

StrengthscopeLeader™



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1. Introduction

The following StrengthscopeLeader™ report is based on your responses to the questionnaire completed on 22/08/2018.

Strengthscope® allows you to bring your best to work, and to life, every single day through the discovery and development of your strengths.

We define strengths as the underlying qualities that energize you and that you are great at (or have the potential to become great at).

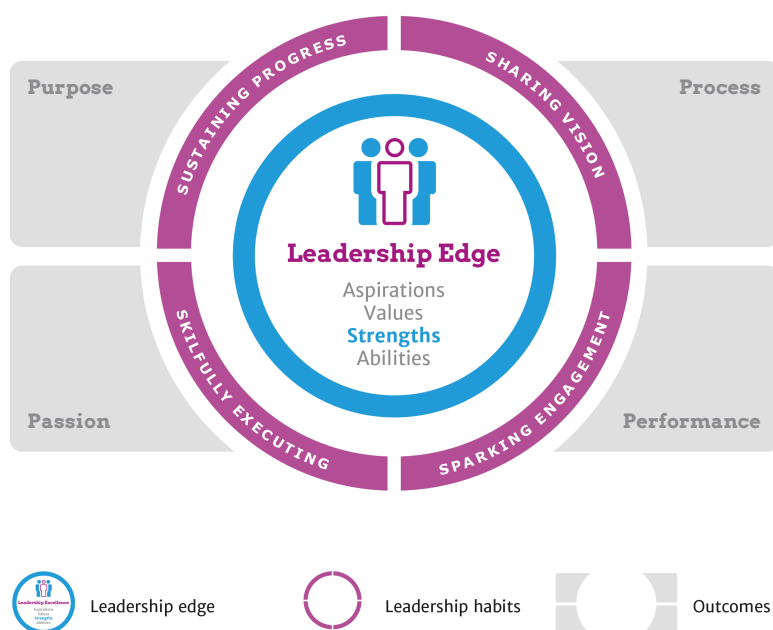
StrengthscopeLeader™ energizes peak leadership performance by providing you with awareness and guidance on:

- Your **unique combination of strengths** and how to develop these to achieve leadership excellence
- **Feedback** from co-workers and other stakeholders on how effectively you are using your strengths
- Your **risk areas** (energy drainers and strengths in overdrive) to peak performance together with powerful ways to tackle these
- Your effectiveness across **critical leadership habits** essential for peak leadership performance
- Your impact on **key organizational outcomes**
- **Development recommendations** and tools to help you to deliver exceptional results.

What makes an effective leader?

The Stretch Leadership™ model below illustrates the relationship between your **strengths**, the four leadership **habits** and the **outcome** measures.

Stretch Leadership™ Model



What you bring – Your strengths and leadership edge

Your 'leadership edge' stems from the unique and powerful strengths and qualities you bring to the way you lead. Once discovered and activated, your strengths and leadership edge will help inspire those around you to perform at their best and achieve exceptional results.

Your leadership edge has 4 aspects:

1. Aspirations – what you aspire to achieve through your leadership and contribution; the lasting legacy you wish to leave
2. Values – your principles and guiding beliefs that are important to you and anchor your career and life decisions
3. Strengths – underlying qualities that energize you and you are great at or have potential to be great at
4. Abilities – natural or acquired talents and skills where you have an opportunity to shine

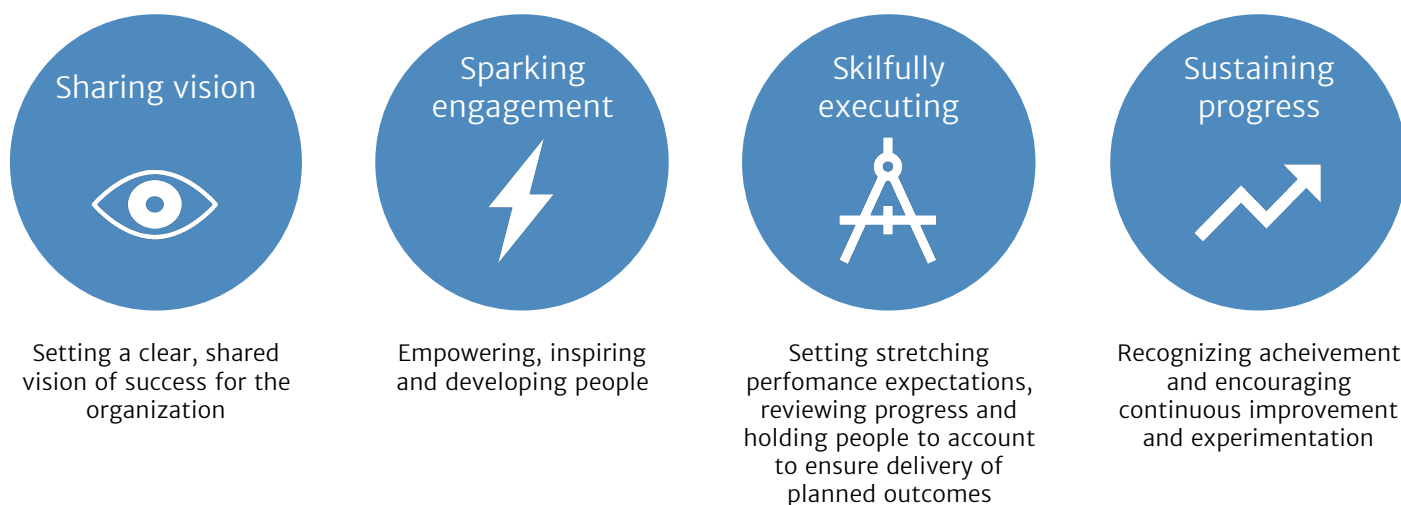
Understanding your strengths and leadership edge is the first step in becoming a great leader.

How you behave – Leadership habits

The most effective leaders go beyond discovering and developing their strengths and 'edge'. They develop four leadership habits that research has shown are essential for great leadership.

While your strengths and 'edge' are unique, any leader can develop their habits with focus, discipline and positive stretch.

The four habits are:



Outcomes you deliver

Leaders are only effective if they have a lasting and positive impact on their team and organization.

The four crucial outcomes they need to deliver are:

1. **Purpose** – A clearly understood vision and goals that contribute to the organization's strategy
2. **Passion** – A positive, highly motivating work environment where people feel valued, developed and able to do their best work
3. **Process** – Straightforward, well-communicated processes that create value for the organization
4. **Performance** – Strong, consistent results against planned goals

The focus of this report is to help you to understand the relationship between your **strengths**, the four **habits** and the **outcomes** you deliver to enable you to achieve peak performance.

Report overview

Sections 2-8

The first part of the report will help you understand your leadership strengths and how effectively you are using these. It also highlights potential risks areas (including energy drainers and overdone strengths) and the likely impact of these.

Section 9

This section will help you understand how effective you are against each of the four leadership habits, including how raters scored you across all behaviours.

Sections 10-11

These sections show you how effective raters believe you are in delivering the four key outcomes and provides an overall leadership rating from all raters.

Sections 12-13

These sections provide you with comments and recommendations from raters to help you strengthen your leadership. Specific tips and tools are provided to enable you to focus your development and take action to make improvements in the way you lead.

Sections 14-15

The final part of the report provides a full list of raters you nominated to provide feedback, together with a description of all 24 strengths in the Strengthscope® model.

How to get the most from the report

When reading through and reflecting on your feedback, remember:

- The feedback and perceptions are not objective truths, the data needs to be interpreted and discussed in order to draw meaningful insights from it
- Remember to focus on both the strengths and the risk areas in a balanced way, do not fall into the 'negativity bias' trap by only noticing feedback that is disappointing or less positive
- Focus on key themes arising from the feedback, don't get stuck on individual comments or play the "who said that?" game
- Ensure you translate your insights from the report into decisive action and a focused, realistic development plan

2. Your 'Significant 7' strengths

Based on your responses to the questionnaire, your Significant 7 strengths and productive behaviours related to each strength, are listed in **alphabetical order**. These are the most energizing qualities for you. By focusing on developing these strengths you will be able to achieve leadership effectiveness and career success.

Your Significant 7 strengths



Collaboration

You work cooperatively with others to overcome conflict and build towards a common goal



Courage

You take on challenges and face risks by standing up for what you believe



Creativity

You generate new ideas and original solutions to move things forward



Enthusiasm

You demonstrate passion and energy when communicating goals, beliefs, interests or ideas you feel strongly about



Relationship building

You take steps to build networks of contacts and act as a 'hub' between people that you know



Self-improvement

You draw on a wide range of people and resources in the pursuit of self-development and learning



Strategic mindedness

You focus on the future and take a strategic perspective on issues and challenges

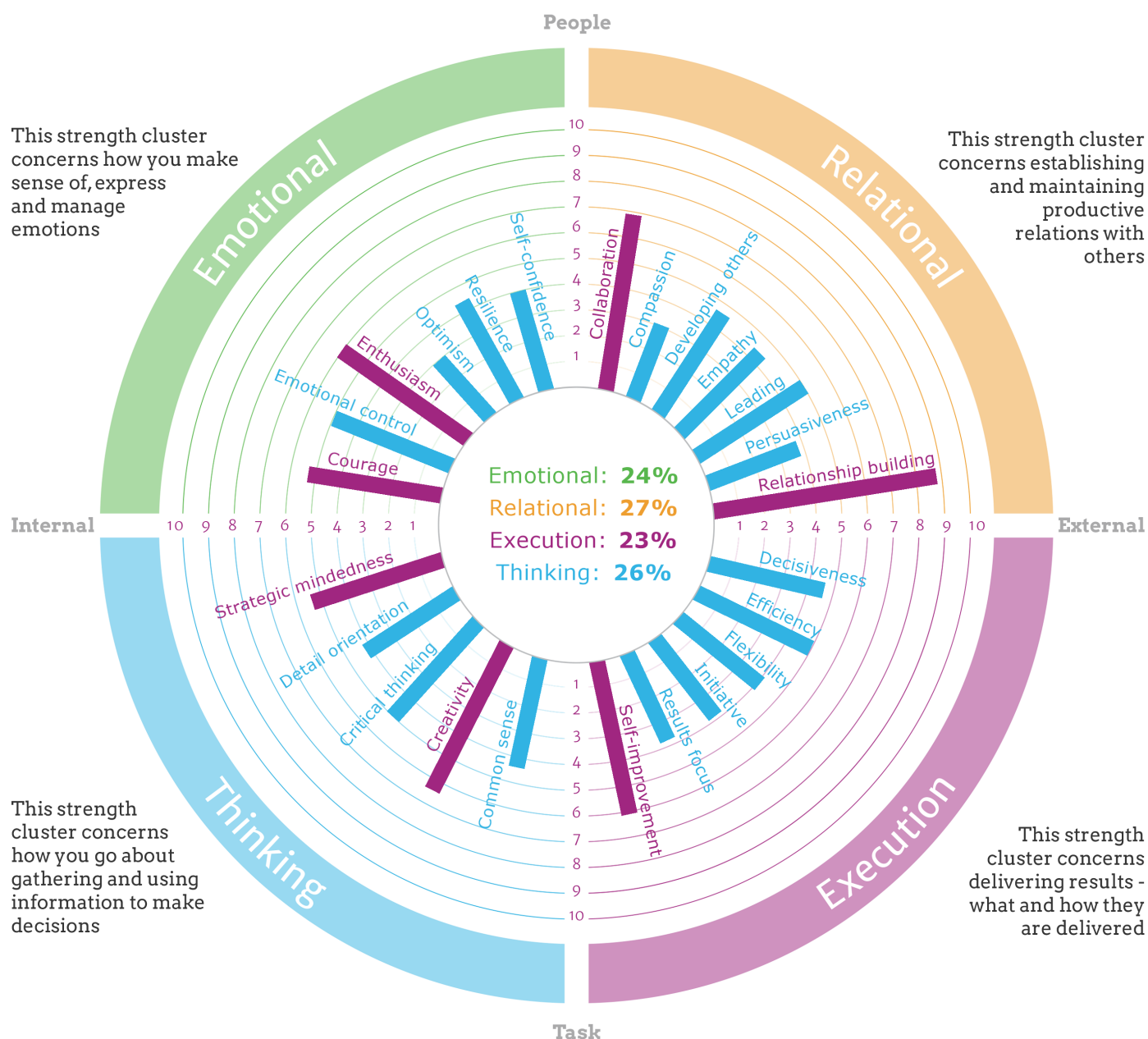
When performing at your best you:

- Maintain cooperative working relations across organizational boundaries
- Are able to build a common understanding between parties
- Promote a friendly, collaborative climate in teams or organizations
- Are able to stand up for what you believe in, even when challenging authority or the status quo
- Are able to withstand personal risk, pressure and difficult circumstances
- Take tough stands based on your convictions, even if they are unpopular
- Encourage others to explore new and creative perspectives when problem solving
- Enjoy coming up with new ideas and original solutions
- Have the ability to 'think outside the box' to find an original solution to a tough problem
- Strongly advocate and champion views, ideas and beliefs that you support
- Talk with emotion and passion about people and things that really excite you
- When you experience something you really enjoy, you recommend it enthusiastically to others
- Have a wide network of colleagues and contacts
- Enjoy meeting new people and getting to know them
- Are the sort of person who knows everybody and often introduces people in your network to one another
- Enjoy challenging yourself to learn new skills and behaviours that are completely new in order to develop beyond your comfort zone
- Go out of your way to participate in developmental activities
- Put a great deal of time and effort into building skills and knowledge for the future
- Demonstrate the ability to step above immediate concerns to see the 'big picture', spotting opportunities and risks for the organization arising from its environment
- Oriented towards the long-term future and how the team, organization and market landscape might look
- Enjoy predicting trends and scenarios of possible alternative futures and options for the organization

3. Your strengths profile

The wheel below shows all of the 24 strengths with your scores rated on a standardized scale from **1-10**. Your scores are compared to a relevant comparison group, with higher scores showing areas that energize you the most. It is more important to focus on the overall distribution of your strengths and which clusters they fall in rather than your individual score for each strength.

Your **Significant 7** strengths are displayed as purple bars while the other strengths are shown as blue bars. Higher bars represent those strengths that are more natural and energizing for you. The lower bars represent non-strength areas that provide you with less energy and enjoyment in your work.



In the centre of your wheel, you can see percentage scores for each of the four cluster areas. The baseline is 25% for each cluster, so the further away your scores are from 25%, the greater preference you show towards, or away from, that cluster. Consider this when thinking about your work and what energizes you more, and less.

4. Developing strengths to achieve peak leadership performance

While awareness of your strengths is crucial, it is important to translate this awareness into action in order to achieve peak performance.

This section will help you to develop your strengths and strengthen your leadership performance by providing guidance on ways to stretch beyond your comfort zone, plus identify and minimize potential risk areas to performance.

Top Tip: create your own strengths habit tracker

To get the most from your strengths, we recommend creating your own strengths habit tracker to help you build new habits over the coming weeks and months.

Following the suggestions on the following pages, pick out the best development ideas for you and turn them into new habits to build for the next 30–60 days. Let us know how you get on, we would love to hear from you.

Adopt a 'less is more' approach and identify a few priority areas to focus on at any one time to maximize your success. Your 'Significant 7' strengths are listed below.



Collaboration

You work cooperatively with others to overcome conflict and build towards a common goal

Strengthening your leadership performance

Ways to stretch your leadership to the next level

- Take a lead role in building relations across organizational boundaries where this relates to improving organizational performance, particularly in areas where relations have not been good in the past
- Get involved in building partnerships with external stakeholders crucial to organizational success, particularly where 'silo' mind sets exist
- Hone your skills in facilitation, negotiation, conflict handling, listening and questioning to maximize the chances of building strong collaborative partnerships between groups

Leadership overdrive risks you need to be aware of and how to reduce them

You seek out collaboration and consensus where this is unnecessary, or inappropriate including where a quick or straightforward decision is appropriate

- **If you seek out collaboration and consensus where this is unnecessary, or inappropriate, affecting the overall productivity of the team...**
Reduce the risk: be prepared to go with majority decisions and communicate the rationale for these decisions to keep everyone informed
- **If you struggle to identify the most important stakeholders with whom to build strong partnerships, leading to unnecessary debate or consensus-seeking...**
Reduce the risk: take the time to identify key stakeholders and ensure that they remain supportive of your cause, ensuring that your communications outside the team remain inclusive



Courage

You take on challenges and face risks by standing up for what you believe

Strengthening your leadership performance

Ways to stretch your leadership to the next level

- Identify high-risk projects and initiatives (e.g. turnarounds, dealing with difficult and important customers, innovative product development, product launches, etc.) and volunteer to lead them, even if outside your area of responsibility
- Initiate or encourage vigorous debate around 'hot topics' to encourage people to look at problems and issues from multiple perspectives and promote performance improvement
- Reflect on how you evaluate whether challenges and positions you take on are grounded in the organization's interests and values, and not driven too much by your own beliefs and interests

Leadership overdrive risks you need to be aware of and how to reduce them

You readily take on risky positions and challenges that have a high probability of failure. You may be perceived as reckless or extreme in defending your beliefs

- **You may readily take on risky positions and challenges that have a high probability of failure, standing firm to your views without always considering the organizational benefit...**
To mitigate this risk, always pick those positions and challenges with the greatest organizational benefit rather than those which align most with your own values
- **You may be perceived as reckless, stubborn and immovable in defending your beliefs, making it hard for your team/stakeholders to influence you round to their way of thinking...**
To reduce this risk, ensure that you allow others space and time to provide their input and views on the position you are taking, as this is likely to strengthen their involvement and provide new angles to help you influence key decision-makers



Creativity

You generate new ideas and original solutions to move things forward

Strengthening your leadership performance

Ways to stretch your leadership to the next level

- Encourage your team members to identify stakeholders to come up with creative ideas to help the team achieve its goals. Evaluate these critically to identify the best ones
- Work with a business mentor to develop your skills and experience in using your Creativity strength
- Study or read more about creative problem-solving techniques such as Flip Thinking and Edward de Bono's Six Thinking Hats, as well as innovative leaders like Steve Jobs, Martha Lane Fox and Elon Musk

Leadership overdrive risks you need to be aware of and how to reduce them

You generate unworkable, eccentric ideas that take little account of the realities of the organization and its context. You may overlook the more obvious, tried and tested solution

- **You may generate unworkable, eccentric ideas that take little account of the realities of the organization and its context...**
To minimize this risk, ensure you invite team members and other stakeholders who think critically and pragmatically to evaluate your ideas and solutions fully, including doing simple risk-benefit and impact-effort analyzes
- **You may cause the team to lose focus and get lost in your creativity by overloading them with ideas, overlooking the more obvious, tried and tested solutions...**
To reduce this risk, ensure you evaluate and prioritize your ideas properly before discussing them with your colleagues. Apply a 'less is more' principle and only share ideas that will help the business improve results and customer value



Enthusiasm

You demonstrate passion and energy when communicating goals, beliefs, interests or ideas you feel strongly about

Strengthening your leadership performance

Ways to stretch your leadership to the next level

- Find opportunities to encourage others to get involved in tasks and activities that don't immediately generate high levels of excitement and interest, yet play an important role in progressing the organization's goals and purpose
- Talk about achievements and successes with all levels within the organization, contributing to the development of a positive culture where praise and encouragement are readily given
- Coach others who are less open and enthusiastic with their emotions to more powerfully influence stakeholders (co-workers, customers, stakeholders, etc.)

Leadership overdrive risks you need to be aware of and how to reduce them

Your enthusiasm can be seen as too emotive or overwhelming at times, making others feel that their views are not valued or appreciated

- **Your enthusiasm may be seen as too emotive or overwhelming at times, making team members/stakeholders feel that their views are not valued, appreciated or listened to...**
To mitigate this risk, develop a range of influencing approaches and communication styles, extending beyond passionate communication of your areas of interest
- **You may also be perceived as over-emotional and not thoughtful enough when you are too enthusiastic about your views, ideas, and decisions...**
To reduce this risk, develop a more measured and controlled approach to communicating your enthusiasm, taking into account others' preferences, interests, values and pace



Relationship building

You take steps to build networks of contacts and act as a 'hub' between people that you know

Strengthening your leadership performance

Ways to stretch your leadership to the next level

- Identify key stakeholders outside the team with whom you can strengthen your relationships in order to help your team raise its visibility and achieve its goals
- Identify stakeholders from outside of the organization with whom you can build strong relationships to help achieve your work and development goals, building up that network
- Encourage your team's relational strengths so that the team can become a communications and information 'hub', improving its visibility and influence across the organization

Leadership overdrive risks you need to be aware of and how to reduce them

Your focus on initiating new relationships and contacts may become an end in itself and take up a disproportionate amount of your energies

- **If you spend a disproportionate amount of your energy focusing on initiating new stakeholder relationships and building up your network, without enough time spent on ensuring these relationships are contributing in a meaningful way to organizational outcomes...**
Reduce this risk by regularly mapping your stakeholders and prioritizing these according to influence over your work and advocacy of it
- **If you are maybe becoming overly involved in organizational politics and becoming relied upon for your internal political network...**
Reduce this risk by maintaining a close watch on the agendas of those who are coming to you for support, insights and input; being prepared to make tough decisions to keep your network manageable, productive and positive



Self-improvement

You draw on a wide range of people and resources in the pursuit of self-development and learning

Strengthening your leadership performance

Ways to stretch your leadership to the next level

- You can see the opportunities for growth in every circumstance. Use your Self-improvement strength to help others to understand these situations, and how they can be used for growth
- Research online articles describing how to use delegation to ensure that you have the support you need to successfully deliver without feeling like you would benefit from doing everything yourself
- Encourage feedback for peers, team members and stakeholders to continuously learn and improve

Leadership overdrive risks you need to be aware of and how to reduce them

You become overly focused on accumulating knowledge and new learning for its own sake, irrespective of its likely usefulness. Your excessive emphasis on organization and efficiency leaves little scope to incorporate new information and options in your planning and execution as the task or project unfolds

- **You may become overly focused on accumulating knowledge and new learning for its own sake, irrespective of its usefulness to the organization's goals and context. Your focus on this strength can become overly time-consuming and detract from the important goals and immediate needs of the organization...**
To limit this risk, ensure that you prioritize your learning and development activities and be realistic about the amount of time they take up, ensuring that you retain the right balance for other aspects of your life
- **You may frequently implement new strategies following new learning and so your leadership style may become confusing and demotivating at times...**
To limit this risk, ensure that you consult with others and gain their views on new knowledge you have gained, as well as assessing the value of potential new ideas against your overall objectives, rather than becoming overly influenced by anything that appears 'new'



Strategic mindedness

You focus on the future and take a strategic perspective on issues and challenges

Strengthening your leadership performance

Ways to stretch your leadership to the next level

- Engage leaders and stakeholders (including customers and suppliers) within and outside the team/organization to think through ideas to capitalize on changes in the market and broader environment
- Undertake a course of study in strategic planning and/or risk management to support your strategic thinking and planning
- Invite feedback from your manager, direct reports and other co-workers on how you can use your Strategic mindedness strength more effectively, including how to avoid overdoing it

Leadership overdrive risks you need to be aware of and how to reduce them

You are so focused on the 'big picture,' including future scenarios and opportunities, that you may ignore the current reality

- **You may be so focused on the 'big picture', including future scenarios and opportunities, that you may ignore the current realities and a detailed analysis of the current situation...**
To reduce the risk, ensure you communicate and monitor progress against short-term goals and prioritize practical ways to deal with immediate challenges
- **You may overlook the detail required to challenge whether or not these scenarios are feasible and allow current plans to slip as a result of lack of disciplined follow-through...**
To reduce the risk, ensure you critically explore the feasibility (including benefits, risks and resource implications) of different scenarios and the practical considerations involved in implementing them

5. Effective use of strengths

This section indicates the extent to which you believe your strengths are visible to your raters and how effective you are in using your strengths to deliver results.

Feedback is based on the views of 8. To view your raters, please refer to Section 13.

The graphs on the left hand side show the extent to which you and your raters believe your strengths are visible in the way you lead and perform at work on a scale of 'Never' to 'Very often'.

The graphs on the right hand side show the effectiveness you demonstrate in using your strengths in a skilful and balanced way to help achieve your results. This will enable you to pinpoint those areas to focus on developing in order to improve the way you apply your strengths to achieve your goals.

Your self-rating is indicated by the blue line, while the purple dotted line indicates the average rating of all your nominated raters who responded to the questionnaire. The frequency with which your raters selected each option is shown by the light purple bars on the chart.

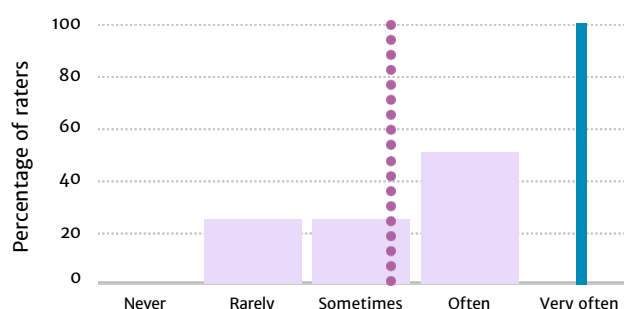


Collaboration

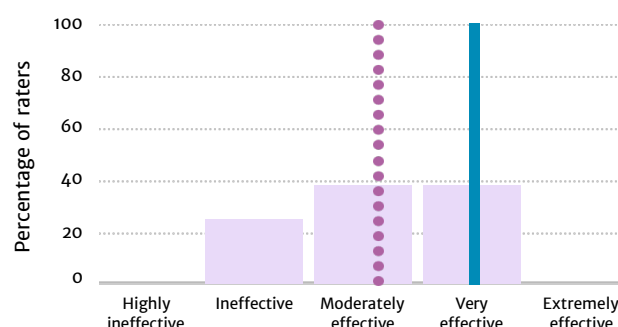
Number of raters: 8

Rater Average ●●● Your Response —

How often raters see this strength

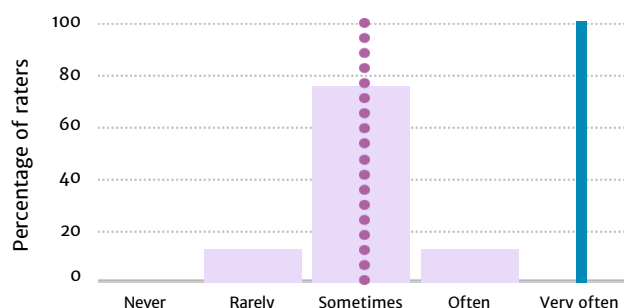


How effective you are at using your strengths to deliver results

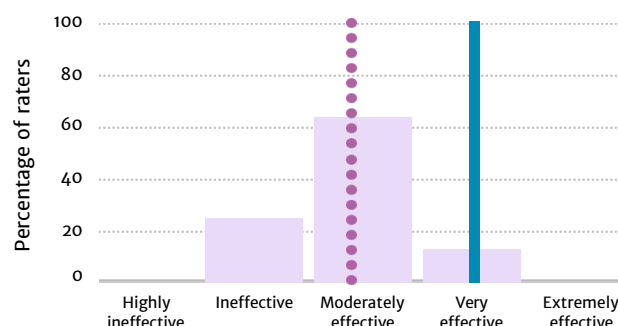


Courage

How often raters see this strength



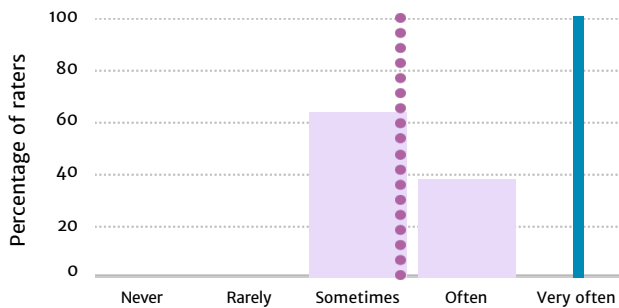
How effective you are at using your strengths to deliver results



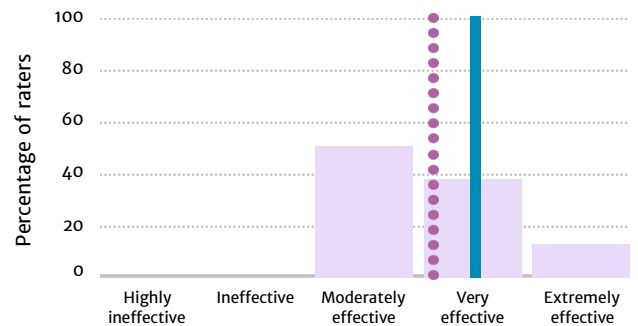


Creativity

How often raters see this strength

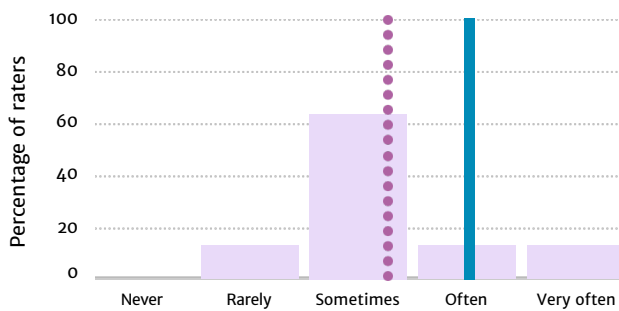


How effective you are at using your strengths to deliver results

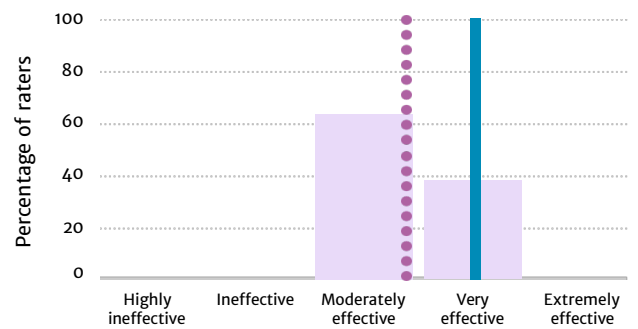


Enthusiasm

How often raters see this strength

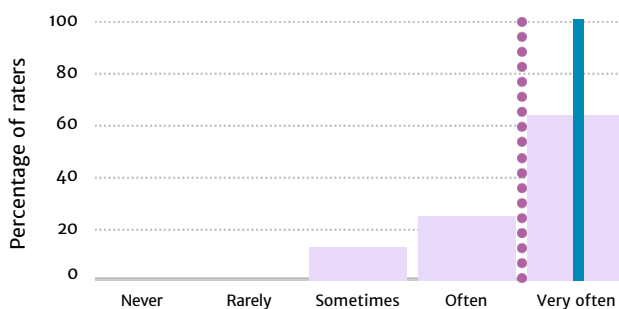


How effective you are at using your strengths to deliver results

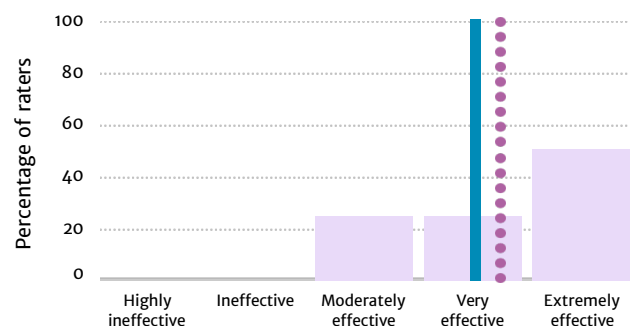


Relationship building

How often raters see this strength



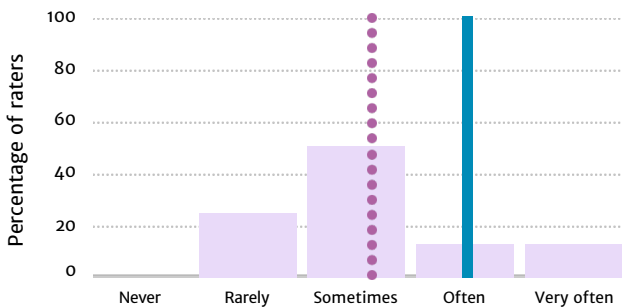
How effective you are at using your strengths to deliver results



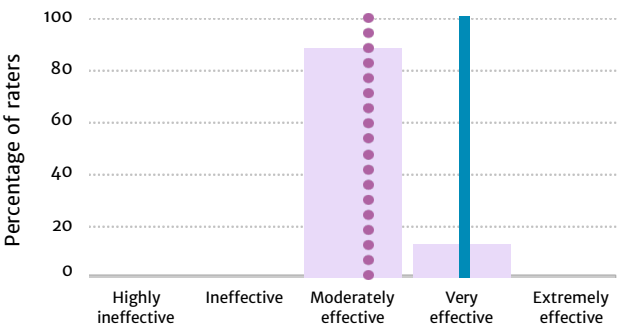


Self-improvement

How often raters see this strength

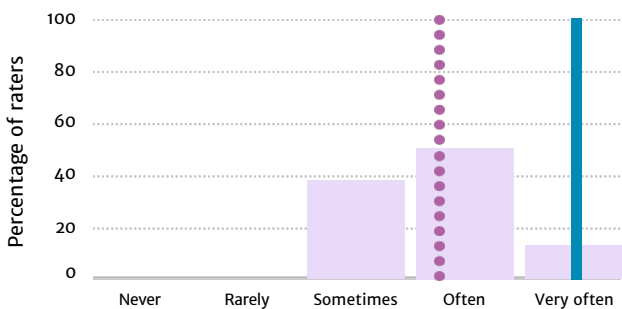


How effective you are at using your strengths to deliver results

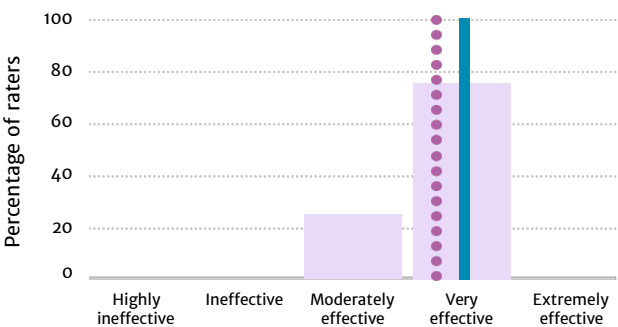


Strategic mindedness

How often raters see this strength



How effective you are at using your strengths to deliver results



6. Potential energy drainers

This section shows the 3 areas you picked as the most energy draining and difficult for you, together with the impact these have on your leadership performance. Although these are not necessarily weaknesses, they give little in the way of energy and may leave you feeling drained if too much of these strengths are required and undermine your leadership in certain situations. It is important to remember that low scores do not necessarily imply low levels of effectiveness.

Your self-assessment is shown by the blue line, while the purple dotted line indicates the average rating from all your nominated raters. The frequency with which raters selected each option is shown by the light purple bars on each graph.



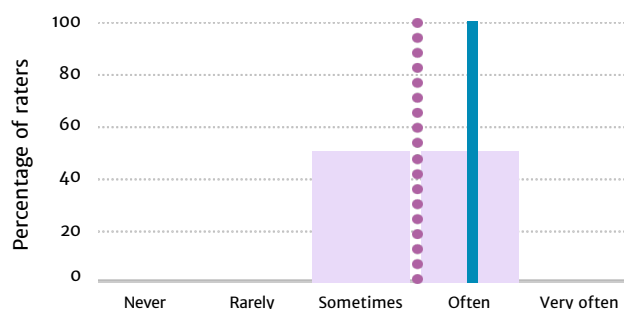
Persuasiveness

Number of raters: 8

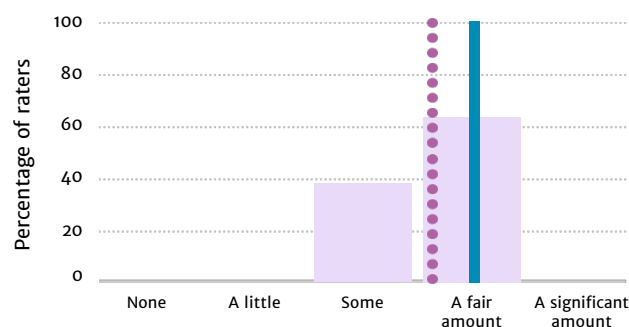
Rater Average ●●● Your Response —

You accommodate others' views and opinions relatively easily; you fail to change others' views in support of your position

To what extent you display the behaviour associated with this potential energy drainer



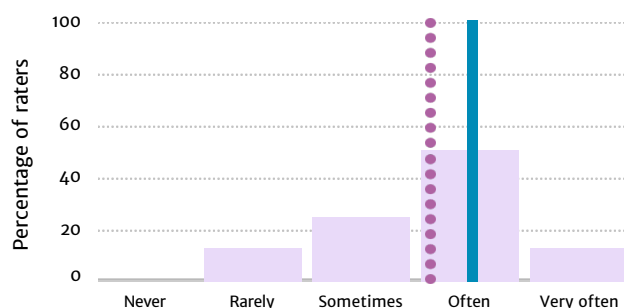
The extent this potential energy drainer negatively impacts on your performance



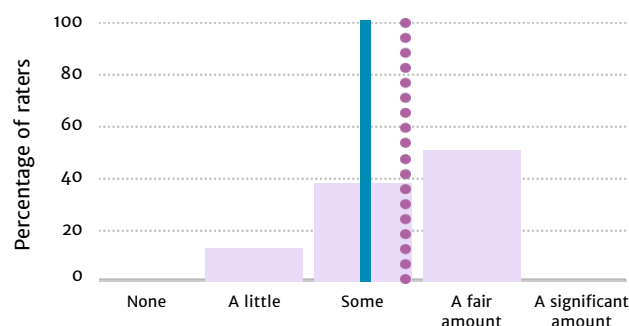
Results focus

You pay too little attention to key deliverables and priorities, focusing instead on tasks that have no clear payoff and aren't directly related to results

To what extent you display the behaviour associated with this potential energy drainer



The extent this potential energy drainer negatively impacts on your performance

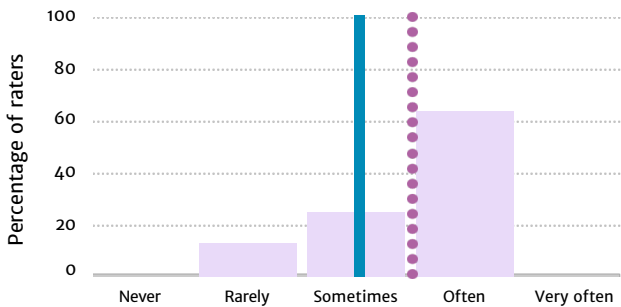




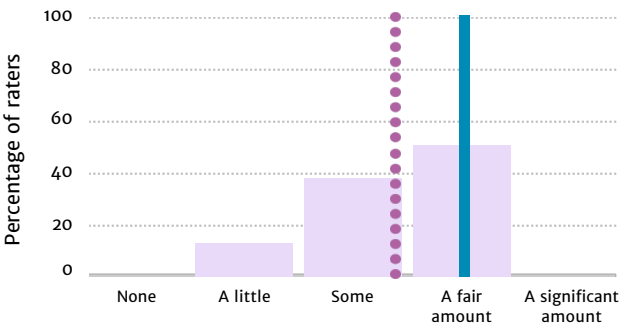
Self-confidence

Your low self-belief may undermine your accomplishment of tasks through procrastination, uncertainty and lack of assertiveness.

To what extent you display the behaviour associated with this potential energy drainer



The extent this potential energy drainer negatively impacts on your performance



7. Actions to reduce the impact of energy drainers

What are energy drainers?

Energy drainers that represent a genuine blocker to achieving success in your goal, job or career.

Below are some ideas to help you become more aware of how your energy drainers could show up and undermine your performance, along with way to reduce any performance risks associated with them.

Persuasiveness

You accommodate others' views and opinions relatively easily; you fail to change others' views in support of your position



Risk behaviours to watch out for

- You accommodate others' views and opinions relatively easily.
- You fail to change others' views in support of your position.

Ways to reduce energy drainers

- Take time to listen to and explore others' views and input. However, be sure to express your own opinions and ideas, together with any data and evidence to back them up.
- Stretch yourself to actively negotiate and debate for what you believe in, but be ready to compromise. Aim to find common ground so you achieve a win-win solution with the other party.

Results focus

You pay too little attention to key deliverables and priorities, focusing instead on tasks that have no clear payoff and aren't directly related to results



Risk behaviours to watch out for

- You pay too little attention to key deliverables and priorities.
- You focus on tasks that have no clear payoff and aren't directly related to results.

Ways to reduce energy drainers

- Break down your goals into weekly and daily key deliverables and prioritize these. Write these down and remind yourself at the start of every day to help you remain focused on achieving your priority goals. At the end of each day, review your progress.
- Each week, review how you have spent your time to see whether your time and energy is contributing to your three most important goals. Address any gaps by ensuring 80% of your time is spent on your top three performance goals.

Self-confidence

Your low self-belief may undermine your accomplishment of tasks through procrastination, uncertainty and lack of assertiveness.



Risk behaviours to watch out for





- Your low self-belief may undermine your accomplishment of tasks through procrastination, uncertainty and lack of assertiveness.
- You at times delegate tasks you are competent at to people who are less experienced and qualified.

Ways to reduce energy drainers

- Get feedback on what people most value about you and ways you can use your strengths even more at work (and outside work). Take time to reflect on the feedback and actions you can take to be at your best.
- Before delegating tasks or asking others for help, ask yourself what strengths, skills and experience you have to do the task and the learning you will get from doing it yourself.

8. Leadership habits

This section of the report measures your effectiveness across the four leadership habits. These habits represent the behaviours of the most effective leaders and are:

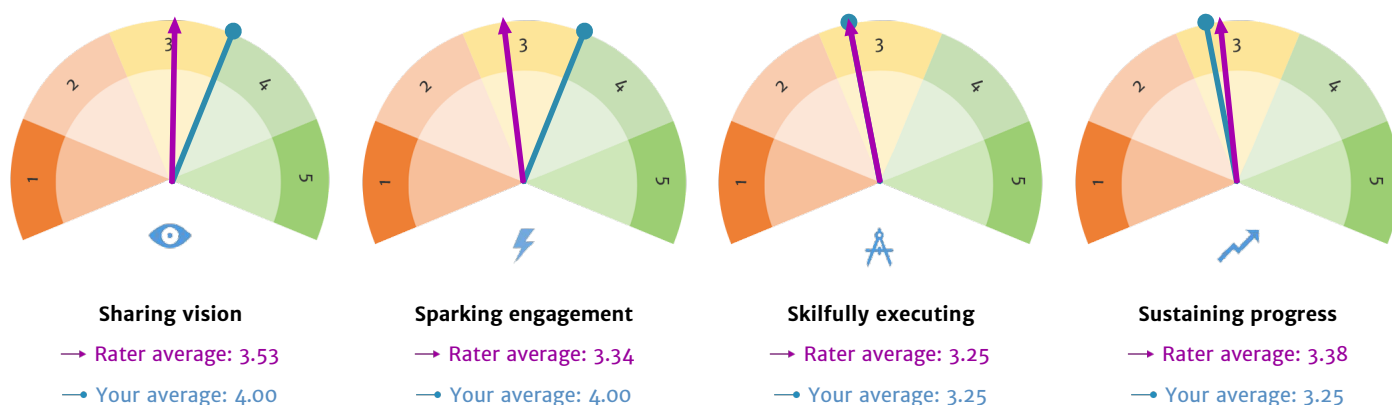
| Habits | Description |
|---|--|
|  Sharing vision | Setting a clear, shared vision of success for the organization |
|  Sparkling engagement | Empowering, inspiring and developing people |
|  Skilfully executing | Setting stretching performance expectations, reviewing progress and holding people to account to ensure delivery of planned outcomes |
|  Sustaining progress | Recognizing achievement and encouraging continuous improvement and experimentation |

Leadership habit ratings

| Effectiveness | 1. Highly ineffective | 2. Ineffective | 3. Moderately effective | 4. Very effective | 5. Extremely effective |
|--------------------|---|---|---|--|--|
| Description | This is an opportunity for significant improvement. Explore ways to develop your habits and skills through focused practice, training, coaching, mentoring and feedback | This is an opportunity for significant improvement. Explore ways to develop your habits and skills through focused practice, training, coaching, mentoring and feedback | This is an area of inconsistent performance. Explore ways to develop your habits and skills through focused practice, training, coaching, mentoring and feedback. | You are performing effectively. Build on your habits and skills and stretch yourself to develop excellence in this area. | You are already highly effective. Build on your habits and skills and stretch yourself to maintain excellence in this area. Share your learning with other leaders/future leaders to improve their performance |

Overall snapshot















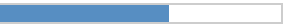








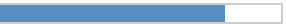












The diagram below shows raters' feedback on your performance across the four leadership habits. For each of the four areas, the dial shows whether your performance is rated ranging from “Extremely Effective” (darker green) to “Highly Ineffective” (dark orange). It is important to focus on areas of clear strength as well as improvement areas.



Leadership habits averages

Below is the average score for each of the 4 habits. Your self-score is compared to the average response of all raters.

The rating scale measuring leadership habit averages ranges from Highly ineffective (1) to Extremely effective (5).

| | | |
|--|---|--|
|  Sharing vision | Inspires others with a simple, energizing and realistic vision of what success could look like | Your self score:  4.00 Rater score:  3.63 |
| | Ensures a strong customer/service-based strategy that builds trust and loyalty | Your self score:  4.00 Rater score:  3.75 |
| | Sets strategic goals based on a good understanding of the organization's changing environment | Your self score:  5.00 Rater score:  3.50 |
| | Keeps people and stakeholders focused on the bigger picture and longer-term priorities | Your self score:  3.00 Rater score:  3.25 |
|  Sparkling engagement | Inspires people to give their best by providing them with challenging opportunities that develop their strengths and skills | Your self score:  4.00 Rater score:  3.25 |
| | Encourages people to take responsibility for their work and decide how to best achieve their objectives | Your self score:  4.00 Rater score:  3.38 |
| | Promotes an open and respectful work environment where people feel that they can freely share their views and ideas | Your self score:  3.00 Rater score:  3.50 |
| | Promotes regular and open feedback to accelerate learning and improvement | Your self score:  5.00 Rater score:  3.25 |
|  Skilfully executing | Regularly reports results and reviews progress to ensure people remain on target | Your self score:  3.00 Rater score:  3.38 |
| | Sets clear, stretching and achievable performance expectations, ensuring people are held accountable to these | Your self score:  3.00 Rater score:  3.38 |
| | Shares regular feedback from customers/stakeholders to promote a culture of excellence | Your self score:  4.00 Rater score:  3.00 |
| | Takes decisive action to deal with performance shortfalls and unproductive behaviour | Your self score:  3.00 Rater score:  3.25 |
|  Sustaining progress | Creates a safe environment that encourages considered risk taking and continuous improvement | Your self score:  3.00 Rater score:  3.25 |
| | Recognizes outstanding effort and celebrates achievements in a fair and appropriate way | Your self score:  3.00 Rater score:  3.38 |
| | Encourages people to be open to change and develop their capabilities to meet future requirements | Your self score:  4.00 Rater score:  3.38 |
| | Challenges people to think and act in innovative ways | Your self score:  3.00 Rater score:  3.50 |
















Highest 5 and lowest 5 scoring statements

Below you can see your highest rated items and lowest rated items based on the average ratings of all raters excluding yourself.
















These graphs provide a quick view of the areas in which you are effective as well as the areas for improvement. For a detailed analysis of these highest and lowest rated items across all habits, please see the next section.

The rating scale measuring leadership habit averages ranges from Highly ineffective (1) to Extremely effective (5).

5 highest scoring statements

| | | |
|---|---|--|
|  | Ensures a strong customer/service-based strategy that builds trust and loyalty | Your self score:  4.00 Rater score:  3.75 |
|  | Inspires others with a simple, energizing and realistic vision of what success could look like | Your self score:  4.00 Rater score:  3.63 |
|  | Sets strategic goals based on a good understanding of the organization's changing environment | Your self score:  5.00 Rater score:  3.50 |
|  | Promotes an open and respectful work environment where people feel that they can freely share their views and ideas | Your self score:  3.00 Rater score:  3.50 |
|  | Challenges people to think and act in innovative ways | Your self score:  3.00 Rater score:  3.50 |

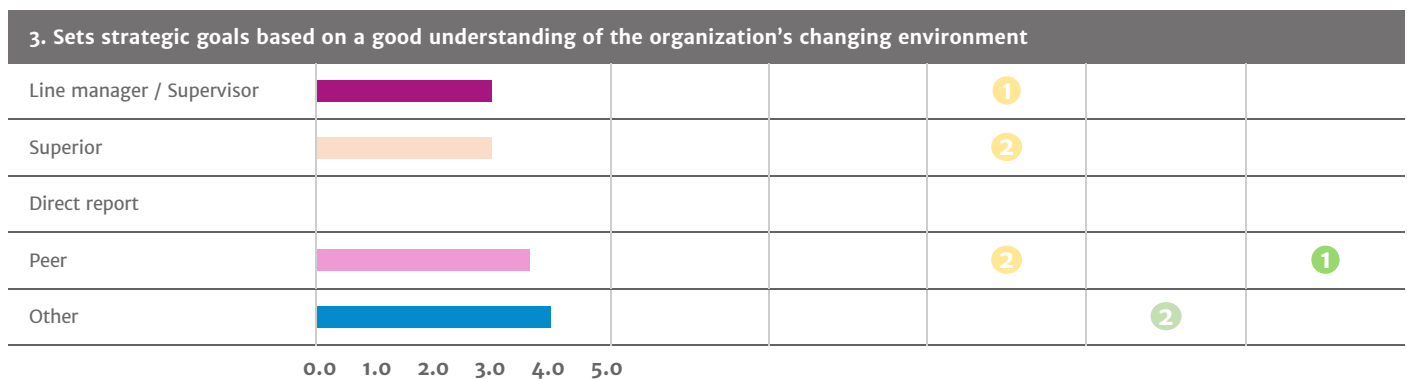
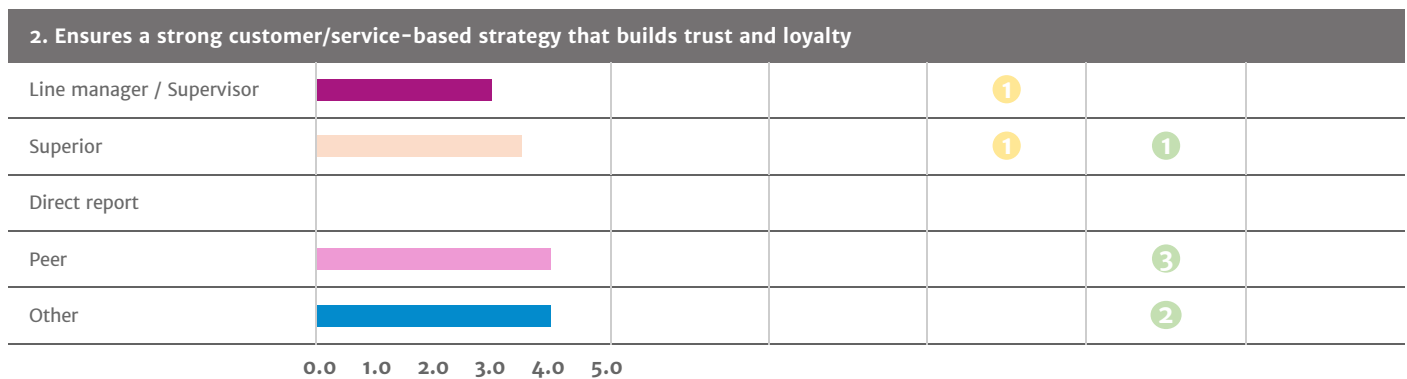
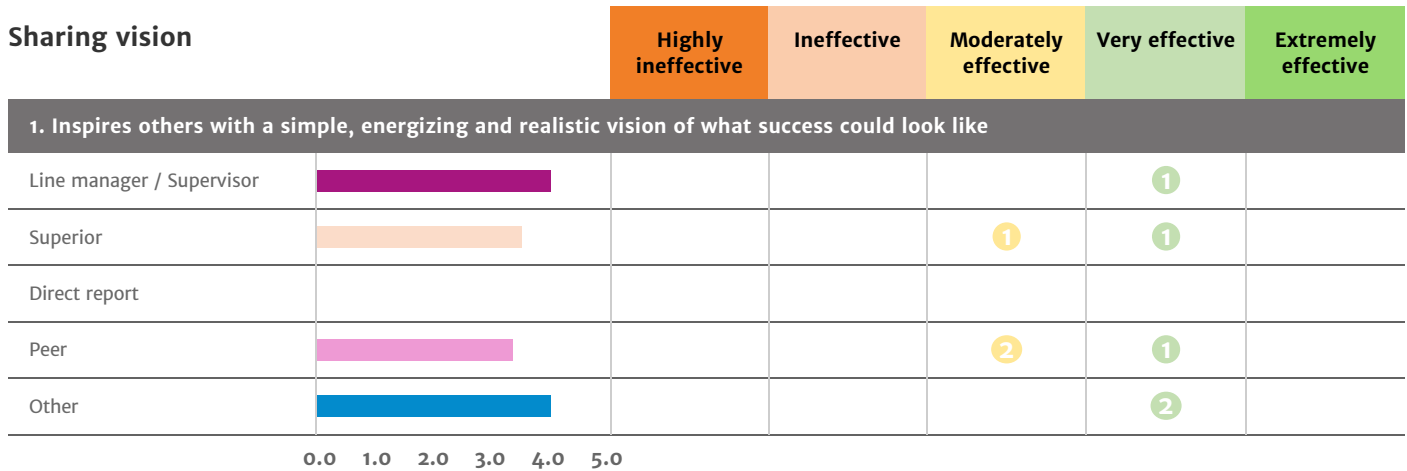
5 lowest scoring statements

| | | |
|---|---|--|
|  | Shares regular feedback from customers/stakeholders to promote a culture of excellence | Your self score:  4.00 Rater score:  3.00 |
|  | Inspires people to give their best by providing them with challenging opportunities that develop their strengths and skills | Your self score:  4.00 Rater score:  3.25 |
|  | Creates a safe environment that encourages considered risk taking and continuous improvement | Your self score:  3.00 Rater score:  3.25 |
|  | Keeps people and stakeholders focused on the bigger picture and longer-term priorities | Your self score:  3.00 Rater score:  3.25 |
|  | Promotes regular and open feedback to accelerate learning and improvement | Your self score:  5.00 Rater score:  3.25 |

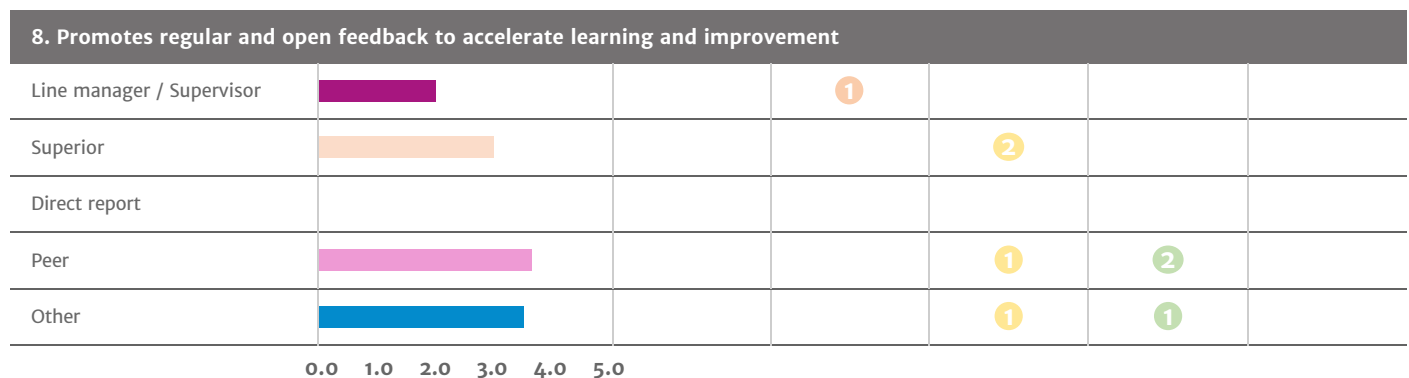
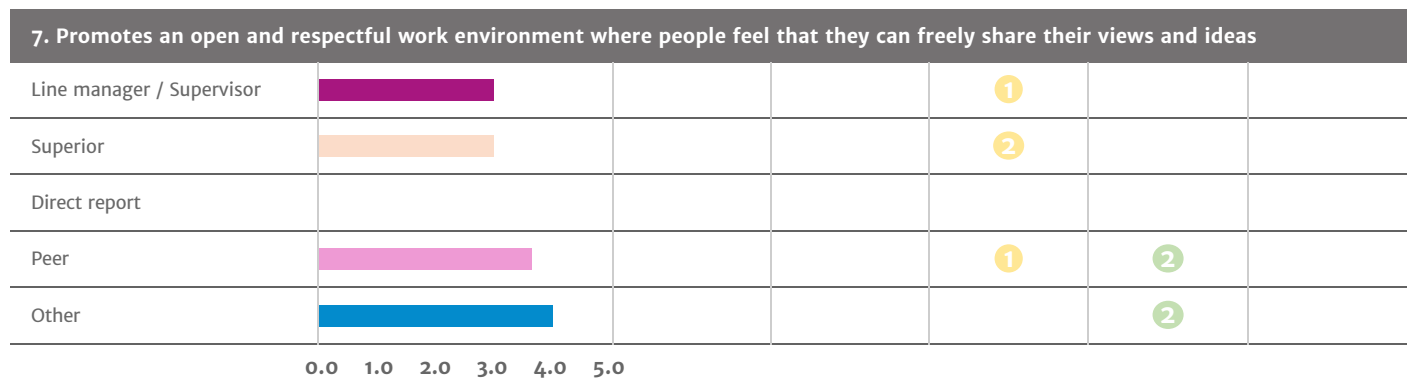
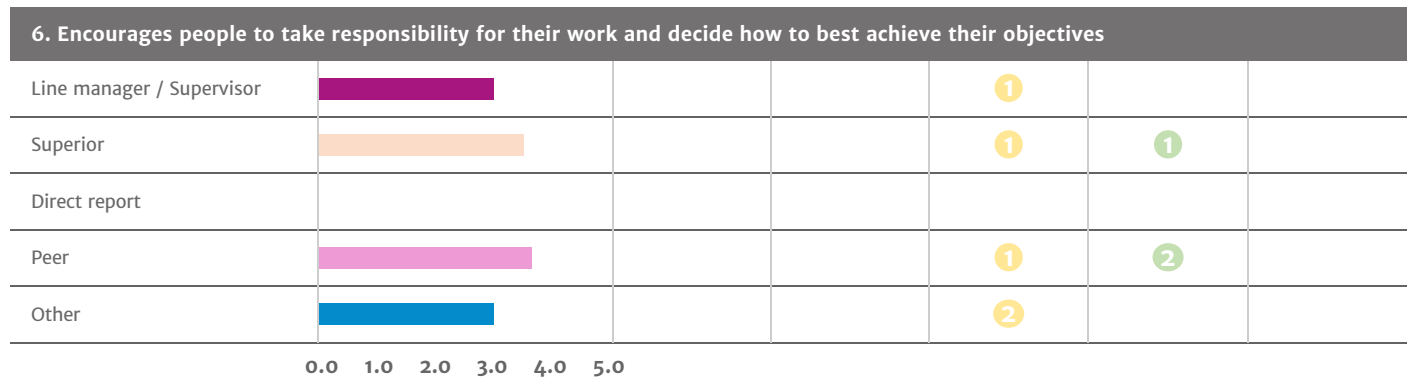
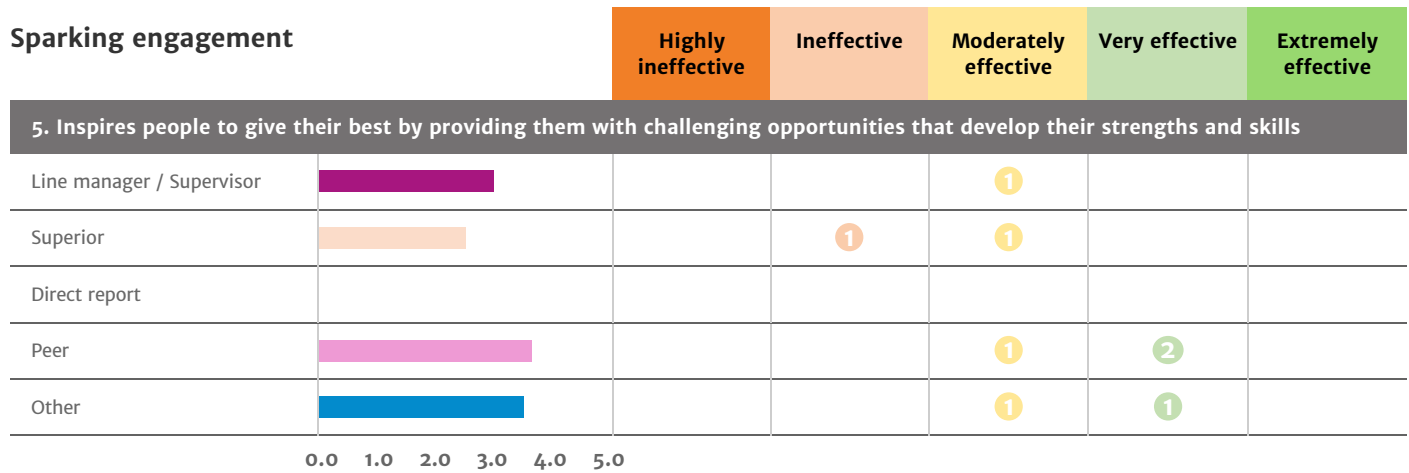
Detailed breakdown across all habits

To ensure anonymity, when there are fewer than two “Direct reports” or “Peers”, their ratings will be allocated into an “Other” category. Below is an item by item breakdown for each of the four leadership habits.

Sharing vision

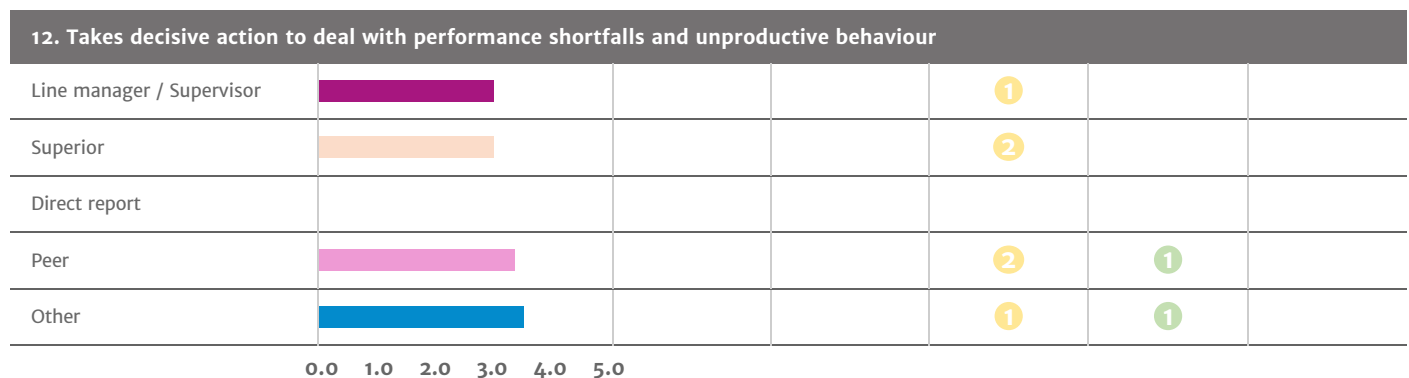
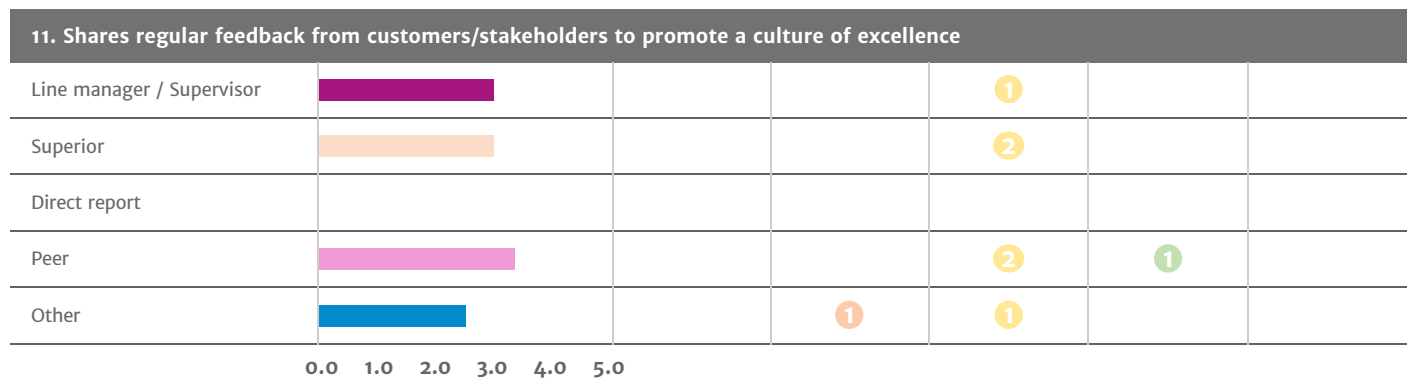
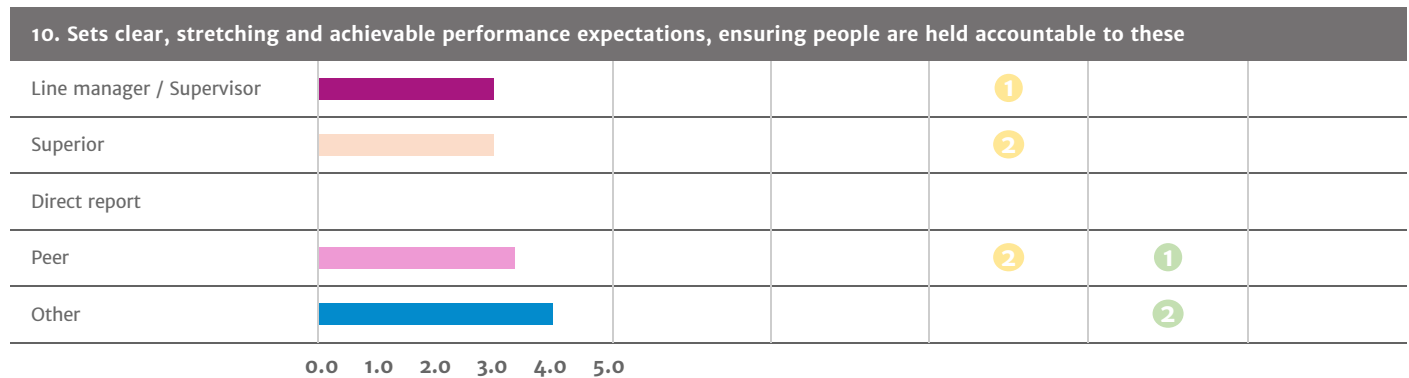
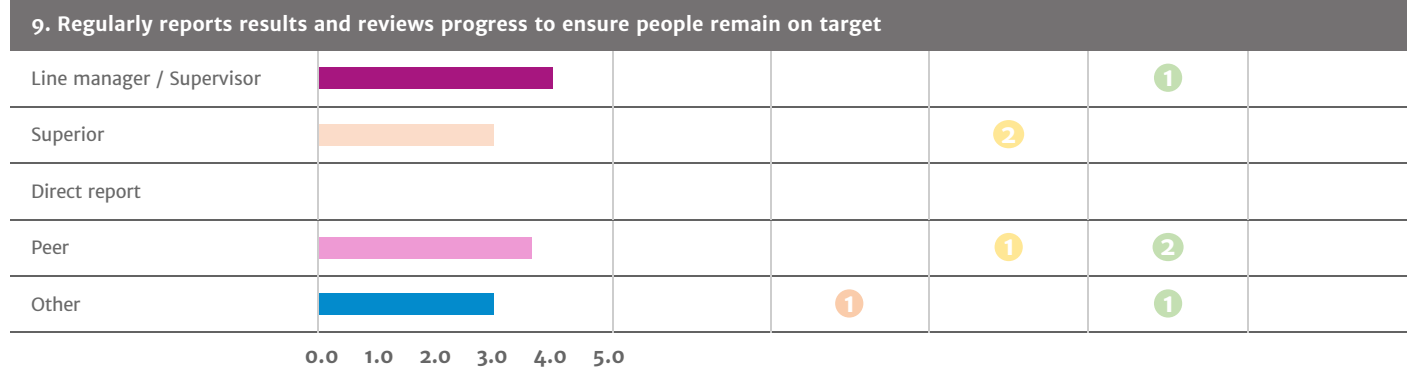


Sparking engagement



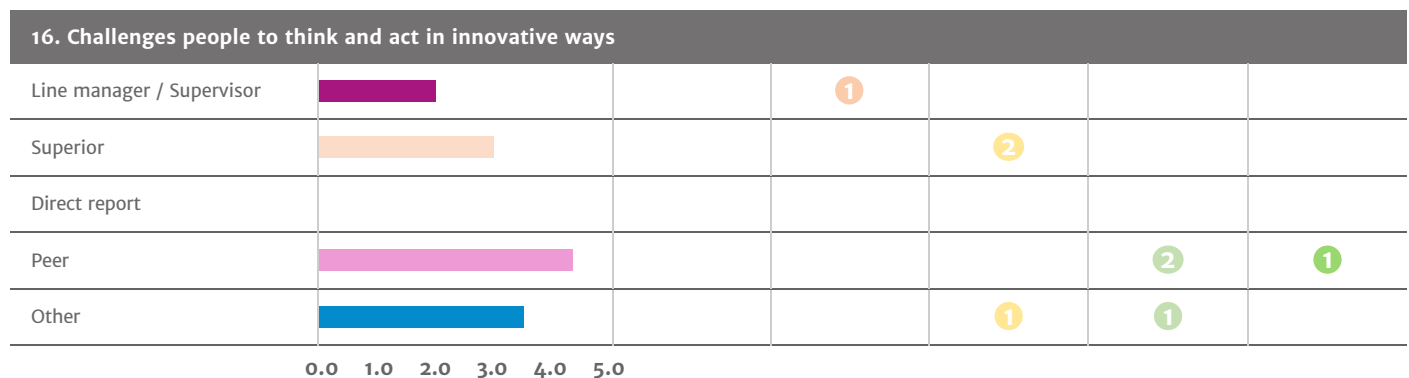
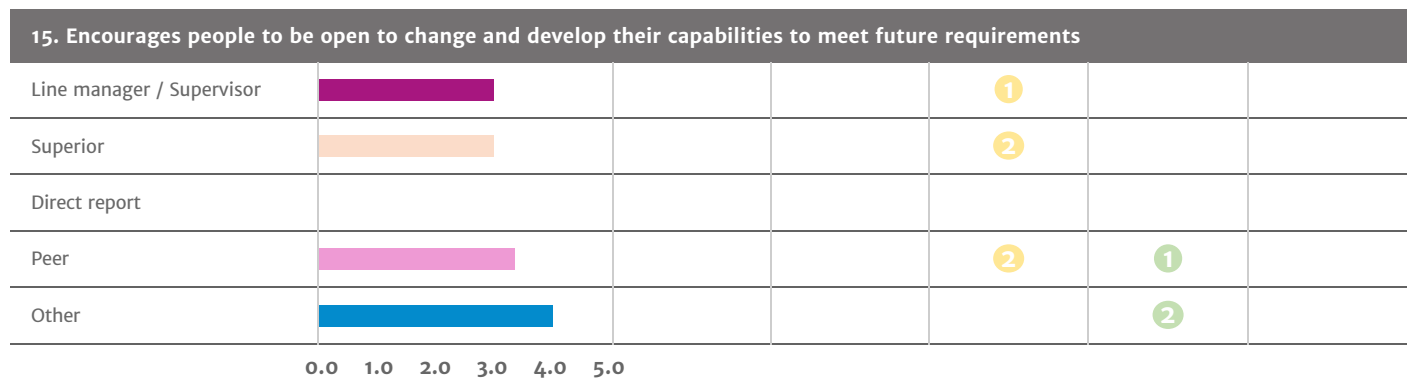
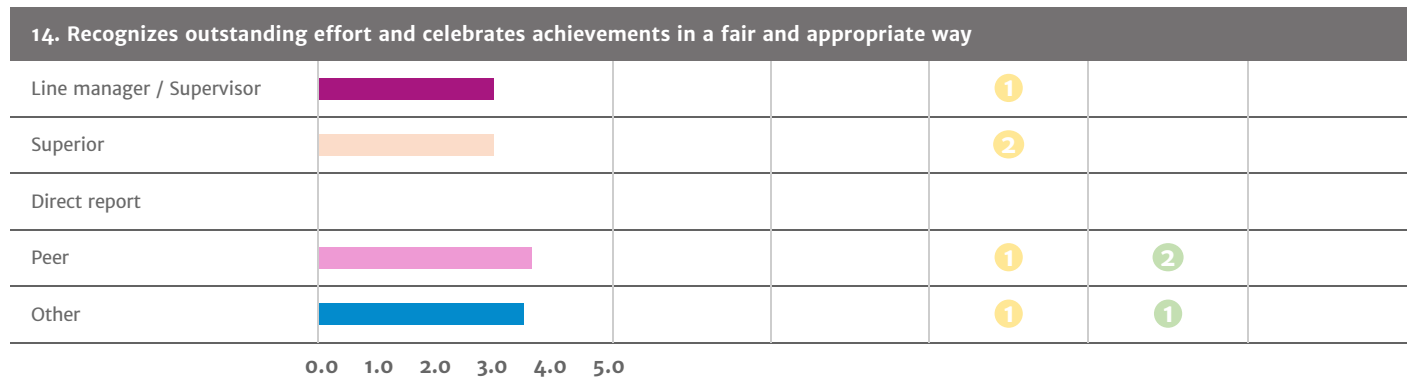
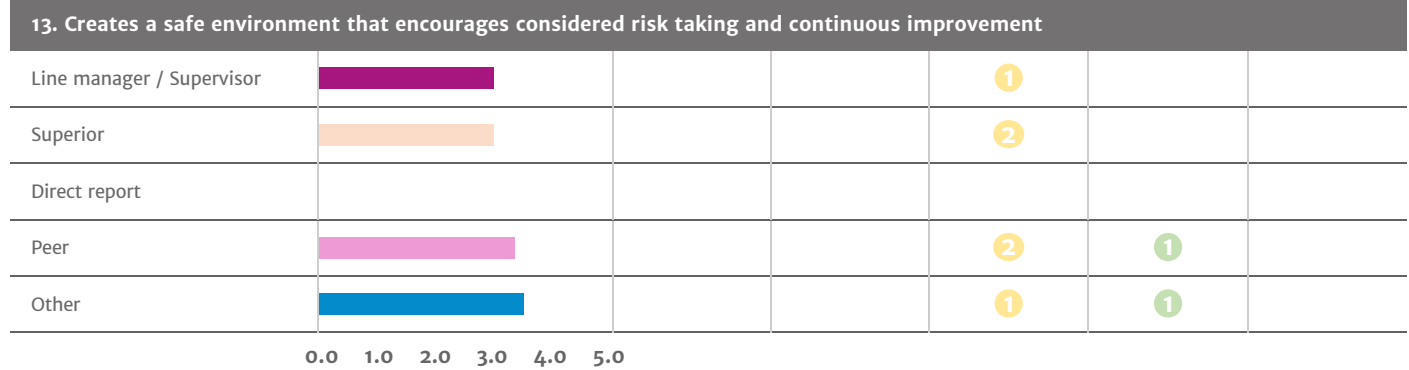
Skilfully executing

| Highly ineffective | Ineffective | Moderately effective | Very effective | Extremely effective |
|--------------------|-------------|----------------------|----------------|---------------------|
|--------------------|-------------|----------------------|----------------|---------------------|



Sustaining progress

| Highly ineffective | Ineffective | Moderately effective | Very effective | Extremely effective |
|--------------------|-------------|----------------------|----------------|---------------------|
|--------------------|-------------|----------------------|----------------|---------------------|



9. Leadership outcomes

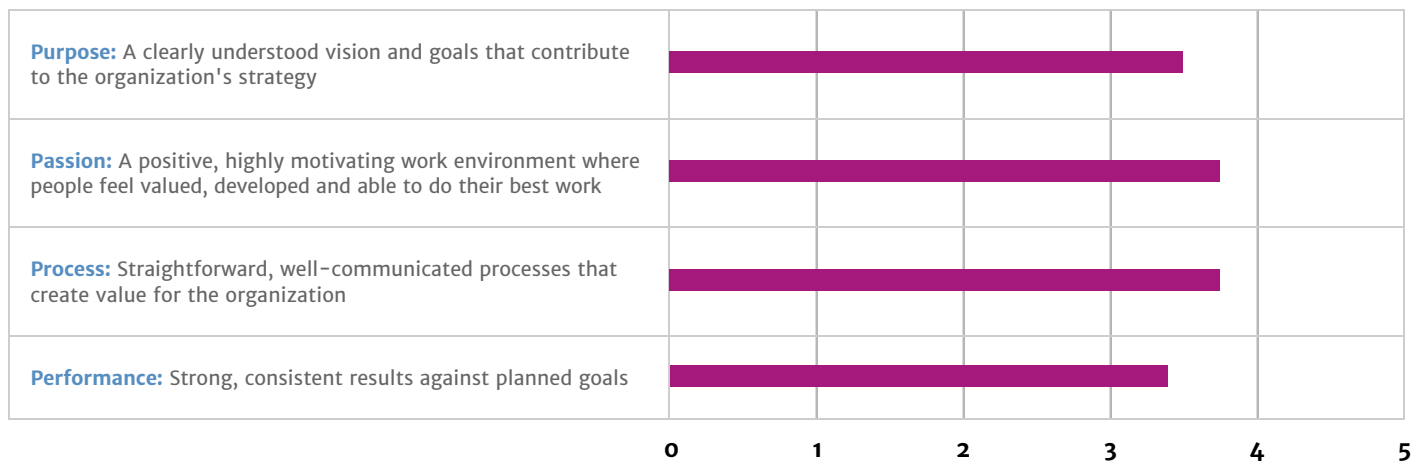
To be a highly effective leader you need to ensure you are delivering planned results and continuously improving the performance of the team and organization. The graph below shows you how raters have rated their confidence in you as a leader to deliver four key outcomes:

1. **Purpose:** A clearly understood vision and goals that contribute to the organization's strategy
2. **Passion:** A positive, highly motivating work environment where people feel valued, developed and able to do their best work
3. **Process:** Straightforward, well-communicated processes that create value for the organization
4. **Performance:** Strong, consistent results against planned goals

The purple bars represent the average level of confidence raters have in you as a leader to deliver the outcomes.

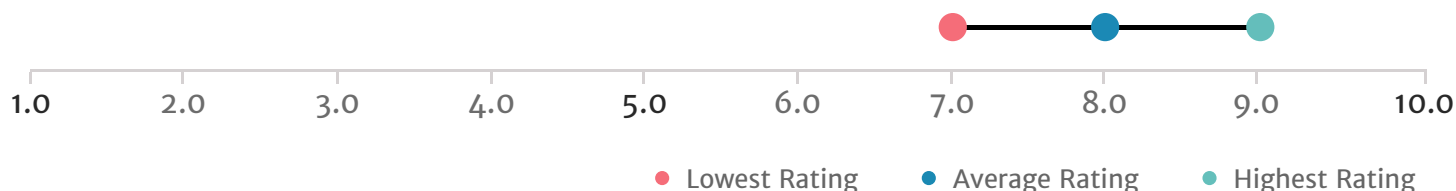
Confidence in leadership

1 = No confidence 2 = Little confidence 3 = Reasonable confidence 4 = Strong confidence 5 = Complete confidence



10. Overall leadership effectiveness

Your raters have evaluated your leadership effectiveness (where 1 = Highly ineffective and 10 = Highly effective) at delivering a strong and positive leadership performance as:



What you can change in the next 90 days to get closer to a 10 is...

"Just ask others for feedback more often, I bet this feedback will be so valuable to you"

"Just keep trying"

"A great guy, just be more present and have regular one to ones with your team to keep everyone engaged and updated."

"Think his ideas through fully before presenting them to the team."

"Be more collaborative and open with your team"

"Just be more open with all the team, they think you are great and want to work more closely with you"

"Don't be afraid to be you, be your own unique leader."

"Go for that promotion, it is the right stretch for you"

11. Rater comments

Your raters were asked to provide you with additional ideas and suggestions to help you to strengthen your leadership. Please note that these comments have not been altered or changed in any way and are listed in random order.

One idea or recommendation that would help you to use your strengths more effectively in the way you lead is...

"A great guy who demonstrates great passion in his work. Although his is great at networking he could collaborate more with the whole team, as others get overlooked"

"As someone who you sometimes report into, you are great to work with but don't always speak your mind and push back. Really challenge others."

"Be more open with your team and just talk to everyone, don't be so shy and try to be more inclusive."

"Ensure your team have full understanding of his ideas and how these need to be implemented to carry out his vision successfully."

"Talk to the team more, especially those who you need to liaise with and if there has been a conflict of interest, then just talk it out"

"Please use your future focused mindset to help others understand your view for the future."

"I like his courage, I wish I had that. It is refreshing to see and learn these skills from someone. I can always lean on him for support."

"A good supplier contact, always on hand to help me out"

One idea or recommendation that would help you to reduce the impact of your potential energy drainers on your leadership is...

"Your confidence can be greatly improved by just believing in yourself."

"Again speak your mind!"

"You are a leader and in order to gain buy-in from not only your internal team, you need to push your idea and speak to everyone with confidence. Stakeholders would also give you credit where it is due because you are so talented."

"Be confident when proposing and discussing his ideas with the team, we need to feel sure that he believes in them as a successful way forward."

"You are good at your job, but your modest nature makes it hard for you to share your thoughts with the confidence you should which affects your persuasiveness levels. Just speak your mind, you will be pleasantly surprised."

"You have a future forward thinking mindset but don't think about breaking it down fully, that is how deadlines get missed. Make a plan, bring others on board to help you out"

"Persuasiveness, this is an area you would benefit from working on. You have courage as a leader and by learning those much needed skills to help you to build further credibility."

"His confidence is not always shining through, he knows his stuff."

What I really appreciate about your leadership and contribution to the organization is...

"A great leader and with the right on the job training, he will flourish"

"He is so integral to the main decisions we have made following our acquisition by Forthams and Co. He has been so resilient and bounced back from the setbacks... well done"

"He is very credible in my eyes and needs this is slowly being noticed by others as he is learning to be more protective in his behaviour."

"His enthusiasm and passion for what we do - this is inspiring for us to see and the energy rubs off onto the team."

"He has the attributes and strengths of a great leader, just needs to showcase it more"

"A great peer, he has taught me so much, I value his contribution so much"

"He is a kind, caring part of the team. I always lean on him for help and support, he always finds the time. Thank you!"





"Always there for support and always has time to talk things through"

12. Developing your leadership habits

As well as developing their strengths and reducing performance risks, effective leaders continuously learn and practice four leadership habits. Your current effectiveness is an average of your responses against the four leadership habits. The development ideas below will help you to improve across all four areas.

Adopt a 'less is more' approach and identify several habits where you are already effective to further strengthen, as well as several potential energy drainers that require improvement to help you succeed. Consider how your strengths, and those of others, can help you improve in these areas.

Sharing vision: Setting a clear, shared vision of success for the organization

| Current effectiveness | Habit area | Actions to boost effectiveness |
|--|--|---|
|  3.8 | Ensures a strong customer/service-based strategy that builds trust and loyalty | <ul style="list-style-type: none"> • Explain to employees how customers' lives will be different if the vision is achieved to win their commitment and support. • Encourage all employees (particularly those who are not customer facing) to learn about customers to better understand them. • Map who your key internal stakeholders are and how you can best influence them. Meet with them regularly to discuss their needs, priorities and expectations. |
|  3.7 | Inspires others with a simple, energizing and realistic vision of what success could look like | <ul style="list-style-type: none"> • Invite your employees and key stakeholders to create a new or refine an existing vision for the team/organization. This should clarify your purpose, picture of success, overall goals and values. • Make sure the vision is future oriented and takes account of external trends as well as possibilities the organization can exploit. • Ensure you communicate this in a compelling way to everyone in the team to get them behind it. Encourage employees to share the vision with others and provide their own stories of success to bring the vision to life. |
|  3.7 | Sets strategic goals based on a good understanding of the organization's changing environment | <ul style="list-style-type: none"> • Conduct a SWOT with your team to identify Strengths, Weaknesses, Opportunities and Threats for the team/organization. • Explore using a 'Balanced Scorecard' approach to ensure you are measuring not only financial results, but also critical customer, process and people drivers of excellence. • Work with your team to analyze future trends and disruptive forces impacting your organization and how you can take advantage of these to gain competitive advantage. |
|  3.2 | Keeps people and stakeholders focused on the bigger picture and longer-term priorities | <ul style="list-style-type: none"> • Ensure each employee is clear on their goals, key performance measures and how these contribute to the overall goals. • Regularly update people on progress towards the team/organization's goals using a 'dashboard' of key performance indicators. A simple traffic light system can be used to show good, acceptable and poor performance. • Encourage people to think longer-term and be ready for change by involving them in strategic planning meetings or discussing plans with them before implementation. |







Online tools and resources:

1. Clarifying your vision, priorities and expectations
2. Creating a balanced scorecard to track performance
3. Mapping and influencing your stakeholders

For free Leadership tools, please register at:
www.strengthscope.com/leadership-tools-menu/

For free Leadership tools, please register at:
[strengthsleader](http://strengthsleader.com)

Sparkling engagement: Empowering, inspiring and developing people

| Current effectiveness | Habit area | Actions to boost effectiveness |
|--|---|---|
|  3.4 | Encourages people to take responsibility for their work and decide how to best achieve their objectives | <ul style="list-style-type: none"> • Push responsibility for tasks and decisions down to employees so they learn to solve problems for themselves. Insist they bring you solutions for discussion if they need your help to encourage ownership and learning. • Check that each employee has the right skills, knowledge and experience, as well as the necessary support from you and others, to deliver strong results. • Don't micromanage or expect people to go about their work in the same way you do. Once they are clear about what is expected, observe how your employees go about their work. Only step in when necessary to correct, guide or coach them. |
|  3.4 | Promotes an open and respectful work environment where people feel that they can freely share their views and ideas | <ul style="list-style-type: none"> • Encourage forums, meetups and other opportunities for people to voice their opinions openly and shape the direction, plans and work culture of the team/organization. • Create a work culture where individual differences (including strengths, perspectives and experiences) are understood, valued and developed. • Take swift action to deal with those who interrupt, are insensitive to others or are intolerant of differences unrelated to job performance. |
|  3.4 | Promotes regular and open feedback to accelerate learning and improvement | <ul style="list-style-type: none"> • Hold regular development discussions with employees and provide balanced and constructive feedback. Agree specific ways to improve performance based on the feedback. • Encourage employees to get feedback from colleagues and other stakeholders to build their self-awareness and get ideas to improve their performance. This can be done directly (e.g. each person says what their colleagues can "start", "stop" and "continue" doing) or using a 360-degree survey tool. • Encourage employees to take ownership of their learning by asking them to monitor their performance and give themselves feedback. Take time to explore their self-feedback regularly during performance dialogues. |
|  3.3 | Inspires people to give their best by providing them with challenging opportunities that develop their strengths and skills | <ul style="list-style-type: none"> • Develop coaching skills by asking powerful coaching questions, listening with empathy and challenging people positively to help them improve their performance. • Figure out what motivates different people and identify assignments and tasks that will challenge and energize them. • Set up a 'buddy' coaching or mentoring program to ensure people have support from colleagues to overcome challenges and accelerate their learning. |







Online tools and resources:

1. Effective delegation
2. Finding positive stretch
3. Strengths coaching guide
4. Giving and receiving feedback

For free Leadership tools, please register at:
www.strengthscope.com/leadership-tools-menu/

Password: strengthscopeleader

Skilfully executing: Setting stretching performance expectations, reviewing progress and holding people to account to ensure delivery of planned outcomes

| Current effectiveness | Habit area | Actions to boost effectiveness |
|---|---|--|
|  3.3 | Regularly reports results and reviews progress to ensure people remain on target | <ul style="list-style-type: none"> • Hold regular 1-1 and team performance dialogues to ensure a thorough review of progress against a plan, including successes, challenges and any support required. • Arrange monthly 'town halls' or general employee updates to communicate progress, highlight successes and discuss areas for further improvement. • Help people visualize their progress everyday by setting up a system to communicate progress (ideally in real-time) and highlight successes. |
|  3.3 | Sets clear, stretching and achievable performance expectations, ensuring people are held accountable to these | <ul style="list-style-type: none"> • Be clear about goals and priorities, ensuring all employees have SMART (specific, measurable, achievable, realistic, time bound) objectives to help them stay focused. • Engage people in the goal-setting process and challenge them to set stretch goals that help them to grow and realize their full potential. • Be clear on your own expectations and performance standards. Write these down and communicate them to employees to create a culture of accountability and excellence. |
|  3.2 | Takes decisive action to deal with performance shortfalls and unproductive behaviour | <ul style="list-style-type: none"> • Tackle performance problems quickly by exploring the root causes with the employee. Ensure you agree a clear plan for improvement and track progress weekly. • When the performance problem is difficult or persistent, consult with your HR advisor early to ensure you are acting in line with the organization's policies and processes, as well as relevant employment laws. • Challenge unproductive habits and the routine ways you observe that are blocking employees' performance and readiness for change to avoid bigger problems in future. |
|  3.1 | Shares regular feedback from customers/stakeholders to promote a culture of excellence | <ul style="list-style-type: none"> • Share customer/stakeholder successes and stories with employees to highlight successes and improvement areas on a regular basis. • Invite direct or survey feedback from your most important customers/stakeholders and report the major findings and themes to employees. Explore with them any action to take to improve customer/stakeholder experiences. • Share examples of dissatisfied and satisfied customers/stakeholders openly with all employees during meetings together with the learning from these to improve their experiences and relations with them. |







Online tools and resources:

1. Setting SMART goals that play to people's strengths
2. Managing your talent
3. Dealing with underperformance

For free Leadership tools, please register at:
www.strengthscope.com/leadership-tools-menu/
Password: strengthsleader

Sustaining progress: Recognizing achievement and encouraging continuous improvement and experimentation

| Current effectiveness | Habit area | Actions to boost effectiveness |
|---|---|--|
|  3.4 | Encourages people to be open to change and develop their capabilities to meet future requirements | <ul style="list-style-type: none"> • Encourage employees to think ahead about how changes in the external environment might impact their roles and skill requirements. Help them to upskill to deal with these changes. • Help employees build agility in areas of greatest strength by assigning them projects, tasks and opportunities that will develop them in areas of greatest potential. • Set an example to others by showing that you are open to continuous learning, feedback and change. Have patience with those who are slower to accept changes and spend time with them to listen to their concerns while reassuring them about the benefits. |
|  3.4 | Challenges people to think and act in innovative ways | <ul style="list-style-type: none"> • Encourage employees to be curious about market trends and changes in the broader environment to enable them to anticipate new products and ways of working and innovate to prepare for these. • Set up fun creativity workshops or brainstorming sessions to encourage employees to come up with novel ideas to complex challenges or new opportunities. • Give your creative team members the scope and freedom to tackle problems and innovate. Creatives often work in unconventional ways so you will need to shield them from rigid procedures, processes and rules that might hold them back, especially when they are working on innovation projects. |
|  3.3 | Recognizes outstanding effort and celebrates achievements in a fair and appropriate way | <ul style="list-style-type: none"> • Identify low or no cost ways to recognize effort and achievement (e.g. saying "thanks", giving an extra day off etc.) and use these to reward employees who go above and beyond. • Personalize rewards and recognition as much as possible based on each employee's personal preferences and what motivates them. • Show an interest in your employees' careers and allocate them stretch assignments and tasks that play to their personal strengths and career aspirations. |
|  3.2 | Creates a safe environment that encourages considered risk taking and continuous improvement | <ul style="list-style-type: none"> • Help people learn from successes and setbacks by introducing regular team and project learning reviews after the completion of important projects and tasks. • Create a team environment where people feel they can take risks and fail as part of the learning process. Invite them to share setbacks and learning in an open and honest way. • Encourage the use of pilot projects and beta product releases to test out new ways of working and new products/services. Design build-measure-learn feedback loops into work processes to reduce risks and improve success rates. |



Online tools and resources:

1. Facilitating creativity and problem solving
2. Identifying motives and recognizing contribution
3. Low cost ways to recognize effort and excellence
4. Building leadership agility

For free Leadership tools, please register at:
www.strengthscope.com/leadership-tools-menu/

Password: strengthsleader

13. Rater details

You nominated the following raters to provide feedback (In your own report, real rater names will appear):

- **Rater 1** – Line manager / Supervisor
- **Rater 2** – Direct report
- **Rater 3** – Direct report
- **Rater 4** – Superior
- **Rater 5** – Other
- **Rater 6** – Superior
- **Rater 7** – Superior
- **Rater 8** – Superior
- **Rater 9** – Direct report
- **Rater 10** – Peer
- **Rater 11** – Peer
- **Rater 12** – Other
- **Rater 13** – Direct report
- **Rater 14** – Peer

Of these 14 people, 8 provided feedback.

14. The 24 Strengthscope® strengths

⚡ Emotional



Courage:

You take on challenges and face risks by standing up for what you believe



Emotional control:

You are aware of your emotional 'triggers' and how to control these to ensure you remain calm and productive



Enthusiasm:

You demonstrate passion and energy when communicating goals, beliefs, interests or ideas you feel strongly about



Optimism:

You remain positive and upbeat about the future and your ability to influence it to your advantage



Resilience:

You deal effectively with setbacks and enjoy overcoming difficult challenges



Self-confidence:

You have a strong belief in yourself and your abilities to accomplish tasks and goals

⚡ Relational



Collaboration:

You work cooperatively with others to overcome conflict and build towards a common goal



Compassion:

You demonstrate a deep and genuine concern for the well-being and welfare of others



Developing others:

You promote other people's learning and development to help them achieve their goals and fulfil their potential



Empathy:

You readily identify with other people's situations and can see things clearly from their perspective



Leading:

You take responsibility for influencing and motivating others to contribute to the goals and success of their team and organization



Persuasiveness:

You are able to win agreement and support for a position or desired outcome



Relationship building:

You take steps to build networks of contacts and act as a 'hub' between people that you know

⚡ Execution



Decisiveness:

You make quick, confident, and clear decisions, even when faced with limited information



Efficiency:

You take a well-ordered and methodical approach to tasks to achieve planned outcomes



Flexibility:

You remain adaptable and flexible in the face of unfamiliar or changing situations



Initiative:

You take independent action to make things happen and achieve goals



Results focus:

You maintain a strong sense of focus on results, driving tasks and projects to completion



Self-improvement:

You draw on a wide range of people and resources in the pursuit of self-development and learning

⚡ Thinking



Common sense:

You make pragmatic judgments based on practical thinking and previous experience



Creativity:

You generate new ideas and original solutions to move things forward



Critical thinking:

You approach problems and arguments by breaking them down systematically and evaluating them objectively



Detail orientation:

You pay attention to detail in order to produce high quality output, no matter what the pressures



Strategic mindedness:

You focus on the future and take a strategic perspective on issues and challenges

Tools to optimize your performance

Want to find out more about your performance at work? Why not take:

Strengthscope360™

Strengthscope360™ is a quick and simple multi-rater assessment which builds on the initial Strengthscope® self-report, plugging in other people's feedback (e.g. co-workers)

StrengthscopeTeam™

The StrengthscopeTeam™ report consolidates individual Strengthscope® reports at team level, as well as assessing current team behaviour, enabling teams to take their performance to the next level

StrengthscopeEngage™

StrengthscopeEngage™ is split into two reports: StrengthscopeEngage™ Baseline and StrengthscopeEngage™ Progress and together they measure changes in staff engagement and productive use of strengths following on from development initiatives.

For additional resources to develop your strengths and reduce performance risks,
visit: www.talenttools.com.au/strengthscope-reports

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