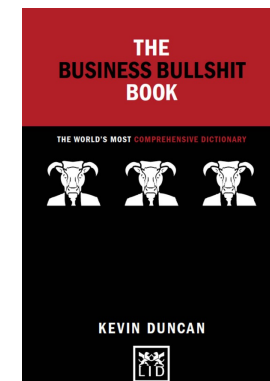
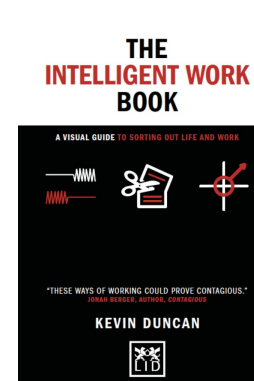
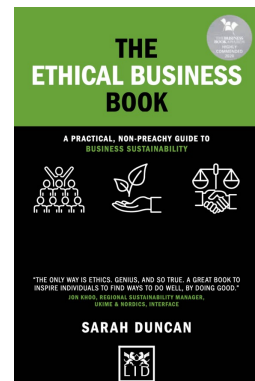
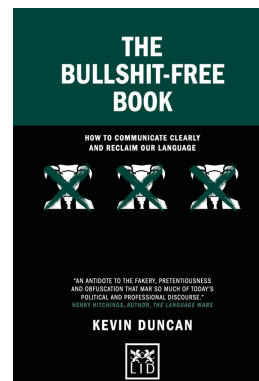
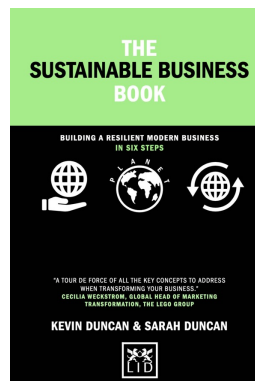
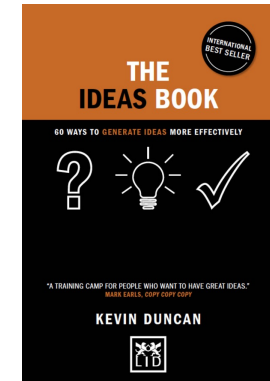
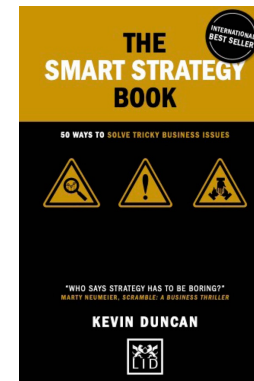
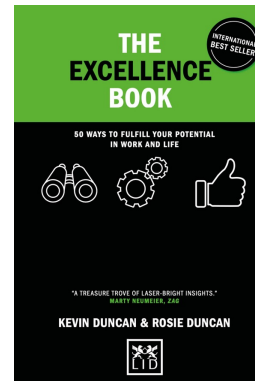
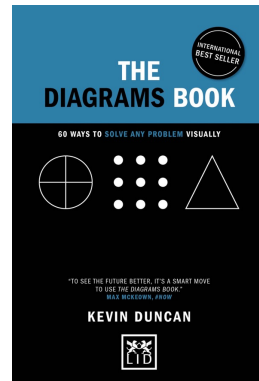
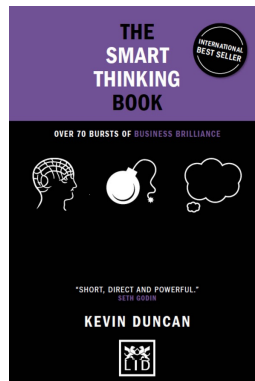


# SMART BUSINESS PERFORMANCE

Use of The Aces System® will improve the business performance  
of any individual, team or company.



- Our Concise Advice books are written by the UK's best-selling business author.
- Over ten years they have sold over 200,000 copies and been translated into over 20 languages.
- They represent the combined wisdom of reading 500 business books over 20 years, with 25 million words read and provocations condensed onto easily digestible spreads for the time-pressed modern executive.
- This is the learning engine behind The ACES System®.



# HOW THE ACES SYSTEM® WORKS



Training over 20,000 people has allowed us to distil skills capabilities into 8 categories.



**ATTITUDE**



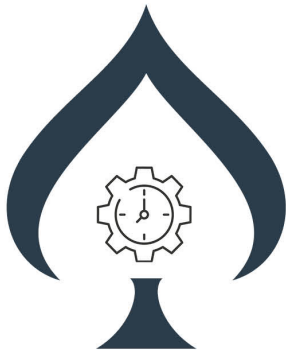
**ACTION**



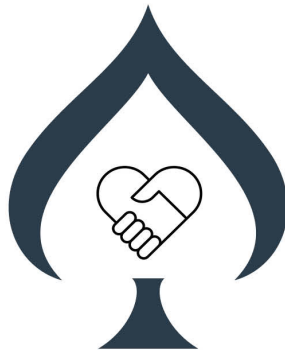
**CREATIVITY**



**COMMUNICATION**



**EFFICIENCY**



**EMPATHY**



**STRATEGY**



**SUSTAINABILITY**

Ten carefully conceived questions on each capability generates an 80 question self-audit,  
which most people can complete in an average of 7 minutes.

54 → I seek advice and learning from outside my normal peer group to broaden my perspective. \*

Description (optional)

1

2

3

4

5

Strongly disagree

Strongly agree

make  
people  
feel  
loved  
today

45 → I regularly review my ways of working. \*

Description (optional)

1

2

3

4

5

Strongly disagree

Strongly agree

33 → My communications avoid cliché and corporate jargon. \*

Description (optional)

1

2

3

4

5

Strongly disagree

Strongly agree



The system software immediately calculates the primary and secondary strengths of the respondent, generating typologies that reflect their blend of skills.

		HIGHEST SCORE							
SECOND HIGHEST SCORE		ATTITUDE Self-starter	ACTION Enactor	CREATIVITY Inventor	COMMUNICATION Communicator	EFFICIENCY Organiser	EMPATHY Listener	STRATEGY Strategist	SUSTAINABILITY Long-Termist
	ATTITUDE Motivated		Motivated ENACTOR	Motivated INVENTOR	Motivated COMMUNICATOR	Motivated ORGANISER	Motivated LISTENER	Motivated STRATEGIST	Motivated LONG-TERMIST
	ACTION Action-orientated	Action-orientated SELF-STARTER		Action-orientated INVENTOR	Action-orientated COMMUNICATOR	Action-orientated ORGANISER	Action-orientated LISTENER	Action-orientated STRATEGIST	Action-orientated LONG-TERMIST
	CREATIVITY Creative	Creative SELF-STARTER	Creative ENACTOR		Creative COMMUNICATOR	Creative ORGANISER	Creative LISTENER	Creative STRATEGIST	Creative LONG-TERMIST
	COMMUNICATION Persuasive	Persuasive SELF-STARTER	Persuasive ENACTOR	Persuasive INVENTOR		Persuasive ORGANISER	Persuasive LISTENER	Persuasive STRATEGIST	Persuasive LONG-TERMIST
	EFFICIENCY Productive	Productive SELF-STARTER	Productive ENACTOR	Productive INVENTOR	Productive COMMUNICATOR		Productive LISTENER	Productive STRATEGIST	Productive LONG-TERMIST
	EMPATHY Thoughtful	Thoughtful SELF-STARTER	Thoughtful ENACTOR	Thoughtful INVENTOR	Thoughtful COMMUNICATOR	Thoughtful ORGANISER		Thoughtful STRATEGIST	Thoughtful LONG-TERMIST
	STRATEGY Strategic	Strategic SELF-STARTER	Strategic ENACTOR	Strategic INVENTOR	Strategic COMMUNICATOR	Strategic ORGANISER	Strategic LISTENER		Strategic LONG-TERMIST
	SUSTAINABILITY Responsible	Responsible SELF-STARTER	Responsible ENACTOR	Responsible INVENTOR	Responsible COMMUNICATOR	Responsible ORGANISER	Responsible LISTENER	Responsible STRATEGIST	

There are 56 possible combinations, based on every conceivable permutation and the relationship between their primary and secondary skills.

MOTIVATED		MOTIVATED		MOTIVATED		MOTIVATED		MOTIVATED		MOTIVATED		MOTIVATED	
	INVENTOR		COMMUNICATOR		ORGANISER		LISTENER		STRATEGIST		LONG-TERMINIST		ENACTOR
ACTION-ORIENTATED		ACTION-ORIENTATED		ACTION-ORIENTATED		ACTION-ORIENTATED		ACTION-ORIENTATED		ACTION-ORIENTATED		ACTION-ORIENTATED	
	SELF-STARTER		INVENTOR		COMMUNICATOR		ORGANISER		LISTENER		STRATEGIST		LONG-TERMINIST
CREATIVE		CREATIVE		CREATIVE		CREATIVE		CREATIVE		CREATIVE		CREATIVE	
	ENACTOR		COMMUNICATOR		ORGANISER		LISTENER		STRATEGIST		LONG-TERMINIST		SELF-STARTER
PERSUASIVE		PERSUASIVE		PERSUASIVE		PERSUASIVE		PERSUASIVE		PERSUASIVE		PERSUASIVE	
	INVENTOR		ORGANISER		LISTENER		STRATEGIST		LONG-TERMINIST		SELF-STARTER		ENACTOR
PRODUCTIVE		PRODUCTIVE		PRODUCTIVE		PRODUCTIVE		PRODUCTIVE		PRODUCTIVE		PRODUCTIVE	
	COMMUNICATOR		LISTENER		STRATEGIST		LONG-TERMINIST		SELF-STARTER		ENACTOR		INVENTOR
THOUGHTFUL		THOUGHTFUL		THOUGHTFUL		THOUGHTFUL		THOUGHTFUL		THOUGHTFUL		THOUGHTFUL	
	ORGANISER		STRATEGIST		LONG-TERMINIST		SELF-STARTER		ENACTOR		INVENTOR		COMMUNICATOR
STRATEGIC		STRATEGIC		STRATEGIC		STRATEGIC		STRATEGIC		STRATEGIC		STRATEGIC	
	LISTENER		LONG-TERMINIST		SELF-STARTER		ENACTOR		INVENTOR		COMMUNICATOR		ORGANISER
RESPONSIBLE		RESPONSIBLE		RESPONSIBLE		RESPONSIBLE		RESPONSIBLE		RESPONSIBLE		STRATEGIC	
	STRATEGIST		SELF-STARTER		ENACTOR		INVENTOR		COMMUNICATOR		ORGANISER		LISTENER



Each comes with a two-word typology such as *Motivated Communicator* and a one-sentence descriptor such as: *You are naturally inclined to communicate effectively and don't need to be persuaded to do it.*

CREATIVE		CREATIVE		CREATIVE		CREATIVE		CREATIVE		CREATIVE		CREATIVE	
	ENACTOR		COMMUNICATOR		ORGANISER		LISTENER		STRATEGIST		LONG-TERMIST		SELF-STARTER

You have ideas and get on with them without needing to be asked.

You are able both to come up with ideas and explain them convincingly.




You are able to come up with ideas as well as understanding how to execute them efficiently.

You can come with ideas and are prepared to listen to the views of others about them.

You have a rare combination of being able to invent ideas and see their strategic application.

You can generate ideas that solve complex and enduring problems.

You are naturally good at coming up with ideas and predisposed to just get on with creative problem solving.

PERSUASIVE		PERSUASIVE		PERSUASIVE		PERSUASIVE		PERSUASIVE		PERSUASIVE		PERSUASIVE	
	INVENTOR		ORGANISER		LISTENER		STRATEGIST		LONG-TERMIST		SELF-STARTER		ENACTOR

You are adept at convincing and explaining as well as coming up with ideas.

You are good at explaining what needs to be done as well as identifying how to do it in the most efficient way.

You are very good at communicating but are also prepared to hear alternative views.

You are good at getting people to agree that your proposed strategic approach is right.

You are convincing when explaining problems that require long-lasting solutions.

You can convey ideas and information effectively and are well motivated to do it.

You are excellent at communicating and want to see action taken as a result.

PRODUCTIVE		PRODUCTIVE		PRODUCTIVE		PRODUCTIVE		PRODUCTIVE		PRODUCTIVE		PRODUCTIVE	
	COMMUNICATOR		LISTENER		STRATEGIST		LONG-TERMIST		SELF-STARTER		ENACTOR		INVENTOR

You get things done and then explain the results very clearly.

You achieve a lot and are prepared to pay attention to alternative ways of doing things.

You are good at seeing the simplest way through but in a thoughtful, strategic way rather than a tactical quick fix.

You are good at identifying the simplest way to approach problems that require long-term solutions.

You are adept at getting things done and enjoy having a can-do disposition.

You get things done and you don't need to be chased to do them.

You are a master of getting stuff done, but with creative flair.



# HOW IT WORKS FOR INDIVIDUALS



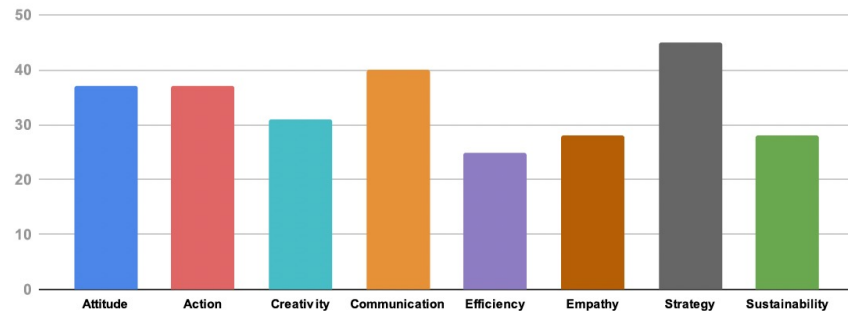
Each respondent receives a personalised report explaining their typology, showing a histogram of their skills, and an 11-page interactive pdf outlining their potential development areas and learning opportunities in every capability area.

Your answers to The Aces System® questions show your current typology as:



### Persuasive Strategist

You are good at getting people to agree that your proposed strategic approach is right.



### WHAT NOW?

The next 8 pages provide detail on each of the attributes covered by the self-audit you have completed.

Attitude	Action	Creativity	Communication
Efficiency	Empathy	Strategy	Sustainability

Each page tells you:

- Your lower scores with your top three priority improvement areas.
- Your other seven scores where there may still be some room for improvement.

Every suggested improvement area points you to learning material in the form of a short audio clip and a PDF spread to read, plus bonus material and further reading suggestions. Click on these in your own time to improve your overall business skills.

- This directs them to the fastest possible route to improvement materials, all based on their own assessment of their skills.
- They can immediately choose to take self-improvement steps by accessing the vast library of material in the system.
- There are 120 one-minute audio clips covering every topic, 120 spreads to read, and suggestions for further reading material.
- Plus, ability to buy complete Concise Advice books on topics that particularly interest them.

## CREATIVITY



These are your top three priority improvement areas. If you do nothing else, definitely look at these. Just click on the learning material you want: short audio clips or PDF spreads to read, or both.

	Score	Download Improvement Material	Audio	Doc
I look beyond the category in which I operate to inspire new ideas.	1	Category Stealing	▶	PDF
I am able to combine commercial realism with the creative process from the start.	2	Combining Creativity And Commerce	▶	PDF
I can distinguish between very difficult creative challenges and simpler ones.	2	Three Good, Three Bad	▶	PDF

Here are the rest of your scores with more self-improvement material. The related reading panel bottom left takes you to one-page summaries of other books on the topic to widen your learning.

	Score	Download Improvement Material	Audio	Doc
I always make sure that the objective or brief is clear before idea generation begins.	3	Ensuring A Clear Brief	▶	PDF
I am able to self-generate inspiring ideas that people get excited about.	3	Give It Social Currency	▶	PDF
I allow ideas to develop and flourish before killing them off too quickly.	3	Letting Ideas Flourish	▶	PDF
I encourage everyone to contribute to creative ideas, regardless of their job description.	4	Training Your Sub-Conscious	▶	PDF
I am prepared to drop ideas and projects that aren't showing sufficient progress.	4	Ensuring High Quality Ideas	▶	PDF
I have a good track record of predicting ideas that will be successful.	4	The Premortem	▶	PDF
I am good at reducing a large number of ideas down to a manageable number.	5	Establishing Potential	▶	PDF

Download Related Reading	Link	Download Bonus Material	Audio	Doc
Creative Blindness, Trott	→	The Decision Wedge		
Frugal Innovation, Radjou & Prabhu	→	The Judging Triangle		
Imagine, Lehrer	→	Generating Initial Ideas		
The Accidental Creative, Henry	→	Strange Or Familiar?		
Where Good Ideas Come From, Johnson	→	Investigate The Uninteresting		



### 10. SIT AND BE

Blaise Pascal, the French mathematician, said: "All of man's misery comes from his incapacity to sit alone in an empty quiet room."

We are useless at doing nothing, but, when we rush into things, we usually cause trouble for ourselves, and for others.

In his book *An Optimist's Tour of the Future*, Mark Stevenson relates a story told by Tim Langley, director of charcoal manufacturer Carbonscape.

An elderly German businessman and his wife hired Tim and his boat to go looking for dolphins.

There were none to be found, but they kept pushing Tim to keep looking.

Eventually after two hours, Tim asked: "Do you want to continue looking, or do you just want to sit and be?"

Such an idea had never occurred to the German.

In order to determine a decent attitude, we need to pause and think properly.

Sometimes we just need to sit and be.

We cannot 'do' all the time. Excess productivity leads to burnout - which, in turn, forces us to do nothing as we are no longer capable. In order to have the energy to 'do' things well, we need to have rested. Resting brings us down from a doing, adrened, light-on-flight state into a calm, rest-and-digest state. In this state we get better sleep, which means our cells regenerate properly, and prepare us better for the next day. Recharging is therefore essential to being a healthy human being.

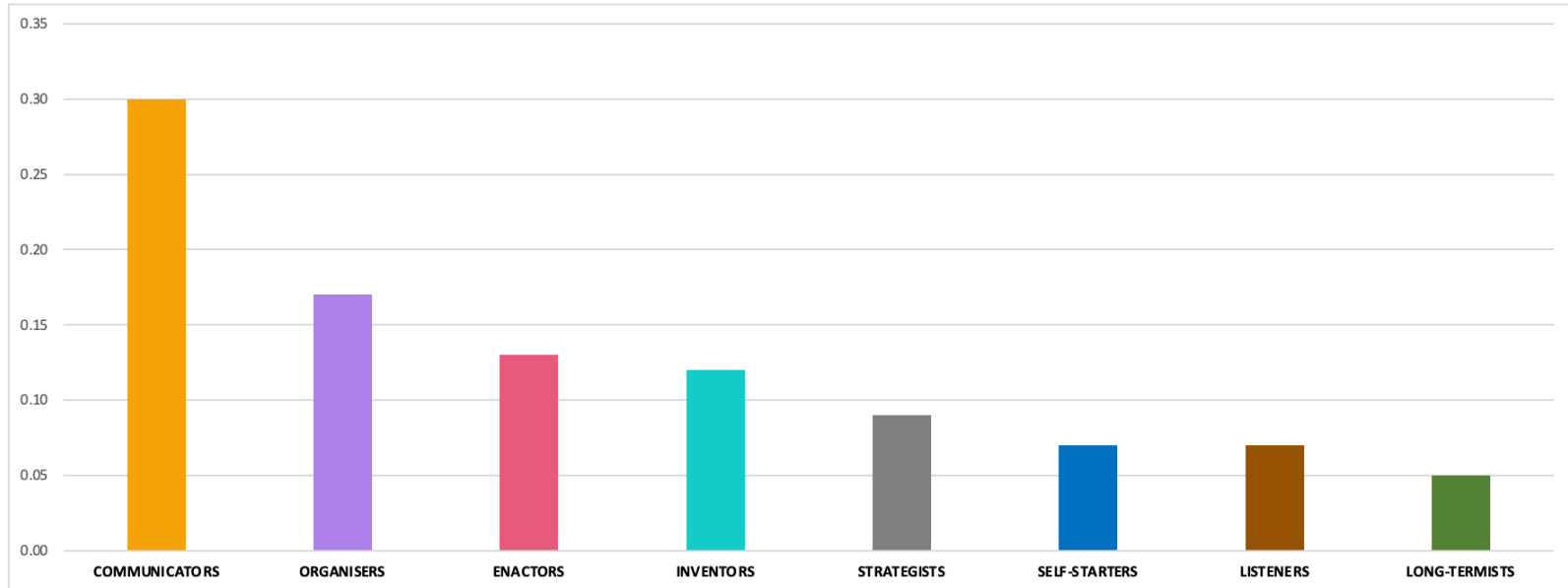
**ASK YOURSELF**

What time can you block out to just sit, be, and recharge?

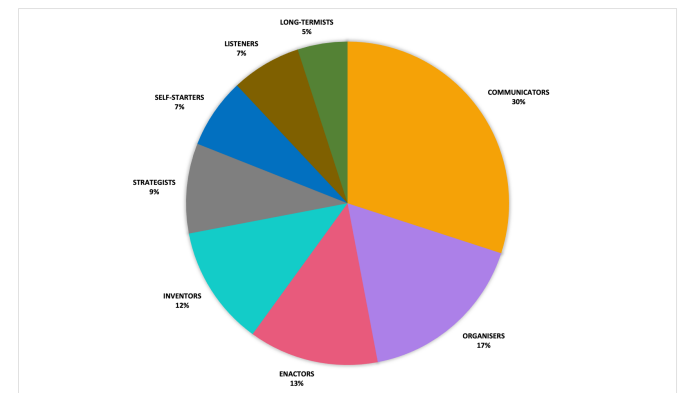
# HOW IT WORKS FOR COMPANIES



- Once a group of people have completed the self-audit, the company can opt to receive a company report including an overview of all the skills present in the company, department or management team.
  - This immediately allows leaders to see whether the skills balance is appropriate for their business.
- This in turn will inform who is in the right or wrong roles, who needs skills development in specific areas, and where hiring is needed to improve company capability overall.



- The data can be expressed in a variety of ways. Pie charts give an immediate impression. Histograms can be expressed in percentages or absolute numbers.
- This enables managers to use quantitative precision to assess the skills base rather than anecdotal guesswork.

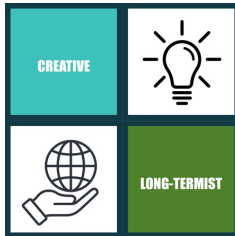




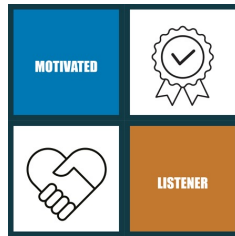
The overview provides a visual guide to the balance in the company.



Name  
Job Title



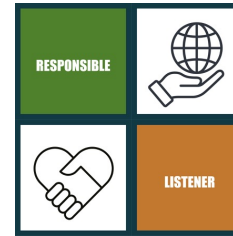
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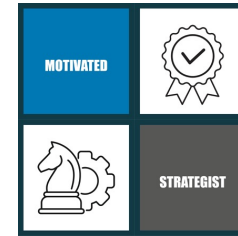
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Job Title



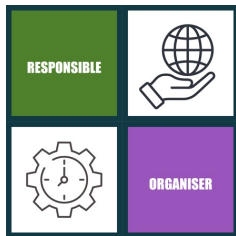
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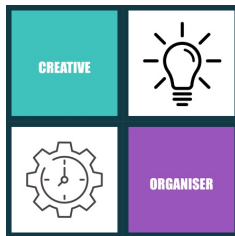
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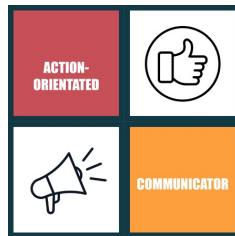
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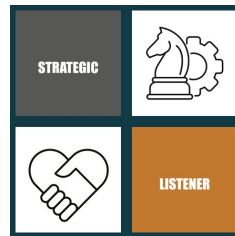
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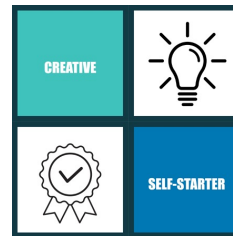
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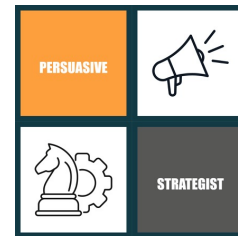
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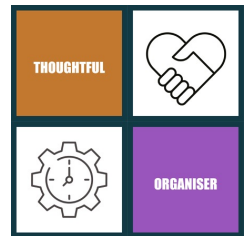
Name  
Job Title



Name  
Job Title



Name  
Job Title



Name  
Job Title

Placing each individual in the relevant box that the system states is their primary skill immediately reveals if the company (or senior team) is over equipped in certain areas, or completely lacking in others.

ATTITUDE		ACTION		CREATIVITY	Colin Scarcrow	COMMUNICATION	Bob LLoyd David Hill Mary Poppins Claire Willis Benny Dawes
EFFICIENCY	Tan Lee Lee James DiRenzo Hitesh Patel	EMPATHY	Ally Chow	STRATEGY	Steve Newbold Gaz Green Sally Metcalf	SUSTAINABILITY	

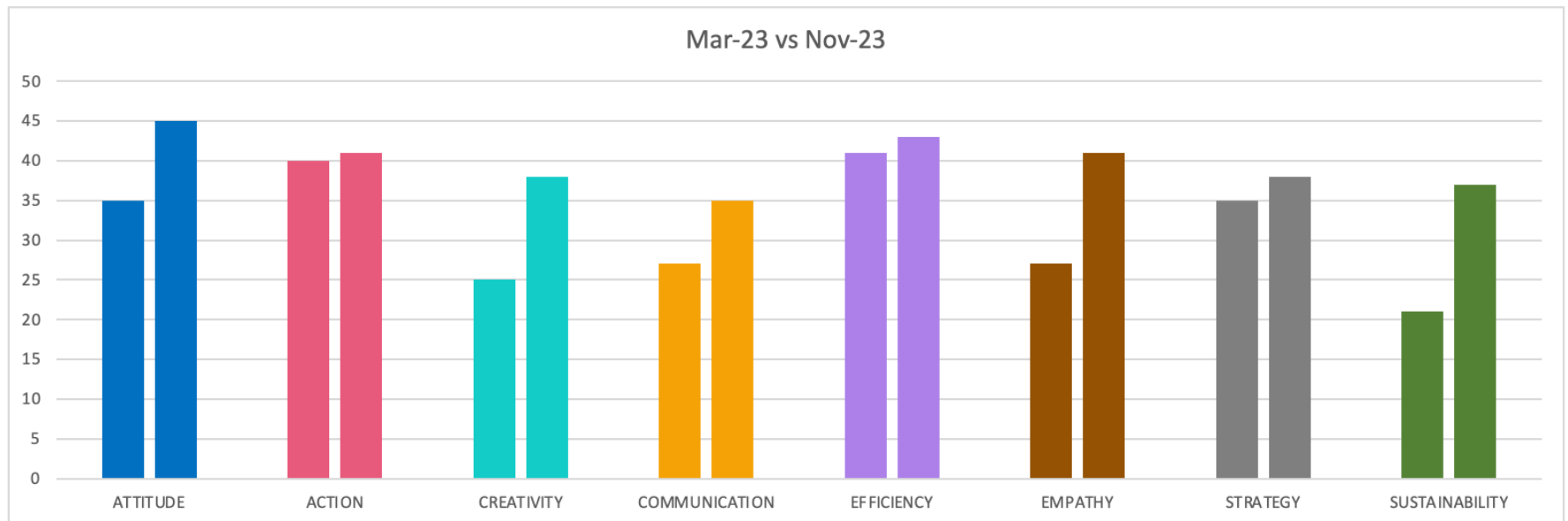
Repeating this process to add secondary skills adds texture and shows where colleagues can complement or support each other.

<b>ATTITUDE</b>		<b>ACTION</b>	Hitesh Patel Mary Poppins	<b>CREATIVITY</b>	Colin Scarcrow  Claire Willis Steve Newbold	<b>COMMUNICATION</b>	Bob Lloyd David Hill Mary Poppins Claire Willis Benny Dawes  Colin Scarcrow Sally Metcalf
<b>EFFICIENCY</b>	Tan Lee Lee James DiRenzo Hitesh Patel  David Hill	<b>EMPATHY</b>	Ally Chow  Tan Lee Lee James DiRenzo Gaz Green	<b>STRATEGY</b>	Steve Newbold Gaz Green Sally Metcalf  Bob Lloyd	<b>SUSTAINABILITY</b>	Ally Chow

- The full Profile Analysis Grid reveals all in stark relief.
- Suddenly we can see where there is too much, too little, or none of the skills needed to constitute a well-balanced and correctly-skilled group.

HIGHEST SCORE								
SECOND HIGHEST SCORE	ATTITUDE Self-starter	ACTION Enactor	CREATIVITY Inventor	COMMUNICATION Communicator	EFFICIENCY Enabler	EMPATHY Listener	STRATEGY Strategist	SUSTAINABILITY Long-Termist
	ATTITUDE Motivated	Motivated ENACTORS	Motivated INVENTORS	Motivated COMMUNICATORS	Motivated ENABLERS	Motivated LISTENERS	Motivated STRATEGISTS	Motivated LONG-TERMISTS
	ACTION Action-orientated	Action-orientated SELF-STARTERS	Action-orientated INVENTORS	Action-orientated COMMUNICATORS	Action-orientated ENABLERS	Action-orientated LISTENERS	Action-orientated STRATEGISTS	Action-orientated LONG-TERMISTS
	CREATIVITY Creative	Creative SELF-STARTERS	Creative ENACTORS	Creative COMMUNICATORS  Sue Steel	Creative ENABLERS	Creative LISTENERS	Creative STRATEGISTS	Creative LONG-TERMISTS
	COMMUNICATION Persuasive	Persuasive SELF-STARTERS	Persuasive ENACTORS  Steve Goldstone Peter Newbold	Persuasive COMMUNICATORS	Persuasive ENABLERS	Persuasive LISTENERS  Doug Taralli Ally Chow Lucy Beale	Persuasive STRATEGISTS	Persuasive LONG-TERMISTS
	EFFICIENCY Productive	Productive SELF-STARTERS	Productive INVENTORS	Productive COMMUNICATORS  Dave Robbins Amanda Grant	Productive ENABLERS	Productive LISTENERS	Productive STRATEGISTS	Productive LONG-TERMISTS
	EMPATHY Thoughtful	Thoughtful SELF-STARTERS	Thoughtful INVENTORS	Thoughtful COMMUNICATORS  Siobhan Allen	Thoughtful ENABLERS	Thoughtful LISTENERS	Thoughtful STRATEGISTS	Thoughtful LONG-TERMISTS
	STRATEGY Strategic	Strategic SELF-STARTERS	Strategic INVENTORS	Strategic COMMUNICATORS  Tracey Killick	Strategic ENABLERS  James DiRenzo	Strategic LISTENERS	Strategic STRATEGISTS	Strategic LONG-TERMISTS
	SUSTAINABILITY Responsible	Responsible SELF-STARTERS	Responsible INVENTORS	Responsible COMMUNICATORS	Responsible ENABLERS  Tan Lee	Responsible LISTENERS	Responsible STRATEGISTS	Responsible LONG-TERMISTS

This can also be tracked over time by repeating the exercise every 3, 6 or 12 months to see what progress has been made.



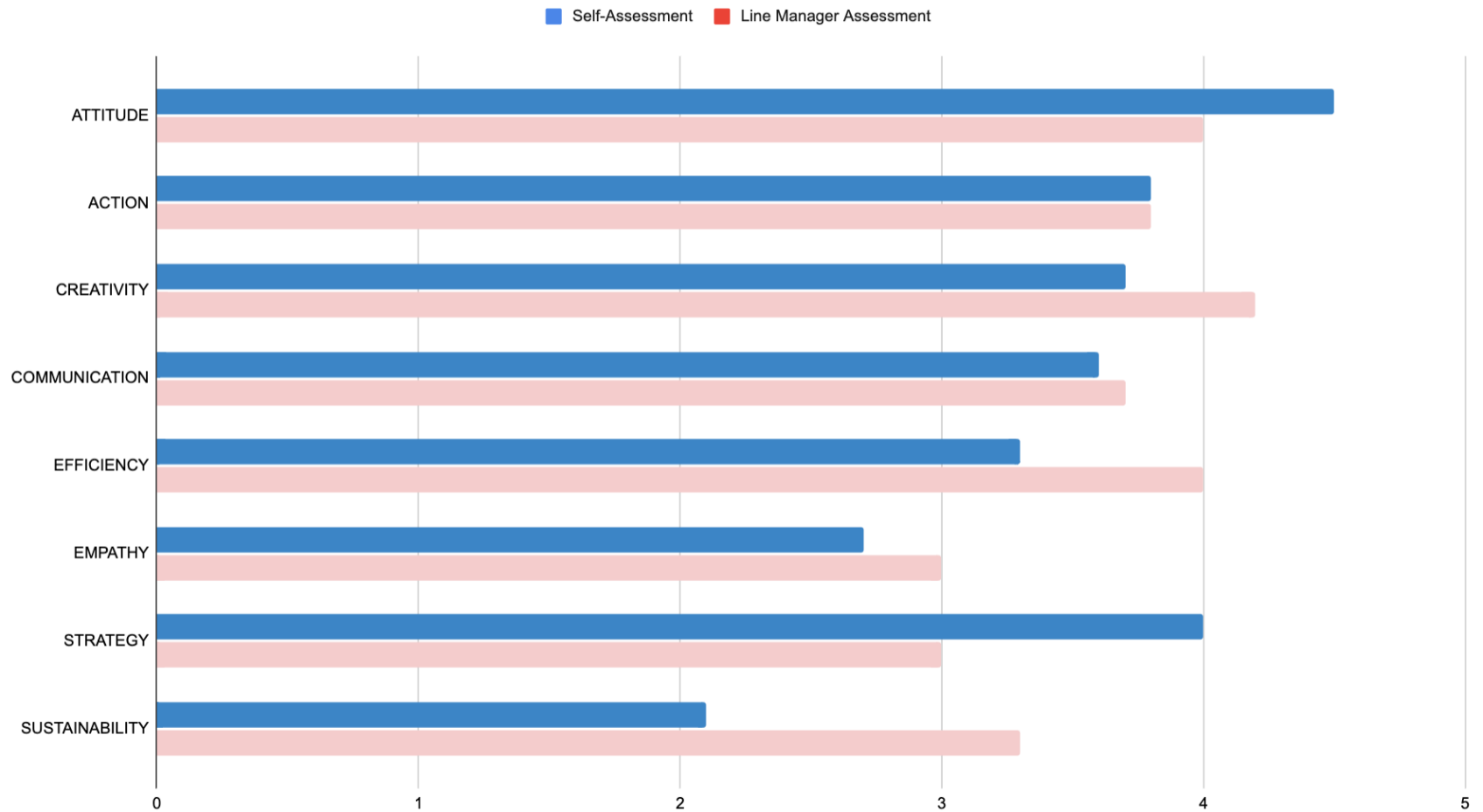


# HOW IT CAN TRANSFORM APPRAISALS



For appraisals, both the individual and their line manager can complete the assessment  
- providing a quantitative basis for discussion.

### Self-Assessment vs Line Manager Assessment



## EXAMPLES

1. There are x number of attributes on which the assessor and the individual have created similar scores – they are in agreement.
2. There are y number of attributes where there is significant divergence – let's discuss.
3. Where the individual has 'overscored' an attribute, the assessor should explain the difference and the reasons why the company feels they need to improve.
4. Where the individual has 'underscored' an attribute, the assessor can explain why others see them as having good skills in that area, thereby boosting confidence.

## BENEFITS

The primary benefit of this is that, at last, the vagueness of line manager appraisals based on loose anecdotal comment is revolutionised.

Instead, it is replaced with a quantitative framework in which both parties have had a fair say, and now have tangible skills areas to discuss.

Even better, instead of general action points which are frequently not followed up, the discussion can be followed by the directed learning that the system provides automatically and immediately.

The enthusiastic individual does not need to wait for any subsequent line manager action. They simply get on with their self-improvement work at their own speed.

# SUMMARY OF BENEFITS





Use of the Aces System® will improve the business performance of any company.

It is clear and intuitive, enabling you to assess an entire company, a department, a senior management team, or specific individuals using an unbiased framework.

It shows you all the capabilities in your team, complete with unnecessary overlaps and/or significant skills gaps.

This analysis will inform who is in the right or wrong roles, who needs skills development in specific areas, and where hiring is needed to improve company capability overall.

The in-built training platform enables individuals to get on with their self-improvement at speed.

Should it be discovered that significant quantities of executives require the same type of training, then larger scale training initiatives can be put in place.



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