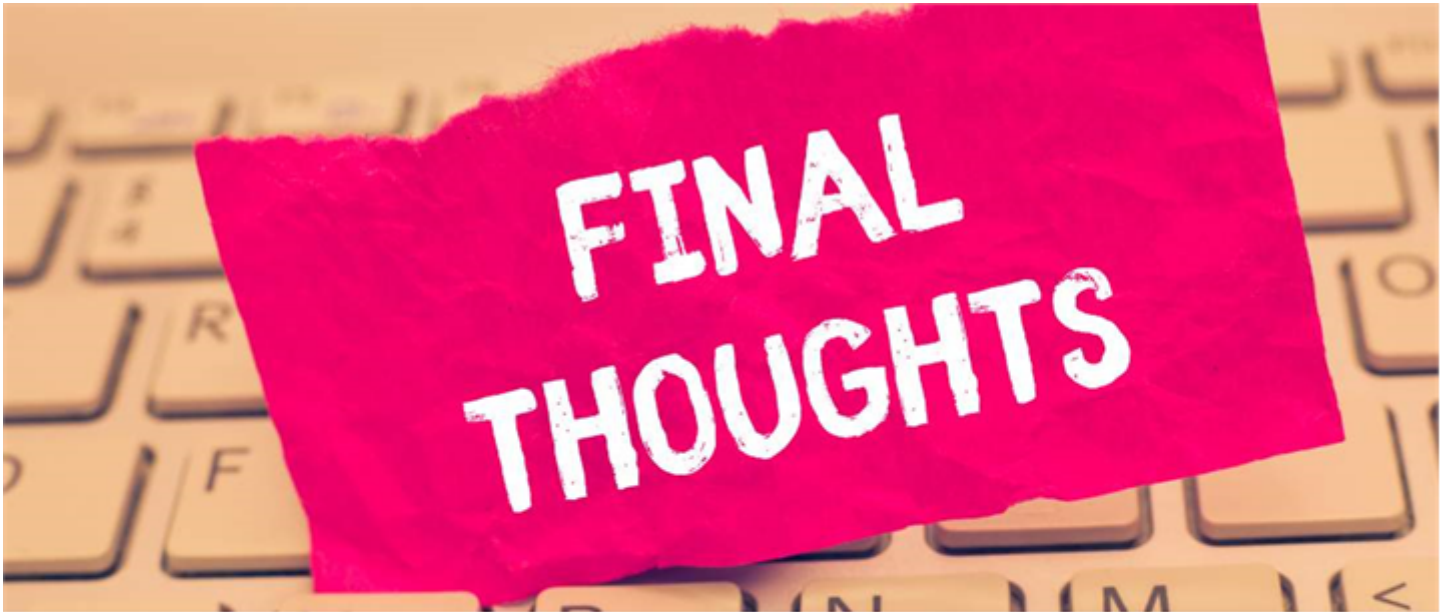
5. Pride

You **exceeded the Optimal** for the Pride Dimension.

Being growth minded here tends to make you seem subservient. When you defer any form of opinion just to hear everyone out, you give others the impression that you don’t know anything, even though you do. You may also come across as a pushover, leading to people trying to take advantage of you. This may result in you doing all the lower value-adding work.

Development

Learn to dial it in. There is no need to be too timid or “respectful”. Understand that no one will stand up for you, and if you don’t do it for yourself, you may end up on the losing end of career progression. The world still loves a take-charge person because that behaviour instils confidence. Even if you believe that “people will be able to see my value” through your actions and results, keeping too quiet about it may result in you being drowned out by the noisier ones. Why lose out to the less capable noisy ones for the sake of “being humble and respectful” – unless, of course, that is your career ambition and interest.



Career management is not a simple thing. It is very strategic and frankly, starts when you FIRST started out in your career. But we cannot go back to change things; hence we can only look to planning ahead. Here are some questions for you to ponder over and discuss with your coach / family member / friend / colleague / professor....

- 1. What aspects of my mindset do I have to develop to build a more successful, resilient and healthy career?**

- 2. Based on your ambition, interests, skills and aptitude, what is the Demonstrable Unique Value that you bring to ANY employer?**

- 3. What NEW/ADDITIONAL the Demonstrable Unique Value do you want to build?**

- 4. What resources / actions can you call upon to build that NEW / ADDITIONAL Demonstrable Unique Value?**

- 5. What commitments do you give yourself in ensuring that you create a resilient and healthy career?**