

how this tool works

step 1 mark on each of the nine arrows how you (or a colleague) score on the trait

> step 2 assess the outcome:

most scores in the green zone? you're a true life-long learner!

most scores in the yellow zone? you might be perceived as a knowit-all. improve on the areas where you scored towards the left

most scores in the red zone? watch out – you're a smarty pants and people don't like that. reflect on your behaviour and define actions to improve yourself



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