

DISRUPTIVE TALENT PROFILE REPORT FOR

JANE SAMPLE

REPORT COMPILED: **FEBRUARY 08 2016**

GENDER: **FEMALE**

ROLE: **Managing Director**

COMPANY: **ABS COMPANY**



THANK YOU FOR COMPLETING META’S MEASURE OF DISRUPTIVE TALENT.

The test was developed to assess your potential for successful business innovation in three broad work domains: **Ideation** (the generation of innovative business ideas), **execution** (the realisation or application of innovative business ideas) and **leadership** (leading innovative people and teams).

The report provides feedback on **9 core dimensions** of your disruptive talent, namely:

 CURIOSITY	The strong desire to know and learn new things
 CREATIVITY	The ability to generate original ideas, to create and invent
 BELIEF	The propensity to act on conviction rather than trying to please others
 OPPORTUNISM	The tendency to spot new business opportunities
 PROACTIVITY	The energy and willingness to get stuff done straight away
 RESILIENCE	The capacity to recover quickly from difficulties; toughness; determination
 VISION	The tendency to have a meaningful mission in life and to see the bigger picture
 AUTHORITY	The tendency to take to charge of situations; to command, control and direct
 STABILITY	The ability to remain calm and optimistic under pressure

In addition, where appropriate, the report flags negative behaviours associated with disruptive talent.

YOUR SCORE

Your score on each dimension is on a scale of 1-100 and is benchmarked against our normative data archive. This archive includes performance criteria and core competencies for hundreds of jobs in a variety of industries.

HOW TO USE THIS REPORT

Your report begins with a 'dashboard' showing your scores in each dimension. It will provide you with a quick overview of your relative position in each dimension and work domain.

For each dimension of your profile, the report then includes (a) a behavioural snapshot; (b) a summary of your main strengths and weaknesses; and (c) some personal development feedback specific to that dimension.

It is important to remember that there are no good or bad scores. Instead, feedback is designed to increase your awareness of your own abilities and of areas for potential development. In line, your report includes a 'personal development summary' related to each work domain. When reading these summaries, try to identify times when you have displayed the behaviours described. This will help you understand how the feedback can be applied in practice.

Finally, your report includes a section on behavioural derailers. Here the report flags both low scores and high scores because both indicate, in different ways, behaviours which are potentially inimical to business innovation i.e. unlike in most aspects of life, when it comes to behavioural derailers, it is good to be average!



The dashboard provides you with an overview of your relative position in each facet and work domain. It also shows you your scores for each of the derailers measured in the test.

	FACET	LOW	AVERAGE	HIGH
IDEATION	CURIOSITY			96
	CREATIVITY			82
	BELIEF		63	
EXECUTION	OPPORTUNISM			91
	PROACTIVITY			84
	RESILIENCE			91
LEADERSHIP	AUTHORITY			93
	VISION			68
	STABILITY		46	
DERAILERS	HUBRIS		33	
	MERCURIAL		33	
	DOMINANCE		33	

For the facets attached to the three work domains, **high scores indicate strong potential**. And where those high scores sit together within a particular work domain, they indicate strong potential in that domain.

It is important to note that it is possible to be strong in one work domain (high scores) and weaker in another (average or low scores) whilst still having the potential to play an important role in business innovation. For example, someone with average scores in the ideation domain but high scores in the execution domain may be ideally suited to managing creative teams. However, **a low creativity or low curiosity score is of concern** as it may indicate a lack of sympathy with new ideas, 'blue-sky' thinking or with the uncertainty associated with early stage innovation. Accordingly, if you have a low creativity or curiosity score the personal development feedback associated with that score is particularly important.

You can find out more about derailers in the final section of your report. Unlike the other facets, high scores (and low scores) for derailers indicate behaviours which are potentially inimical to business innovation within an organizational context. Given this, for derailers, average scores are good.



CURIOSITY

The tendency to actively seek out new experiences, to explore new ways of thinking and of doing things, to be engaged by what's new and different

Curiosity is a prerequisite of discovery. People who are curious look beyond the organization for knowledge and for inspiration. They have a natural interest in new ideas, new projects and new ways of doing things. They are energized by change and challenge.

Your score on this dimension is 96. This means that **your potential in this dimension is high.**

People with high curiosity scores ...	
Strengths	Weaknesses
Are enthused by new projects and initiatives	May be distracted from existing tasks by new projects and initiatives simply because they are new
Embrace new and different ways of working whatever the challenges involved in adapting to them	May be reluctant to 'do things by the book' and follow standard or required ways of doing things
Tend to be undaunted by challenges that lie outside their comfort zone	May spend too much time grappling with difficult or complex problems simply because they find the process of doing so satisfying.
Are able to work independently	May find it difficult to work in roles where people are required to work together or with clear direction
Are likely to invest time and effort in personal development, knowledge acquisition and/or skilling up	May require constant challenge and stimulation in order to remain committed to their work

KEEP DOING

Keep pushing for change and for new ways of thinking and working. Business innovation requires people with an appetite for what is new and different.

START DOING

Start to become more aware of your responsibilities as a team member. The fact that you are reluctant to do things the way they have always been done needs to be tempered by a sense of what other people in the team need and want.

STOP DOING

Stop grappling with complex or difficult problems simply for the sake of it. Try to control your natural enthusiasm for the new with a sense of what the team or the organization needs from you.

**CREATIVITY**

The ability to generate original ideas, to create and invent (relates to non-conformity, originality and preference for novel experiences)

Creativity is a fundamental ingredient of disruption and transformation. It is characterised by the ability to solve problems in new ways, to find hidden patterns in things, to make connections between seemingly unrelated phenomena, and to generate original, but useful ideas.

Your score on this dimension is 82. This means that **your potential in this dimension is high.**

People with high creativity scores ...

Strengths	Weaknesses
Are divergent thinkers; think 'outside the box'	Tend not to be enthused by other people's ideas
Identify new problems and address existing problems in new ways	Can be uninterested in rule-bound problems
Are non-conformists who handle complexity well	May find it hard to maintain focus on a single idea; may have poor attention to detail
Are capable of adapting to change	May find it difficult to cope with routine
Are able to work independently	Can be unpredictable and difficult to manage

KEEP DOING

Keep identifying and solving problems in unconventional ways. Viewing a problem from a variety of perspectives will help you spot things that others will not see.

START DOING

Start to become more aware of your behaviour and how it may affect your colleagues. Creative people like you can be mercurial and impulsive. You may also, sometimes, be too dismissive of others ideas.

STOP DOING

Stop assuming people share the same enthusiasm for challenging the status-quo. Conventional thinkers are likely to require more support and more convincing when it comes to new ideas and the value of change. Try to bring people with you.

**BELIEF**

The propensity to have the courage of your convictions and to act on conviction rather than trying to please others

Ideation requires belief. Belief is more than having confidence in your knowledge or ability. Instead, it is the courage to make decisions without needing approval from others, and being prepared to stand up against others without the fear of being rejected.

Your score on this dimension is 63. This means that **your potential in this dimension is average.**

People with average belief scores ...

Strengths	Weaknesses
Are usually confident and self-assured	Sometimes lose confidence when confronted with really difficult situations or with real opposition
Are prepared to stand up for what they believe in without being too stubborn or inflexible	Are not always stubborn enough in the face of opposition. May sometimes give in too easily
Have a sense of their own worth	Can be too critical of themselves and can be upset by the criticism of others
Tend to do what they think is right	Sometimes don't do what they think is right in order to keep people happy. May worry too much about what others' think of them
Tend to know what they want to achieve	Do not always approach the things they want to achieve with enough urgency

KEEP DOING

Keep being confident and self-assured and try to do so, even in the face of opposition.

START DOING

Start to approach your targets and goals with more urgency. Always have the strength of your convictions, even if it sometimes means upsetting others.

STOP DOING

Stop being too critical of yourself and stop being upset by others' criticism of you. Treat criticism as an opportunity to learn and develop. Stop worrying about what other people think of you. If you believe in what you are doing or the way you are doing it, it doesn't matter what others' think.



OPPORTUNISM

The tendency to spot new business opportunities – relates to being alert, informed, and detecting future trends

Opportunists are excited by new business ideas and see potential where others see only challenges and problems. They are always on the lookout for gaps in the market for new products and services. They like to stay up to date with business trends and, as a result, tend to spot connections between events that others may miss.

Your score on this dimension is 91. This means that **your potential in this dimension is high.**

People with high opportunism scores ...

Strengths	Weaknesses
Are highly alert to new trends	May be distracted by new projects
Take a panoptic view of the world	Can find it hard to focus on a single idea
Are energized by new opportunities and projects	May over-estimate the value of new opportunities; can be too excited by novelty
Are able to connect seemingly unrelated events	Often assume things are simpler than they really are
Are good at multi-tasking	Can find it hard to focus on a single task

KEEP DOING

Keep being alert to and energised by business opportunities. Enthusiasm is contagious.

START DOING

Start being more discriminating. It is possible that you spread your efforts too thinly and, as a result, fail to make the most of the best opportunities. Start listening to more sceptical colleagues. They will never see the opportunities you see but they can help you sort the wheat from the chaff.

STOP DOING

Stop being distracted by every new project, idea or trend. Although opportunistic individuals are always thinking of the next thing, it is important to prioritise your time, energy and resources.

**PROACTIVITY**

*The tendency to be proactive about projects and get stuff done
(relates to energy, confidence and self-determination)*

Proactive people are confident, persistent, resilient and goal-driven. They have high energy levels and get a lot of stuff done. They believe in themselves and in their ability to determine outcomes. They are willing to take risks and are not afraid of failure. In short, if something needs doing, they will get it done.

Your score on this dimension is 84. This means that **your potential in this dimension is high.**

People with high proactivity scores ...

Strengths	Weaknesses
Get a lot of stuff done	Are impatient when things cannot be done as quickly as they would like
Are good at leading from the front	Can come across as pushy or too bold
Are energetic, enthusiastic, and confident	Can be over-confident and impulsive
Persist even in the face of adversity	Can find it hard to give up, even when they should
Have a competitive spirit and enjoy hard challenges	May be too focused on the task to get along with others

KEEP DOING

Keep being persistent, driven and confident as these behaviours help turn creative ideas and business opportunities into a reality.

START DOING

Start to identify when a project has failed and when your efforts would be better focused elsewhere. Although your optimism is a strength, it may make it hard for you to give up. In sum, try to work smarter, not harder.

STOP DOING

Stop becoming frustrated when people do not display the same sense of urgency as you do when completing their work. Instead, try to understand if they are having difficulties with something and work towards overcoming it together.

**RESILIENCE**

The capacity to recover quickly from difficulties; toughness in the face of challenge; determination in the face of adversity

When faced with obstacles people who are resilient remain focused on the task at hand, and persevere. Individuals with high levels of resilience do not believe in luck. Instead they tend to view their successes as a product of hard work, effort and determination.

Your score on this dimension is 91. This means that **your potential in this dimension is high.**

People with high resilience scores ...

Strengths	Weaknesses
Remain focused on the task at hand, and persevere when faced with obstacles	Can be stubborn and inflexible
Have a 'growth mindset'. i.e. Believe in their ability to change and improve themselves	May sometimes overestimate their abilities
Tend not to believe in luck or fate. Instead, believe that they can accomplish most things with hard work	Don't always recognize when events are genuinely outside their control
Are unlikely to be discouraged by setbacks	Do not always know when to give up
Are likely to give 100% to any task, however mundane	May not always marshal their efforts effectively. Some tasks are deserving of less effort than others

KEEP DOING

Keep being determined and positive in the face of obstacles and difficulties. Keep working hard. Keep believing in your ability to improve yourself and the work you do.

START DOING

Start to learn from past experiences. In particular, try to recognize and accept when a situation is genuinely outside your control. This awareness can aid both your personal and professional development.

STOP DOING

Stop hanging on to failing projects. Always try to identify whether the project you are working on is worth the amount of time and effort you are investing in it. If it is not, acknowledge this and move on.

**AUTHORITY**

The tendency to take to charge of situations; to command, control and direct

People with authority are confident and strong-willed. In situations of uncertainty others look to them for decisive leadership. Authority is needed to lead people through change, promote unpopular or novel ideas, and manage functional conflict.

Your score on this dimension is 93. This means that **your potential in this dimension is high.**

People with high authority scores ...

Strengths	Weaknesses
Enjoy making big decisions	May be too bold. May struggle in situations where compromise or consensus is required
Are able to make decisions quickly and decisively	May be inflexible and act without considering the consequences of their actions on other people
Naturally assume leadership roles	Find it difficult to be led or to cede authority to anyone else
Embrace functional conflict. Assert ideas and points of view and defend them in the context of open debate	May come into conflict with people who disagree with them
Are good at holding peoples' attention and directing the flow of discussions and debates	Can exclude other people from discussion and debate

KEEP DOING

Keep being brave and decisive. The ability to make big decisions is a key part of leading innovation. Keep embracing functional conflict. Express yourself and defend your ideas.

START DOING

Start to encourage others to express their views too. Allow other people into the debate on their own terms rather than yours.

STOP DOING

Stop resisting directives just because you are not leading a given project or initiative. Don't allow functional conflict to become dysfunctional conflict by allowing your emotions to intrude.



VISION

The ability to see the bigger picture, the drive to improve things, bring change, and constantly make progress

People with vision are engaged and energized by bold plans and big ideas.

They believe in the efficacy of change and they think they can be an agent of that change. They enjoy thinking big and never doubt the goals they have can be realized. They think long-term and are motivated by a 'meaningful mission'.

Your score on this dimension is 68. This means that **your potential in this dimension is high.**

People with high vision scores ...

Strengths	Weaknesses
Are strongly motivated to improve things	Can have views that are utopian and unrealistic
Enjoy thinking big	Can get carried away with over-ambitious projects
Are highly positive about their own plans	Are disappointed if others don't share their vision
Can often inspire others to think big and think differently	Do not respond much to external rewards or threats
Are able to sacrifice small short-term incentives for bigger long-term benefits	May find it difficult to follow orders unless they align with their own vision

KEEP DOING

Keep your desire for progress and change at the heart of everything you do. Your ideas are likely to inspire those around you, and encourage them to think bigger.

START DOING

Start to be more understanding of projects and initiatives that are not aligned with your own vision. See these situations as a learning opportunity.

STOP DOING

Stop assuming that others share your vision and your desire for change. People resist change for a variety of reasons. To win them over, try to understand why they do not support your vision.

**STABILITY**

The ability to remain calm and optimistic under pressure, in new situations, and with new challenges

Stability is critical for dealing with fast paced environments and with change.

People who are stable are able to maximise key competencies, like problem solving, at the right time and in pressured situations. Stability enables desirable traits to surface and keep undesirable ones under check.

Your score on this dimension is 46. This means that **your potential in this dimension is average.**

People with average stability scores ...

Strengths	Weaknesses
Remain calm and composed in most work situations	May panic in extreme circumstances or when faced with really major issues
Have a generally positive and optimistic attitude towards life and work	May become negative and anxious if put under extreme pressure
Are likely to have healthy relationships with most work colleagues	Work relationships may become strained in highly pressurized situations. Capable of becoming involved in office politics
Are generally accepting of constructive criticism	May become overly defensive if they think criticism is unjust or wrong. While accepting criticism they may not take it fully on board
Are unlikely to worry excessively or to over-analyse situations or nit-pick	Can sometimes ruminate over past mistakes and get stuck in the past

KEEP DOING

Keep remaining calm and composed under pressure. Keep building healthy relationships with your work colleagues.

START DOING

Start taking constructive criticism on board and use it as a means to accelerate your personal and professional development. Start to develop coping strategies for dealing with extreme situations – major project setbacks or failures. Negativity or anxiety never helps a work situation.

STOP DOING

Stop taking criticism too personally. Everyone makes mistakes and dwelling on them will not improve things. Picking yourself up and trying again is the only way to overcome challenges.

BUILDING ON STRENGTHS:

- Keep pushing for change and for new ways of thinking and working. Business innovation requires people with an appetite for what is new and different.
- Keep identifying and solving problems in unconventional ways. Viewing a problem from a variety of perspectives will help you spot things that others will not see.
- Keep being confident and self-assured and try to do so, even in the face of opposition.

ADDRESSING WEAKNESSES:

- Start to become more aware of your responsibilities as a team member. The fact that you are reluctant to do things the way they have always been done needs to be tempered by a sense of what other people in the team need and want.
- Start to become more aware of your behaviour and how it may affect your colleagues. Creative people like you can be mercurial and impulsive. You may also, sometimes, be too dismissive of others ideas.
- Start to approach your targets and goals with more urgency. Always have the strength of your convictions, even if it sometimes means upsetting others.

THINGS TO STOP:

- Stop grappling with complex or difficult problems simply for the sake of it. Try to control your natural enthusiasm for the new with a sense of what the team or the organization needs from you.
- Stop assuming people share the same enthusiasm for challenging the status-quo. Conventional thinkers are likely to require more support and more convincing when it comes to new ideas and the value of change. Try to bring people with you.
- Stop being too critical of yourself and stop being upset by others' criticism of you. Treat criticism as an opportunity to learn and develop. Stop worrying about what other people think of you. If you believe in what you are doing or the way you are doing it, it doesn't matter what others' think.

BUILDING ON STRENGTHS:

- Keep being alert to and energised by business opportunities. Enthusiasm is contagious.
- Keep being persistent, driven and confident as these behaviours help turn creative ideas and business opportunities into a reality.
- Keep being determined and positive in the face of obstacles and difficulties. Keep working hard. Keep believing in your ability to improve yourself and the work you do.

ADDRESSING WEAKNESSES:

- Start being more discriminating. It is possible that you spread your efforts too thinly and, as a result, fail to make the most of the best opportunities. Start listening to more sceptical colleagues. They will never see the opportunities you see but they can help you sort the wheat from the chaff.
- Start to identify when a project has failed and when your efforts would be better focused elsewhere. Although your optimism is a strength, it may make it hard for you to give up. In sum, try to work smarter, not harder.
- Start to learn from past experiences. In particular, try to recognize and accept when a situation is genuinely outside your control. This awareness can aid both your personal and professional development.

THINGS TO STOP:

- Stop being distracted by every new project, idea or trend. Although opportunistic individuals are always thinking of the next thing, it is important to prioritise your time, energy and resources.
- Stop becoming frustrated when people do not display the same sense of urgency as you do when completing their work. Instead, try to understand if they are having difficulties with something and work towards overcoming it together.
- Stop hanging on to failing projects. Always try to identify whether the project you are working on is worth the amount of time and effort you are investing in it. If it is not, acknowledge this and move on.

BUILDING ON STRENGTHS:

- Keep being brave and decisive. The ability to make big decisions is a key part of leading innovation. Keep embracing functional conflict. Express yourself and defend your ideas.
- Keep your desire for progress and change at the heart of everything you do. Your ideas are likely to inspire those around you, and encourage them to think bigger.
- Keep remaining calm and composed under pressure. Keep building healthy relationships with your work colleagues.

ADDRESSING WEAKNESSES:

- Start to encourage others to express their views too. Allow other people into the debate on their own terms rather than yours.
- Start to be more understanding of projects and initiatives that are not aligned with your own vision. See these situations as a learning opportunity.
- Start taking constructive criticism on board and use it as a means to accelerate your personal and professional development. Start to develop coping strategies for dealing with extreme situations – major project setbacks or failures. Negativity or anxiety never helps a work situation.

THINGS TO STOP:

- Stop resisting directives just because you are not leading a given project or initiative. Don't allow functional conflict to become dysfunctional conflict by allowing your emotions to intrude.
- Stop assuming that others share your vision and your desire for change. People resist change for a variety of reasons. To win them over, try to understand why they do not support your vision.
- Stop taking criticism too personally. Everyone makes mistakes and dwelling on them will not improve things. Picking yourself up and trying again is the only way to overcome challenges.

Disruptive talent, at its extreme, can have negative consequences as well as positive ones. META measures 3 characteristics of disruptive talent, which may have a detrimental impact on a person's performance and career progress.

HUBRIS

Excessive pride or self confidence. Hubris is associated with fantasised talent and/or the overestimation of ability. Hubristic people can be narcissistic, self-important and haughty. In Greek tragedy hubris led to nemesis (downfall).

MERCURIAL

Mercurial people are subject to sudden or unpredictable changes of mind or mood. They may get very excited by a project one minute and the next minute feel uninterested. A 'mercurial temperament' is associated with being impulsive, unpredictable, and eccentric.

DOMINANCE

Dominance is the dark-side of 'authority'. Dominant people have powerful controlling tendencies that can stifle the creativity of others. Dominance is associated with overbearing behaviour.

META flags both low and high scores for these traits as both low and high scores indicate, in different ways, behaviours which are potentially inimical to business innovation.



YOUR SCORES

	FACET	LOW	AVERAGE	HIGH
DERAILERS	HUBRIS		33	
	MERCURIAL		33	
	DOMINANCE		33	

HUBRIS

Your score for this dimension is average People with average scores are not prone to hubris and so no personal development recommendations or remedial action is required.

MERCURIAL

Your score for this dimension is average People with average scores are not prone to mercurial behaviour and so no personal development recommendations or remedial action is required.

DOMINANCE

Your score for this dimension is average People with average scores are not prone to dominant behaviour and so no personal development recommendations or remedial action is required.