

Strengthscope[®]



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1. Introduction

The following Strengthscope® report is based on your responses to the questionnaire completed on 25/07/2018.

Strengthscope® is the world's most comprehensive and innovative cloud-based strengths profiling system that helps energize peak performance at work.

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

Your Strengthscope® report will help you to optimize your performance and energy at work by improving your understanding of:

- Your **unique combination of strengths** and how to optimize these to achieve exceptional results
- **Positive ways** of working that will improve your confidence, motivation and success in any situation

Strengthscope® is designed to be the first step in helping you to optimize your strengths and performance at work.

Together with our wide range of training, tools and resources, it can significantly improve your performance, energy and confidence.

To get the most value from this report, it is important to take action based on the awareness and learning from it to strengthen your performance and maximize your potential.

We also recommend sharing the report with your friends, family and colleagues to obtain greater feedback from them on your strengths, performance risks and ideas for improvement.

Why focus on your strengths?

Our strengths are the qualities that energize us and enable us to perform at our best.

By getting the balance right between optimizing your strengths and reducing performance risks, you will achieve higher levels of:

- Resilience
- Confidence
- Engagement
- Success



2. Your 'Significant 7' strengths

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

Your Significant 7 strengths



Courage

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



Decisiveness

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



Flexibility

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



Leading

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



Optimism

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



Persuasiveness

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



Strategic mindedness

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

When performing at your best you:

- 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

- Are willing to make decisions in high pressure situations when time is critical
- Are able to make effective and timely decisions even when the data is limited or decisions produce unpleasant consequences
- Quickly perceive the impact and implications of decisions

- Find the idea of fast-moving and unpredictable situations energizes you
- Are able to adapt relatively easily to whatever comes your way
- Embrace change in every aspect of your life

- Often find yourself being asked to speak on behalf of the group
- Find your colleagues frequently turn to you for direction
- Feel energized when you are given responsibility to motivate a team to achieve its goals

- Believe that in the vast majority of cases, things will work out for the best
- Don't let isolated negative events affect your positive view of the world
- Look first for the positive in people, plans and projects

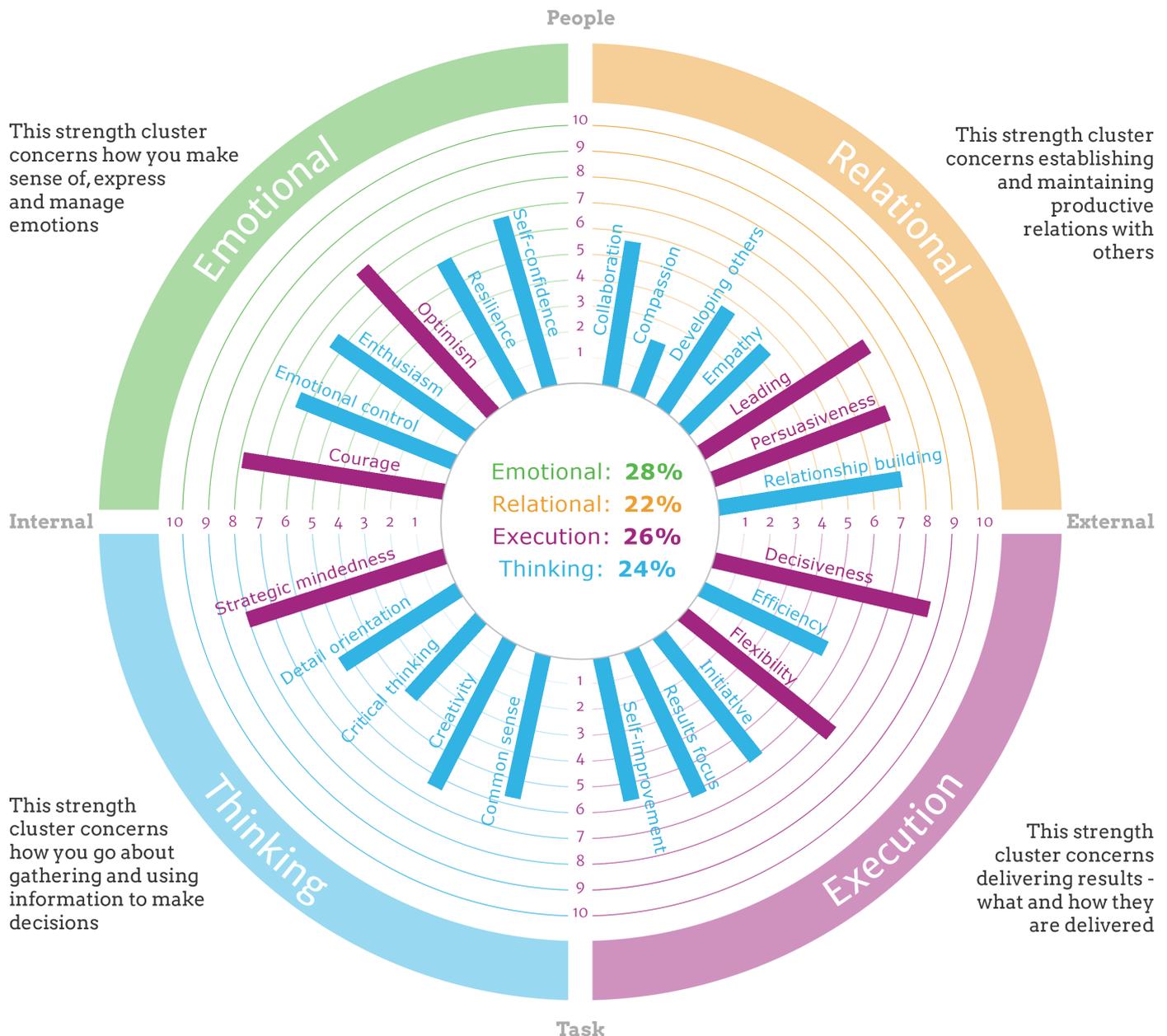
- Are able to persuade others to your way of thinking based on the merits of your position
- Enjoy negotiation and debate as they provide opportunity for you to state your case and win people over
- Find that there are times when you will stop at nothing to persuade and convince others

- 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 lowest 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 23% for each cluster, so the further away your scores are from 23%, 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. Optimizing strengths to achieve peak 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 optimize your strengths and strengthen your performance by providing guidance on ways to stretch beyond your comfort zone, plus identify and minimize potential risk areas to performance.

Check out your very own strengths development portal

To get the most from your strengths, sign back in to your **strengths development portal**, packed with strengths development solutions and tools, these include unique strengths planning tools to help embed and sustain learning.

Speak to your system administrator to check your access privileges to these development resources and continue your strengths journey today.

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.



Courage

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

Strengthening your performance

Stretching your strength to the next level

- Research effective influencing skills and practise these skills to ensure you can easily stand up for what you believe in ways that foster healthy working relationships
- Seek out hot topic debates and innovation projects that you can contribute to that will help co-workers/stakeholders to look at problems and issues in a different way
- Go outside of your comfort zone by seeking to take on a project that you really believe in that not only stretches your current skillset, but confidence levels and levels of self-belief

Overdrive risks 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

- **If you find that you are being seen as reckless or extreme in defending your beliefs...**
Ensure that you develop a range of influencing skills so that you can gain support for your position without always having to 'fight' for the cause. And remember to choose time and prepare for your battles wisely
- **If you find that you have taken on too many 'causes' and that this is starting to exhaust you...**
Prioritize those challenges/changes that will contribute greatest value to your team and organization and focus on gaining a positive outcome in these areas only
- **If you find that you have become isolated in defending your beliefs...**
Take time to listen to, and understand, others' points of view so that you can modify your approach or bring in others' perspectives



Decisiveness

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

Strengthening your performance

Stretching your strength to the next level

- Apply a range of decision-making tools (e.g. Force Field Analysis, Cost Benefit Analysis, Effort-Impact Analysis) to ensure high quality decision-making
- Practise presenting the rationale behind your decisions and recommendations so that others can follow your judgement, particularly to those who are less decisive than yourself
- Identify how colleagues, stakeholders, friends and acquaintances can support you to identify new opportunities where you can use your decisiveness strength

Overdrive risks and how to reduce them

You are overhasty or rash in your decision-making, spending little time considering alternatives or possible outcomes

- **If you are overhasty or rash in your decision-making...**
Practise stepping back and reflecting on decisions, as well as gaining others' views
- **If you spend little time considering alternatives or possible outcomes...**
Use a model such as De Bono's Six Thinking Hats to ensure you have considered alternatives
- **If you are perceived by colleagues as bossy, or even a bully...**
Take time to consider how you communicate your decisions and consult others first



Flexibility

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

Strengthening your performance

Stretching your strength to the next level

- Work with others less adaptable than yourself by helping them develop a more positive attitude toward change, including helping them to see the benefits. Help them adapt their mindset and behaviours to the changes and remind them to reward themselves for achieving their goals
- Find opportunities to lead or influence fast-changing, uncertain situations at work, helping others to see the benefits of adapting and flexing
- Regularly review your flexibility levels. Try out new ways to influence others and see if they work within the company; if not, try out something else. This may benefit you through periods of significant change such as people and process changes

Overdrive risks and how to reduce them

You have a preference for change for change's sake, without considering the implications of your actions. Other may regard you as restless

- **If you find that you are 'tinkering' and making changes for the sake of it...**
Seek a new project or situation which requires change, or apply discipline to ensure that any changes you do make have a clear business case and that impact has been fully considered
- **If you are seen as someone who doesn't finish the projects they start...**
Ensure that you have a clear plan for completing projects and the people to do it
- **If you are becoming overwhelmed with the volume of tasks or projects you have taken on...**
Ensure that you prioritize the activities that are going to create the most value for your team or organization



Leading

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

Strengthening your performance

Stretching your strength to the next level

- Volunteer to take responsibility for a team or project when your manager is away or as part of your development plan
- Identify opportunities to demonstrate your leadership during times of uncertainty and change
- Attend leadership events and be inspired by leaders who resonate with you

Overdrive risks and how to reduce them

You take a leadership role in inappropriate situations e.g. when someone is already performing this role well or when dealing with a self-sufficient team. Others may see you as domineering or controlling

- **If you take a leadership role in inappropriate situations...**
Learn about models which enable you to pick the right approach in the right situation, for example, Hay Managerial Styles or the Situational Leadership model
- **If others see you as domineering or directive...**
Remember to spend sufficient time asking questions, listening carefully and building consensus to ensure that everyone agrees with a decision or plan
- **If people become overly dependent on you for advice or direction...**
Be intentional in helping people to develop their own solutions, reach their own decisions and build confidence, with or without your input



Optimism

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

Strengthening your performance

Stretching your strength to the next level

- Help build your team's optimism and resilience by being positive and upbeat about events, ideas, and possibilities, particularly when the team is having a tough time or when the mood is overwhelmingly negative
- When discussing recommendations or ideas, help the team understand the benefits of focusing on pluses and opportunities first, and only then on issues and problems
- Actively look to increase levels of optimism at work by praising those around you for their key contributions and hard work. People are more likely to reinforce an action with increased confidence if they feel it is having a positive effect

Overdrive risks and how to reduce them

Your approach can be unrealistically positive at times and may be risky if it doesn't take into account possible pitfalls or shortcomings

- **If your approach is unrealistically positive and doesn't take into account possible pitfalls...**
Ensure that you always spend sufficient time considering 'worst case scenarios' with a plan for action if such a scenario comes to pass. Work with others to do this if necessary
- **If you are perceived to ignore the details necessary to ensure that goals can be met...**
Develop discipline around including sufficient detail in all your plans and/or work with others who can readily provide the detail
- **If you are seen as unrealistic, over-optimistic or 'flaky'...**
Make sure that when you present ideas or plans, you purposely play 'devil's advocate', putting both sides of each argument and eliciting views from others on likely success



Persuasiveness

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

Strengthening your performance

Stretching your strength to the next level

- Take the initiative in volunteering for assignments where you are required to persuade others to agree to adopt a product, position or idea
- Coach or mentor colleagues who could benefit from developing their ability to persuade others
- Use both 'advocacy' and 'inquiry' behaviours when trying to influence – push and pull, tell and sell. This will balance the use of rational persuasive argument with questioning and facilitation skills

Overdrive risks and how to reduce them

You try to influence most outcomes in your favour, irrespective of the importance of the issue. You may also indulge in debate for debate's sake, rather than focusing on relevant outcomes

- **If you try to persuade others habitually, without considering the importance of the issue...**
Remember to identify those issues which relate most closely to your own or your team's goals and focus your energies on these debates rather than on more frivolous issues
- **If you focus on the debate, rather than the outcome...**
Regularly remind yourself and those you are in discussion with of the purpose of the debate and the intended end goal
- **If you find yourself using emotional tactics to win an argument...**
Make sure that you check in with others as to whether they are in genuine agreement with you; if not, continue to explore their views and modify your position accordingly



Strategic mindedness

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

Strengthening your performance

Stretching your strength to the next level

- Find an opportunity to get involved in the team's/organization's strategic planning process
- Volunteer to explore possible scenarios, together with the risks and benefits of each, for a key opportunity or threat facing the team/organization
- Research the skills of strategic thinkers online by reading autobiographies to evaluate your own skills and identify areas that you would like to develop. Consider 'shadowing'/observing strategic thinkers in your own organization to further stretch your skills and experiences in this area

Overdrive risks 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

- **If you are so focused on the 'big picture', including future scenarios and opportunities, that you ignore current realities...**
Ensure you balance your strategic thinking with shorter-term considerations and practical steps to understand and execute immediate priorities
- **If you over-emphasise the impact of trends and changes in the operating environment on the team/organization...**
Call on your colleagues who have Common sense and Critical thinking strengths to challenge your assumptions and predictions
- **If you lose focus on immediate priorities and practical steps to achieve goals as a result of your preoccupation with future possibilities...**
Refocus yourself by monitoring your performance against short-term goals, ensuring immediate tasks and projects stay on track

5. Actions to reduce limiting weaknesses

What are limiting weaknesses?

Weaknesses 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 limiting weaknesses could show up and undermine your performance, along with ways to reduce any performance risks associated with them.

Compassion

You don't respond appropriately to the emotional needs of others, showing indifference or a lack of concern for their well-being.



Risk behaviours to watch out for

- You prefer others to address their own problems without sharing them with you.
- You show indifference or a lack of concern for the well-being of others.

Ways to reduce limiting weakness

- Invite people to share more about themselves and their challenges outside work with you and try to support them by listening and offering guidance and coaching.
- Get involved in community or voluntary work with people experiencing hardship or major difficulties in their lives.

Detail orientation

You pay little attention to the detail of a task or project, potentially undermining the quality of output.



Risk behaviours to watch out for

- You pay little attention to the detail of tasks or projects, potentially undermining the quality of the output.
- You feel drained when required to do a lot of detailed work, e.g. reviewing the accuracy of data or detailed documents.

Ways to reduce limiting weakness

- Build in enough time to check and proof your work (including emails) to ensure the quality is good before sending it to others.
- Ask a colleague with a Detail Orientation strength to review and proof-read important emails, reports or other documents to ensure they are accurate and high quality.

Empathy

You struggle to walk in others' shoes – to identify with their situation, feelings and context. Others may see you as unconcerned or insensitive.



Risk behaviours to watch out for

- You struggle to walk in others' shoes – to identify with their situation, feelings and challenges.
- Others may see you as unconcerned or insensitive.

Ways to reduce limiting weakness

- Learn to be a more active listener by practicing listening to not just what they are saying, but also their personal story, values and the beliefs behind what they are saying.
- Spend time to get to know people beyond their job. Find out about their personality and strengths, background, successes, challenges and beliefs by chatting to them at work and in social settings.

6. 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™

Helps people discover and optimize their strengths and provides co-worker feedback to energize peak performance and engagement

StrengthscopeLeader™

Helps leaders optimize their strengths and habits to energize peak performance, engagement and a positive culture

StrengthscopeTeam™

Helps teams discover their strengths and improve their performance, teamwork and agility

StrengthscopeEngage™

Measures changes/ROI in engagement and productive use of strengths arising from the training or development program

Contact our fantastic team on 020 8944 0289 or at hello@strengthscope.com to discuss the right option for you!

For additional resources to optimize your strengths and reduce performance risks, visit www.strengthscope.com

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