

5DGM ASSESSMENT REPORT FOR CAREER PIVOT

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DE001



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!

What is mindset and why is it important to you?



Ask ChatGPT and you would probably get a response like,

“Mindset is basically the lens through which you interpret the world - how you think about yourself, your abilities, other people, challenges, failure and success. It is the default setting your brain runs on when you are (sometimes, not consciously) thinking.”

Your mindset is a mix of your beliefs (“This is a problem” vs “This is feedback”), your assumptions (“I’m good at learning” vs “I’m just not that kind of person”) and your inner narration (“I messed up, I’m done” vs “Okay, what can I learn here?”) As a result, different mindsets that approach the same situation would end up with completely different outcomes!

Why mindset matters to you?



Your mindset quietly controls the things you care about in the background. For example,

1. How you respond to difficulty or unexpected events

Life will throw stress, setbacks and confusion at you. Your mindset decides whether you react or respond; whether you avoid, freeze, blame OR adapt, learn, and move forward.

2. How much of your potential you will use

Yes, skills and intelligence matter, but your mindset determines whether you try in the first place, whether you stick with something when it gets uncomfortable or whether you grow or plateau. Two equally capable people can end up in totally different places just because one believes in exploring and the other believes in waiting.

3. Your confidence (and where it really comes from)

A healthy mindset doesn't say, "I will never fail." It says, "Even if I fail, I'll be okay—and I'll get better." That is confidence: calm, resilient, anti-fragile. Your mindset, therefore, seeds your confidence, which will seed your success!

4. How you build your career

Are you ambitious or do you just let career growth take its own course? Do you seek promotions and salary upgrades or do you live a contented life? Your mindset drives the way you view your position in your career, and that impacts the type of life you lead. If your mindset is incongruent with your career ambitions, there will be discomfort and discontent in your life.

5. How you experience life

Mindset shapes whether you are living in the present or the past. It determines if you look at all your past decisions with regret or leave them in the past and move forward. It also determines if you compare yourself with others or live your life the way you want it. The thing is that you can have “success” on paper and still feel “stuck in life” if your mindset is working against you.

This is why it is very important to ensure that we have the “right” mindset for our job and our life.

The fixed and growth mindset – the Dominant Logic

In 2006, Dr. Carol Dweck of Stanford University Department of Psychology published a book entitled, *"Mindset, The New Psychology of Success"*. She described two types of mindset: fixed and growth. The characteristics of the two types are shown in this image:



Her research became the dominant logic for the growth mindset, which can be summarized by these statements:

1. The fixed and growth mindset is a binary concept; that is, we are either fixed or growth.
2. A growth mindset is good and a fixed mindset is bad.
3. Success comes to those with the growth mindset, not fixed.

5 Dimensions of the Growth Mindset – the “Real” Logic

Ian Dyason, Founder of Growth Consulting Asia, was introduced to the growth and fixed mindset concept in 2012 by Jeanne Liedtka, a professor of strategy at Darden Business School, UVA. She shared her research on how companies with Growth Catalysts were able to drive organic business growth, compared to those without them who drove through acquisitions. In the end, organic growth led to longer-tailed value creation versus those that bought value from external parties. Growth Catalysts, as it turned out, were powered by the growth mindset.



When asked how she identified and measured a person’s mindset, Prof Liedtka explained that there was no such tool at the time, so she used the DISC as a proxy assessment; and that the growth mindset loosely coincided with the D-I profile. Unfortunately, it quickly became apparent that the DISC profile could not truly define and identify the growth behaviours well, so our Founder decided to research and create a dedicated growth mindset assessment, ultimately named the “5 Dimensions of the Growth Mindset” (“5DGM”). (To read the full history of the development of the 5DGM, please visit www.growthconsultingasia.com/history-of-5dgm).



The research uncovered several conclusions about the growth mindset that were contrary to the dominant logic. For example,

1. The concept of the growth and fixed mindset is not binary; that is, we don't either have a fixed mindset or a growth mindset. In fact, we discovered that the mindsets exist in zones along a continuum, where the fixed and growth zones lie at the two ends of the continuum. At either the fixed and growth zones, one would predominantly display fixed or growth tendencies respectively.
2. Also, there is a **Transitional** zone in between the fixed and growth zones; so-called because one can transit between fixed and growth tendencies according to context. This means that one can hold a fixed perspective at one time and a growth perspective at another. This runs counter to the dominant logic.
3. We further uncovered that one can even hold both fixed and growth behaviours **at the same time!** This is because we discovered five dimensions to the growth mindset! These five dimensions operate at the same time and together form a person's mindset profile. The 5 dimensions are learning, bounce back, risk taking, forward and pride. We will uncover each one in detail shortly. Someone could therefore have growth tendencies in one dimension and fixed tendencies in another, thereby being BOTH fixed and growth at the same time! Another discovery that runs counter to the dominant logic!
4. We further uncovered that *growth is not necessarily a good mindset to have, nor is fixed necessarily a bad one*; it all depends on the context. Some job roles require one to be predominantly growth – like product innovators or sales managers, while others may require a more fixed mindset – like governance and audit. Imagine what would happen both to job outcomes and personal consternation if the mindsets were swapped! Hence, it does not mean that growth is always good and fixed is always bad, it depends on the job to be done.
5. Finally, we also discovered – and anecdotally that also sounds right – that your mindset can be impacted by changes in your environment. For example, if you were angry or had an argument with your boss or if

something disappointing occurred, that can affect your mindset. While it will not fundamentally shift the way you perceive larger matters, it might cause shifts in one or two dimensions that would temporarily cause you to act “out of character”. Again, this flies in the face of the dominant logic that presumes a static mindset.

This is not to say that the growth and fixed mindsets are irrelevant; that is not the case at all. They are relevant at the fixed or growth zones of each dimension. However, that is only a fraction of the whole fixed-growth mindset concept, one which we have updated and discovered over the course of our research.

Dweck subsequently published in 2016 that one’s mindset can change due to context, after we had published our findings.

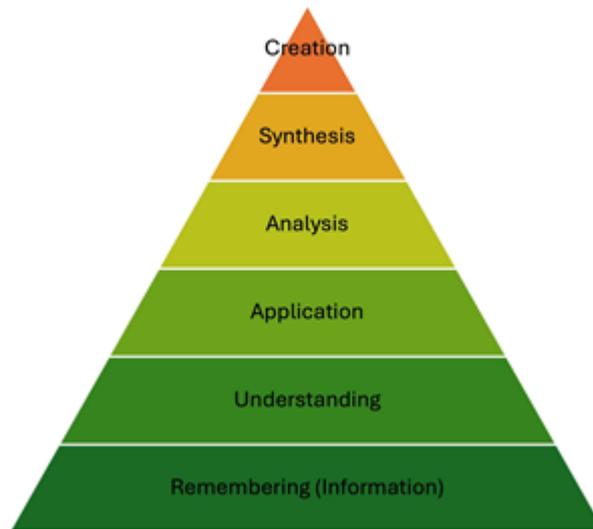
We now turn our discussion to the 5 Dimensions, which are, again, *learning, bounce back, risk taking, forward* and *pride*.

Learning



This dimension measures your tendencies to acquire new ideas and knowledge and apply them to daily use at work or in life.

The key word here is “apply” not simply “acquire”. Some people who are voracious readers end up with a lower score here because they feel that reading equals learning. Unfortunately, that is only the lowest level of learning outcomes. According to Benjamin Bloom, there are 6 levels of learning:



and information acquisition is the most basic level. To be growth minded in learning, one must test the knowledge, manipulate it, apply it, see its effects, create new neural pathways in one's mind, and then use that to create even more knowledge.

Hence, the more growth minded a person is in the Learning dimension, the more the person acquires new knowledge and applies them.

Bounce Back



This measures your tendencies to recover from setbacks and try again; never giving up.

Do you surf? Or ride a bike? Or ski? Any of these activities will see us falling off our platform as we develop our skills. But what makes one person a champion and the other an ordinary user is the ability to take a beating and getting back up - again and again. Of course, we don't fall for the sake of falling; we fall for the sake of learning what NOT to do, and then get up and do it better.

The more growth a person is in this Dimension, the greater the propensity to call upon various resources to pick themselves up from the fall, look at what needs adjusting, and start again! They don't give up so easily!

Risk Taking



This measures your tendencies to risk yourself being wrong or to look the “fool”, for the sake of uncovering something new; like being a clown!

We are not talking about risking as in taking a punt on the stock markets or building a factory in the middle of nowhere. We are referring to you risking your sense of pride, or worth, or of people laughing at you.

A more growth minded person in this Dimension will be comfortable being “judged”, being called names like “crazy” or “foolish” all for the sake of trying something new, to uncover new experiences and knowledge.

Forward



This measures your tendencies to move ahead without full information or knowledge for the sake of uncovering something new.

Forward is the only “movement” Dimension and those who are more fixed in this dimension does not mean that they don’t move, but they need to plan the steps from where they are to where they want to be. They are not comfortable stepping off the planning and onto the moving until they are clear about the outcomes of each step.

Those with a growth score in this Dimension tend to move ahead without full knowledge, understanding that for some situations, they will only know what will happen when they start doing it. They tend to take each movement forward as a means to test their hypothesis, ready to sharper and course correct if necessary. To them, the journey is just as important – if not more so – than the destination.

Pride



This measures your tendencies to use your past experience, knowledge and success to deal with current situations.

It is common to hear someone who is fixed in this Dimension say something like, “I’ve been there, done that. So just do this and that...” That same person who is more growth minded might be heard saying something like, “Yes, I have had experience in this, but I want to hear what everyone is thinking about this before I make my suggestion.”

There is nothing wrong with using past experience and successes to address a current situation; in fact, we need that to drive outcomes. However, how can we be sure that what we know to be true is still valid? How do we know the context within which you were initially successful is still so?

The Interconnectedness of the Dimensions



Our research also revealed that the dimensions do not exist independently of each other. Instead, they are all interconnected, as shown in the diagram above. What this means is when one dimension changes, the others are also impacted (although not equally). Hence, if one wants to improve upon one’s growth mindset, one need not work on all dimensions, just on the one that would make the greatest impact!

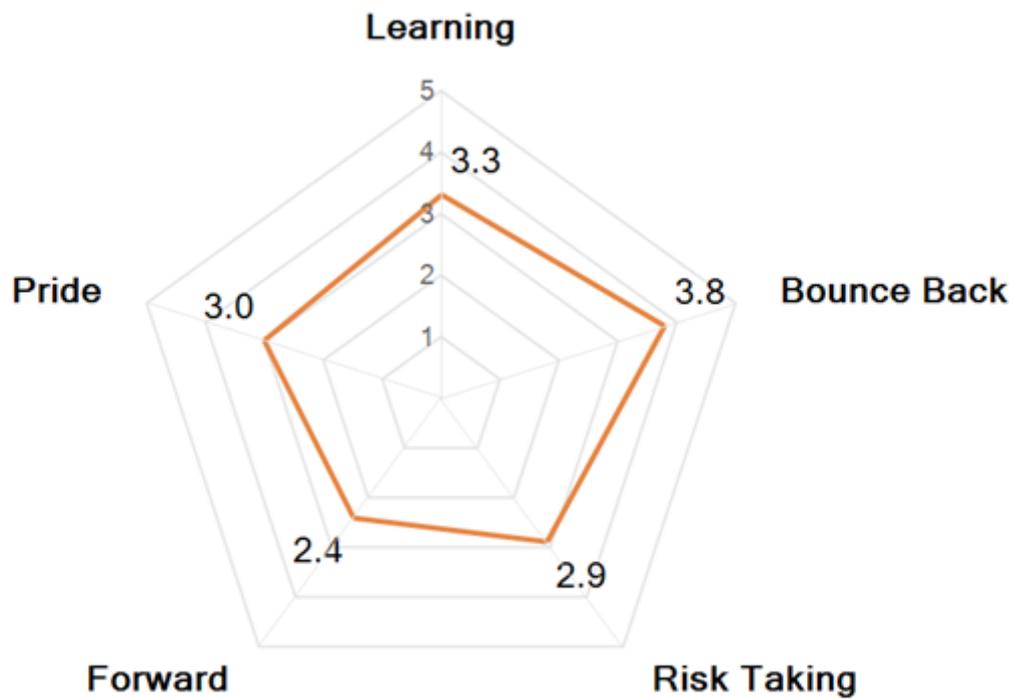
Your Growth Profile

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:





You are in the **HIGH TRANSITION** zone for Learning. This means that you...

1. have a preference for uncovering new knowledge within your areas of interest through formal and informal means
2. are inquisitive and ask questions to understand and uncover new ideas
3. tend to be curious about underlying truths and workings in areas that you believe have the greatest impact to your life
4. tend to read in a focused manner and try to apply new knowledge where applicable
5. sometimes test out interesting theories to verify the lessons you uncovered
6. tend to see failure as a means to learn, but within limits. You tend not to "try your luck" over and over again just to uncover a learning nugget.



You have a **GROWTH** mindset for Bounce Back. This means you...

1. are able to pick yourself up when you fall, dust yourself off and continue
2. realise that the path to success is paved with "failures"
3. understand that failure happens **ONLY** when one gives up and abandons the next iteration
4. have a support structure that you call upon when you face a setback
5. have access to resources that will allow you to overcome hurdles

6. focus on what you should do next and not complain about the setbacks
7. believe that no one is perfect and there is no shame in "failing"
8. are confident in your ability to think, reason, respond and move on



You are in the **HIGH TRANSITION** zone for Risk Taking. This means you

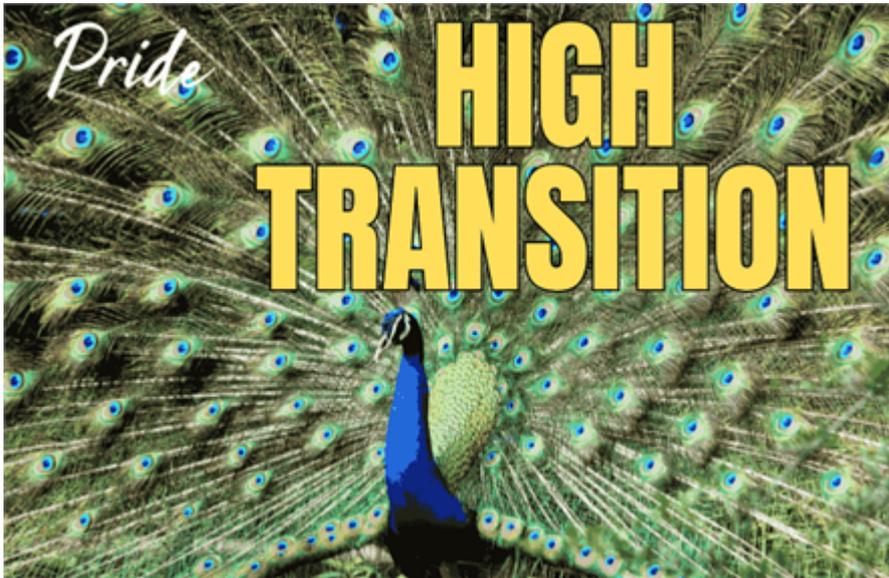
1. tend not to mind very much how people react to your "failure"
2. tend not to take offence when people laugh at you for being foolish or a failure
3. may be willing to test things out to see where they end up, but to a limit
4. are somewhat conscious of the costs of failure, be it time, effort or money
5. tend not to be opposed to trying "crazy", unconventional ideas to solve a problem!
6. may risk past successes or current reputation in search of new areas of success, so long as the downside can be mitigated.



You are in the **LOW TRANSITION** zone for Forward. This means that you...

1. take a more planned, structured approach to moving ahead
2. prefer planning to action, wanting to know the steps to take to get to where you want to be
3. tend not to appreciate getting lost in the process, as such you find yourself speaking to more "experts" to clarify your processes

4. have catered for all requirements and pre-approvals, and still look out for other contingencies
5. tend to take time to start off on your action journey, trying to get more clarity
6. tend to stick to the planned path regardless of the outcomes of the journey.



You are in the **HIGH TRANSITION** zone for Pride. This means that you...

1. are confident in your own experiences and convictions and will use them to make decisions
2. are open to hearing other people's points of view, regardless of rank, experience or maturity
3. will go ahead and make the decision without heeding anyone's inputs if you are very sure of the situation and outcome
4. spend some time in assessing whether your knowledge and experience fit the situation or not
5. are open to consider disconfirming information and adjust your conviction
6. are mindful about identifying when your knowledge and experience may diverge from current reality

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. Recalling Benjamin Bloom from earlier, 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

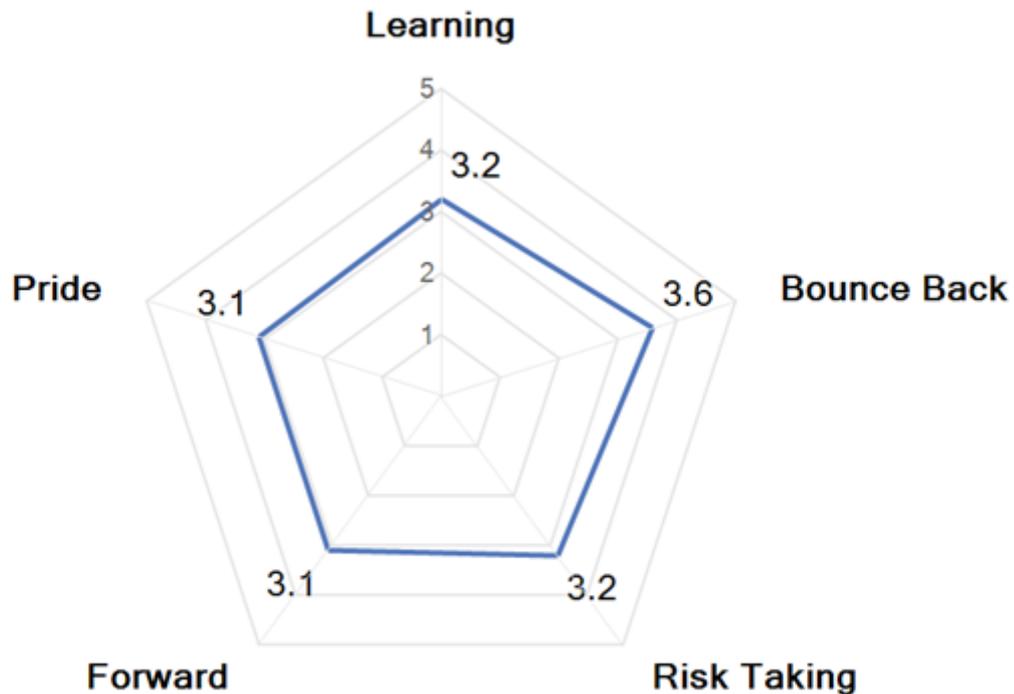
Lastly, we need the proper mindset to grow a resilient and healthy career. Remembering that your mindset is about your tendencies, and these tendencies can drive behaviour, and behaviour drives actions, and actions drive outcomes; having the “right” mindset does NOT mean that you will have a perfectly 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.



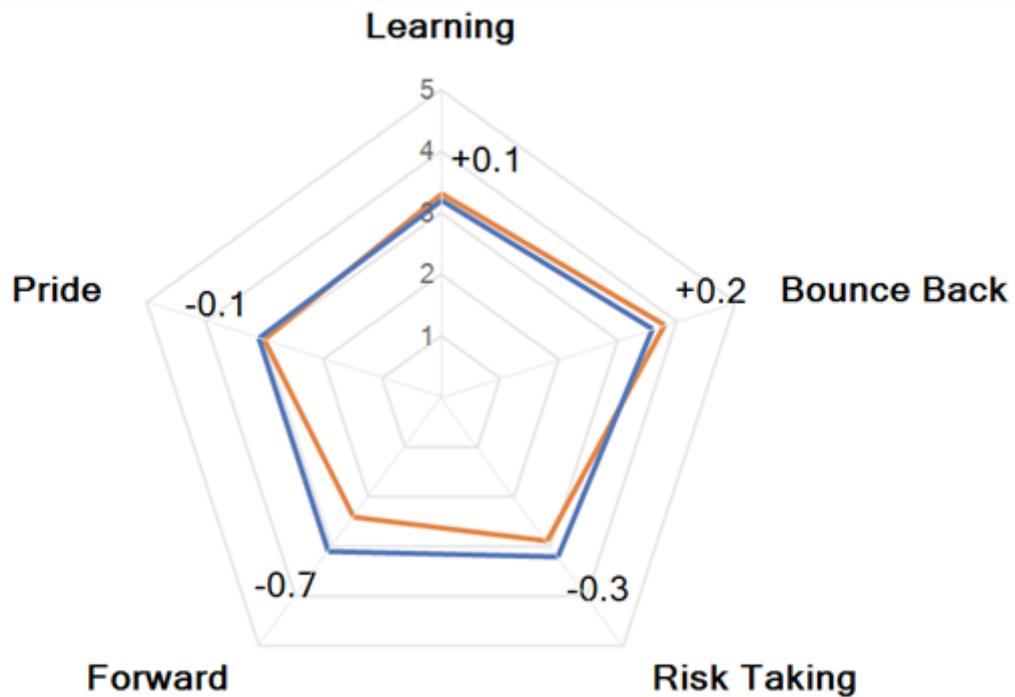
By overlaying your individual profile over the Optimal profile, we are able to identify the gaps. Knowing the gaps allow us to understand how our current tendencies help us or hinder us in being a successful leader for sustainability - be it in our personal life or professional. This also allows us to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

Having met the optimal, it is important to maintain these tendencies.

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!

2. Bounce Back

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

You have 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

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

While you **did not meet** the optimal, but being in the High Transition Zone, you have **JUST ABOUT** the right amount of risk taking tendencies. This means you know – and are open – to putting your reputation, your past knowledge and your personal comfort zone on the line to learn something new. But, of course, there is a limit. You will balance "looking like a fool" with the perceived value of the knowledge you are gaining.

Development

Be on the lookout for being either too risk taking, or suddenly pulling back. Sometimes pulling back may not be too bad a thing; since we do need to preserve that element of self-pride in the face of building career health. But when we become too risk taking, we may end up becoming reckless, and that can have negative consequences on our career health. Hence, continuously manage an even keel with regards to risk taking.

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

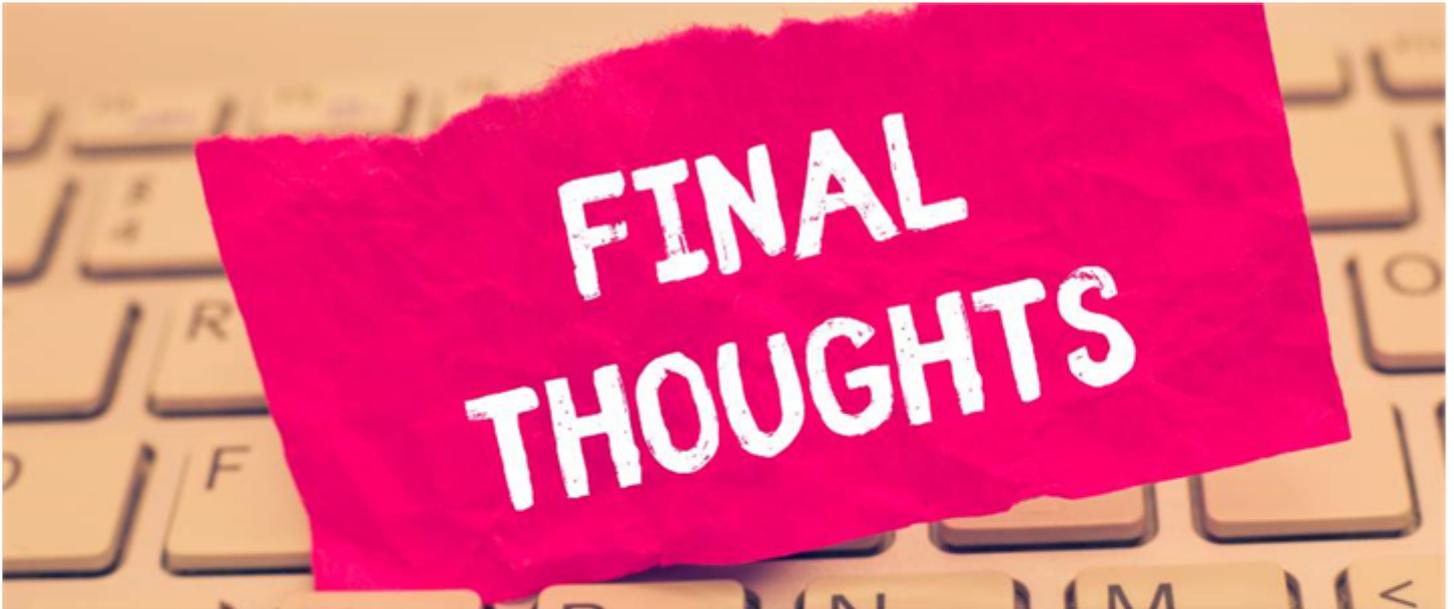
greater clarity, and that can allow us to fine-tune the plan.

5. Pride

You have **met the Optimal** with the right tendencies as described earlier for your Pride Dimension. This means that while you do have requisite skills and experience to get the jobs done, you also hold off to see what the ground is saying, and not pronounce what is the “right” thing to do. After all, there are always nuances in the current situation that can make your past knowledge and experience irrelevant.

Development

Be on the lookout for drifting to either side of this continuum. If you become more fixed, you will start dictating things rather than hearing people out. And if become too growth minded, you can start becoming too compliant and subservient; and this can also jeopardise your career development. Learn to keep quiet and listen as much as you can. Do not react to anything but use your skills to create the right response. This will put you in good stead in developing your career ambitions. Be the person that everyone trusts to be level-headed in a job setting.



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?**