StrengthscopeTeam[™]

CONFIDENTIAL

The A Team 16 August 2018



Contents

- 1. Introduction
- 2. Your team's clear strengths
- 3. Your team's strengths profile
- 4. Individual Significant 7 strengths
- 5. Optimizing strengths to achieve peak performance
- 6. Potential limiting weaknesses
- 7. Productive team habits
- 8. Team member comments
- 9. Developing the team's productive habits
- 10. Who completed the report?
- 11. The 24 Strengthscope® strengths

1. Introduction

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

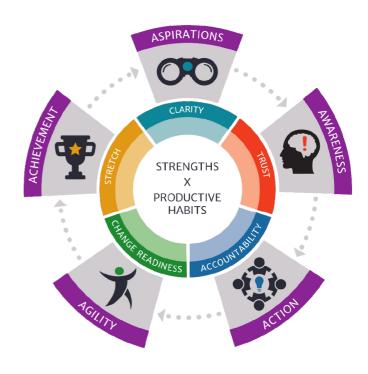
We define strengths as the underlying qualities that energize the team and that they are great at (or have potential to become great at).

StrengthscopeTeam™ will help your team to optimize their performance by providing them with awareness and guidance on their:

- Clear strengths and how to optimize these to enhance the team's performance
- Risk areas that may inhibit peak performance together with powerful ways to reduce the impact of these
- Effectiveness across team habits essential for teamwork and peak performance
- Development recommendations to strengthen the team and its performance.

In order to be effective, teams need to understand and optimize the strengths and energy of every team member. The best teams also develop and practice productive team habits in five areas to transform strengths into effective teamwork and business results at each stage of their development, from aspirations to achievement.

We call this the Peak Performing Team Pathway™





The most effective teams:

- Have clarity of goals, roles and responsibilities for the team
- Gain an awareness of where the team's strengths and performance risks lie to build trust
- Take action to draw on each other's strengths and ideas to reach clear decisions and ensure a high degree of accountability
- Develop agility to deal positively with change and develop change readiness
- Celebrate the team's achievements and take action to review and strengthen performance, ensuring continuous stretch and improvement

2. Your team's clear strengths

Based on your team's responses to the questionnaire, the following **clear strengths** have been identified as the most energizing for the team. The team should utilize areas of strength to deliver team goals and aspirations. The total number of team members reporting each strength appears below each bar graph.

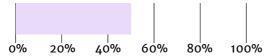
Your team's clear strengths

When the team is performing at its best

Emotional control



Team members are aware of their emotional 'triggers' and how to control these to ensure they remain calm and productive.



Percentage of team reporting strengths

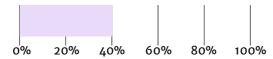
5 out of 9 team members reported this strength

- Team members are aware of their feelings and 'emotional trigger points' in response to their environment
- Team members are motivated to shift inappropriate emotional states to more productive ones
- Team members gain energy from controlling against emotional outbursts and remaining calm under pressure.

Detail orientation



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



Percentage of team reporting strengths

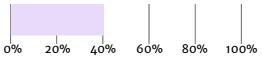
4 out of 9 team members reported this strength

- The team strives for perfection in the quality of its work, no matter how small the task
- Team members will readily redo work to ensure accuracy to meet others' expectations
- The team takes personal pride in the accuracy of its work, ensuring consistently high standards.

Flexibility



The team remains adaptable and flexible in the face of unfamiliar or changing situations.



Percentage of team reporting strengths

4 out of 9 team members reported this strength

- Fast-moving and unpredictable situations energize team members
- The team adapts relatively easily to unexpected situations
- Team members are comfortable changing direction once a decision is taken.

Self-confidence



The team has a strong belief in itself and in its abilities to accomplish tasks and goals.



Percentage of team reporting strengths

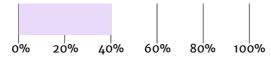
4 out of 9 team members reported this strength

- Team members are energized by trusting their own abilities and judgement
- The team believes that it will generally be able to do what it wishes, plans, and expects
- Team members convey their ideas and opinions in a confident manner.

Persuasiveness



Team members are able to win agreement and support for a position or desired outcome.



Percentage of team reporting strengths

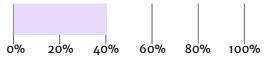
4 out of 9 team members reported this strength

- Team members are motivated to persuade others towards their way of thinking
- The team enjoys negotiation and debate
- There are times when team members will 'stop at nothing' to persuade and convince others.

Relationship building



Team members take steps to build networks of contacts and act as a 'hub' between people that they know.



Percentage of team reporting strengths

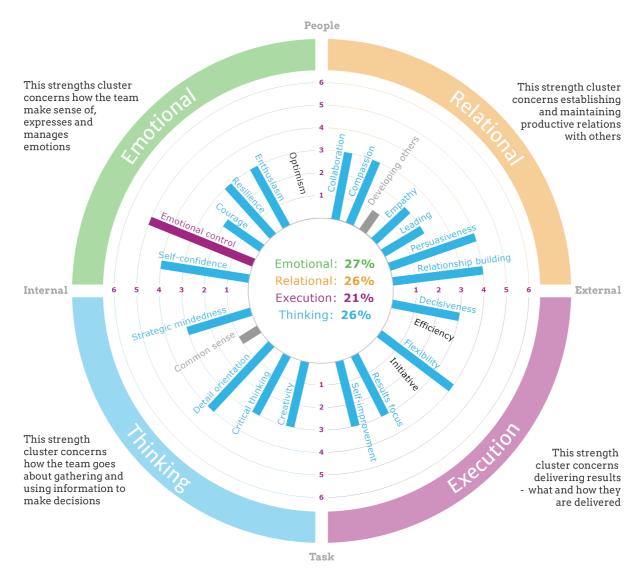
4 out of 9 team members reported this strength

- Team members actively build close relationships with co-workers and other stakeholders
- Team members enjoy meeting new people and getting to know them
- Team members strive to 'know everybody' and connect others wherever possible.

3. Your team's strengths profile

The graph below shows **your team's strengths profile** across Strengthscope®'s four clusters: **Emotional**, **Relational**, **Thinking** and **Execution**. The bars represent how many team members report each strength as one of their 'Significant 7'. Higher bars represent those strengths which are more natural and energizing for the team to use. Lower bars represent strengths which provide the team with less energy and enjoyment in their work. The percentages in the inner circle show you how the team's strengths are distributed across four energy clusters. Please note that these are for guidance only, as your average scores across the clusters may be similar.

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 the scores are from 23%, the greater preference the team shows towards, or away from, that cluster. Consider the type of activities the team might be energized by and potentially excel at. The two clusters at the top of the wheel – **Emotional** and **Relational** – involve being energized by working with **people** while the two at the bottom of the wheel – **Thinking** and **Execution** – involve being energized by the nature of **tasks**. The two clusters on the left hand side of the wheel – **Emotional** and **Thinking** – involve being energized by activities that are **internal** to you (i.e. your inner world or thoughts and emotions) while the two on the right hand side – **Relational** and **Execution** – involve being energized by **external** activities (i.e. the outer world of people and getting things done).



'Significant 7' strengths are highlighted by the use of coloured bars:

Purple bars appear when more than 40% of team members report a particular strength as one of their 'Significant 7' Blue bars appear when between 11 - 40% of team members report a particular strength as one of their 'Significant 7' Grey bars appear when between 1 - 10% of team members report a particular strength as one of their 'Significant 7' No bar is shown when no one reports a particular strength as one of their 'Significant 7'.

4. Individual Significant 7 strengths

The table below shows each team member's Significant 7 strengths across the four clusters. It can be used as a quick guide to see who has which strengths, when action planning, problem-solving or reviewing as a team.

	Alena Ang Forbes	Elias Clark	Emile	Synde Hall	A A HUShe	Ruby	Connor	ting ting	Total Voëi	1		
	No to	ark	785	\ \ \ 	She	S.	nno	· ga		6946	ency.	
	Courage											
EM	Emotional control											2
												5
EMOTIONAL	Enthusiasm											3
NAL	Optimism											0
	Resilience											3
	Self-confidence	•	•		•					•		4
	Collaboration				•		•		•			3
	Compassion	•					•		•			3
쯢	Developing others				•							1
RELATIONAL	Empathy	•					•					2
NAL NA	Leading		•						•			2
	Persuasiveness				•	•			•	•		4
	Relationship building	•				•			•	•		4
	Decisiveness					•		•			•	3
	Efficiency											0
EXEC	Flexibility	•				•		•			•	4
EXECUTION	Initiative											0
_	Results focus		•				•			•		3
	Self-improvement		•					•			•	3
THINKING	Common sense						•					1
	Creativity							•		•	•	3
	Critical thinking					•		•			•	3
	Detail orientation					•	•	•			•	4
	Strategic mindedness	•	•					•				3

5. Optimizing strengths to achieve peak performance

A team's awareness of its strengths is crucial. However, it is important to translate this awareness into action in order to achieve **peak performance**. This section will help you to optimize your team's strengths by helping you understand and strengthen its performance in the following areas:

- How to stretch beyond your comfort zone and apply your team's strengths to take team performance to the next level
- How to ensure you are using your team's strengths in a careful way, taking into account of the requirements
 of the situation to minimize risks associated with overdrive. Strengths can go into overdrive when they are
 overused or used in the wrong way or at the wrong time leading to negative, unintended outcomes.

Adopt a 'less is more' approach and try to identify a few priority areas to focus on at any one time to maximize your team's chances of success. As a reminder, the total number of team members reporting each strength appears below each bar graph.

Emotional control





Percentage of team reporting strengths
5 out of 9 team members reported this strength

Activities for development

- Find projects where emotional control is an asset, e.g. negotiations, dealing with difficult customers/emergencies, etc. and propose the team's involvement
- Help others outside the team to develop greater 'professionalism' in their conduct to improve the organization's performance overall
- Learn about emotional intelligence (EI or EQ), as well as negotiation, influencing and crisis management to develop greater skills within the team.

Overdrive

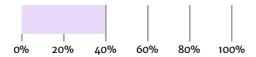
Risk behaviours to watch out for:

Team members may be seen as dispassionate and distant when they hold back their emotions from others. Team members' real views may be difficult to ascertain during team meetings if they withhold their feelings. There is a risk that team cohesion may be low if team members choose not to connect with others on an emotional level.

- Ensure that team members are given time to air their feelings and personal views on issues so that emotions are not ignored
- Ensure that the team considers carefully how to engage with key stakeholders to avoid being seen as aloof or lacking interest.

Detail orientation





Percentage of team reporting strengths 4 out of 9 team members reported this strength

Activities for development

- Hold review meetings at the end of projects to discuss whether quality standards and time commitments have been met and find opportunities for improvement
- Look for projects which require a high focus on quality and where compromise is risky; provide input on processes and policies that will drive up quality
- Develop skills within the team which build on this strength such as checking, editing or project management.

Overdrive

Risk behaviours to watch out for:

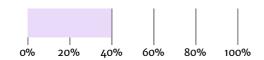
The team may spend too much time in the detail at the expense of the bigger picture, losing perspective on the overall objective. The team may lose energy quickly if it feels forced into delivering an 'optimal' as opposed to 'perfect' solution. Stakeholders may become frustrated with the team's desire to rework to reach perfection especially if key deadlines are missed.

Ways to reduce strengths in overdrive:

- Appoint a member of the team with Execution strengths to monitor discussion and decision-making for level of detail, preventing the team from getting too detailed
- Check early on the specification of requirements from stakeholders to be clear on 'acceptable' standards, so avoiding the need to perfect everything.

Flexibility





Percentage of team reporting strengths 4 out of 9 team members reported this strength

Activities for development

- Find opportunities to get involved in fast-changing, turbulent situations such as new product launches, reorganizations, etc.
- Become an early adopting team for changes in the organization, role modelling effective adoption of changes
- Develop new ways of communicating the benefits of changes facing the organization, particularly during times of uncertainty.

Overdrive

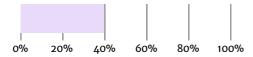
Risk behaviours to watch out for:

Team members may have a preference for change for change's sake, without always considering the implications of changing direction and the consequences for the team and its stakeholders. The result may be that others experience the team as lacking a clear vision and strategy, wavering from one direction to another without a clear plan.

- Remember to work through the details of any changes to plans or projects and the resource implications before moving ahead
- Always start meetings by reminding the team of its purpose and the purpose of the meeting, being sure to follow a clear agenda with strong chairing.

Self-confidence





Percentage of team reporting strengths 4 out of 9 team members reported this strength

Activities for development

- Volunteer the team for projects where it can make a real difference, with a view to taking organizational developments and successes to new levels
- Provide support to other groups in the organization who are experiencing adversity or struggling with change
- Ensure the team's confidence in a particular area is matched by strong skills and specialist knowledge by undertaking training/partnering with experts.

Overdrive

Risk behaviours to watch out for:

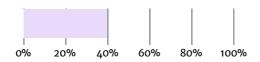
Team members' strong sense of self-belief may cause them to overlook flaws in their own thinking and feedback from others. Team members may be seen as over-confident or even arrogant at times. The team may not seek others' input at all, or may place little emphasis on this, which could lead to disaster in areas where the team has little experience.

Ways to reduce strengths in overdrive:

- Take time to elicit and consider fully views and advice of stakeholders/customers to ensure that projects deliver on requirements and that plans are sensible
- Stay humble, take on board feedback and make improvements based on the views of customers and stakeholders.

Persuasiveness





Percentage of team reporting strengths 4 out of 9 team members reported this strength

Activities for development

- Identify the stakeholders likely to have the biggest impact on the team's success and use the team's persuasion skills to get them on board with ideas, plans and goals
- As a team, reflect on how you break down complex information to make it simple and accessible so that others can easily understand it
- Learn effective influencing and negotiation skills and practice these across the team. Use both 'advocacy' and 'inquiry' behaviours when influencing others.

Overdrive

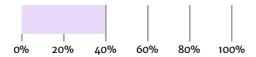
Risk behaviours to watch out for:

Team members try to influence most outcomes in their favor, irrespective of the importance of the issue. The team may also indulge in debate for debate's sake, rather than focusing on outcomes. This may lead to too much advocacy, poor listening, long meetings, unresolved conflicts, and low accountability.

- Keep debates focused on the overall purpose of an issue or meeting and keep them short
- Provide sufficient time for everyone to be heard at meetings with team members practicing being brief and to the point.

Relationship building





Percentage of team reporting strengths 4 out of 9 team members reported this strength

Activities for development

- Identify key stakeholders outside the team with whom you can strengthen relationships, helping the team to raise its visibility and achieve its goals
- Identify stakeholders from outside the organization with whom you can build strong relationships to help achieve team goals and build up an external network
- Explore new ways in which the team can strengthen its role as a 'hub' and connector of people/groups who would benefit from knowing each other and working together.

Overdrive

Risk behaviours to watch out for:

Team members may continue to initiate new relationships without having sufficient time to spend on their existing network of contacts. This may lead to spending too long in discussion about relationships both within and outside the team, without necessarily focusing on how the team could use these relationships to enhance its performance.

- The team should spend time identifying its key stakeholders and focusing efforts on these stakeholders to support team goals
- Ensure that low priority relationships are given limited attention and that new relationships are only developed if of strategic benefit.

6. Potential limiting weaknesses

A **potential limiting weakness** occurs when 10% or fewer team members report a particular strength as significant for them. These are the areas where the team is least energized. Because of this, potential limiting weaknesses help identify areas where the team might be least effective.

In some cases, although a team might not be energized in a particular area, it may still demonstrate good competence in the area as a result of skills and habits team members have learned through experience and good discipline. It is also important to remember to draw on any members of the team who do possess the strength, as their input alone may mitigate a potential weakness.

Below is a list of your team's potential weaknesses. Consider these potential weaknesses and the extent to which they risk undermining strong teamwork and delivery of the team's objectives. The potential weaknesses are listed below from those that are least often reported by team members to those most often reported.

Strengths	Risk behaviours to watch out for	
Common sense (1/9 respondents)	 The team is less likely make decisions based on practical factors The team rarely looks to pragmatic solutions that have worked well in the past Team members are less energized to develop evidence-based approaches. 	 Take time to work through the practical implications of decisions and solutions Consider what has worked well in the past and why before seeking alternatives Ensure that those in the team with a Common sense strength are given sufficient opportunity to give their view during meetings.
Developing others (1/9 respondents)	 The team is less concerned about people finding opportunities to learn Team members are less energized by recognizing others' strengths/potential Team members gain limited enjoyment from mentoring or coaching others 	 Ensure that team members use organizational processes to develop their direct reports Remember to utilize team members' strengths to achieve team goals Ensure that those in the team with a Developing others strength are given sufficient opportunity to give their view during meetings.
Efficiency (0/9 respondents)	 The team is less likely to develop efficient systems for working Team members are unlikely to enjoy coordinating tasks and people The team may be drained by making action plans and lists 	 Remember to develop clear operational plans for the delivery of tasks and projects Ensure that people are provided with clear responsibilities for task delivery Ensure that those in the team with an Efficiency strength are given sufficient opportunity to give their view during meetings.

Initiative



(0/9 respondents)

- Team members are less energized by initiating action without being asked
- Team members rarely solve problems or take action before being required to
- Team members won't often take steps to involve themselves early in a project
- Make sure project plans clearly show when actions are required and who is responsible
- Make it clear when project planning is complete and the delivery phase is live
- Ensure that those in the team with an Initiative strength are given sufficient opportunity to give their view during meetings.

Optimism

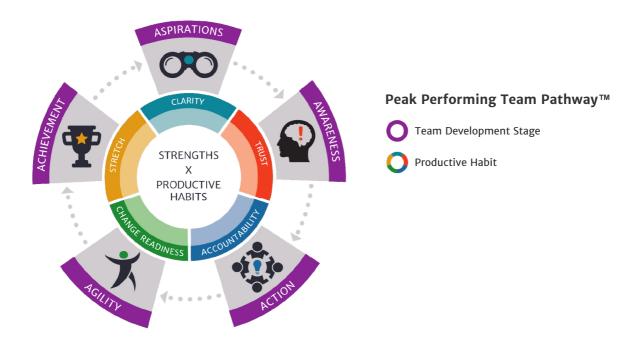


(0/9 respondents)

- Team members rarely look first for the positive in people, plans and projects
- Team members are less likely to take a positive view of difficult situations
- The team may focus on the negative when things go wrong
- Always take a balanced view of situations, paying sufficient attention to the positive
- When communicating outside the team, remember to put across this balanced view
- Ensure that those in the team with an Optimism strength are given sufficient opportunity to give their view during meetings.

7. Productive team habits

As mentioned at the start of this report, our research has shown that the best performing teams not only optimize the strengths of team members, but also ensure they develop **productive habits** across five key areas at each stage of the team development cycle, see diagram below:



The graph overleaf shows team members' feedback on the team's productive habits based on the Peak Performing Team Pathway™.

Green bars show habits that are helping the team achieve higher performance. **Amber bars** show habits where the team are performing well. **Red bars** show which habits may be blocking the team from strong performance.

Team habits ensure strengths can be optimized and translated into **measurable performance outcomes**.

Following on from this graph, the report captures team members' comments and ratings on the following areas:

- What is already working well in the team that can be maximized to help the team achieve its goals
- The effectiveness of the team
- What one specific action can the team take in the next 90 days to make it effectiveness closer to a 10?

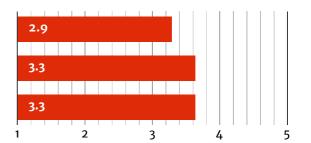
We recommend that you strengthen team performance and get closer to a '10' rating by **building on enablers** and planning to **overcome blockers**, particular those with the greatest impact on the delivery of team objectives.

Clarity

The team's purpose is clear, meaningful and understood by all team members

The team has clear measurable goals and implementation plans to achieve its purpose

The team is clear on each member's role and expected contribution to the team's goals

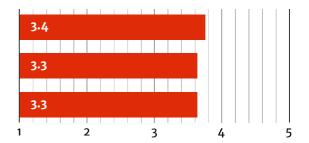


Trust

Team members are able to share their ideas and views openly and honestly at team meetings

Team members understand and trust each other's strengths and competence

Team members can rely on each other for help and support to get the job done

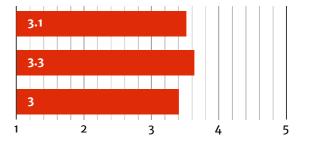


Accountability

Team members are strongly committed to achieving the highest standards by taking full ownership of their actions and results

Team members are called to account when work is not delivered or agreed standards are not met

Team members are totally confident that other team members will implement agreed decisions, even if agreement was hard to reach

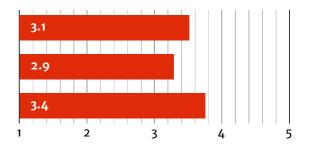


Change readiness

Team members focus more on solutions than on problems when faced with challenges and uncertainty

The team is always watching for changes in its operating environment and how it can best deal with these

Team members work hard to understand and engage people who have concerns about or resist changes needed by the team

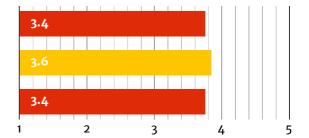


Stretch

Team members take time together to recognize and share successes and milestones

The team regularly seeks feedback on its performance from its most important customers/stakeholders

Team members provide each other with constructive feedback to ensure team performance is continuously improved



8. Team member comments

The comments below have been made in response to three questions asked of each team member. Comments remain anonymous and are not presented in any particular order to ensure they cannot be attributed to specific team members. Please remember that the value of this section is to identify themes and patterns in the comments, not to try to pinpoint who said what.

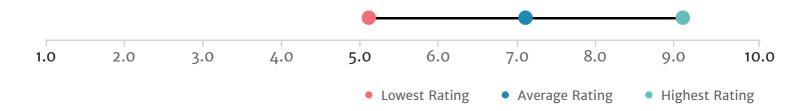
What already works well in the team that should continue and be built upon?

Team members' responses are described in full below:



Overall team effectiveness

Raters have evaluated the team's effectiveness (where 1= Highly ineffective and 10 = Highly effective) at delivering a strong and positive performance as:



What one thing could the team do in the next 90 days to move its effectiveness closer to a 10?

Team members' responses are described in full below:

```
"tk yiulfyg /oulf u."
"asd"
11 11
"vi"
"awesome"
"awert"
"Be more cohesive "
```



We recommend that you identify and prioritize top themes/ideas from team member comments to action in the next 90 days.

9. Developing the team's productive habits

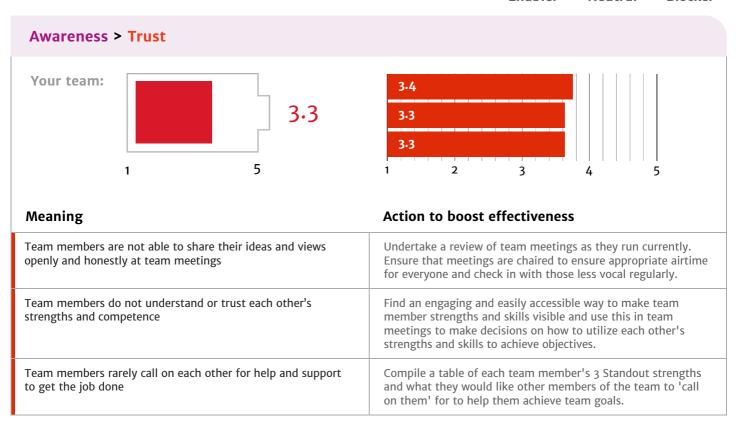
Members of a peak performing team have learned to develop their effectiveness by strengthening their own performance, as well as learning more effective ways of working with other team members. By recognizing their strengths, potential weaknesses and untapped potential, they learn to adapt and improve continuously to maintain peak performance.

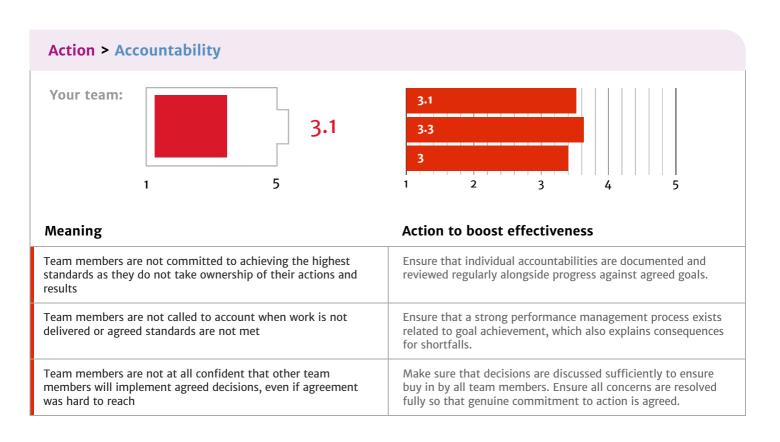
The most effective teams:

- Have clarity of goals, roles and responsibilities for the team
- Gain an awareness of where the team's strengths and performance risks lie to build trust
- Take action to draw on each other's strengths and ideas to reach clear decisions and ensure a high degree of accountability
- Develop agility to deal positively with change and develop change readiness
- Celebrate the team's achievements and take action to review and strengthen performance, ensuring continuous stretch and improvement

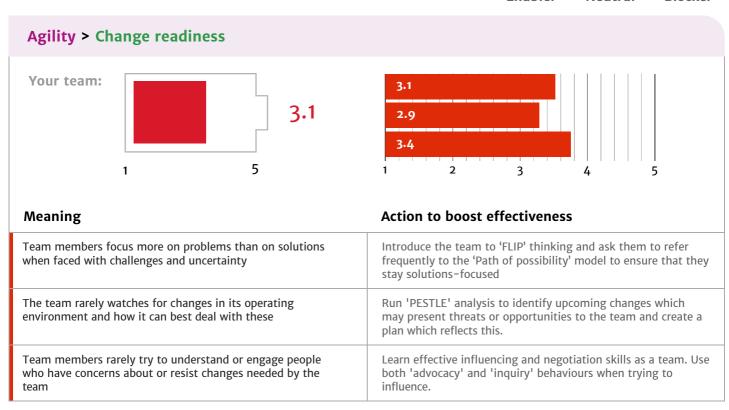


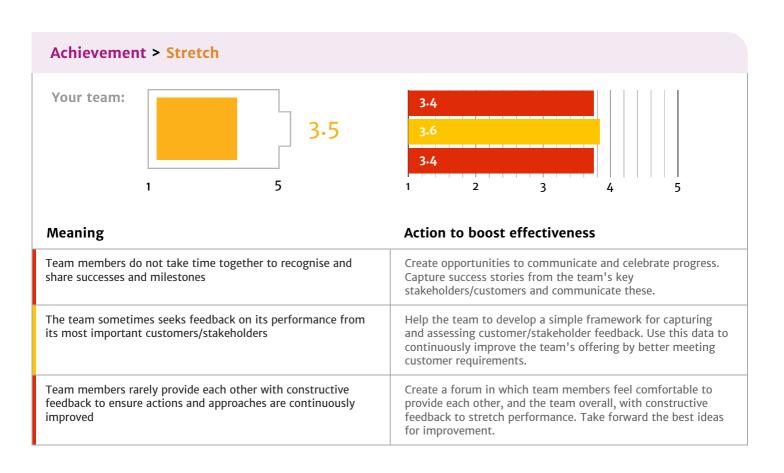
■ Enabler
 ■ Neutral
 ■ Blocker





Enabler
 Neutral
 Blocker





10. Who completed the report?

This is the report for The A Team, with the following team members having completed Strengthscope®:

- Alena King
- Lynda Hughes
- Ant Forbes
- R R
- Aubrey Clark
- Ruby Connor
- Elías Rojas
- T Testing
- Emile Hall
- 坦克 Noël

11. The 24 Strengthscope® strengths



Emotional



Courage:

Taking on challenges and facing risks by standing up for what you believe



Emotional control:

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



Enthusiasm:

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



Optimism:

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



Resilience:

Dealing effectively with setbacks and enjoying overcoming difficult challenges.



Self-confidence:

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





Collaboration:

Working cooperatively with others to overcome conflict and build towards a common



Compassion:

Demonstrating a deep and genuine concern for the wellbeing and welfare of others



Developing others:

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



Empathy:

Readily identifying with other people's situations seeing things clearly from their perspective



Leading:

Taking responsibility for influencing and motivating others to contribute to the goals and success of their group and organization



Persuasiveness:

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



Relationship building:

Taking steps to build networks of contacts and acting as a 'hub' between people that you know



Decisiveness:

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



Efficiency:

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



Flexibility:

Remaining adaptable and flexible in the face of unfamiliar or changing situations



Initiative:

Taking independent action to make things happen and achieve goals



Results focus:

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



Self-improvement:

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



Common sense:

Making pragmatic judgments based on practical thinking and previous experience



Creativity:

Generating new ideas and original solutions to move things forward



Critical thinking:

Approaching problems and arguments by breaking them down systematically and evaluating them objectively



Detail orientation:

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



Strategic mindedness:

Focusing on the future and taking a strategic perspective on issues and challenges

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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

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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