

# Noa Example



## Withdrawn vs Attention seeking



### Withdrawn

The degree to which people may come across as overly reserved and avoidant of others. High scorers are shy, withdrawn or even aloof. They tend to be guarded, doubt others, not invest in relationship building and struggle with collaboration.

- **Behaviours to watch**

- Struggling to collaborate with others.
- Avoiding social settings.
- Being perceived as cold and unfriendly.

- **Decision making & Leadership**

A higher tendency to be reserved and prefer to work alone, which may slow down ability to make collaborative decisions. As leaders they might not be as positive and enthusiastic. Their subordinates might perceive them as distant or less involved. Consequently, they might struggle to manage team cohesion and morale.

- **Performance implications**

Can work well independently, but may underuse competencies like Driving Leadership, Influencing and Inspiring, Networking, Collaborates with others, and Service-oriented.

### Attention seeking

The degree to which people crave social contact. High scorers might seem overly reliant on others, needy, or attention-seeking. They might struggle to complete tasks independently, preferring to seek help from others rather than find solutions on their own. Their desire for social interaction might also distract others.

- **Behaviours to watch**

- Prioritising socialising over work.
- Distracting others through frequent or long conversations.
- Attention or help seeking.

- **Decision making & Leadership**

Being too preoccupied with social relationships might cause them to lose focus on the task at hand. This might result in unstructured or unnecessarily long meetings. As leaders, they may monopolize conversations or desire to be involved in all the tasks and activities of the team. Thus, others might perceive them as dominant or socially dependent.

- **Performance implications**

Shows sociability and charisma but may overuse competencies like Driving Leadership, Influencing and Inspiring, Networking, Collaborates with others and Service-oriented.



## Impulsive vs Rigid



### Impulsive

The degree to which people are easily distractible, prone to skipping monotonous work, and only focused on what is most interesting to them. High scorers are more likely to cut corners, overlook important details, abandon burdensome tasks, and not focus on long term goals.

- **Behaviours to watch**

- Difficulty following strict procedures or routines.
- Ignoring errors and brushing over details.
- Not following through on commitments.

- **Decision making & Leadership**

As leaders, they may be unwilling to take the time and effort to fully consider all implications and possibilities. This might result in taking hasty decisions. Their leadership style might be perceived as too hands off or disorganised. They risk being too focused on the short-term and struggle to give clear and consistent directions.

- **Performance implications**

Show flexibility and will not be bound by rules or commitments but may underuse competencies like Operative Leadership, Demonstrates Integrity, Results-oriented, Plans and Structures, Stays Resilient, and/or Initiating Action.

### Rigid

The degree to which individuals are perfectionistic, overly strict, or inflexible. High scorers tend to struggle in unstructured environments and are overly focused on doing things right. They might find it difficult to change their initial plan when encountering unexpected drawbacks. Because they are very methodical, they might also be slow in reaching a decision.

- **Behaviours to watch**

- Inflexible when faced with a break from routine or plans.
- Annoyed when agreed upon structures are not followed.
- Over-analysing and subject to decision paralysis.

- **Decision making & Leadership**

Working through all possible scenarios and striving for the perfect solution to a problem can result in being too slow to act. They might be overly concerned with getting decisions right. They risk being too focused on details and intolerant of small errors. As leaders, they might lose track of the big picture or come across as pretentious or micro-managing.

- **Performance implications**

Shows ambition and dedication but may overuse competencies like Operative Leadership, Demonstrates Integrity, Results-oriented, Plans and Structures, Stays Resilient, and/or Initiating Action.

## Emotional vs Unresponsive



### Emotional

The extent to which people are easily concerned and experience strong feelings of anxiety, worry, and frustration. High scorers are likely to dwell on mistakes or get frustrated over criticism. They can be averse to potential risks or problematic situations and may be indecisive.

- **Behaviours to watch**

- Taking criticism as a personal affront.
- Quick in laying out their complaints.
- Excessive worry.

- **Decision making & Leadership**

Since they are more likely to see the downside of situations, they might react strongly to stressful or aversive situations, impairing their ability to act constructively. As leaders, they work hard to prove themselves but can be easily discouraged by criticism or negative feedback. They might come across as irritable or short-tempered, which can become a stress factor for others.

- **Performance implications**

Being authentic and aware of their own limitations but may underuse competencies like Operative Leadership, Demonstrates Integrity, Stays Resilient, Stays Adaptive, Humility, and/or Foster Transparency.

### Unresponsive

The degree to which people seem emotionally detached and reluctant to act with urgency when needed. High scorers might seem over-optimistic, not taking problems seriously or responding adequately to negative events. They tend to be unconcerned with what other people think and unlikely to act with urgency when met with an aversive situation.

- **Behaviours to watch**

- Appearing dispassionate and uninterested in solving the problems at hand.
- Being passive or hard for others to read.
- Lacking a sense of urgency or expediency.

- **Decision making & Leadership**

May feel so secure in their decisions that they don't pause to reflect on the situation thoroughly, or wait for consensus before moving on. As leaders, they may not show enough interest or sense of urgency when faced with their co-workers' opinions or concerns.

- **Performance implications**

Shows the ability to handle stress effectively but may overuse competencies like Operative Leadership, Demonstrates Integrity, Stays Resilient, Stays Adaptive, Humility, and/or Foster Transparency.

## Conformist vs Eccentric



### Conformist

The extent to which someone may come across as narrow-minded, unimaginative, or lacks interest in new or seemingly unrealistic or impractical ideas. High scorers may seek comfort in what is practical, champion the status quo, and avoid change. They are more preoccupied with 'what is', rather than 'what can be'. Thus, they might lack imagination and vision.

- **Behaviours to watch**

- Hesitant to include new or very different perspectives.
- Preserving the status quo in detriment of furthering innovation.
- Avoiding discussing complicated or very imaginative topics.

- **Decision making & Leadership**

Valuing the tried and true can close off important opportunities and make them less aware of changes, possibly causing ill-informed decisions. As leaders, they might be too critical of new ideas regarding how things can be improved or disrupted. As a result, they might be too slow in embracing innovations, thereby potentially being perceived as uninspiring.

- **Performance implications**

Shows realism and ability to uphold existing norms and values but may underuse competencies like Strategic Leadership, Entrepreneurial and Commercial and/or Problem Solving.

### Eccentric

The extent to which individuals endorse unusual or unrealistic ideas. High scorers might get too invested in grand plans while failing to consider what is actually possible. They may want to try out new things, even when this is unnecessary or unproductive. This might cause them to violate social norms or create friction. Thus, others might find their behaviour disruptive, and they may waste valuable time or resources.

- **Behaviours to watch**

- Overcomplicating the simple.
- Spending too much time experimenting with new ideas.
- Dismissing those who don't understand their ideas.

- **Decision making & Leadership**

Focusing on innovation over immediate business needs means that they may easily lose sight of the original objective. As leaders, they may be perceived as impractical and out of touch with reality. Others might find them hard to follow as they constantly generate new ideas. They might prioritize starting new projects over solving current problems.

- **Performance implications**

Shows a willingness to embrace innovation and try out new things but may overuse competencies like Strategic Leadership, Entrepreneurial and Commercial, and/or Problem Solving.