



Individual Invincibility Blueprint

Professional and Personal Competency Assessment

A personalised assessment of your professional capability, with a tailored development plan built entirely from your responses.

Prepared for: Daniel Smith

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Front Matter

This assessment report has been prepared by Greg Kurnikov for the sole use of the named participant. It is based on the participant's self-reported responses to a structured behavioural questionnaire, interpreted through a proprietary competency assessment framework.

This report does not constitute a psychometric evaluation, a clinical assessment, or a formal employment appraisal. The findings and development recommendations are advisory in nature. They do not guarantee any particular outcome, result, or performance improvement.

The participant retains sole responsibility for their development decisions and for implementing or choosing not to implement any recommendations contained in this report.

This report is confidential to the participant and may not be disclosed to, or relied upon by, any third party without the prior written consent of the participant and Greg Kurnikov.

Your responses are stored and processed in accordance with applicable data protection regulations.



About This Assessment

This assessment measures professional competence across seven areas, grouped under the heading of Character: your decisions, your planning, your self-discipline, your composure, your development, your ability to persuade, and your relationship with authority. These are the personal foundations that underpin everything else in your professional life, whether you manage people now or plan to in the future.

The findings are drawn entirely from your own answers to a structured behavioural questionnaire. The assessment evaluates your practices and systems, not your personality. No finding here is a permanent label. Every area assessed is developable, and the development plan at the end of this report is built specifically from the gaps identified in your responses.

The report opens with your overall competency profile, then assesses each competency individually. It closes with a phased development plan tailored to your specific gaps.

This report is direct. Where it identifies gaps, it frames them as practical problems with specific solutions, not as personal failings.



Executive Summary

You are 29, working in customer support for a utilities company on a shift pattern that leaves you feeling reactive rather than deliberate. You named consistency as your biggest challenge, and your answers confirmed it: the gap between what you can see needs doing and what you actually do is the single thread running through every competency assessed here. The findings below are read against what is expected of someone with three to seven years of professional experience who is actively working to move into a more structured role.

Your strongest quality is your ability to see yourself clearly. Across seven competencies, your self-assessment was unusually honest and your pattern recognition across situations was consistently ahead of your execution. That is a genuine asset because it means the development work starts from awareness, not from building awareness from scratch.

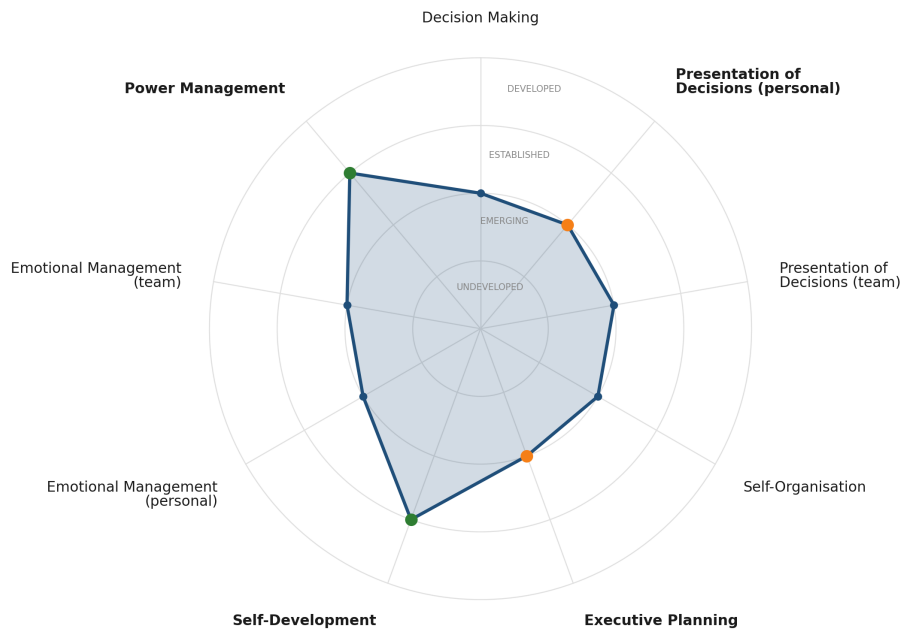
Strength	Key Finding
Self-Development	You process feedback through defensiveness to genuine change, identify cross-domain patterns, and have designed concrete interventions. All three components of active self-development are functioning.
Power Management	You rebuilt trust with a sceptical senior colleague by changing your own behaviour rather than trying to manage the perception. The principle you extracted is accurate and transferable.

Development Priority	Key Finding
Executive Planning	Your goals exist as aspirations without operational scaffolding. No decomposed plan, no milestones, no weekly time commitment. Ambition without architecture does not produce progress.
Presentation of Decisions	Your first persuasion instinct is wrong and the correction requires reflection time you will not always have. Under pressure, you lose conviction when challenged.



Competency Profile

A focused view of your seven Character competencies (nine axes with dual-dimension splits). These are the foundations of self-management that underpin how you lead others.



■ Your competency profile	● Top 2 strengths	● Top 2 development priorities
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TOP STRENGTHS		DEVELOPMENT PRIORITIES	
● Self-Development	Established	● Executive Planning	Emerging
● Power Management	Established	● Presentation of Decisions (personal)	Emerging



Assessment Themes

Two patterns cut across your profile and explain more than any individual competency finding alone.

Your analytical capability consistently runs ahead of your execution. You see the right answer, you can explain why you are avoiding it, and you can even describe the emotional mechanism behind the avoidance. This is not a knowledge gap. In competency after competency, the distance between what you understand and what you do is the defining feature. The practical consequence is that adding more insight will not, by itself, change your outcomes. The development work is operational: closing the distance between seeing and doing, and doing it faster.

A second pattern connects your emotional reactions to your decision speed. The same insecurity, a worry that you are not disciplined enough, shows up as a trigger in conversations, as a brake on decisions, and as the emotional fuel behind your avoidance. You have already mapped this connection yourself. The implication is that your emotional management, your decision-making, and your presentation confidence are not three separate problems. They share a root, and progress on one will pull the others forward.



Detailed Assessment

The following sections assess each of your seven competencies individually.

Character: *The personal foundations of your professional practice*

Decision Making

Competency	Decision Making
Group	Character
Current position	Emerging
<i>What your answers show</i>	<i>Your analysis runs well ahead of your execution. You know the right answer but the emotional barrier prevents timely action.</i>

In each case the analytical work was already done. Whether to apply for a different job or to stop lending money to a friend, you knew the right answer. The delay came from somewhere else entirely.

What your answers reveal is a decision-making system where the thinking runs well ahead of the acting. You can identify the problem, weigh the options, and name the correct course. You can even diagnose your own avoidance: "I tell myself I need to know exactly what direction to move in before I start, which is probably an excuse." That level of self-honesty is unusual at any career stage. The difficulty is that insight alone does not close the gap. Knowing why you are stuck and being unstuck are different things.

Emotional, not analytical. Fear of confirming inadequacy, concern about how others will perceive you, attachment to a self-image as generous and easygoing: these are the forces that slow your decisions down. Analytical complexity barely features. You do not struggle with decisions that involve numbers or facts. You struggle with decisions that involve people, identity, or the possibility of looking worse than you do now.

In practical terms, this means your decisions stall most often at exactly the point where they matter most: when something needs to change in a relationship, a commitment, or a direction of travel. For someone at your stage, the standard is the ability to act on a clear analysis within a reasonable timeframe, even when the action is uncomfortable. Your analysis is ahead of that standard. Your execution is behind it.

A shorter gap between knowing and doing is the development priority.



Presentation of Decisions

Competency	Presentation of Decisions
Group	Character
Current position - personal	Emerging
<i>The pattern in your answers</i>	<i>Your first persuasion instinct is wrong, but you can learn from a failed approach and adjust when given time to reflect.</i>

You described two attempts to persuade your girlfriend to cut household spending, and the difference between them is the entire finding in miniature. The first attempt, leading with a list of things to stop buying, treated persuasion as information transfer. It failed because it sounded like blame. The correction, a day later, worked because it addressed the relationship before the argument: leading with your own worry rather than a list of cuts.

That correction shows you can learn from a failed approach and adjust. The persuasion sequence you arrived at, empathy before logic, shared problem before directive, is the right one. The issue is that your first instinct was wrong, and the correction required a day’s reflection and a second conversation. Under pressure or in unfamiliar situations, you are unlikely to get that runway.

Your own assessment is telling: “if someone pushes back confidently I can lose conviction quite quickly.” The limitation sits in confidence rather than technique. Your ideas may be sound, yet if challenge causes you to retreat rather than adapt, the quality of your thinking never reaches the other person. At your stage, the expectation is that you can present a position clearly and hold it through reasonable pushback without either collapsing or becoming aggressive. Your hypothetical approach to a family member with a flawed idea shows you understand the theory well: ask first, understand, then challenge through questions. The gap between that hypothetical and your real-world example is where the development sits.

Self-Organisation

Competency	Self-Organisation
Group	Character
Current position	Emerging
<i>The key finding</i>	<i>One micro-system works. The rest of your week is shaped by whatever arrives first and presses hardest.</i>

If you have built one small system that works, a nightly reset that cuts morning chaos, why has the same design thinking never extended to the rest of your week?

That question sits at the centre of your self-organisation profile. Your answers paint a clear split. On one side, a functioning micro-routine: laying out clothes, packing lunch, charging your phone across the room, checking tomorrow’s start time. You built it from experience, it is short and specific, and when you use it, your mornings are



measurably better. On the other, three years of failed attempts to plan your week properly, using lists, apps, planners, and calendar reminders, none of which lasted beyond a few days.

Design is the difference. Your evening reset works because it is small, physical, and happens at a fixed trigger point (before bed, before a workday). Your weekly planning attempts have failed because they were large, abstract, and triggered by guilt rather than routine. You yourself identified this: "I only do it when I already feel bad, so it becomes associated with catching up rather than being a normal routine." That diagnosis is precise.

In practical terms, your week is shaped by whatever arrives first and presses hardest. Work obligations get done because they carry external deadlines. Exercise, finances, job applications, and personal admin fall through because nobody is waiting for them. You described feeling "busy but not pleased with what I actually moved forward," which is the signature of a week run by urgency rather than importance.

You already have the design principle that works. For someone at your career stage, a functioning weekly rhythm is the standard. The development task is applying it: building a weekly system with the same qualities as your nightly reset, small enough to start, specific enough to follow, and triggered by a fixed point rather than by accumulated stress.

Executive Planning

Competency	Executive Planning
Group	Character
Current position	Emerging
<i>The gap to close</i>	<i>Your goals exist as aspirations without operational scaffolding. Ambition without a decomposed plan does not produce progress.</i>

Without a functioning weekly system, a longer-term goal has nowhere to land. That is exactly what your answers show.

You signed up for an online certificate in operations or project coordination. The goal is sensible and realistic. Progress has been "patchy." The mechanism you described for keeping it alive, a burst of activity triggered by guilt when you have ignored it too long, works as a pressure valve, not a planning method. It keeps the goal technically alive without producing steady progress.

The missing piece is what sits between the ambition and the action. You have a direction (move into a better role by the end of the year) but no decomposed plan: no milestones, no weekly time commitment, no checkpoints to measure progress. The goal exists as a single large block rather than a sequence of schedulable steps. When daily demands compete, a block that size has no chance against a specific, time-sensitive obligation from work or family.

Your description of how competing priorities get resolved confirms this. When several things press at once, the items with an external audience win and the items that serve only your own future lose. For someone at your career stage, long-term planning does not need to be elaborate. It needs to exist. A visible connection between this month's actions and this year's goal, reviewed at a fixed interval, is the minimum. Your answers show no such connection yet. Until the weekly system from Self-Organisation is in place, this gap will persist.



Self-Development

Competency	Self-Development
Group	Character
Current position	Established
<i>The strength to build on</i>	<i>All three components of active self-development are functioning: active effort, receptivity to feedback, and structural self-awareness.</i>

“The pattern is emotional before it is practical.” That sentence, from your answer about a behavioural pattern you are trying to change, captures a quality that runs through all your self-development answers and sets you apart from most people at a comparable stage.

You are unusually honest about yourself. Across your responses, you identified a specific morning routine you are building and maintaining imperfectly. You absorbed feedback from your girlfriend that challenged how you see yourself. The processing sequence, from defensiveness through reflection to genuine behavioural change, reveals a feedback loop that functions even when the initial reaction is resistance. You named a cross-domain avoidance pattern, traced it to its emotional root, and designed a concrete intervention: small first actions before you feel ready. Each of these is a separate component of self-development, active effort, receptivity to feedback, and structural self-awareness, and all three are functioning.

The quality of your self-diagnosis is consistently ahead of your execution. You can identify what needs to change, why it resists change, and what a first step would look like. That is a genuine asset. It means the development work ahead starts from a strong position: closing the gap between what you see and what you do, rather than building awareness from scratch. At your stage, many people cannot yet articulate what holds them back. You can. The work now is operational: shorter loops between insight and action, and a recovery protocol for the days when effort lapses.

Self-development is one of your two strongest competencies in this assessment.

Emotional Management

Competency	Emotional Management
Group	Character
Current position – personal	Emerging
<i>The working picture</i>	<i>Recovery is reliable; speed is not. You get to the right response, but the reflexive reaction runs the conversation before it arrives.</i>

Recovery is reliable; speed is not. When your manager questioned you about an unsent report, you got defensive, your tone sharpened, and you left the exchange annoyed at everyone else before admitting your own part. The correction came later that evening, in a calmer message, voluntarily sent. The pattern repeated when your girlfriend offered feedback you had not expected: defensiveness first, then processing, then genuine change.



This is the consistent shape of your emotional management. You recover well. Most people at your stage do not send the corrective message at all, and the fact that you do, unprompted, shows that your self-regulation catches up once the reflexive moment passes. The gap is speed. In real time, the emotional reaction runs the conversation. The considered response arrives hours later.

You identified the trigger clearly: being spoken to as if you are careless or not serious. You also identified why it lands so hard: “part of me already worries that I am not disciplined enough, so when someone says something close to that it lands on an insecurity rather than just a comment.” That connection between the external trigger and the internal doubt is precisely the kind of awareness that makes the pattern changeable. Your emotional reactions are not random. They fire when someone touches the gap between who you want to be and who you currently believe you are.

Your recurring thought, the sense that you might waste years talking instead of acting, follows the same channel. It arrives unprocessed, triggers distraction rather than structured response, and repeats in the same form. The emotional management challenge is giving yourself the tools to process what surfaces, rather than numbing it with your phone until sleep takes over.

Power Management

Competency	Power Management
Group	Character
Current position	Established
<i>What the evidence suggests</i>	<i>You build influence through consistent behaviour change rather than perception management. The instinct is sound; the range is still limited.</i>

Both examples of how you build influence operate on the same principle: change what you do, not what the other person thinks. When a senior colleague doubted your reliability, you responded by changing what you actually did: replying when you said you would, asking questions instead of guessing, admitting uncertainty rather than performing confidence. Over time, the colleague moved from scepticism to giving you responsibility on difficult cases.

The principle you extracted, “trust for me is usually lost in small ways and rebuilt in small ways too,” is accurate and transferable. You focused entirely on changing your own behaviour rather than trying to manage the colleague’s perception, and that instinct for influence is sound.

Your approach to the scenario of confronting someone who has repeatedly broken a commitment showed the same calibration: one direct conversation, specific impact, then adjusted expectations. The instinct to reduce reliance rather than escalate further is realistic and self-protective without being punitive.

Range is the limitation. Both examples operate in relatively safe territory: a professional relationship where you had time to build trust gradually, and a hypothetical where you could walk away without serious cost. Under real resistance, your persuasion answers suggest you lose conviction quickly. At your stage, the requirement is the confidence to hold a position through pushback and the willingness to initiate uncomfortable conversations before resentment builds. The first quality is developing. The second, based on the pattern visible in your decision-making answers, still arrives late.



Development Plan

This plan is built from the specific gaps identified in your assessment. It is structured in three stages: immediate actions for the first 90 days, structural changes over the first year, and sustained development over two years.

First 90 Days: Immediate actions you can start this week

Priority	Development Action	Linked Competency	Mode	How You'll Know It's Working
1	Pick one goal you are pursuing without a plan (the online certificate is the obvious candidate). Break it into five steps small enough to fit into a single week each. Write them down, pin them where you will see them daily, and schedule the first step into a specific time slot this week.	Executive Planning	Independent	You complete at least three of the five steps within five weeks. Check: mark each step done or not done weekly. If two consecutive steps are missed, break them smaller.
2	Before your next conversation where you need someone to agree with you, write down what the other person cares about most. Open the conversation by naming that concern before you state your own position.	Presentation of Decisions	Independent	The conversation reaches agreement without you retreating or the other person becoming defensive. Check: after three such conversations, note whether you led with their concern or your logic.
3	Set a fixed weekly trigger point (same day, same time, same location) for a 15-minute planning session. List the three most important things for the coming week that no one else is waiting for. Schedule each into a specific time slot.	Self-Organisation	Independent	You complete the planning session for four consecutive weeks. Check: count the weeks. If you miss one, restart the count. Four in a row before extending the system.
4	The next time you feel defensive in a conversation, do not respond for five seconds. Use those seconds to identify what insecurity the comment touched. The pause itself changes the response.	Emotional Management (personal)	Independent	Your response after the pause differs from your reflexive first reaction. Check: within 24 hours, write one sentence noting the trigger and whether the pause changed your reply. After five entries, read them together.



Year One: Building new systems and practices

Priority	Development Action	Linked Competency	Mode	How You'll Know It's Working
1	Extend your five-step planning approach to a rolling quarterly cycle. At the start of each quarter, identify the single most important outcome for three months and break it into monthly milestones. Review at your weekly session.	Executive Planning	Guided coaching recommended	You can describe, at any point, what this quarter's goal is and whether you are on track. Check: at the end of each month, compare planned milestone against actual progress. Two consecutive misses means the decomposition needs recalibrating.
2	For one important conversation each month, prepare using the full sequence: understand the other person's position well enough to state it back to them, then build your case from there.	Presentation of Decisions	Guided coaching recommended	Prepared conversations produce visibly less resistance than unprepared ones. Check: tally prepared versus unprepared conversations and their outcomes. After six months, the difference should be clear.
3	Add a five-minute written review to the end of each weekly planning session: what you moved forward, what slipped, and why. This closes the loop between planning and execution.	Self-Organisation (also supports Executive Planning)	Independent	You can identify recurring patterns in what slips. Check: after three months of entries, read them together. If the same type of task appears repeatedly in the "slipped" column, that is your next design problem.
4	When feedback triggers defensiveness, process it within 24 hours rather than waiting for it to fade. Write down what was said, your reflexive reaction, and what you think the accurate part is.	Emotional Management (personal), Self-Development	Independent	Recovery time shortens. Check: note the gap between the trigger and the point where you can discuss it calmly. Over six months, that gap should narrow.



Two-Year Horizon: Sustained development and deepening capability

Priority	Development Action	Linked Competency	Mode	How You'll Know It's Working
1	Move from quarterly planning to annual planning with quarterly reviews. Set a 12-month professional goal, decompose it into quarterly milestones, and review every three months.	Executive Planning	Guided coaching recommended	You can trace a direct line between this month's actions and this year's goal. Check: at each quarterly review, assess whether the milestones you set three months ago still make sense. If every quarter requires a reset, the annual goal needs sharpening.
2	Extend your persuasion practice to higher-stakes situations: professional contacts, new colleagues, or people with authority over you. The earlier work focused on familiar relationships; this tests the same discipline under real pressure.	Presentation of Decisions, Power Management	Guided coaching recommended	You hold a position through sustained pushback without retreating or becoming aggressive. Check: after each high-stakes conversation, assess whether you maintained your position, adapted it to new information, or abandoned it under pressure. The first two are progress; the third is the old pattern.
3	Formalise your self-diagnostic capability with a monthly written reflection: ten minutes, one page, identifying one pattern you noticed, what you did about it, and what you would do differently.	Self-Development	Independent	You can point to specific behavioural changes that originated from your reflections rather than external prompts. Check: at the six-month mark, review your entries and identify at least two changes you made because you spotted the pattern yourself.



Resources

Development Priority	Resource	Type	Why This Resource
Executive Planning, Self-Organisation	<i>First Things First</i> by Stephen R. Covey, A. Roger Merrill, and Rebecca R. Merrill	Book	Directly addresses the gap between knowing what matters and actually protecting time for it. The weekly planning method in this book matches exactly the system-design challenge your answers identified.
Decision Making, Self-Development	<i>The 7 Habits of Highly Effective People</i> by Stephen R. Covey	Book	Covers the full arc from reactive to proactive living. Particularly relevant to the gap between your analytical capability and your execution, and to the proactivity challenge visible across your profile.
Presentation of Decisions	<i>How to Win Friends and Influence People</i> by Dale Carnegie	Book	The persuasion sequence you arrived at by trial and error (empathy before logic, shared problem before directive) is the core method in this book. It will give you a systematic framework for what you currently do by instinct on good days.
Emotional Management	<i>How to Stop Worrying and Start Living</i> by Dale Carnegie	Book	Addresses the recurring-thought pattern you described and provides concrete techniques for processing worry rather than numbing it. Relevant to both your emotional management and your decision-making speed.
Executive Planning, Self-Development	Business Fortification coaching programme (Greg Kurnikov)	Coaching	The coaching programme addresses exactly the planning-to-execution gap identified across this assessment, with structured practice and accountability over 12 months. Particularly relevant for the transition from 90-day planning to annual career architecture.

Aspects of this assessment draw on the work of Aleksandr Fridman. For more information: <https://www.asfridman.com/>



Next Steps

The single most important first step: break your online certificate goal into five weekly steps and schedule the first one into a specific time slot this week. That action starts the planning habit that every other development priority depends on.

Return to this report at 30, 90, and 180 days. At each point, re-read the development plan and check your own progress using the “How You’ll Know It’s Working” indicators. The patterns you see in your own progress will tell you more than any single reading.

This report identifies what to work on. If you want structured guidance on how to work on it, with accountability and expert support, that is what the Business Fortification coaching programme is designed for. Contact Greg Kurnikov at greg.kurnikov@odexpert.co.uk to discuss whether coaching is the right next step for you.



Reference: Competency Definitions

#	Competency	What It Measures
1	Decision Making	How you think through problems, weigh options, and arrive at sound decisions under real conditions
2	Presentation of Decisions	How effectively you structure and present your thinking to gain genuine agreement
3	Self-Organisation	How you manage your time, energy, and priorities to produce consistent results
4	Executive Planning	How you set longer-term goals and build the operational scaffolding to achieve them
5	Self-Development	How actively and honestly you work on your own growth, and how well you use feedback
6	Emotional Management	How you handle your emotional reactions under pressure and recover from setbacks
7	Power Management	How you build and use influence, trust, and authority in professional relationships