

thought code[®]

CAPABILITY MATRIX

Business Name

Sample Organisation

Date

August 3, 2020

This analysis is based on the responses given in the online assessment. This analysis should not be used in isolation of other information about this business and is meant to be interpreted in conjunction with other Capability Development Solutions Diagnostics. The purpose of this analysis is to provide awareness, insight and knowledge only.

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Sample Organisation

Leadership

August 8, 2020

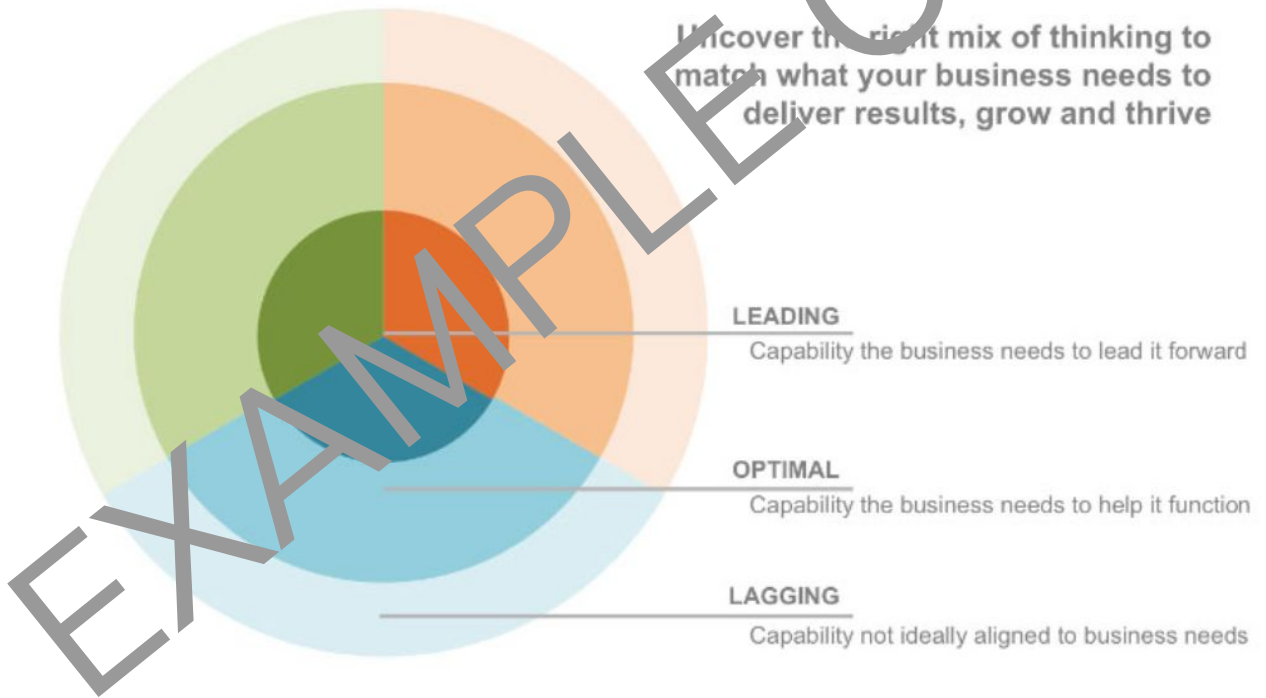
About This Report

This report combines data from the Thought Code Organisational report and the Thought Code profiles that each member of your team completed.

The purpose of this report is to give you an indication of the percentage of your team that has capability that is either lagging, optimal or leading in relation to the phase of growth that your business, or team, is currently experiencing.

Knowing the capability mix of your team and how suitable that mix is to fit your current phase of business growth helps you to make targeted and strategic decisions in relation to four key people areas - recruitment, development, talent and leadership.

Uncover the right mix of thinking to match what your business needs to deliver results, grow and thrive





Business Context

For each phase of business growth there is an ideal mix of capability that helps with decision making, problem solving and driving results. The data in this report will highlight for you where your team is a match or a miss to the current and next phase of business growth so that you can utilise this information to help you make strategic decisions to overcome current obstacles, reinforce strengths and move your business forward.

Based on your Thought Code Organisational Report your current and next phase of business growth have been identified as:

Current Phase of Business Growth: Evolution

This phase of business growth tends to place emphasis on developing and maintaining core relationships. Core relationships include both internal and external relationships that are necessary for the business to function (e.g. Customers, suppliers, team members and so on). The quality of the relationships developed and cultivated have a significant impact on the viability of the business long term.

Core business objective: Generate revenue through relationships

Strategic imperatives should include:

- Team building and dynamics
- Stakeholder management and communication
- Customer service and client retention

Key capability ideal to build and reinforce:

- Attitude of support and duty of care to team members and clients
- Effective listening and communication skills
- Emotional intelligence to build rapport and cultivate strong relationships

Next Phase of Business Growth: Growth

This phase of business growth tends to require energy, drive, resilience and persistence. For a business to grow and thrive, leaders must emerge, be given a voice and empowered to drive change. Greater attention should be given to ensuring the brand stands for something meaningful to clients and the products or services of the business should be differentiated to others in the market so they stand out. This phase requires the business to establish leadership both internally and externally.

Core business objective: Generate revenue through differentiation

Strategic imperatives should include:

- Marketing, advertising and branding
- Sales
- Leadership

Key capability ideal to build and reinforce:

- Ability to be assertive, bold and confident
- Address and manage conflict effectively
- Responsibility and accountability for all actions and outcomes



Sample Organisation

Leadership

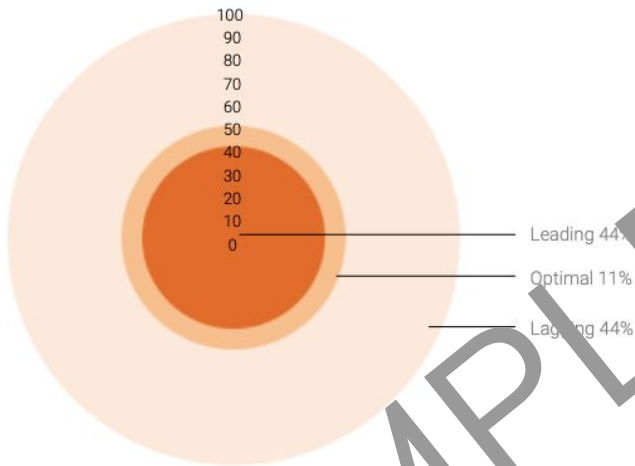
August 8, 2020

Capability Matrix of Your Team

The capability of your team can be split into three categories - leading, optimal and lagging. The individual thought codes of each member of your team utilised in this report have been allocated into one of these three categories in accordance with your current and next phase of business growth. The images below give you a visual representation of the percentage of your team that fits into each of the three categories for both your current and next phase of business growth.

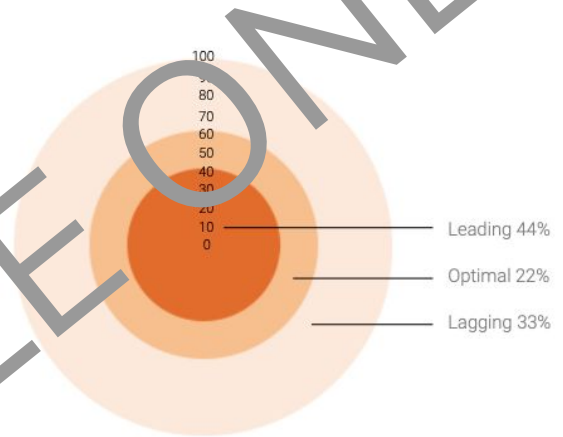
Current Phase of Business Growth

Evolution



Future Phase of Business Growth

Growth



	CURRENT	FUTURE
% of team with LEADING capability	44.44%	44.44%
% of team with OPTIMAL capability	11.11%	22.22%
% of team with LAGGING capability	44.44%	33.33%

Capability that is ideal for leaders, influential team members, and team members in significant or critical roles. Team members in this category have capability that is best positioned to lead the thinking, behaviour and actions of the business.

Capability that is ideal for the majority of the team so the team can function well for the phase of growth. Team members in this category have capability that needs to be properly developed, directed and channelled to drive business outcomes.

Capability that is not ideal for the phase of growth and may result in poor performance, boredom or misalignment with current business objectives. Team members in this category need support to address capability misalignment.



Detailed Capability Mix

For each phase of business growth there is an ideal mix of capability that helps with decision making, problem solving and driving results. For your current and next phase of business growth, the ideal capability mix is outlined along with your actual results, providing an indication of the thought capability your team may be under or over utilising.

		IDEAL		ACTUAL	
Phase of Business Growth		Current	Future	Current	Future
Thought capability Connection I Thinking that is automatic, instinctive and reactive Focused on day to day tasks Prefer tasks that are routine, repetitive, easy, quick and deliver immediate results		21%	13%	▲	▲
Connection II Thinking that is traditionalist, intuitive and tribal Focused on people and relationships Prefer tasks that are familiar, similar, comfortable, known and drives certainty		21%	21%	▼	▼
Power Thinking that is egocentric, assertive and dominant Focused on winning at all costs Prefer tasks that are new, different, challenging, unknown and drives creativity		21%	21%	▼	▼
Independence I Thinking that is absolutist, conformative and ordered Focused on structure and order Prefer tasks that are structured, ordered and systemised, driven by process and rules		13%	21%	▼	▼
Independence II Thinking that is multiplistic, objective and analytical Focused on growth and innovation Prefer tasks that are analytical, strategic and innovative, driven by growth and problem solving		13%	13%	▲	▲
Contribution I Thinking that is relativistic, affiliative and collaborative Focused on purpose and culture Prefer tasks that are linked to culture, purpose, diversity and collaboration		6%	6%	▲	▲
Contribution II Thinking that is systemic, integrative and functional Focused on adapting and changing Prefer tasks that are linked to change, redesign, reflection, insight and lessons learnt		6%	6%	▲	▲

Note: If this data is for a particular team within the business then this data must be looked at in the context of the broader business



Sample Organisation

Leadership
August 8, 2020

Recommended Action

The data contained in this report has given you the high level information you need to help you make informed, strategic decisions in relation to the human capability in your team and business. You now know two key pieces of information:

1. The percentage of your team that has capability that is leading/optimal and those that are lagging and need some support
2. A breakdown of where your team both over and under-utilises different thought capability matched to the ideal mix of thought capability your business needs to support its current and future phase of business growth

It is recommended that you chat with your CDS Consultant to discover how you can leverage this data to make informed, targeted, strategic decisions to extend and improve the human capability in your business to overcome current business challenges and deliver desired outcomes.

Below are a few suggestions on how you can utilise this information to inform decisions across four key areas:

RECRUITMENT



Adjust your recruitment strategy to hire for current and future gaps in thought capability so that you start to hire for where you need to go rather than where you currently are.

DEVELOPMENT



Broaden your development program to include static and dynamic training mechanisms that are targeted at building the capability strengths that the business needs now and in the future

TALENT



Adjust the criteria for how you classify talent within your business to be less focused purely on today's performance data and to incorporate thought capability data to build bench strength in your talent pool that will be best aligned to where your business is heading. And, seek to incorporate specific talent development initiatives that test the required future capability in your talent pool.

LEADERSHIP



Invest in one-on-one and group support to help the leaders of the team and business adjust their style and approach to best suit the leadership needs of the team and the business. Know what style will drive the best results from your team and will assist them to develop and demonstrate capability the business needs.



Recommended Capability Focus

When making recruitment, development and talent decisions going forward it is recommended you specifically target certain capabilities over others to help you build the ideal capability mix that is a match for both your current and future business growth.

The table below contains a list of capabilities recommended you focus on when making recruitment, development, talent and leadership decisions. Each capability has been allocated a level of priority based on the following:



Primary focus



Secondary focus



Tertiary focus

CAPABILITY	DEFINITION	RECRUITMENT	DEVELOPMENT	TALENT	LEADERSHIP
Action Oriented	Ability to seize opportunities	Primary	Primary	Secondary	Primary
Adaptability	Ability to change behavioural style	Tertiary	Secondary	Secondary	Tertiary
Approachability	Ability to put others at ease	Primary	Primary	Tertiary	Secondary
Assertiveness	Ability to be confident without being aggressive	Primary	Primary	Secondary	Primary
Attention To Detail	Ability to be thorough and accurate	Secondary	Primary	Tertiary	Tertiary
Brainstorming Muscle	Ability to use unorthodox methods	Secondary	Primary	Primary	Secondary
Business Acumen	Ability to diagnose business strengths and weaknesses	Secondary	Tertiary	Tertiary	Primary
Care For Others	Ability to sense others feelings	Primary	Primary	Tertiary	Secondary
Care For Self	Ability to maintain own well-being	Secondary	Primary	Tertiary	Tertiary
Change Maker	Ability to make change happen	Tertiary	Primary	Primary	Secondary
Change Management	Ability to rally stakeholders around change	Tertiary	Primary	Primary	Secondary
Coaching & Mentoring	Ability to build others potential and strengths	Tertiary	Primary	Primary	Secondary
Collaborative Relationships	Ability to strengthen partnerships with others	Tertiary	Secondary	Secondary	Secondary
Command Skills	Ability to be direct and tough	Primary	Tertiary	Secondary	Primary
Compassion	Ability to tune into the emotions of others	Tertiary	Primary	Primary	Secondary
Competitiveness	Ability to strive and be the best	Primary	Secondary	Primary	Primary
Composure	Ability to stay balanced in unexpected events	Tertiary	Primary	Primary	Secondary
Conflict Management	Ability to settle disputes equitably	Primary	Secondary	Primary	Primary



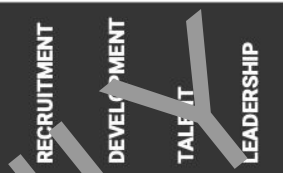
Recommended Capability Focus

CAPABILITY	DEFINITION	RECRUITMENT	DEVELOPMENT	TALENT	LEADERSHIP
Consensus Building	Ability to build internal agreement	●	●	●	●
Continuous Improvement	Ability to meet the ongoing needs of customers	●	●	●	●
Creativity	Ability to see old problems in new ways	●	●	●	●
Crisis Management	Ability to withstand demanding situations	●	●	●	●
Customer Orientation & Support	Ability to anticipate customer needs	●	●	●	●
Dealing With Ambiguity	Ability to tolerate risk and uncertainty	●	●	●	●
Dealing With Paradox	Ability to connect unrelated ideas and events	●	●	●	●
Decision Quality	Ability to balance perspectives when making decisions	●	●	●	●
Delegation	Ability to assign work to maximise individual effectiveness	●	●	●	●
Developing Others	Ability to seek learning opportunities for others	●	●	●	●
Diagnostic Discovery	Ability to analyse data and create insight	●	●	●	●
Difficult Conversations & Situations	Ability to respect all perspectives in the dispute	●	●	●	●
Directing Others	Ability to bring out the best work in others	●	●	●	●
Discipline	Ability to regulate self	●	●	●	●
Drive For Results	Ability to steadfastly push for results	●	●	●	●
Effective Listening	Ability to clarify and elicit clear information	●	●	●	●
Empowering Others	Ability to identify motivators for each individual	●	●	●	●
Entrepreneurial Orientation	Ability to seek out and identify opportunities	●	●	●	●
Establishing Focus	Ability to align personal and organisational goals	●	●	●	●
Ethics & Values	Ability to use standards to guide behaviour and attitude	●	●	●	●
Facilitating Skills	Ability to enable productive group interactions	●	●	●	●
Flexibility	Ability to adapt response to new information	●	●	●	●
Forward Thinking	Ability to anticipate consequences	●	●	●	●
Functional/Technical Skills	Ability to learn new skills and knowledge	●	●	●	●
Global Mindset	Ability to easily pose future scenarios	●	●	●	●
Group Dynamics	Ability to disrupt groupthink behaviours	●	●	●	●



Recommended Capability Focus

CAPABILITY	DEFINITION	RECRUITMENT	DEVELOPMENT	TALENT	LEADERSHIP
Growth Mindset	Ability to seek learning opportunities from results	●	●	●	●
Habit Maker	Ability to maintain healthy reactions to stress and pressure	●	●	●	●
Harnessing Diversity	Ability to leverage benefits of different perspectives	●	●	●	●
Humility & Vulnerability	Ability to learn from mistakes	●	●	●	●
Humour	Ability to ease tension	●	●	●	●
Influencing Others	Ability to inspire and persuade others	●	●	●	●
Informing	Ability to orchestrate flow of information	●	●	●	●
Innovation Management	Ability to adapt and reinvent work processes	●	●	●	●
Integrity & Trust	Ability to earn the trust and respect of others	●	●	●	●
Intellectual Horsepower	Ability to deal with concepts and complexity comfortably	●	●	●	●
Interpersonal Savvy	Ability to respond in different situations	●	●	●	●
Leadership	Ability to build cohesive teams	●	●	●	●
Learn On The Fly	Ability to be a relentless and versatile learner	●	●	●	●
Lifestyle Balance	Ability to handle work and life successfully	●	●	●	●
Managerial Courage	Ability to dispense direct and actionable feedback	●	●	●	●
Managing Through Systems	Ability to simplify complex processes	●	●	●	●
Managing Vision & Purpose	Ability to communicate a compelling vision	●	●	●	●
Metrics & Measurement	Ability to track progress and performance	●	●	●	●
Mutual Accountability	Ability to create a climate of excellence	●	●	●	●
Negotiating	Ability to settle differences with minimum noise	●	●	●	●
Networking Skills	Ability to develop and use contacts	●	●	●	●
Observation	Ability to see beyond the moment	●	●	●	●
Openness	Ability to be approachable and receptive	●	●	●	●
Organisational Agility	Ability to understand the cultures of organisations	●	●	●	●
Organising	Ability to orchestrate multiple activities	●	●	●	●
Patience	Ability to be tolerant with people and processes	●	●	●	●





Recommended Capability Focus

CAPABILITY	DEFINITION	RECRUITMENT	DEVELOPMENT	TALENT	LEADERSHIP
Peer Relationships	Ability to find common ground	●	●	●	●
Perceptiveness	Ability to pick up on invisible vibes	●	●	●	●
Perseverance & Resilience	Ability to see things through to completion	●	●	●	●
Personal Credibility	Ability to be responsible, reliable and trustworthy	●	●	●	●
Personal Disclosure	Ability to set boundary between work and personal life	●	●	●	●
Personal Learning	Ability to commit to self-improvement	●	●	●	●
Persuasive Communication	Ability to tailor the message to the audience	●	●	●	●
Political Savvy	Ability to manoeuvre complex political situations	●	●	●	●
Presentation Skills	Ability to be effective in a variety of settings	●	●	●	●
Priority Setting	Ability to focus on what's important	●	●	●	●
Problem Solving	Ability to use logic and experience to develop solutions	●	●	●	●
Process Management	Ability to separate and combine tasks	●	●	●	●
Quality Focus	Ability to prevent mistakes or defects	●	●	●	●
Reflective Judgment	Ability to use sound principles to make recommendations	●	●	●	●
Results Orientation	Ability to develop schedules and assignments	●	●	●	●
Risk Tolerance	Ability to use criteria to assess risk level	●	●	●	●
Self-Knowledge	Ability to seek feedback and gain insight	●	●	●	●
Self-Promotion	Ability to market self for opportunities	●	●	●	●
Service	Ability to add value to others	●	●	●	●
Sizing Up People	Ability to accurately project what people are likely to do	●	●	●	●
Standards Of Excellence	Ability to exceed set standards	●	●	●	●
Standing Alone	Ability to champion an idea or position	●	●	●	●
Strategic Agility	Ability to create competitive breakthrough strategies	●	●	●	●
Stress Management	Ability to function under pressure	●	●	●	●
Team Chemistry	Ability to combine individual strengths	●	●	●	●
Team Player	Ability to relate well to people in all positions	●	●	●	●



Sample Organisation

Leadership

August 8, 2020

Recommended Capability Focus

CAPABILITY	DEFINITION	RECRUITMENT	DEVELOPMENT	TALENT	LEADERSHIP
Thought Leader	Ability to change the direction of the team or organisation	●	●	●	●
Time Management	Ability to be productive with time	●	●	●	●
Timely Decision-Making	Ability to decide with incomplete information	●	●	●	●
Total Work Systems	Ability to reduce variance in organisational processes	●	●	●	●
Written Communication	Ability to present information in a convincing manner	●	●	●	●

EXAMPLE ONLY

CONTACT US to discuss how to adjust your current people strategy to address and take advantage of the data presented to you in this report to give your business the edge.

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 <https://thoughtcode.global>