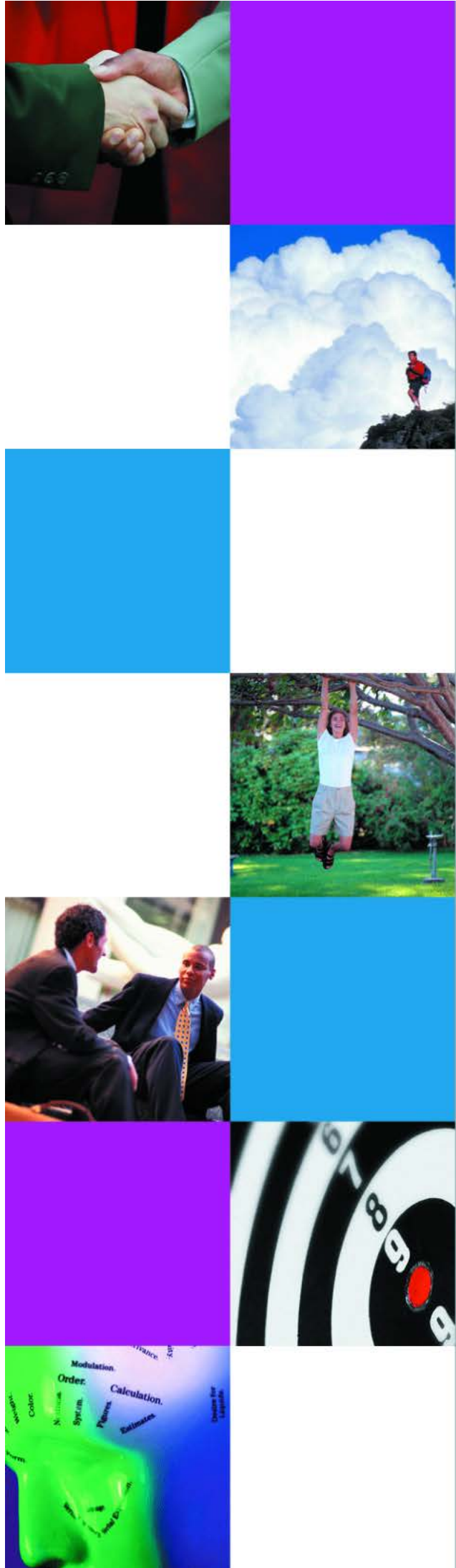




STRENGTHSCOPE™ FEEDBACK REPORT

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CONFIDENTIAL





1. Introduction

Strengthscope™ is a revolutionary assessment tool that provides a comprehensive measurement of an individual's strengths and the extent to which these are productively applied at work.

It is designed to help those completing it to identify their distinctive strengths. We define "strengths" as ways of thinking, feeling and expressing your emotions that lead to exceptional performance and energise or strengthen you.

Some of the benefits of understanding and applying your strengths at work include:

- Improved results and sense of achievement
- Higher levels of motivation and enjoyment at work as you will be applying your strengths more often
- Increased confidence and resilience to overcome performance blockages
- Improved understanding of your weaker areas and overplayed strengths
- Better teamwork

Strengthscope™ is designed to be the first step in helping you genuinely 'unleash your strengths' and use them productively across as many situations as possible. In the sections that follow, you will be presented with information about your distinctive strengths, or 'significant seven', and how you can maximise these at work.

2. Your 'Significant 7' strengths

According to your responses to the questionnaire, we have identified the following core strengths for you:



Collaboration

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



Decisiveness

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



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 organisation



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



Self-confidence

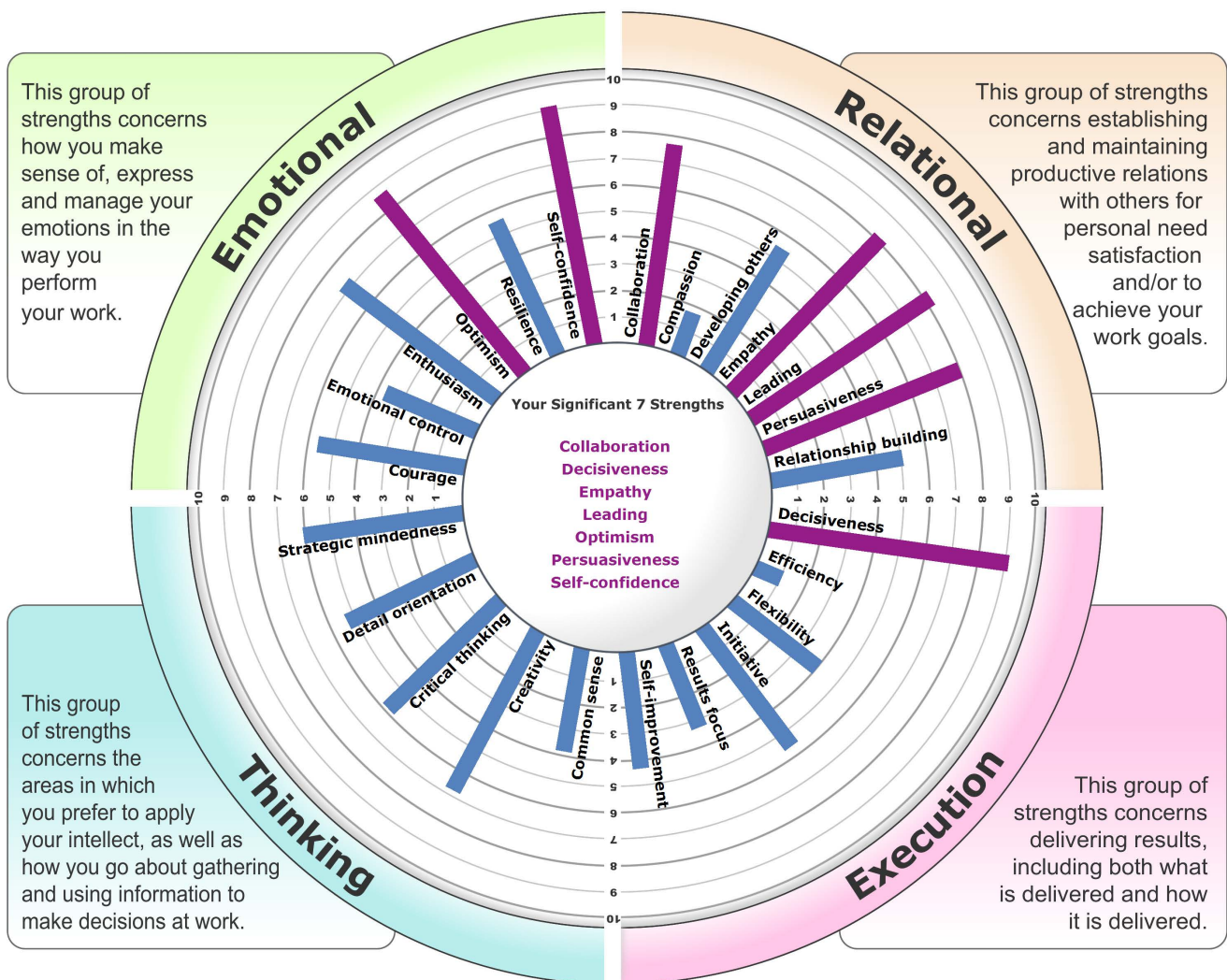
You have a strong belief in yourself and your abilities to accomplish tasks and goals

3. Your strengths profile

The graph below shows all your strengths on a 1-10 scale compared to the comparison group. The length of each bar on the graph indicates the extent to which this aspect of work energises you and should not be confused with level of skill or competence.

Your Significant 7 strengths appear at the centre of the graph.

The graph also shows how your strengths can be grouped into four clusters: Emotional, Relational, Thinking and Execution. The definition for each cluster is given in the text adjacent to it.



On the following pages, we have presented more detail on each of your strengths, including a more detailed description of each of your strengths together with the likely consequences if you overuse or overdo the strength, i.e. if it goes into 'overdrive'.



Your 'Significant 7' strengths are described below in alphabetical order. Please note that not all statements will apply to you equally but should provide you with some indicators as to how your strengths appear at work.

At the foot of each section, each strength is described when it is in 'overdrive', i.e. when it is being over-used or used in an inappropriate situation.

These statements should help you establish the extent to which you are currently using your strengths optimally.

Collaboration

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

- You maintain cooperative working relations across organisational boundaries
- You are able to build a common understanding between parties
- You promote a friendly, collaborative climate in teams or organisations

Strength in overdrive: you may seek out collaboration and consensus where this is unnecessary or inappropriate, including where a quick or straightforward decision is required

Decisiveness

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

- You are willing to make decisions in high pressure situations when time is critical
- You are able to make effective and timely decisions even when the data is limited or decisions produce unpleasant consequences
- You quickly perceive the impact and implications of decisions
- You have a track record of making sound and well-informed decisions

Strength in overdrive: you can be overly hasty or rash in your decision-making, spending too little time considering alternatives or possible outcomes

Empathy

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

- You find it relatively easy to 'put yourself in another's shoes'
- You appreciate not only what people are saying, but also why they are saying it
- You have a keen interest and understanding of 'what makes people tick'

Strength in overdrive: you can become so immersed in others' situations that you may start identifying with them as your own and lose the ability to provide objective support and guidance



Leading

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

- You enjoy taking on the leadership role in a group
- You find it relatively easy to motivate people to act in a certain way
- You often find yourself being asked to speak on behalf of the group
- Your colleagues frequently turn to you for direction
- You feel energised when you are given responsibility to motivate a team to achieve its goals

Strength in overdrive: you sometimes 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

Optimism

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

- You look first for the positive in people, plans and projects
- You believe that in the vast majority of cases, things will work out for the best
- You don't let isolated negative events affect your positive view of the world
- You expect to do well in challenging situations with a high risk of failure
- You look for the positive when things go wrong, rather than focusing on the negative

Strength in overdrive: your approach can be unrealistically positive at times and may be risky if it doesn't take into account pitfalls or shortcomings

Persuasiveness

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

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

Strength in overdrive: 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 outcomes

Self-confidence

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

- You trust your own abilities and judgement
- You have a belief that you will generally be able to do what you wish, plan, and expect
- You convey your ideas and opinions in a confident manner and have a positive impact on others
- You don't hesitate to step forward for a task which you believe you can perform

Strength in overdrive: your strong sense of self-belief may cause you to overlook flaws in your own thinking and feedback from others. You might also be perceived as brash and arrogant by others

4. Visibility of strengths

This section indicates the extent to which you and your nominated co-workers/raters believe your strengths are visible in the way you behave and perform at work. Your self-rating is indicated by the purple arrow, while the purple line indicates the average rating of all co-workers/raters who responded to the questionnaire. The frequency with which your co-workers/raters selected each option is shown by the blue bars on the chart.

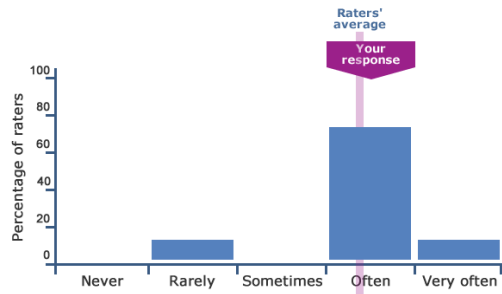
The right hand chart indicates the extent to which you should use each strength in order to optimise your contribution and impact. Your response, your co-workers' responses and the raters' average are shown in the same way.

The graphs below are based on feedback from 8 rater/s.

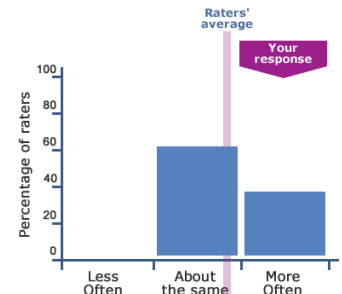


Leading

How often raters see this strength:

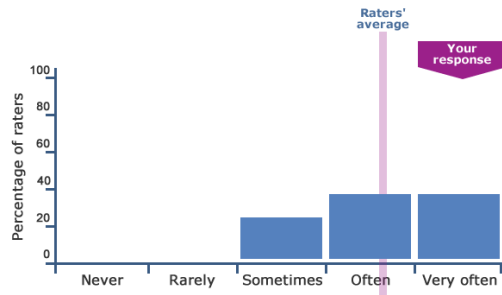


How often raters would like to see this strength:

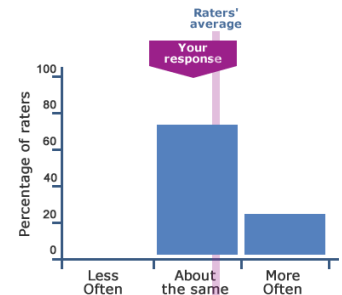


Optimism

How often raters see this strength:

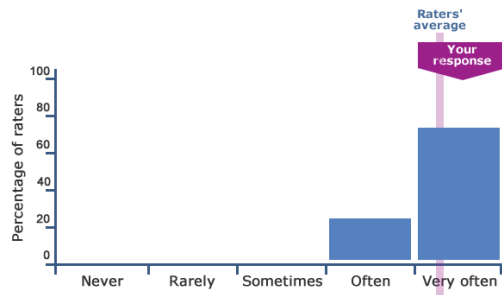


How often raters would like to see this strength:

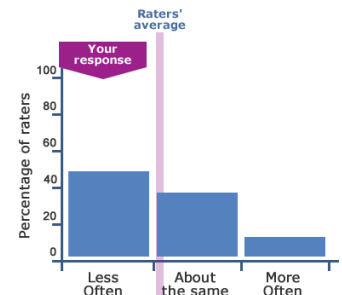


Persuasiveness

How often raters see this strength:

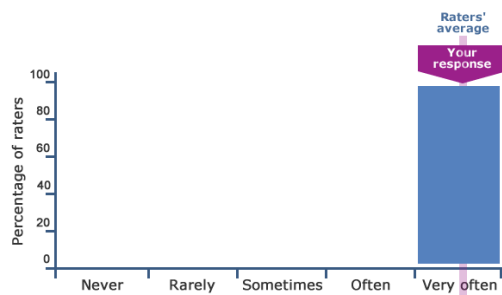


How often raters would like to see this strength:

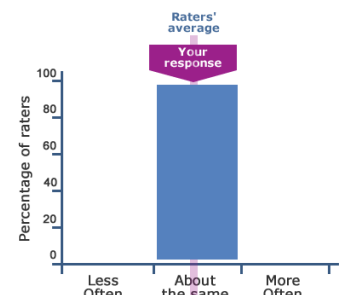


Self-confidence

How often raters see this strength:



How often raters would like to see this strength:



Verbatim Quotes from raters

What my raters value most:

“ Paul is a great collaborator and has helped me understand the importance of strong relationships built on trust, openness and teamwork in achieving high quality results. Paul's optimistic and personable nature is infectious and inspires a high level of confidence and energy among those around him. His openness to feedback and strong desire to learn and improve - an inspiration to clients and others in the business. ”

“ Paul is a great leader and a very enthusiastic person who I find inspiring and easy to work with. He can be quite demanding at times and expects high standards from everyone. His decisiveness is a major strength and a valuable asset which is appreciated. ”

“ Paul is an excellent leader and his confidence and energy has a tendency to rub off on those around him. He is always happy to discuss matters and share his view, which can be extremely helpful when trying to make sound decisions. ”

“ Paul has an infectious desire to succeed and a strong belief in the abilities of his team. He is clear about his goals and communicates these with passion. ”

“ Paul is always there to discuss problems and ideas, giving sound advice. His self confidence and optimistic beliefs help to push boundaries and possibilities ”

“ Paul's collaboration and optimism combine to make me love working with him - he wants to partner on things (collaboration) and always makes me feel we can make it work (optimism!). He is incredibly fun to work with and very generous in sharing his thoughts, views and time which is always appreciated. ”

What my raters recommend would help optimise my strengths and contribution:

“Dial back on his persuasiveness and confidence strengths even more, as these can be overdone at the expense of good inquiry, listening and collaboration with a view to really understand the issues, underlying rationale and context.

I would like to see Paul using his leading and collaboration strengths (as well as his commercial skills and knowledge) more to expand the business beyond the UK, ensuring strong global distribution sales networks are created. He clearly has loads of energy in this regard so I'm confident the business will benefit significantly from this in the next few years.

Ensure he takes time to keep others informed of decisions and important issues impacting the business. Some of this relates to Paul's entrepreneurial nature together with his decisiveness strength which means that he sometimes runs too quickly without first consulting with and enrolling others. However, he has made major improvements in this area since I have know him.

”

“Paul could give more positive feedback at times to help to make people feel more valued, I don't think that everyone within the company knows how much Paul appreciates their contribution or dedication to the team.”

“Sometimes I think that Paul can get into a situation of overusing his persuasiveness strength. In those situations he doesn't always take on board the views of others sufficiently before making a judgement.


For Paul to optimise his strengths I think he needs to be less rushed in his decisions (although sometimes this can be extremely useful) and tone down his persuasiveness strength. Actually listening to what people are really saying (i.e. using his empathy strength more) and not responding to what he thinks people are saying would also help him to get the best from others.”

“To capitalise on Paul's strengths as a leader, his continued decisiveness is critical. This should not be at the detriment of exploring different ways of working or goal attainment. His collaborative strength is critical to the effective management of the team and when working with others/clients, however, Paul should continue to employ his strong leadership skills to direct others when needed.”

5. Making the most of your strengths


In completing the questionnaire, you stated that within your current role, you have the following opportunities to use your Significant 7 strengths, from 'never' to 'very often', as shown by each dial.

Next to each dial, there are some questions to help you get the most from each of your Significant 7 strengths. These will help you think about how you can apply your strengths more productively, regardless of how often you are able to use them at present.




Collaboration
Very Often

1. What opportunities are there for you to get involved in building partnerships across work groups and organisational boundaries, particularly where 'silo' mindsets prevail or where inter-group relations are poor?
2. In what ways can you use your strength to promote a team where the whole is greater than the sum of its parts and where participative decision-making is the norm?
3. In which situations might a collaborative approach be less effective in achieving your outcomes? What other styles and strengths can you rely on to achieve the best outcome in these cases?



Decisiveness
Very Often

1. What specific steps can you take to expose yourself to more situations which require you to make quick and confident decisions with limited data?
2. How can you use your decisiveness strength in a balanced way so that you don't make rash decisions when a more cautious, participative approach is called for?
3. Who do you need to engage to ensure the decision has the right level of support to be effectively implemented? How will you get these people on board?

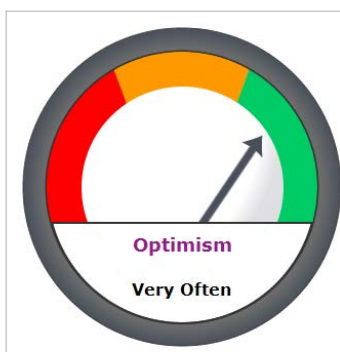


Empathy
Often

1. How can you use your empathy to build closer working relations with your stakeholders? What improvements would you expect to see in the relationship as a result?
2. In what ways could you use your empathy to help others understand difference and conflict from different perspectives to promote understanding and cohesion?
3. How can you use your empathy to overcome difficulties working with someone you don't relate to well?



1. What opportunities can you find to take on a leading role (irrespective of direct line management responsibility) with the aim of influencing and motivating others to achieve specific outcomes?
2. What training and development opportunities will enable you to learn more about leadership practices, skills and techniques?
3. How can you ensure your leadership doesn't come across as domineering or overwhelming when a more participative or democratic style is called for?



1. What opportunities are there for you to bring a healthy dose of optimism to adverse and morale-sapping experiences faced by your team/organisation?
2. In what ways can you use your optimism to build a stronger network of collaborators who can support you in achieving your goals?
3. At what times does it make sense to partner with others who have a more pessimistic outlook to ensure the best outcome for yourself and the team/organisation?



1. What steps can you take to effectively balance the use of advocacy and inquiry behaviours when trying to influence - push and pull, tell and listen/understand?
2. How can you avoid indulging in debate for debate's sake or convincing others to support your personal agenda rather than focusing on outcomes that are important to the team/organisation?
3. Who are the most important stakeholders that are likely to have the biggest impact on your success? How can you use your persuasiveness to get them on board with your ideas, plans and goals?



1. In which areas is the team/organisation less confident where you can take a lead role to boost the confidence of others and fuel a "winning spirit"?
2. In what ways can you tap into your confidence to alleviate concerns or fears about unfamiliar, stressful or particularly challenging tasks?
3. What do you need to do to ensure your confident outlook doesn't appear brash or arrogant to others?



Strengthscope™ strengths in full

The definitions below describe all 24 of the Strengthscope™ strengths for your reference.

Collaboration:	You work cooperatively with others to overcome conflict and built towards a common goal
Common sense:	You make pragmatic judgments based on practical thinking and previous experience
Compassion:	You demonstrate a deep and genuine concern for the well-being and welfare of others
Courage:	You take on challenges and face risks by standing up for what you believe
Creativity:	You come up with 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
Decisiveness:	You make quick, confident, and clear decisions, even when faced with limited information
Detail orientation:	You pay attention to detail in order to produce high quality output, no matter what the pressures
Developing others:	You promote other people's learning and development to help them achieve their goals and fulfil their potential
Efficiency:	You take a well-ordered and methodical approach to tasks to achieve planned outcomes
Emotional control:	You are aware of your emotional 'triggers' and how to control these to ensure you remain calm and productive
Empathy:	You readily identify with other people's situations and can see things clearly from their perspective
Enthusiasm:	You demonstrate passion and energy when communicating goals, beliefs, interests or ideas you feel strongly about
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
Leading:	You take responsibility for influencing and motivating others to contribute to the goals and success of their team and organisation
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
Relationship building:	You take steps to build networks of contacts and act as a 'hub' between people that you know
Resilience:	You deal effectively with setbacks and enjoy overcoming difficult challenges
Results focus:	You maintain a strong sense of focus on results, driving tasks and projects to completion
Self-confidence:	You have a strong belief in yourself and your abilities to accomplish tasks and goals
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

If you have any questions about the content of this report, please contact the Strengths Partnership at support@strengthscope.com

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