



Confidential

A large, stylized graphic element consisting of three concentric circles. The innermost circle is dark blue, the middle is light blue, and the outermost is white. The graphic is oriented diagonally, with the top right corner pointing towards the bottom left.

Strengthscope

360TM

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1. Introduction

The following Strengthscope360™ report is based on your responses to the questionnaire completed on 07/11/2025.

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 underlying qualities that energize us, and we are great at (or have the potential to become great at).

Your report includes valuable feedback from key stakeholders on how they see you using your strengths day-to-day. This will help in your personal development and future career development, by improving your understanding of:

- Your **unique combination of strengths** and how to develop these to achieve exceptional results
- **Feedback** from co-workers and other stakeholders on how effectively you are using your strengths and if there are opportunities for improvement
- **Positive ways** of working that will improve your confidence, motivation and success in any situation

Together with our wide range of training, tools and resources, your Strengthscope360™ report can significantly improve your performance, energy and confidence.

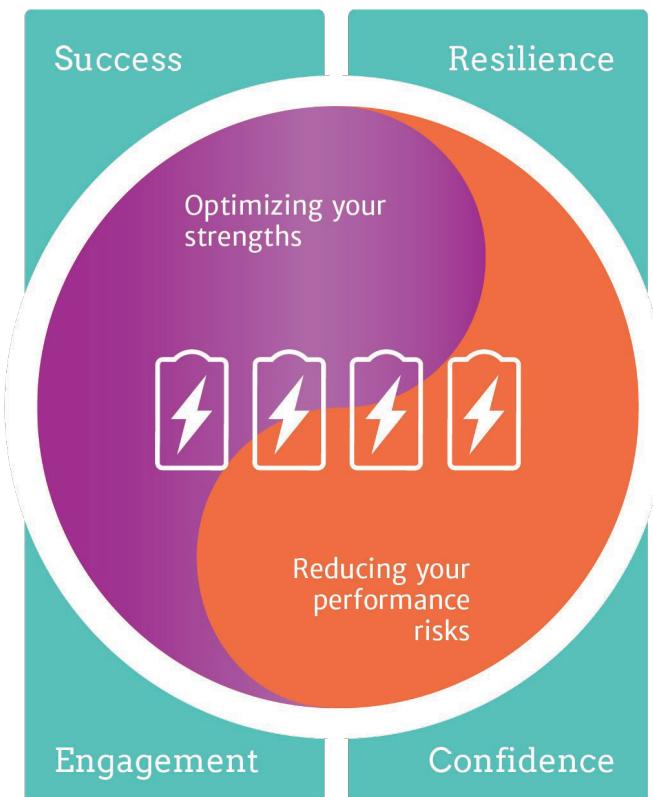
We also recommend sharing the report with your friends, family and colleagues to obtain greater feedback from them on your strengths, performance risks and ideas for improvement.

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 developing 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 developing these strengths you will be able to achieve your best results and career success.

Your Significant 7 strengths



Creativity

You generate new ideas and original solutions to move things forward



Emotional control

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



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



Results focus

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



Strategic mindedness

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

When performing at your best you:

- 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
- Are aware of your feelings and emotional 'trigger points' in response to your environment
- Are able to quickly shift inappropriate or negative emotional states to more productive ones
- Control against emotional outbursts and remain calm under pressure
- 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
- 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
- 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
- Convey a strong sense of urgency and drive issues to closure
- Take immediate action to resolve performance blockages or problems when they arise
- Maintain a strong focus on the goals of the organization and the resources available to achieve those goals
- 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

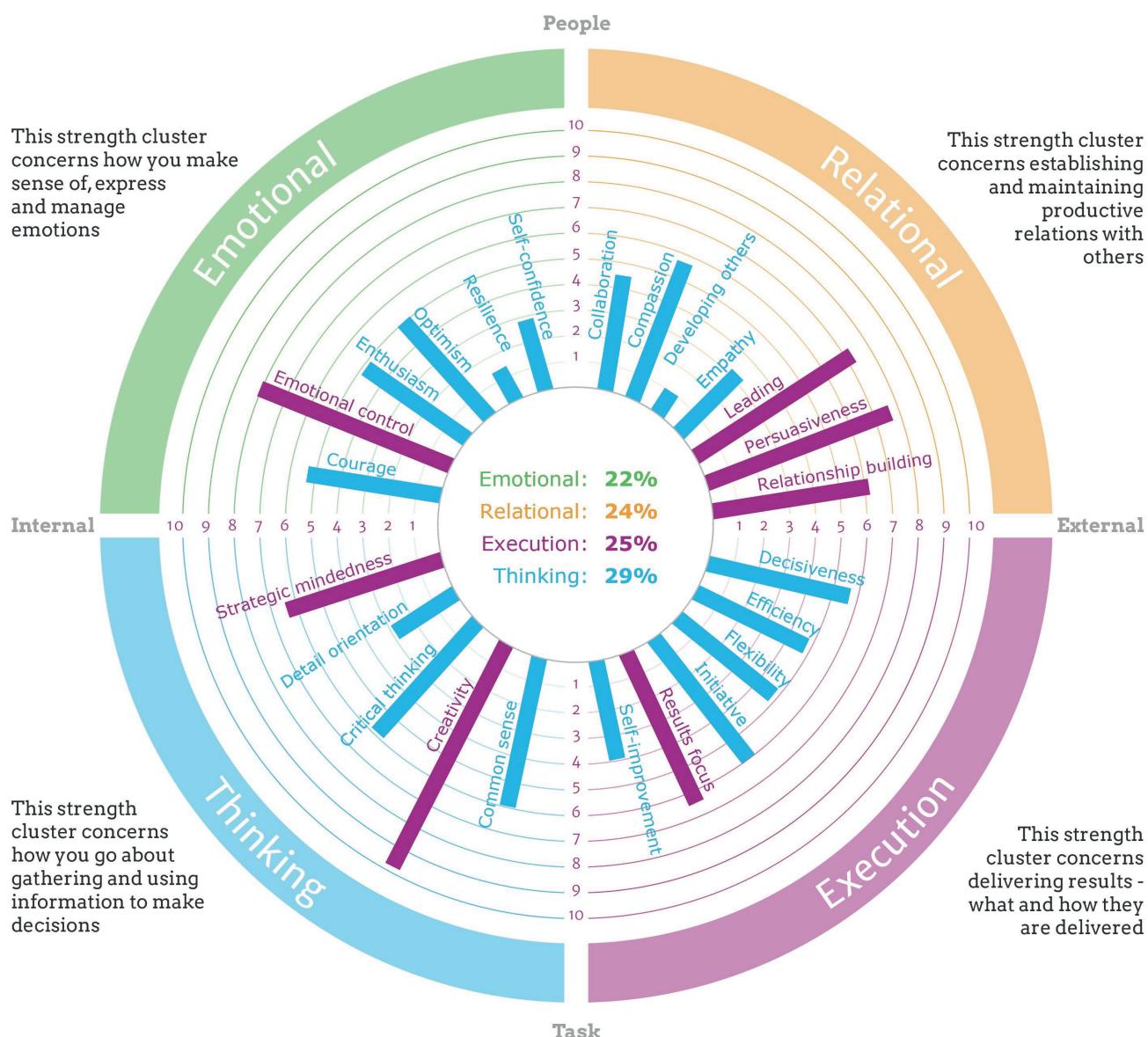
3. Your strengths profile

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 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 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.



Creativity

You generate new ideas and original solutions to move things forward

Strengthening your performance

Stretching your strength to the next level

- Ask your manager for an opportunity to run short 'creative burst' or brainstorming sessions to improve work processes and practices or to deal with specific challenges
- Identify the three top problems or challenges facing your team or organization currently and use your Creativity strength to address these
- Observe and reflect how you use your intuition – gut feelings and hunches – and learn how to listen to these more consciously in order to generate ideas and original solutions that move things forward

Overdrive risk to watch out for 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

- If you generate unworkable, eccentric ideas that take little account of the realities of the organization and its context...**
Partner with colleagues who have more pragmatic, common-sense thinking styles to ensure you understand what is likely to work taking account of the organization's history, context and stakeholders
- If you tend to overlook more obvious, tried and tested solutions...**
Balance your creativity with proven solutions from colleagues and other, similar organizations; avoid re-inventing the wheel
- If you feel bored and disengage when your ideas are not considered...**
Be open to different thinking styles and remember that some of the biggest breakthroughs can come through building on what's already worked well in the past



Emotional control

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

Strengthening your performance

Stretching your strength to the next level

- Seek out roles and activities requiring a high level of emotional control in order to be effective, e.g. negotiations, dealing regularly with difficult customers, management, dealing with emergencies, etc.
- Observe your own emotions, and how you do or do not control them effectively, learning to be completely honest with yourself about how you feel at any one time. Use this to understand why you feel the way you do, and then make choices about how you would like to respond to different circumstances before you do
- Observe those within your team who do not have a high level of emotional control, offer to listen to their viewpoint and provide them with feedback on how they are being perceived. Discuss ways to improve their level of emotional control going forward

Overdrive risk to watch out for and how to reduce them

You come across as dispassionate and aloof as you don't share your emotions and feelings productively with others

- **If you find that you are seen at times as being dispassionate or aloof...**

Ensure that you 'dial up' your emotions in a way that is visible to others to ensure that they understand how you are feeling on topics where you need to show emotion

- **If you find that others do not understand your feelings or views on a topic that is important to you...**

Take the time to explain carefully why something is important to you or how you feel about the subject, even explaining that this may not be obvious in how you speak or act, but your feelings remain strong nonetheless

- **If you find that your control at work is causing emotional difficulties at home as you seek a 'release'...**

Make sure that you talk to others about your feelings and experiences both at work and at home and ensure that your personal needs are being met at work



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 risk to watch out for 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



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 risk to watch out for 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



Relationship building

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

Strengthening your performance

Stretching your strength to the next level

- Identify ways to share your knowledge and experience to enable others to also develop their Relationship building, e.g. blogging, running workshops, coaching or mentoring
- Learn about stakeholder mapping and stakeholder management so that you can focus the development of your network on the most important relationships
- Help your team to develop improved knowledge and understanding of each other's strengths and skills by running some meetings where this information is shared

Overdrive risk to watch out for 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 your focus on initiating new relationships and contacts is becoming an end in itself...**

Remember to focus on building contacts and networks with people who are likely to have the greatest influence over your team's success

- **If your network is becoming too much of a drain on your time...**

Ensure that you limit the amount of time that you are spending responding to requests from people in your network and that you are gaining value from others too

- **If you find that your network is built on shallow relationships...**

Focus your network on the most productive relationships, strengthening these by spending more time with only those you have identified



Results focus

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

Strengthening your performance

Stretching your strength to the next level

- Volunteer to set up a performance improvement group to identify ways to increase the performance of your team/department
- Help other members of your team to set goals and review them regularly
- Allow a team member who has taken on responsibility for delivering results to shadow you whilst at work. At the end of the day, discuss their observations and techniques that may help them to meet deadlines and results effectively

Overdrive risk to watch out for and how to reduce them

In your drive for results, you may miss important aspects of task/project success, e.g. the opportunity to reflect and learn, ensuring that people are engaged and are recognized for their efforts

- **If you find that you are missing out on the opportunity to reflect and learn, in the drive towards the next target...**
Build a 'lessons learned review' process into your everyday practice as part of the delivery of each result
- **If you find that you are wasting resources through 'over-delivery'...**
Ensure that you are delivering outcomes and solutions that are 'fit for purpose' by establishing what is required before starting each task
- **If you are finding that others aren't engaged in a task you are driving or they feel undervalued...**
Be sure to acknowledge everyone's contribution towards task completion and point out in which ways their involvement has helped the delivery of the result



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 risk to watch out for 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. Effective use of strengths

This section indicates the extent to which you believe your strengths are visible to others based on feedback from your nominated raters and how effective others believe you are in using your strengths to deliver results.

Feedback is based on 6 raters. To see the list of raters, please refer to the Section 8 of the report.

The graphs on the left hand side indicate the extent to which you and your nominated raters believe your strengths are visible to others in the way you perform at work. In order to get the most from your strengths, it is important your manager, colleagues and other stakeholders know what your strengths are and how they can work most effectively with you. If your strengths are not visible to them, it is important to identify ways to help them understand the type of work that really energizes you and will enable you to perform at your best.

The graphs on the right hand side indicate how effective you are in using your strengths in a skillful and balanced way to achieve planned 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.



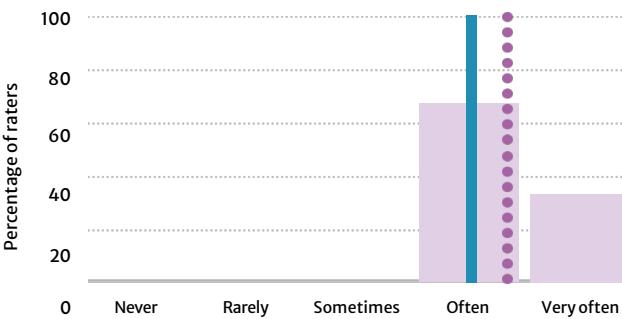
Creativity

Number of raters: 6

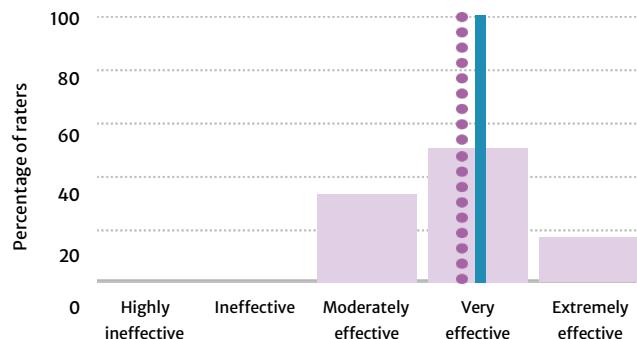
Rater Average • • •

Your Response —

How often raters see this strength

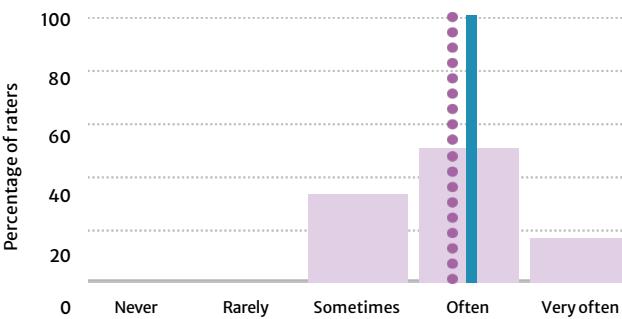


How effective you are at using your strengths to deliver results

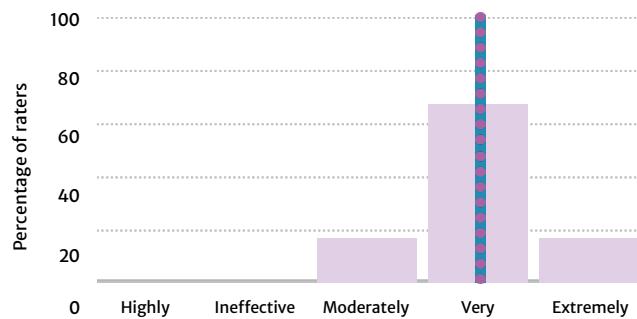


Emotional control

How often raters see this strength



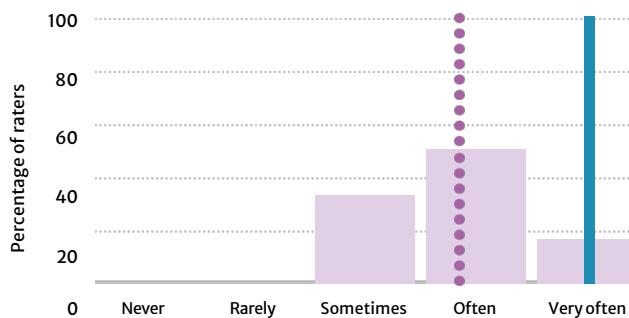
How effective you are at using your strengths to deliver results



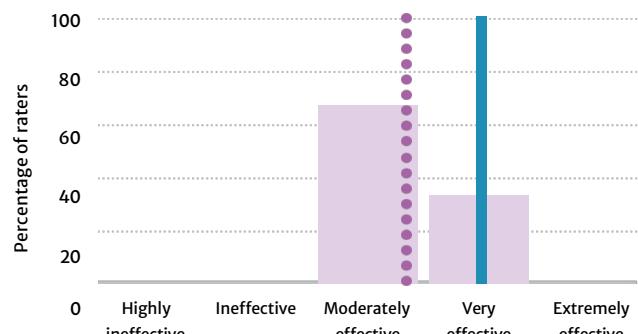


Leading

How often raters see this strength

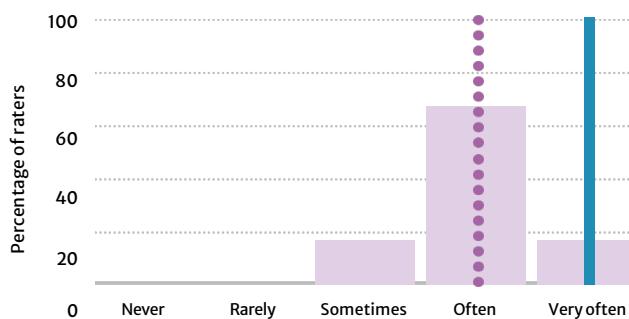


How effective you are at using your strengths to deliver results

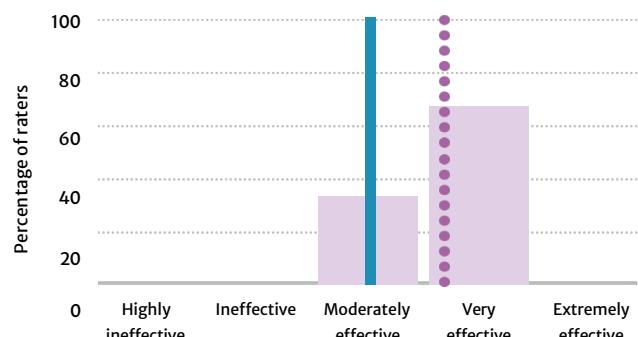


Persuasiveness

How often raters see this strength

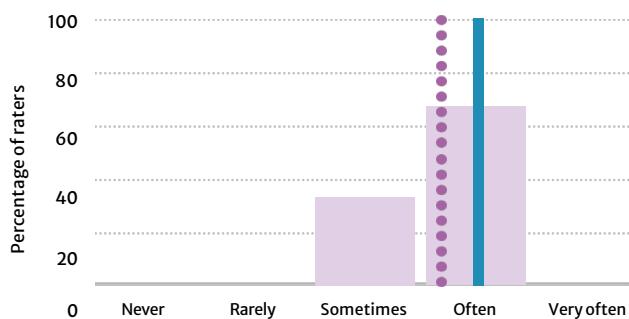


How effective you are at using your strengths to deliver results

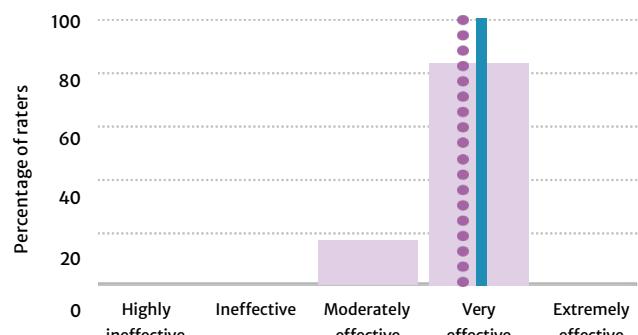


Relationship building

How often raters see this strength



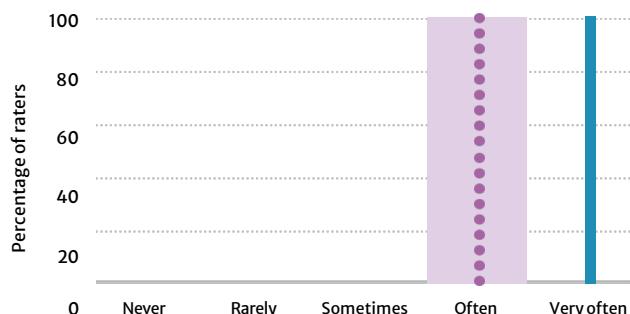
How effective you are at using your strengths to deliver results



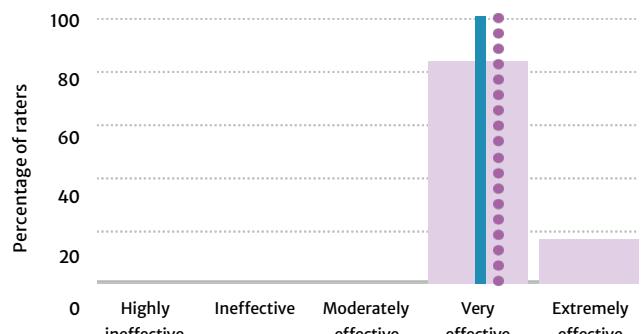


Results focus

How often raters see this strength

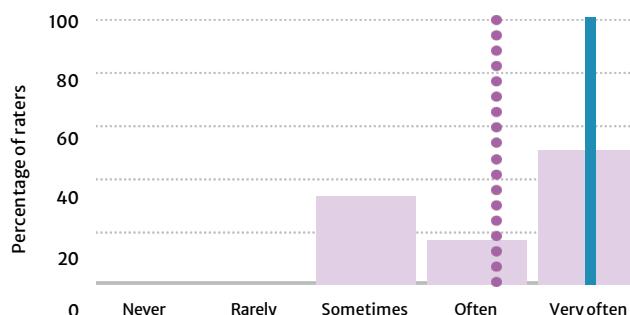


How effective you are at using your strengths to deliver results

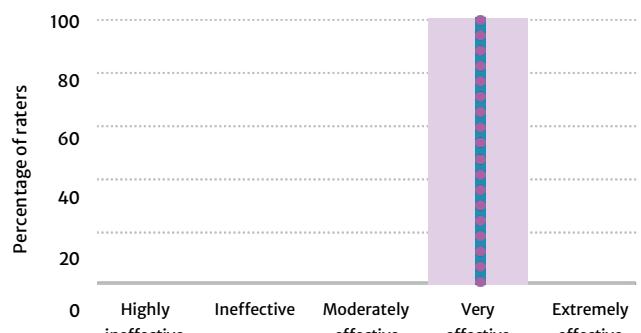


Strategic mindedness

How often raters see this strength

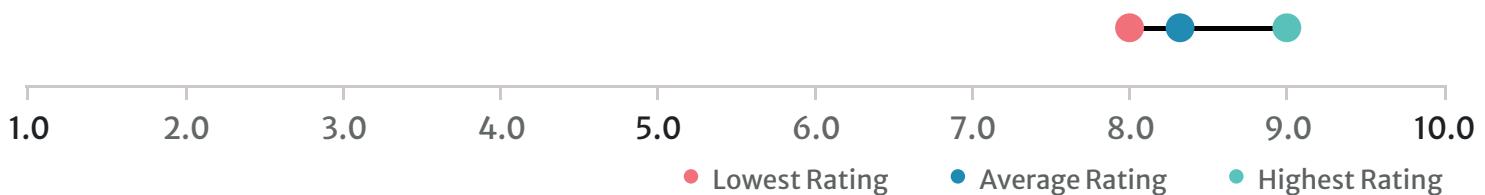


How effective you are at using your strengths to deliver results



6. Overall effectiveness rating

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



7. Rater comments

Your raters were asked to respond to the following questions to provide you with additional ideas and suggestions to help you develop your performance. Please note that these comments have been taken verbatim and have not been altered and are listed in random order.

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

"In your new role as a line manager, I feel it is important for you to hone in on your strengths when leading. Perhaps you could look to others in managerial roles for support and try to observe them and ask them for help. This will help you to build your confidence within this area and flourish as you clearly have the potential to do so. Leverage your strengths more, you are clearly energised by areas where others are not, which are assets."

"I like Joe's working style and really appreciate and admire the way he brings a creative flair to his work. His creativity allows for a greater and broader insight into ways to improve internal work processes and policies. I like this and there is not much creativity within the team, and this is very important to have so please continue to bring this to the forefront. It is encouraged! New ideas or improvements to older ideas is needed. "

"As our main supplier contact, Joe is the person to go to for the best advice. He not only sees things from a macro perspective but also sees things from a micro perspective, something I am not too good at. That future focused mindset with the ability to see potential threats that may cause a potential problem, is vital for us. "

"Use your persuasiveness and leading strengths more to help make more of an impact on your direct reports. As your peer I feel you are very much able to make great decisions and should champion those to ensure your voice is heard through these turbulent times. "

"Joe is a great guy who uses his strengths really well. When sitting in a room with very senior stakeholders who can be very demanding, Joe keeps his cool and is very keen to ensure that he allows everyone to speak and relay their ideas and concerns. "

"Use your relationship building skills more with your persuasiveness to push your ideas forward. "

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

"Joe is a great person, who brings his best to work every single day. "

"Joe has such an effective management style where he is calm and collected when liaising with others."

"Joe is an asset to the company he works for. He strives to do his very best and clearly loves working with his clients, that is demonstrated through every interaction I and my team have ever had with him."

"His amazing thinking style and ways to engage all stakeholders and make them feel so appreciated."

"Joe's ability to think about potential future focused issues. He can foresee what could happen if certain steps are taken, this is great, given his previous experiences within the field."

"A great guy, who is always willing to go the extra mile to make things work."

8. Rater details

You nominated the following raters to provide feedback:

- Orla Banier – Line manager / Supervisor
- Linda Grey – Direct report
- Harry Jennings – Direct report
- Donald Hughes – Peer
- Ruby Razza – Other
- Ian Holmes – Superior
- Frederick Beules – Peer
- Jasper Walsh – Other
- Una Longe – Direct report
- Laila Jennings – Peer

Of these 10 people, 6 provided feedback.

9. 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:

StrengthscopeLeader™

This report allows leaders to discover what it is that makes them truly unique, and provides valuable feedback on how to bring their authentic style into their leadership role

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 optimize your strengths and reduce performance risks, visit
www.strengthscope.com

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