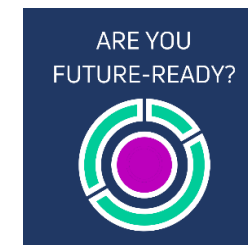


**1 Analytical thinking**

**Capacity to break down complex ideas into basic principles, make judgements by analysing and interpreting facts and information**

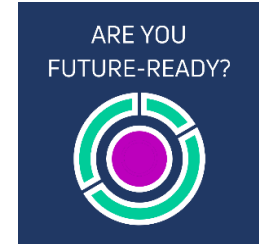


**Improving this skill...**

- **1. Basic Problem Decomposition and Mind Mapping:** Engage in exercises that require breaking down simple workplace problems into components like cause, effect, and potential solutions. This could be as simple as analysing why a team missed a deadline. Use mind mapping tools to visually break down the problem into smaller parts.
- **2. Learn Basic Data Analysis:** Start with Excel or a similar tool to analyze basic datasets. Focus on understanding averages, trends, correlations, and drawing simple conclusions from data.
- **3. Regularly Analyse Case Studies:** Choose case studies relevant to your industry. Identify the problem, the analysis conducted, and the solution. This will help in understanding how to apply analytical thinking in real-world scenarios.
- **4. Cross-Functional Collaboration:** Work on projects with other departments. Understanding different perspectives and types of data (financial, operational, marketing) enhances your ability to analyse multifaceted problems.
- **5. Advanced Data Analysis Techniques:** Learn to use advanced features of data analysis tools, such as pivot tables in Excel, or start exploring software like Tableau for more complex data visualisation.
- **6. Attend Specialized Analytical Workshops:** Enroll in workshops or online courses that focus specifically on analytical methodologies relevant to your field, like statistical analysis, business intelligence, or financial modeling.
- **7. Lead a Small-Scale Analysis Project:** Take the initiative to lead an analysis-focused project within your team. This could involve analysing a recurring problem and proposing data-driven solutions. You could also start practicing predictive analysis by using historical data to forecast future trends.
- **8. Participate in Strategy Development Sessions:** Engage in high-level strategy sessions within your organisation or industry forums. Offer your analytical expertise to shape strategic directions based on thorough analysis and forecasting. If you don't yet have a seat at the strategy table, start lobbying hard for that now.
- **9. Develop Analytical Frameworks for Your Organisation:** Create and implement frameworks for problem-solving or decision-making within your organisation. This could involve developing a step-by-step guide for conducting SWOT analysis or risk assessment.
- **10. Stay Informed on Cutting-Edge Analytical Techniques:** Regularly read up on the latest developments in analytical thinking and methodologies. This can include academic journals, industry publications, or advanced courses in data analysis or strategic thinking.

**2 Creative thinking**

**Bringing a new or novel idea, concept or solution into existence through imagination and ideation**

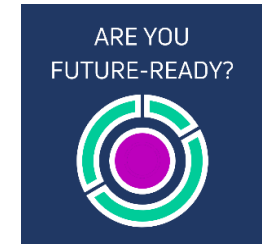


**Improving this skill...**

- ESTABLISHING
  - **1. Inspiration from Everyday Objects:** Challenge yourself to find new uses or ideas inspired by everyday items. For instance, think of 5 unique new uses for a paperclip or a plant pot. This exercise stimulates lateral thinking and originality.
  - **2. Explore Varied Learning Resources:** Immerse yourself in books, online courses (for example, Imperial College London's Creative Thinking course on EdX), and podcasts that focus on creative thinking and innovation. This broad exposure can provide foundational concepts and stimulate thinking in new directions.
  - **3. Practice Regular Brainstorming:** Set aside time each week to brainstorm, using techniques like mind mapping or free writing. Focus on quantity over quality of ideas at this stage to encourage a free flow of thoughts and minimise self-censorship.
- ACCELERATING
  - **4. Experiment with Creative Thinking Techniques:** Experiment with methods like Six Thinking Hats by Edward de Bono, the SCAMPER technique, reverse thinking, flipped thinking or lateral thinking exercises. These structured approaches can help you break out of conventional thought patterns and discover unique solutions.
  - **5. Incorporate Artistic Methods:** Engage in artistic activities (painting, music, writing, etc.) to nurture your creative expression. Such activities encourage novel ways of thinking and can be surprisingly relevant in terms of direct application to novel idea generation or problem-solving in professional contexts.
  - **6. Collaborate on Cross-Disciplinary Projects:** Actively participate in projects with professionals from a variety of disciplines to learn and incorporate their diverse problem-solving approaches and methodologies, enhancing your creative thinking in a collaborative team environment.
  - **7. Keep a Creative Journal:** Maintain a journal to record ideas, inspirations, and reflections on your creative process. Reviewing this journal can help identify patterns in your thinking and areas for further development.
- EXPANDING
  - **8. Mentor or Teach Others:** Engage in mentoring by guiding less experienced colleagues through specific creative thinking exercises and real-world problem-solving scenarios, which not only enhances their skills but also refines your own approach by revisiting and articulating your methodologies, often leading to new insights and innovations.
  - **9. Pursue Advanced Learning and Research:** Engage in advanced studies or research in areas related to creativity and innovation. This could include attending specialised conferences, contributing to journals, or developing your own theories and models.
  - **10. Incorporate Cross-Industry Innovation:** Strategically identify and adapt innovative ideas, technologies, or methodologies from different industries, applying them to your field to create novel solutions and drive forward-thinking, industry-leading innovation.

**3 AI and big data**

**Working with large datasets to derive insights and simulate human thinking via automation, machine learning and cognitive AI**



**Improving this skill...**

- **ESTABLISHING**
  1. **Explore Online Courses:** Enrol in online courses focusing on AI and big data basics, such as "Introduction to Machine Learning" or "Big Data Analytics", which offer practical exercises using tools like Python or R, helping you understand foundational concepts and basic data analysis methods.
  2. **Practice with Simple Projects:** Start with small-scale projects, like analyzing a dataset from Kaggle using basic AI tools, to gain hands-on experience and understand how to apply theoretical concepts to real-world data.
  3. **Join AI Communities and Forums:** Engage in online communities such as Stack Overflow, Data Science Stack Exchange, or specific LinkedIn groups. Regularly read discussions, ask beginner-level questions, and learn from shared resources.
- **ACCELERATING**
  4. **Small-Scale Projects with Supervision:** Start implementing small-scale projects, like predictive modeling or customer segmentation, under the guidance of a more experienced mentor. This can be done within your organisation or as a personal project using public datasets.
  5. **Experiment with Diverse AI Tools and Libraries:** Familiarise yourself with tools and libraries like TensorFlow, PyTorch, or scikit-learn. Start by implementing basic machine learning models and gradually increase complexity.
  6. **Explore Generative AI Prompting:** Experiment with generative AI tools, such as OpenAI's GPT or DALL-E, to understand the nuances of AI prompting and how to leverage it for creative and analytical tasks.
  7. **Learn Data Visualisation Techniques:** Master advanced data visualisation tools and techniques to better interpret and present insights from large datasets, aiding in more effective communication of your analysis. You can find courses and tutorials on data visualisation from a range of online providers.
- **EXPANDING**
  8. **Advanced Courses in Specialised Areas:** Look for online programs in areas like deep learning, advanced predictive analytics, or neural networks from institutions like MIT or Stanford. These courses often involve complex projects and cutting-edge research.
  9. **Contribute to Open Source Projects:** Actively contribute to open-source AI projects, which will challenge you to apply your advanced skills in new and innovative ways, and also provide opportunities for collaboration and leadership in the AI community.
  10. **Research and Innovation:** Collaborate in research projects, or initiate your own, focusing on innovative uses of AI and big data in your field. This could involve developing new algorithms, working with large and complex datasets, or exploring new areas like AI ethics.

4 Leadership and social influence

Having an influential impact on others in organisational settings and displaying energy and leadership

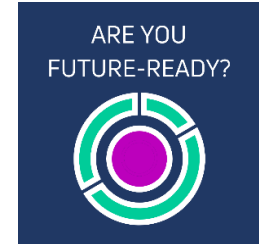


Improving this skill...

- ESTABLISHING
  1. **Identify Leadership Opportunities in Daily Work:** Begin by taking the lead in routine team meetings or small projects. Offer to present team achievements to upper management or coordinate team-building activities. These small steps help build confidence and visibility as a potential leader.
  2. **Regular Feedback Sessions with a Supervisor or Mentor:** Arrange monthly meetings with a superior or mentor to discuss your leadership progress. Use these sessions to reflect on specific instances where you took initiative or had opportunities to influence others and make an impact.
  3. **Study Real-World Leadership Cases:** Choose a successful leader in your industry and study their career and leadership style. Understand how they influenced their teams and organisations and think about how you can apply similar strategies in your context.
- ACCELERATING
  4. **Advanced Communication and Negotiation Skills Training:** Enroll in courses that focus on advanced communication, especially in negotiation and persuasion. These skills are crucial for guiding teams effectively and navigating complex group dynamics.
  5. **Implement a 360-Degree Feedback Process:** Encourage feedback from not just superiors, but also peers, subordinates and other stakeholders. The x360 from xLEAD is particularly recommended. This feedback can provide insights into how your leadership style is perceived and received across different levels of the organisation.
  6. **Lead a Diverse Team or Project:** Challenge yourself by leading a team with diverse backgrounds or a project outside your usual area of expertise. This experience will enhance your ability to adapt your leadership style to different people and situations.
  7. **Read/Listen and Explore Self-Coaching:** Use a resource like LeadRede to find interesting new books to read or listen to about a range of topics that could be related to leadership and influence; maximise your learning by developing some skills in self-coaching so that you can know in multiple dimensions and apply it all in the real world.
- EXPANDING
  8. **Mentor Emerging Leaders:** Share your experience and insights by mentoring junior team members or less experienced leaders. This not only helps them grow but also offers you fresh perspectives and keeps your skills sharp.
  9. **Engage in Inquiry-driven Leadership:** Use your leadership position and skills to deliberately leverage curiosity and inquiry, drawing on cases to learn from past organisational results or experiences, problems the company is currently grappling with, and projects to drive innovation and future opportunity.
  10. **Participate in Executive Leadership Networks:** Join networks or forums for senior leaders. These platforms are valuable for exchanging advanced leadership ideas, trends, and challenges, keeping you at the forefront of leadership thinking and innovation.

5 Resilience, flexibility and agility

Maturity, poise, restraint and capacity to cope with pressure, stress, criticism, setbacks, and problems

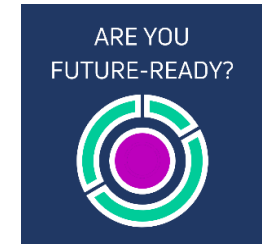


Improving this skill...

- ESTABLISHING
  1. **Stress Management Basics:** Access a workshop or online course that can help with some essentials around stress management. Learn basic techniques such as deep breathing, progressive muscle relaxation, or guided imagery to cope with minor stressors.
  2. **Routine Variation Exercises:** Intentionally alter a small part of your daily routine each week, such as taking a different route to work or changing your schedule. This helps build adaptability to minor changes.
  3. **Journaling for Self-Reflection:** Keep a daily journal where you record challenges, how you felt, and how you responded. Reflect on these entries to identify patterns and areas for growth in handling stress and setbacks.
- ACCELERATING
  4. **Advanced Emotional Intelligence Training:** Pursue advanced emotional intelligence training to better understand and manage your reactions to stress, criticism, and change. This can include learning about triggers, emotional regulation techniques, and empathy development.
  5. **Peer Support Groups:** Join or form a peer support group within your workplace. Regular meetings where members discuss and share strategies for overcoming professional setbacks can foster resilience and offer diverse perspectives.
  6. **Proactive Adaptability Projects:** Deliberately undertake projects that require adaptability, such as leading or joining a team with members from different departments or working on a project with an uncertain outcome. This will challenge your ability to stay optimistic and adaptable in new situations and with new sources and styles of feedback.
  7. **Resilience Role-Play:** Engage in role-play exercises with trusted colleagues that simulate stressful or challenging scenarios. This practice can help you develop quicker, more effective responses to real-life situations.
- EXPANDING
  8. **Resilience Mentoring:** Offer to mentor less experienced colleagues in resilience and flexibility. Teaching others can reinforce and refine your own skills, and also provides an opportunity to learn from the challenges others are facing.
  9. **Advanced Stress Management Techniques:** Explore advanced stress management techniques like biofeedback or mindfulness-based stress reduction. These can help in maintaining calm and focus under high pressure or scrutiny.
  10. **Strategic Leadership in Crisis Management:** Lead a team through a simulated crisis situation, such as a business continuity exercise. This tests your ability to remain calm, think strategically, and make sound decisions under pressure.

6 Curiosity and lifelong learning

Interest in novelty, openness to experiences, continually seeking new knowledge and personal or professional growth

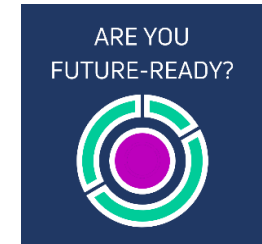


Improving this skill...

- ESTABLISHING 1. **Establish a Learning Routine:** Set aside a specific time daily or weekly dedicated to exploring new topics. This could be through reading, online courses, or podcasts. Start with small, specific goals like reading one chapter of a book each week or completing a short online course each month. This can help in forming a consistent learning habit.
- 2. **Join a Learning Community:** Find groups or forums where people share knowledge and experiences in areas you're interested in personally and/or professionally. Engaging with a community can provide inspiration, motivation and guidance.
- 3. **Seek Feedback:** Share your learning process with mentors, colleagues or your manager and ask them for feedback. They might be able to provide insights on areas you might overlook or suggest new learning paths you might not have considered.
- ACCELERATING 4. **Attend Workshops and Seminars:** Regularly participate in workshops and seminars related to your field or interests. This not only provides new knowledge but also social learning and networking opportunities.
- 5. **Engage in Cross-Disciplinary Learning:** Explore subjects outside your usual scope of work or interest. This broadens your perspective and can add interesting breadth of knowledge to what is probably already depth of knowledge in your usual area of expertise.
- 6. **Embrace Experiential and Novel New Learning:** Find or create opportunities to apply new knowledge in your current projects or work (to make it situated and applied in the real world), but also be open and available to try new projects or roles outside of your regular experience and expertise. Become a curious beginner again.
- 7. **Maintain a Learning Journal:** Keep a journal of your learning experiences, reflecting on what you've learned and how you can apply it. Come up with and note down some novel ways for you to remember key concepts and use them in the real world flow of work or life.
- EXPANDING 8. **Pursue Advanced Learning Opportunities:** Seek out advanced courses, certifications, or degrees that stretch your current understanding and skills, as well as current or potential projects and challenges at work that would be well-suited to applying that new knowledge.
- 9. **Lead Learning Initiatives:** Look for opportunities to organise and lead learning initiatives for your team and in your workplace, such as knowledge-sharing sessions or mentorship programs. This can be a good case of leading to learn, not learning to lead.
- 10. **Regularly Review and Update Learning Goals:** As someone potentially achieving higher levels of skill, your learning goals should evolve. Regularly review and update these goals to reflect your growing expertise and interests and to ensure you are being sufficiently challenged to either go to the next level or start learning something new.

7 Technological literacy

Capacity to select, set up and operate the right technology tools needed to perform tasks



Improving this skill...

- ESTABLISHING
  1. **Structured Learning Path:** Enrol in a structured course on platforms like Khan Academy or LinkedIn Learning that covers fundamental computer skills, basic software (like Microsoft Office, Google Workspace), and internet usage. These courses often include interactive exercises to practice.
  2. **Daily Tech Time:** Allocate 20-30 minutes daily to explore a specific technology tool. For instance, one week could be dedicated to mastering Excel formulas, and the next could be exploring how to effectively use web browsers' advanced features.
  3. **Tutorial-Based Learning:** Regularly watch tutorial videos on platforms like YouTube or Vimeo that demonstrate the use of basic software. Create a playlist of tutorials for each software you are learning, such as "Basic Photoshop Skills" or "Intro to WordPress".
- ACCELERATING
  4. **Focused Skill Enhancement:** Take a course in an area that builds on your existing knowledge, such as intermediate-level programming on Codecademy, or advanced functionalities of productivity tools like Trello or Asana.
  5. **Technology Exploration Projects:** Start a personal project that requires the use of new technology. For example, creating a small website using WordPress or designing a basic app using MIT App Inventor.
  6. **Industry-Specific Webinars:** Attend webinars or online workshops that focus on the latest technological advancements in your industry. For example, if you're in marketing, attend webinars on the latest digital marketing tools.
  7. **Collaborative Learning:** Initiate or join a study group at your workplace or within your professional network to learn a new technology tool together, like a new CRM software or cloud computing platform.
- EXPANDING
  8. **Advanced Specialisation:** Pursue advanced courses or certifications in emerging technologies relevant to your field, like Artificial Intelligence certifications from EdX or cybersecurity courses from Cybrary.
  9. **Innovation Forums and Conferences:** Regularly attend industry-leading conferences, such as CES for consumer electronics or Google I/O for web technologies, to stay abreast of cutting-edge developments.
  10. **Active Community Contribution:** Write insightful blog posts or create video content about your experiences and learnings with new technologies. Alternatively, contribute to open-source projects or technology forums to share your knowledge and learn from peer feedback.

**8 Design and user experience**

**Creating aesthetically pleasing and user-friendly designs, products or interfaces**



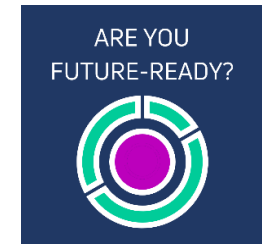
**Improving this skill...**

- ESTABLISHING
  - **1. Explore Foundational Design Theories:** Dive into the theories behind user experience (UX) and user interface (UI) design. Resources like Don Norman's "The Design of Everyday Things" offer invaluable insights into designing with the user in mind.
  - **2. Critique and Learn from Existing Designs:** Regularly explore websites like Behance or Dribbble. Analyse various designs, noting what makes them user-friendly or visually appealing. This will help you understand how theory translates into practical design.
  - **3. Basic Design Projects:** Engage in some projects like redesigning a local business or your own personal website, or creating mock-ups for a mobile app. Focus on applying basic principles like layout, color schemes, and typography.
- ACCELERATING
  - **4. Advanced User Research and Iterative Design:** Experiment with implementing more sophisticated user research methods such as A/B testing or eye-tracking studies to gather nuanced feedback on your designs and then apply iteration to continuously improve a product based on testing and user feedback.
  - **5. Master Design Tools:** Advance your skills in design tools like Adobe XD or Sketch, focusing on features like responsive design and prototyping, which are essential for creating dynamic, user-friendly interfaces.
  - **6. Explore Psychological Aspects of Design:** Deepen your understanding of how design influences user behavior. Look into topics like emotional design and persuasive design to create more engaging and effective user experiences.
  - **7. Stay Current with Trends:** Regularly read industry blogs like Smashing Magazine, find relevant experts or design companies to follow on LinkedIn, or attend UX conferences to stay updated on current trends and best practices in design.
- EXPANDING
  - **8. Specialisation in Advanced Design Areas:** Focus on specialized areas like voice user interface design, augmented reality, or sustainable design. This specialisation can make your skills more valuable and unique.
  - **9. Mentorship and Leadership:** Offer mentorship to less experienced designers or lead workshops. This not only helps in sharing your knowledge but also in refining your own skills and understanding as you pick up on fresh ideas from newer designers.
  - **10. Engage in Continuous Professional Development:** Enrol in advanced courses, perhaps in areas like neuro-design or AI in design, to stay ahead in the field. This will ensure you're well-equipped to handle future design challenges.



9 Motivation and self-awareness

Seeing one's own values, passions, aspirations, reactions, fit with environment, impact on and perception by others

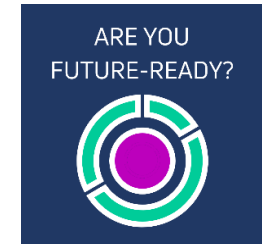


Improving this skill...

- ESTABLISHING
  1. **Structured Self-Reflection:** Begin a structured self-reflection practice. Use prompts such as, "What motivated my decisions today?" or "How did I react in challenging situations?" This will help identify underlying motivations and areas of emotional response that need attention.
  2. **Personal SWOT Analysis:** Conduct a detailed SWOT analysis focusing on your professional life. Identify specific personal experiences that highlight your strengths, weaknesses, opportunities for growth, and potential threats to your career progression.
  3. **Mindfulness Exercises for Beginners:** Use guided mindfulness development sessions (available on apps or online) focusing on recognizing and accepting your feelings and thoughts. This practice can enhance emotional self-awareness and help in managing motivations and reactions more effectively.
- ACCELERATING
  4. **SMART Goal Setting:** Develop SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals that align with your personal values and aspirations. Reflect on how these goals relate to your self-awareness journey and how they impact your interactions with others.
  5. **Mentorship with Focus on Self-Awareness:** Engage in a mentorship relationship with a focus on developing self-awareness. Work with your mentor to analyse real-life professional situations where your self-awareness played a key role.
  6. **360-Degree Feedback:** Utilise a 360-degree feedback tool with an emphasis on assessing self-awareness. This should include questions about how well you understand and manage your emotions, motivations, and impact on others. The x360 from xLEAD (and in particular its section on 'Adaptability') is extremely well suited to this kind of feedback.
  7. **Regular IKIGAI Assessment:** Every quarter, use the Ikigai framework to reassess where things sit for you in terms of what you love doing, what you are good at doing, what you can be paid for doing, and what the world around you actually needs done. This will help reclarify your sense of purpose and personal values.
- EXPANDING
  8. **Public Speaking and Presence:** Improve how you express your motivations and self-awareness publicly. Courses in public speaking or theatre can enhance your ability to communicate your inner state effectively.
  9. **Commitment to Continuous Self-Education:** Dedicate a set number of hours each month to read new research or books on psychology, emotional intelligence, and self-awareness. This will help in staying updated with the latest theories and practices.
  10. **Coaching and Feedback:** Regularly coach or mentor others, focusing on developing their self-awareness. Use this as an opportunity to reflect on your own journey and gather insights into your ongoing personal development.

10 Empathy and active listening

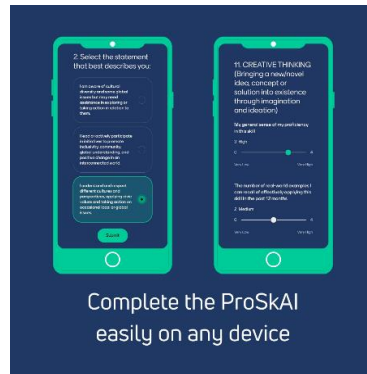
Paying attention to others, establishing rapport, appreciating points being made and emotions being expressed



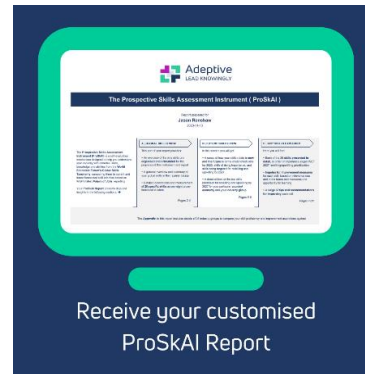
Improving this skill...

- ESTABLISHING
  1. **Practice Reflective Listening:** Make a conscious effort to repeat or paraphrase what the speaker says. This shows you're genuinely paying attention and processing their words and feelings.
  2. **Mindful Observation:** Focus on the speaker's body language, facial expressions, and tone of voice. If someone's words are positive but their body language is closed off or anxious, it may indicate unspoken concerns or feelings.
  3. **Engage in Active Inquiry:** Ask open-ended questions like, "How did that make you feel?" or "What do you think should be done about this?" These questions encourage deeper conversation and show genuine interest in their perspective.
- ACCELERATING
  4. **Deepen Emotional Vocabulary:** Learn to identify and express a wider range of emotions. For example, instead of just labeling an emotion as "sad," consider if it's more of disappointment, grief, or frustration.
  5. **Practice Empathetic Paraphrasing:** Instead of just repeating what was said, try to identify the underlying emotions. For instance, "You seem really passionate about this issue," acknowledges both the content and the emotion.
  6. **Active Presence:** During conversations, consciously put aside distractions like phones or devices. Maintain eye contact and nod to show you're engaged. This non-verbal communication is as important as verbal in showing you're listening.
  7. **Develop Cultural Sensitivity:** Educate yourself on different communication styles across cultures. This might involve understanding different ways emotions are expressed or how directness in conversation varies culturally.
- EXPANDING
  8. **Continuous Learning:** Stay informed about the latest research in communication and psychology. Attend workshops, read books, or listen to podcasts that explore advanced communication skills. A recommended book is Oscar Trimboli's 'How to Listen,' or his award-winning podcast 'Deep Listening.'
  9. **Challenge Yourself:** Engage in dialogues with people of opposing views. Focus on maintaining empathy and understanding their perspective without necessarily agreeing with it. This can be a powerful exercise in deep listening and empathy.
  10. **Reflective Practice:** After significant interactions, take time to reflect. Consider questions like, "Did I fully understand their perspective? What could I have done to make the conversation more effective?" This self-assessment is crucial for continual improvement.

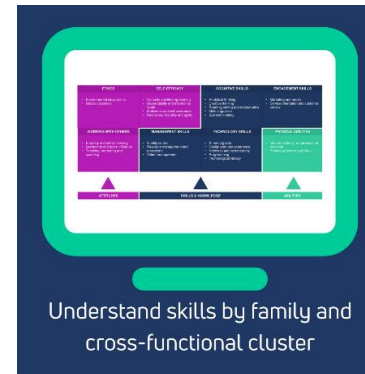
Now find out where your skills are at!



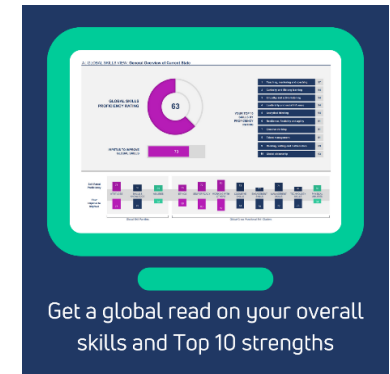
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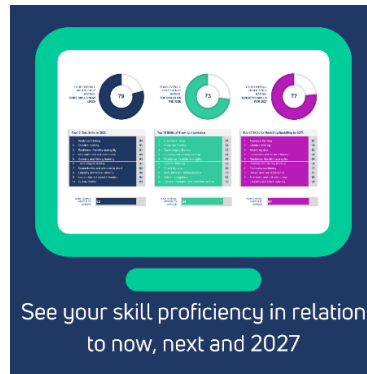
Understand skills by family and cross-functional cluster



Get a global read on your overall skills and Top 10 strengths



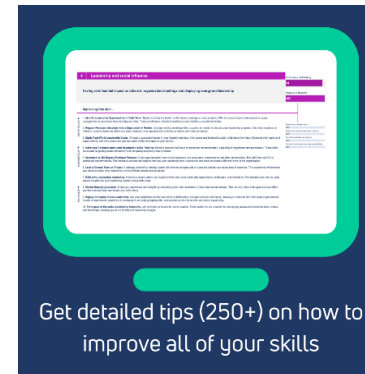
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