



Confidential

A large, stylized graphic consisting of three concentric circles in dark grey. The circles are slightly irregular, creating a sense of depth and motion. The graphic is centered on the page and overlaps the text area.

Strengthscope

Leader™

Contents

1. Introduction and overview
2. Your 'Significant 7' strengths
3. Your strengths profile
4. Developing strengths to achieve peak leadership performance
5. Effective use of strengths
6. Potential energy drainers
7. Actions to reduce energy drainers
8. Leadership habits

Overall snapshot

Leadership habit averages

Highest 5 and lowest 5 scoring statements

Detailed breakdown across all habits

9. Leadership outcomes
10. Overall leadership effectiveness
11. Rater comments
12. Developing your leadership habits
13. Rater details
14. The 24 Strengthscope® strengths

1. Introduction

The following StrengthscopeLeader™ 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.

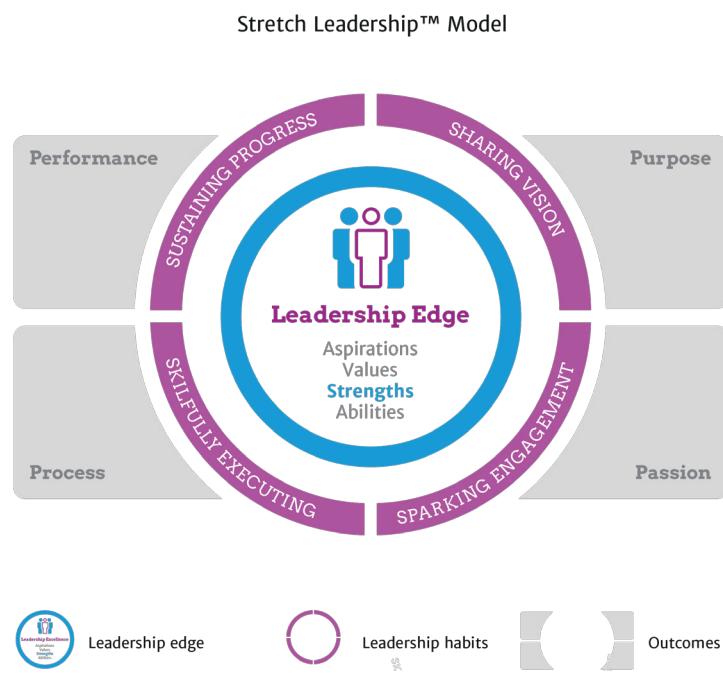
We define strengths as the underlying qualities that energize you and that you are great at (or have the potential to become great at).

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

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

What makes an effective leader?

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



What you bring – Your strengths and leadership edge

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

Your leadership edge has 4 aspects:

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

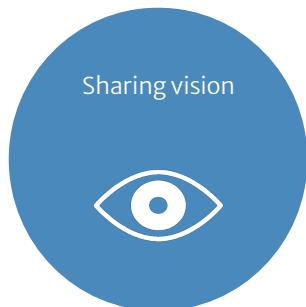
Understanding your strengths and leadership edge is the first step in becoming a great leader.

How you behave – Leadership habits

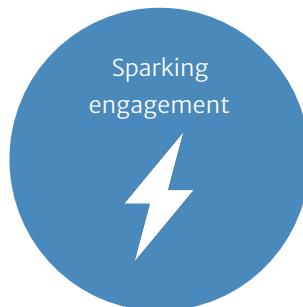
The most effective leaders go beyond discovering and developing their strengths and 'edge'. They develop four leadership habits that research has shown are essential for great leadership.

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

The four habits are:



Setting a clear, shared vision of success for the organization



Empowering, inspiring and developing people



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



Recognizing achievement and encouraging continuous improvement and experimentation

Outcomes you deliver

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

The four crucial outcomes they need to deliver are:

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

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

Report overview

Sections 2–8

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

Section 9

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

Sections 10–11

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

Sections 12–13

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

Sections 14–15

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

How to get the most from the report

When reading through and reflecting on your feedback, remember:

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

2. Your 'Significant 7' strengths

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

Your Significant 7 strengths



Courage

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



Detail orientation

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



Enthusiasm

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



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 organization



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

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

- Strive for perfection in the quality of your work, no matter how small the task
- Check and willingly redo work to ensure accuracy to meet others' expectations and requests
- Take personal pride in the accuracy of your work, ensuring consistently high standards

- Strongly advocate and champion views, ideas and beliefs that you support
- Talk with emotion and passion about people and things that really excite you
- When you experience something you really enjoy, you recommend it enthusiastically to others

- Regularly solve problems or take action before being required or asked to do so
- Independently anticipate and deal with any problems or roadblocks to task completion
- Involve yourself early in the process to ensure that your input is included

- 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

- 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

- Have a high level of trust in your own abilities and judgement
- Have a belief that you will generally be able to do what you wish, plan, and expect
- Convey your ideas and opinions in a confident manner and have a positive impact on others

3. Your strengths profile

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

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



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

4. Developing strengths to achieve peak leadership performance

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

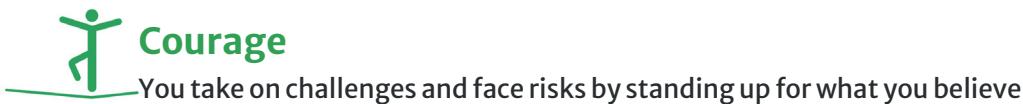
This section will help you to develop your strengths and strengthen your leadership performance by providing guidance on ways to stretch beyond your comfort zone, plus identify and minimize potential risk areas to performance.

Top Tip: create your own strengths habit tracker

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

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

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



Strengthening your leadership performance

Ways to stretch your leadership to the next level

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

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

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

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



Detail orientation

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

Strengthening your leadership performance

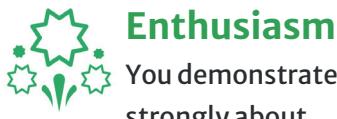
Ways to stretch your leadership to the next level

- Coach team members or peers who aren't energized by detailed and precise work to improve the way they monitor and check their work
- Reflect on how you deal with your own and others' mistakes, which we all experience, and the impact on the team. Think about ways to remain energized and constructive during times of disappointment and practise the most productive responses
- Clarify work standards and the rationale for high-quality work with your team to ensure they understand what you and the organization expect and the implications of falling short – for them, the team and the organization

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

You spend too much time in the detail at the expense of the bigger picture, losing perspective on the overall goals and/or plan. People may regard you as a perfectionist

- **You may spend too much time on the detail at the expense of the bigger picture, losing overall sight of the overall objectives...**
To reduce this risk, set aside time to communicate and discuss strategic goals and progress against these with the team on a regular basis during team meetings. Invite someone who is a strategic thinker to remind the team when they are getting into too much detail
- **People may regard you as a perfectionist or a micro-manager, whose standards they are unable to meet...**
To reduce this risk, invite people to provide feedback when they feel you are overly involved in the detail and try to delegate key tasks and activities to team members to develop their strengths



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

Strengthening your leadership performance

Ways to stretch your leadership to the next level

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

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

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

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



Initiative

You take independent action to make things happen and achieve goals

Strengthening your leadership performance

Ways to stretch your leadership to the next level

- Read online how to hone your decision-making skills, using your gut instincts, raw data, information and knowledge, to most effectively choose which initiatives to implement that bring value to your team and organization
- List all the initiatives that you have introduced within the last few months. Evaluate each and identify which have been particularly successful together with the underlying reasons for this success. Use this knowledge to optimize your selection of future initiatives
- Regularly meet with key decision-makers in the organization to discuss possible initiatives that they may wish to trial and plan how they can be resourced

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

You start new initiatives and activities habitually, without considering their chances of success or the political consequences

- **You may start new initiatives and activities habitually, without considering their chances of success or the political consequences...**
To reduce this risk, consult with others and spend time listening to any concerns they may have, before moving ahead with your plan
- **You may be perceived by others to be overly ambitious or unfocused in your leadership approach...**
To reduce this risk, minimize the number of new initiatives you start and monitor their success closely



Leading

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

Strengthening your leadership performance

Ways to stretch your leadership to the next level

- Notice how your leadership style compares with other leaders in your organization. Identify how your style complements what they bring, and leverage your style to bring you greater success
- Use storytelling to describe the vision and purpose in ways that are engaging and bring them to life
- Join an organization, such as the Institute of Directors or Chartered Institute of Management (or equivalent outside the UK), to learn more about leadership practices and techniques, including conflict management, presenting, influencing and decision-making skills

Leadership overdrive risks you need to be aware of 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 there is a chance that you are seen as domineering, controlling or forceful, taking a directive leadership approach or asserting your power and status in inappropriate situations, e.g. when teams are experienced and already performing well...**
Reduce this risk by broadening your range of leadership styles so that you can match the style with the situation, e.g. democratic, coaching, visionary, as well as directive
- **If you are becoming disengaged or irritable when you do not feel that you are in a prime leadership role, e.g. when working in a matrix, or alongside other leaders...**
Reduce this risk by becoming aware of the complementary strengths of other leaders and how you can achieve goals collaboratively, rather than independently



Results focus

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

Strengthening your leadership performance

Ways to stretch your leadership to the next level

- Look ahead at the next six months and identify factors that can facilitate or get in the way of achieving your team's/department's results. Conduct an analysis of strengths, weaknesses, opportunities, and threats (SWOT). Identify ways in which you can minimize threats and make the most of opportunities. Develop a strategy for dealing with them and produce a plan that includes measurable targets and follow-up mechanisms
- Review your responsibilities and identify areas where you could set targets, goals or objectives beyond those already in place. Set yourself 'stretch' targets and identify areas of particular strength and capability you can leverage in achieving them
- Ensure you have all the resources you need to successfully complete your next project. Keep in mind factors such as the people and technology needed to achieve objectives

Leadership overdrive risks you need to be aware of 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

- **In your drive for results you may overlook important aspects of the task, project or plan, including the emotional energy of the team, changes in customer needs or innovative ways of delivering value to customers, e.g. disruptive technologies...**
To reduce this risk, ensure that you include break and review points in your delivery of a plan, to check that the outcomes you are driving for are still 'fit for purpose'
- **Team members may also view you as too task-oriented at the expense of taking account of people's emotional and social needs...**
To reduce this risk, always be sure to celebrate success and build in learning opportunities when milestones are reached, as well as regularly checking in with team members and stakeholders to ensure that they are still with you



Self-confidence

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

Strengthening your leadership performance

Ways to stretch your leadership to the next level

- Identify opportunities to motivate others to develop their skills, knowledge, experience and confidence at work (as well as outside of it)
- Hone your skills in effective delegation to ensure that you do not become isolated, or a bottleneck, in project delivery
- Learn how to maximize the impact of your message by developing a range of influencing styles so as not to overwhelm or 'bulldoze' others

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

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

- **Your strong sense of self-belief may cause you to overlook flaws in your thinking and action, resulting in poor awareness of the impact of your behaviour on others...**
To mitigate this risk, regularly gain others' points of view on the robustness of your thinking and of project plans, and act on their feedback
- **You may be perceived as being unwilling to listen, closed-minded or arrogant by team members and stakeholders...**
To limit this risk, spend sufficient time listening to others and integrating their points of view into your own plans and perspective. Remember to be humble

5. Effective use of strengths

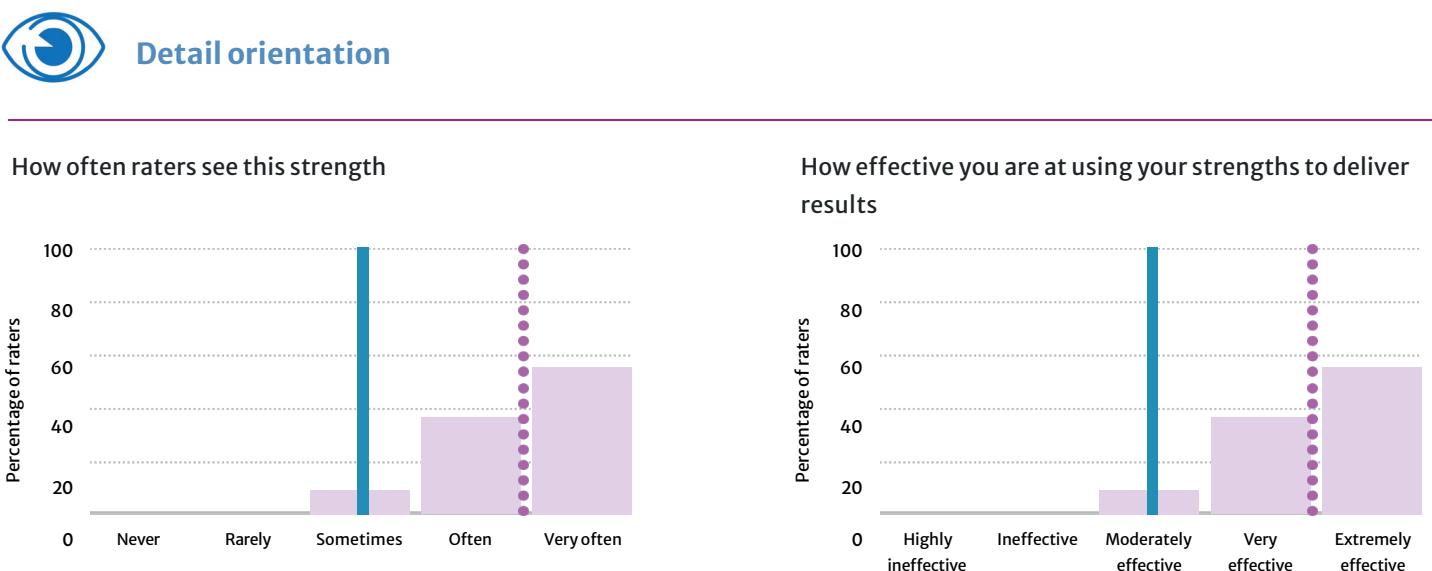
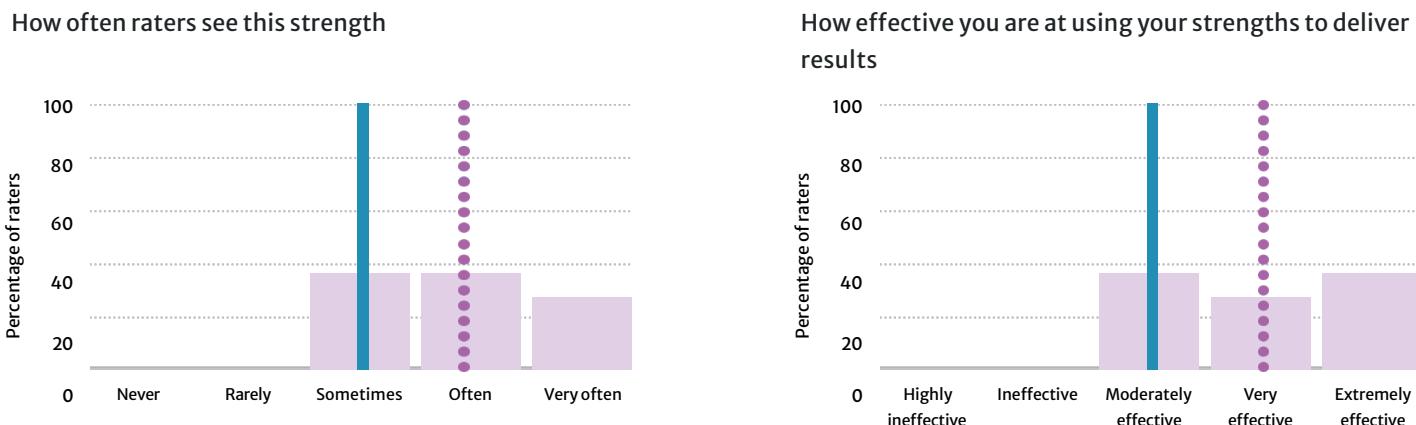
This section indicates the extent to which you believe your strengths are visible to your raters and how effective you are in using your strengths to deliver results.

Feedback is based on the views of 11. To view your raters, please refer to Section 13.

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

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

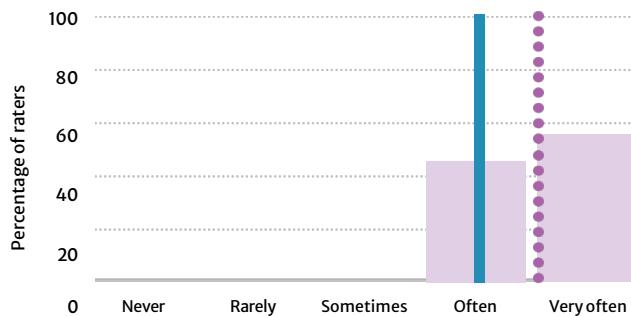
Your self-rating is indicated by the blue line, while the purple dotted line indicates the average rating of all your nominated raters who responded to the questionnaire. The frequency with which your raters selected each option is shown by the light purple bars on the chart.



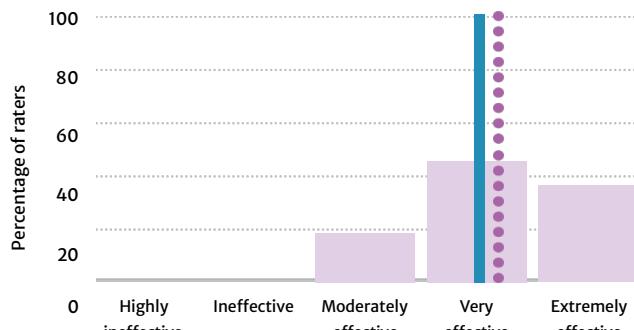


Enthusiasm

How often raters see this strength

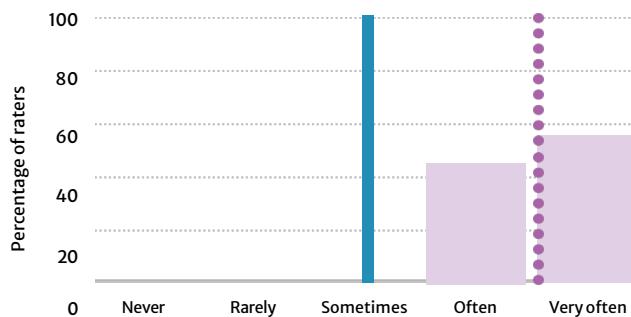


How effective you are at using your strengths to deliver results

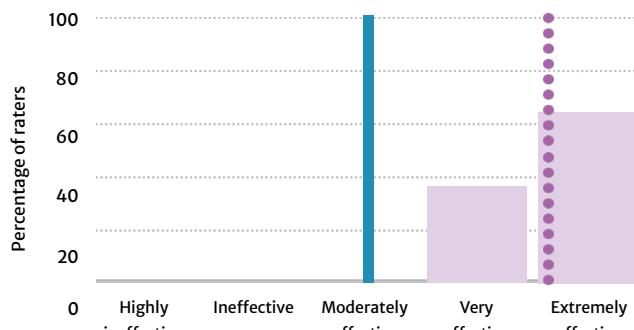


Initiative

How often raters see this strength

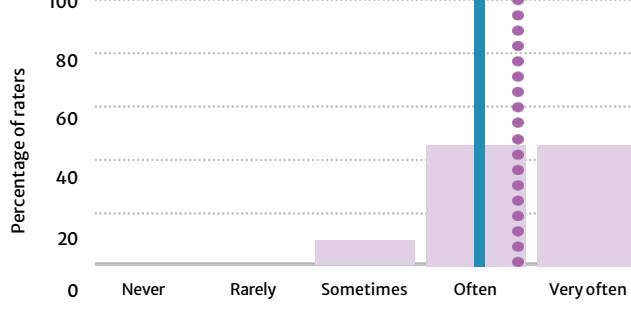


How effective you are at using your strengths to deliver results

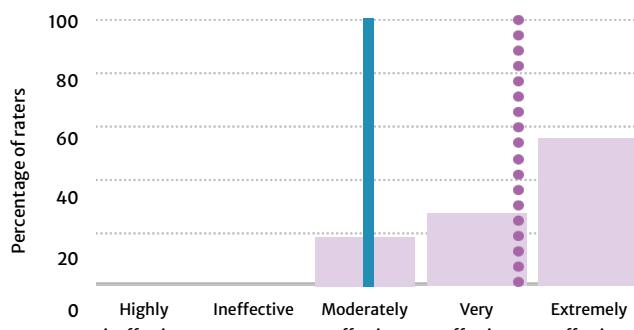


Leading

How often raters see this strength



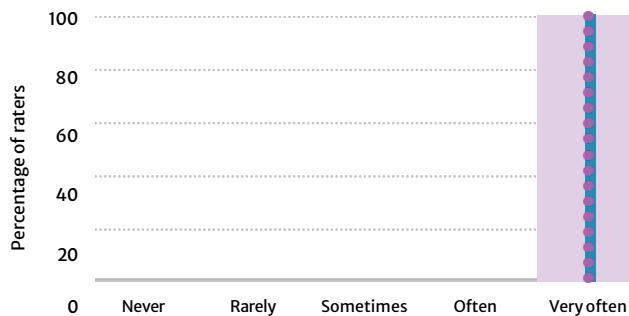
How effective you are at using your strengths to deliver results



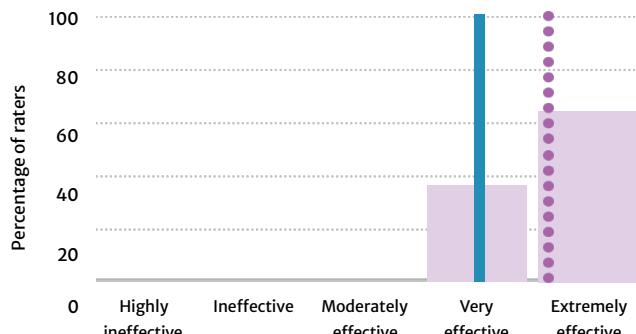


Results focus

How often raters see this strength

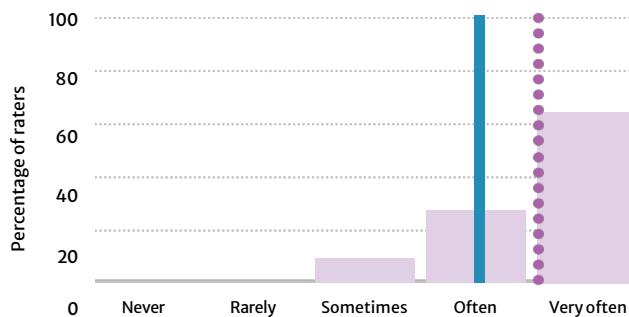


How effective you are at using your strengths to deliver results

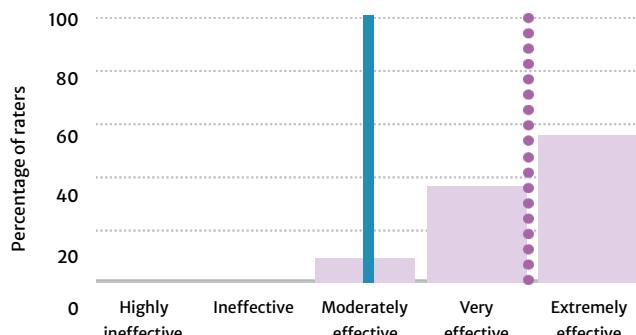


Self-confidence

How often raters see this strength



How effective you are at using your strengths to deliver results



6. Potential energy drainers

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

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



Common sense

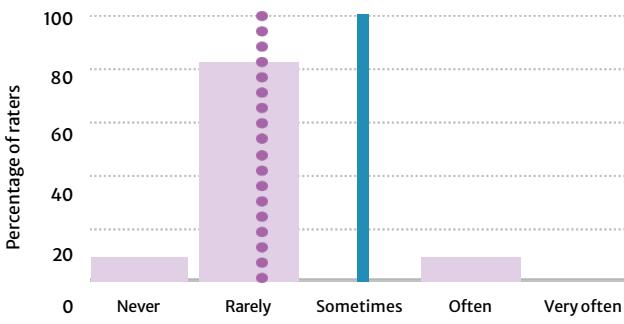
Number of raters: 11

Rater Average • • •

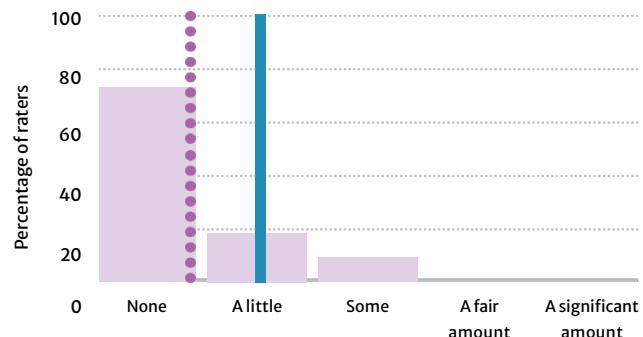
Your Response —

Your judgment may often be flawed by a lack of pragmatism and logic. You may over-simplify or over-complicate explanations to others.

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



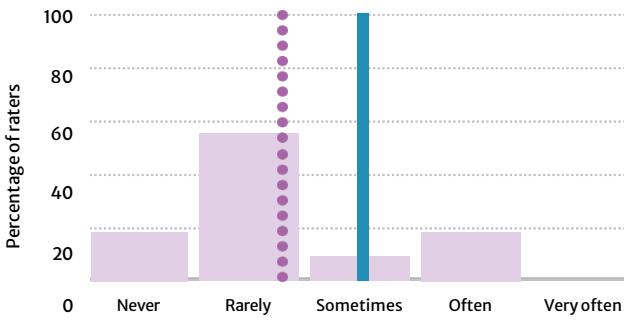
The extent this potential energy drainer negatively impacts on your performance



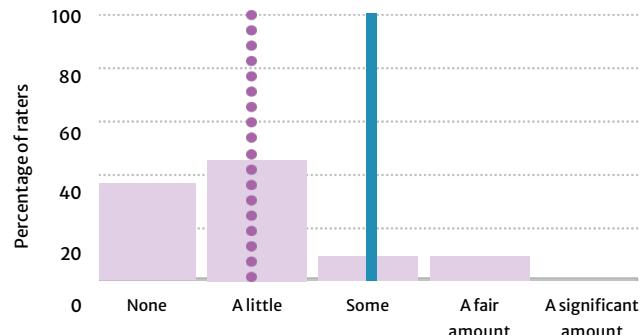
Emotional control

You come across as impulsive and emotional, openly sharing your feelings and emotions, without considering the impact on those around you.

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



The extent this potential energy drainer negatively impacts on your performance

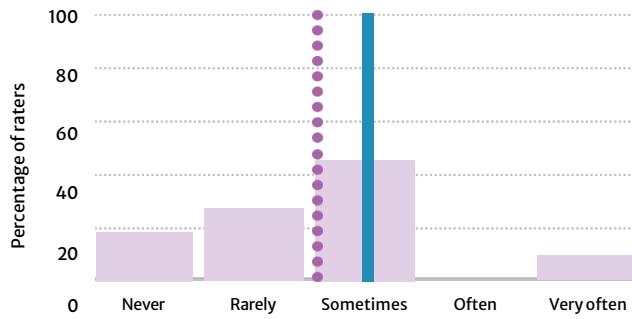




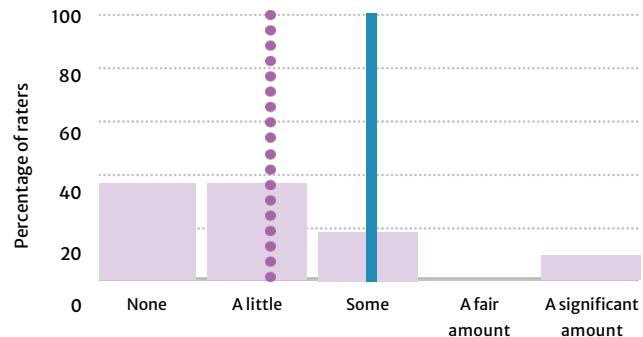
Flexibility

You are inflexible or uncomfortable with new ways of working or changing circumstances preferring greater predictability and stability at work

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



The extent this potential energy drainer negatively impacts on your performance



7. Actions to reduce the impact of energy drainers

What are energy drainers?

Energy drainers are lesser or non-strengths that represent a genuine blocker to achieving success in your goal, job or career.

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

Common sense	Risk behaviours to watch out for	Ways to reduce energy drainers
<p>Your judgment may often be flawed by a lack of pragmatism and logic. You may over-simplify or over-complicate explanations to others.</p> 	<ul style="list-style-type: none"> Your judgement may often be flawed by a lack of pragmatism and logic. Your decisions and explanations may seem impractical, or possibly naive, to others. 	<ul style="list-style-type: none"> Find out what's worked well in the past and look at external better practices when searching for a solution. Ensure you explain the rationale behind your decisions and explain the benefits clearly using both good data and powerful success stories.
<p>You come across as impulsive and emotional, openly sharing your feelings and emotions, without considering the impact on those around you.</p> 	<ul style="list-style-type: none"> You come across as impulsive and emotional, openly sharing your feelings and emotions. Others may avoid you due to your proneness to sharing your own emotions or potential 'outbursts'. 	<p>Ways to reduce energy drainers</p> <ul style="list-style-type: none"> Learn to be more aware of your feelings and emotional triggers in response to people and events around you. Step back and reflect as soon as you feel you are about to make an impulsive decision and to prevent disruptive outbursts. Explore the risks of emotional behaviour and learn to regulate your emotions better by talking to colleagues who have an Emotional control strength.
<p>Flexibility</p> <p>You are inflexible or uncomfortable with new ways of working or changing circumstances preferring greater predictability and stability at work</p> 	<ul style="list-style-type: none"> You are inflexible or uncomfortable with new ways of working or changing circumstances. You rely heavily on policies, procedures and checklists and feel frustrated by those who don't. 	<p>Ways to reduce energy drainers</p> <ul style="list-style-type: none"> Focus first on the positive aspects of the change by asking "What are the pluses and opportunities presented by the change?" Any change has advantages, even if they are difficult to see at first. Take time to understand that not everyone works in a structured and process-driven way. Speak to colleagues who are effective at dealing with ambiguity and lack of structure to learn how they deliver effectively while remaining open to change.

8. Leadership habits

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

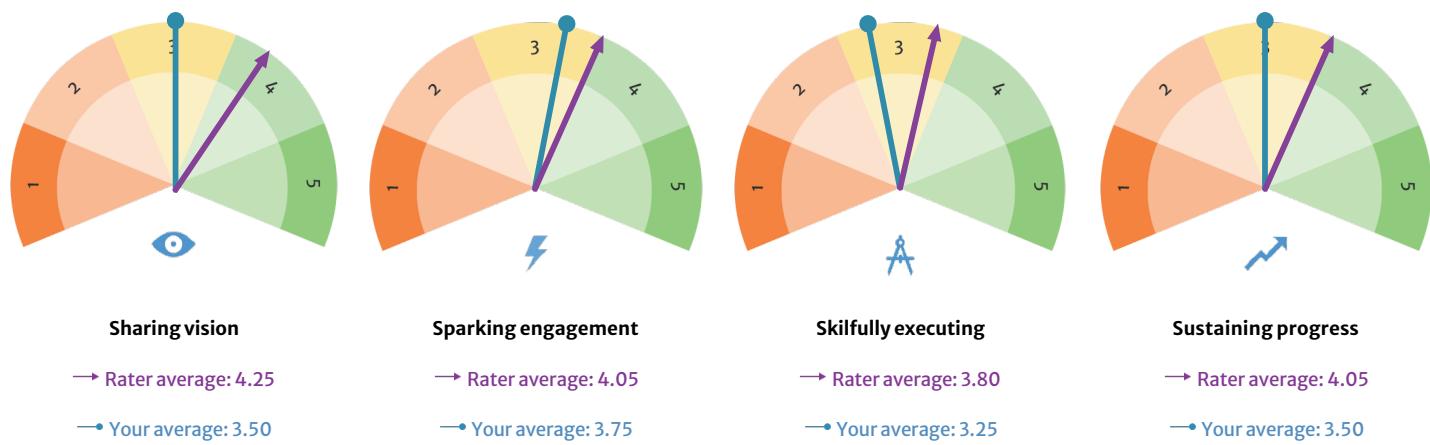
Habits	Description
 Sharing vision	Setting a clear, shared vision of success for the organization
 Sparking engagement	Empowering, inspiring and developing people
 Skilfully executing	Setting stretching performance expectations, reviewing progress and holding people to account to ensure delivery of planned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

Leadership habit ratings

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

Overall snapshot

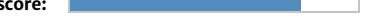
The diagram below shows raters' feedback on your performance across the four leadership habits. For each of the four areas, the dial shows whether your performance is rated ranging from "Extremely Effective" (darker green) to "Highly Ineffective" (dark orange). It is important to focus on areas of clear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



Leadership habits averages

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

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

 Sharing vision	Inspires others with a simple, energizing and realistic vision of what success could look like	Your self score:  3.00	Rater score:  4.27
	Ensures a strong customer/service-based strategy that builds trust and loyalty	Your self score:  4.00	Rater score:  4.36
	Sets strategic goals based on a good understanding of the organization's changing environment	Your self score:  4.00	Rater score:  4.27
	Keeps people and stakeholders focused on the bigger picture and longer-term priorities	Your self score:  3.00	Rater score:  4.09
 Sparking engagement	Inspires people to give their best by providing them with challenging opportunities that develop their strengths and skills	Your self score:  3.00	Rater score:  4.00
	Encourages people to take responsibility for their work and decide how to best achieve their objectives	Your self score:  4.00	Rater score:  4.00
	Promotes an open and respectful work environment where people feel that they can freely share their views and ideas	Your self score:  4.00	Rater score:  4.18
	Promotes regular and open feedback to accelerate learning and improvement	Your self score:  4.00	Rater score:  4.00
 Skillfully executing	Regularly reports results and reviews progress to ensure people remain on target	Your self score:  4.00	Rater score:  4.18
	Sets clear, stretching and achievable performance expectations, ensuring people are held accountable to these	Your self score:  3.00	Rater score:  3.82
	Shares regular feedback from customers/stakeholders to promote a culture of excellence	Your self score:  3.00	Rater score:  3.91
	Takes decisive action to deal with performance shortfalls and unproductive behaviour	Your self score:  3.00	Rater score:  3.27
 Sustaining progress	Creates a safe environment that encourages considered risk taking and continuous improvement	Your self score:  4.00	Rater score:  3.91
	Recognizes outstanding effort and celebrates achievements in a fair and appropriate way	Your self score:  4.00	Rater score:  4.64
	Encourages people to be open to change and develop their capabilities to meet future requirements	Your self score:  4.00	Rater score:  3.82
	Challenges people to think and act in innovative ways	Your self score:  2.00	Rater score:  3.82

Highest 5 and lowest 5 scoring statements

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

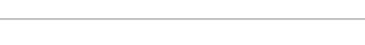
These graphs provide a quick view of the areas in which you are effective as well as the areas for improvement. For a detailed analysis of these highest and lowest rated items across all habits, please see the next section.

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

5 highest scoring statements

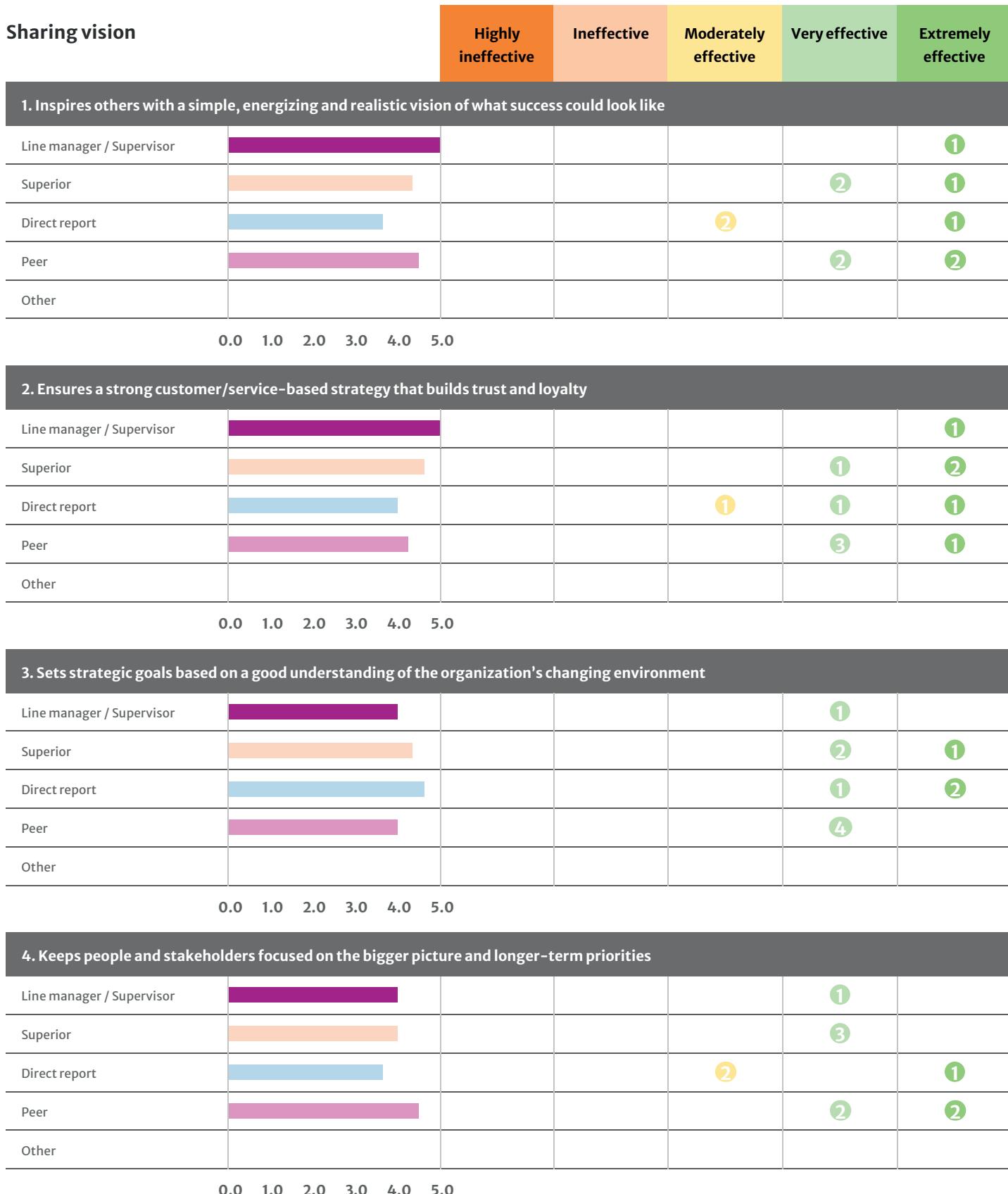
	Recognizes outstanding effort and celebrates achievements in a fair and appropriate way	Your self score:  4.00	Rater score:  4.64
	Ensures a strong customer/service-based strategy that builds trust and loyalty	Your self score:  4.00	Rater score:  4.36
	Inspires others with a simple, energizing and realistic vision of what success could look like	Your self score:  3.00	Rater score:  4.27
	Sets strategic goals based on a good understanding of the organization's changing environment	Your self score:  4.00	Rater score:  4.27
	Regularly reports results and reviews progress to ensure people remain on target	Your self score:  4.00	Rater score:  4.18

5 lowest scoring statements

	Takes decisive action to deal with performance shortfalls and unproductive behaviour	Your self score:  3.00	Rater score:  3.27
	Sets clear, stretching and achievable performance expectations, ensuring people are held accountable to these	Your self score:  3.00	Rater score:  3.82
	Encourages people to be open to change and develop their capabilities to meet future requirements	Your self score:  4.00	Rater score:  3.82
	Challenges people to think and act in innovative ways	Your self score:  2.00	Rater score:  3.82
	Creates a safe environment that encourages considered risk taking and continuous improvement	Your self score:  4.00	Rater score:  3.91

Detailed breakdown across all habits

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



Sparking engagement

Highly ineffective

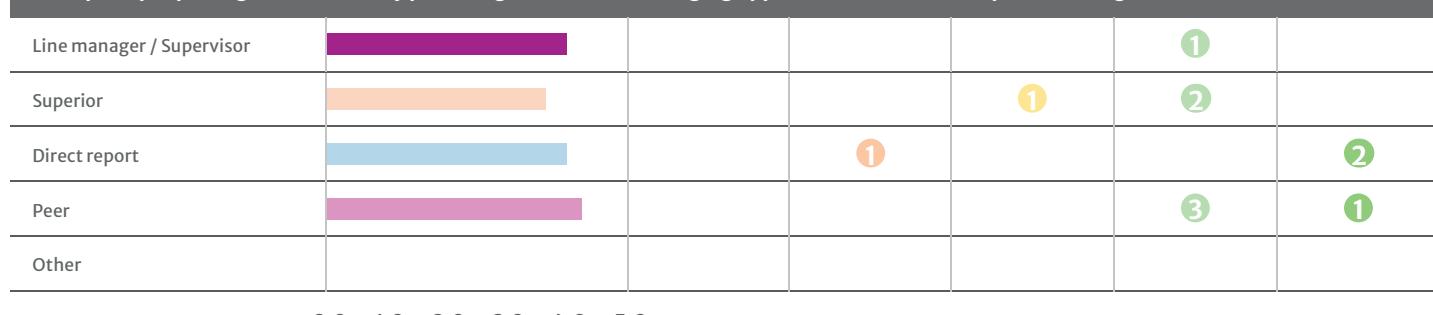
Ineffective

Moderately effective

Very effective

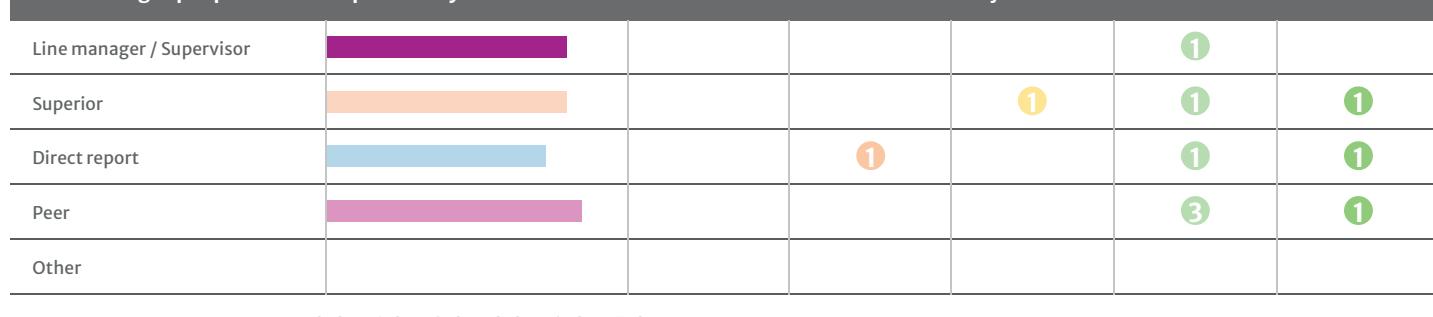
Extremely effective

5. Inspires people to give their best by providing them with challenging opportunities that develop their strengths and skills



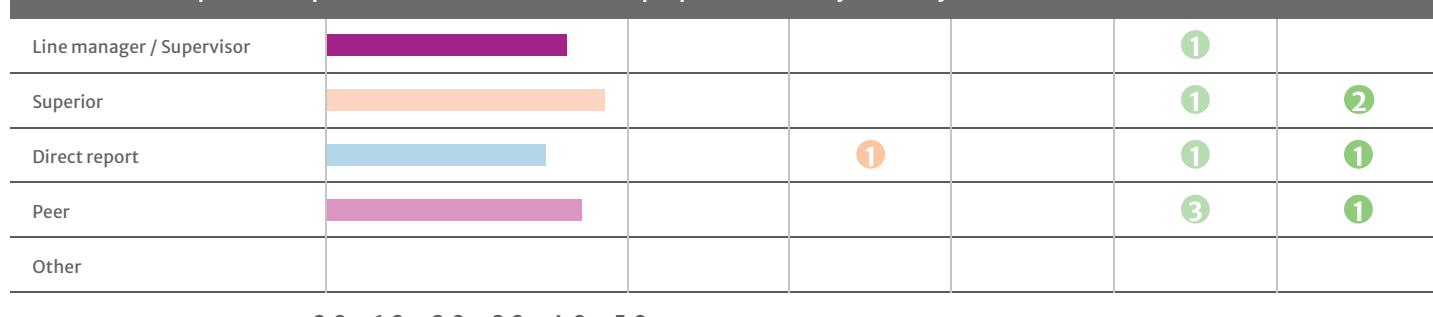
0.0 1.0 2.0 3.0 4.0 5.0

6. Encourages people to take responsibility for their work and decide how to best achieve their objectives



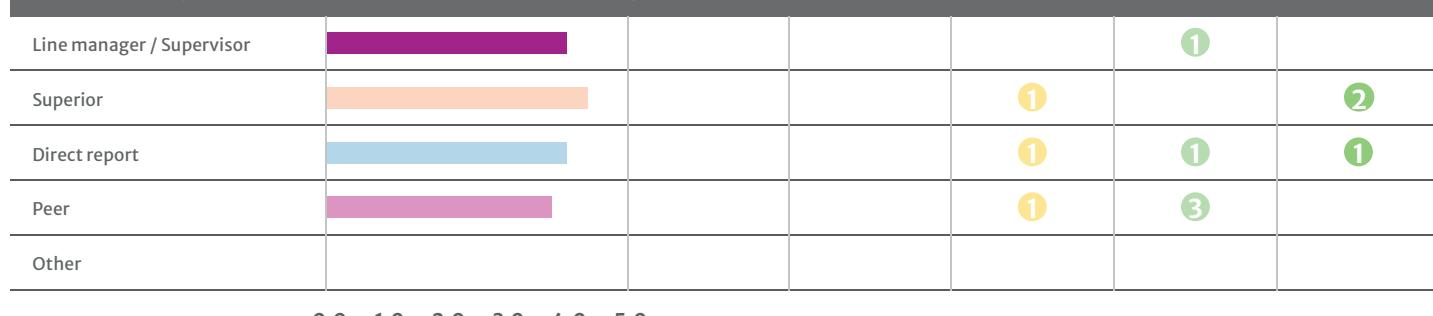
0.0 1.0 2.0 3.0 4.0 5.0

7. Promotes an open and respectful work environment where people feel that they can freely share their views and ideas



0.0 1.0 2.0 3.0 4.0 5.0

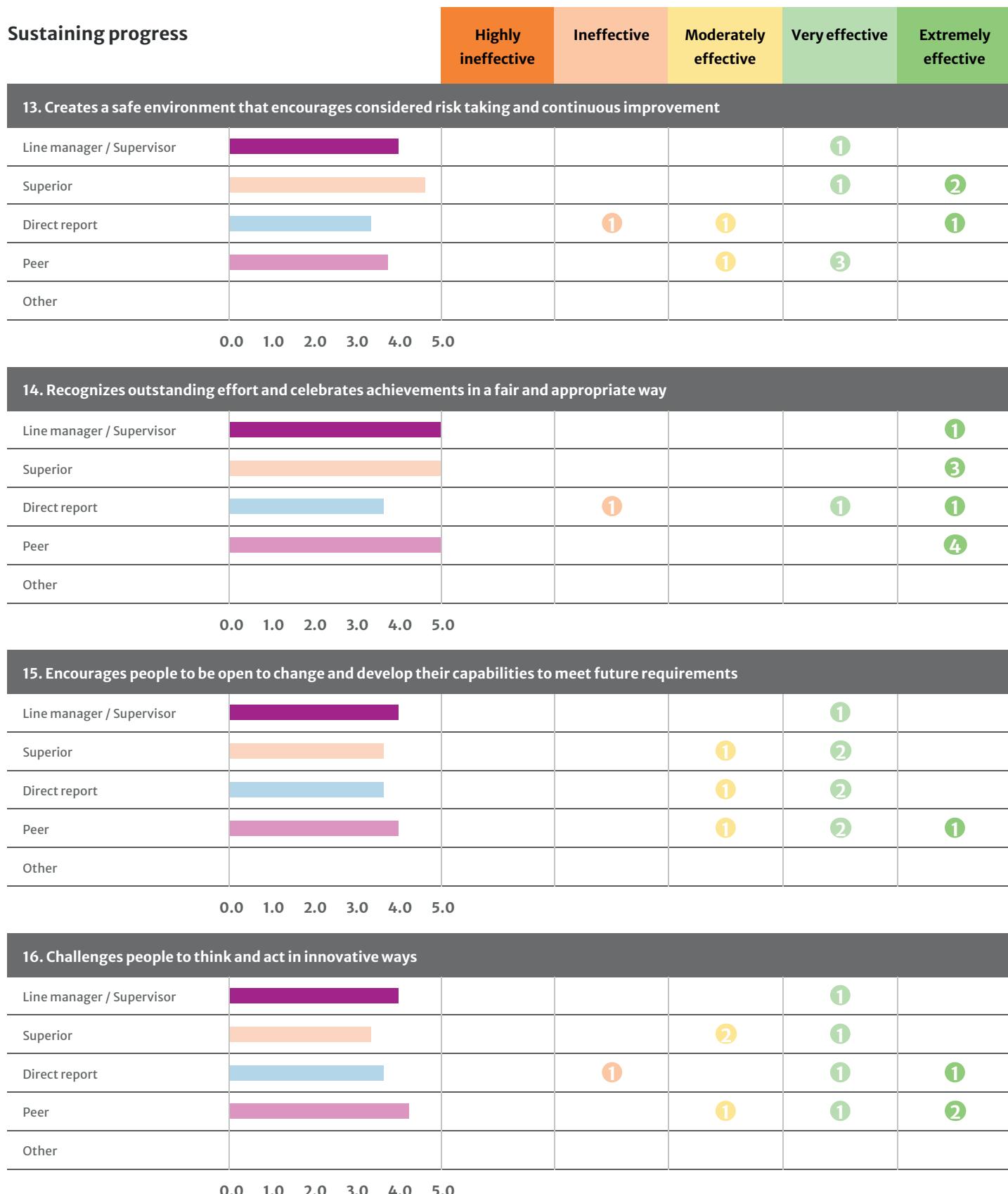
8. Promotes regular and open feedback to accelerate learning and improvement



0.0 1.0 2.0 3.0 4.0 5.0



Sustaining progress



9. Leadership outcomes

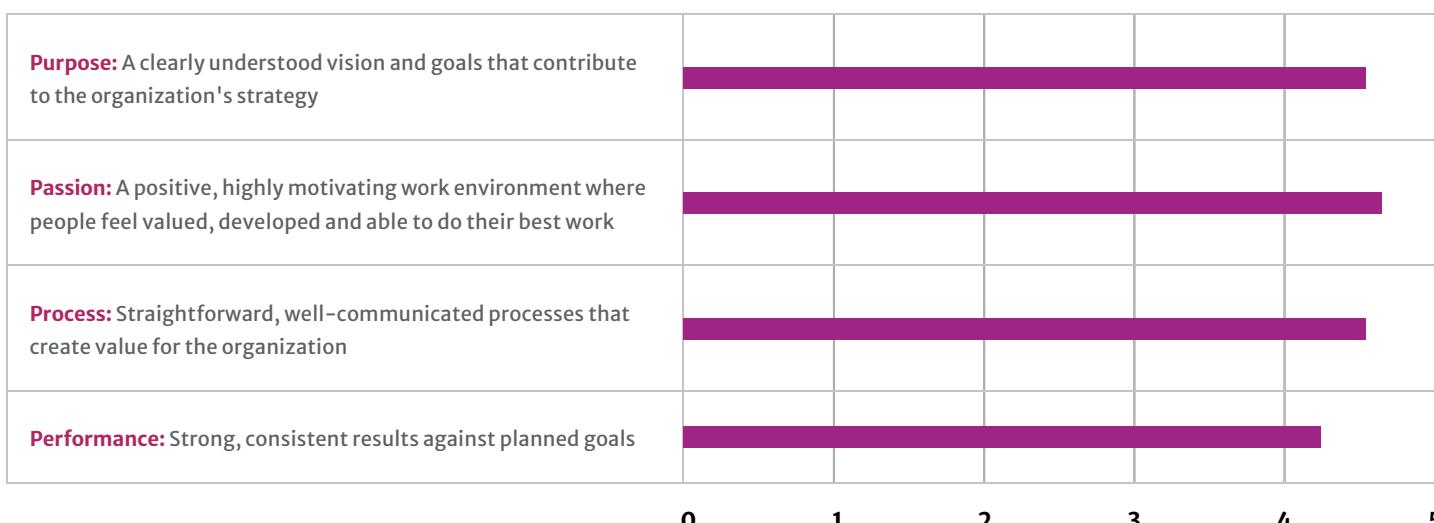
To be a highly effective leader you need to ensure you are delivering planned results and continuously improving the performance of the team and organization. The graph below shows you how raters have rated their confidence in you as a leader to deliver four key outcomes:

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

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

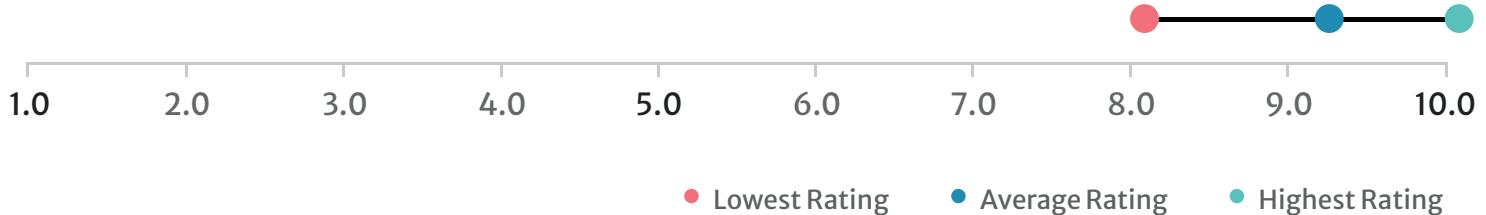
Confidence in leadership

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



10. Overall leadership effectiveness

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



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

"I gave you a 10, so no major changes needed. Focus on team performance and accountability across the team, not just from you. High performance will be achieved when everyone contributes to the team's success."

"Hold the team accountable for their targets and drive performance across the team. The challenge is supporting the team to deliver, ensuring everyone meets expectations and delivers ahead of the targets."

"Build on the positive climate you've created by challenging individuals to stretch themselves and meet the targets you've set. This will help the team reach high performance."

"You have great insights into customer needs. Share these proactively and be more demanding of other departments. Speak up about what would contribute to your team's success."

"Challenge the business to stay customer-focused, no matter the size or value of the client. Ensure all clients feel valued and not just served for profit."

"Keep doing what you're doing!"

"Improve leadership by focusing on flexibility, openness, and empathy."

11. Rater comments

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

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

"I've noticed you get frustrated when others don't meet your energy and work rate. Allow others space to identify opportunities themselves, which comes naturally to you but might not to them."

"Lean into your courage more. Show your passion and confidence more visibly to inspire and lead others effectively."

"Bring more courage to strategic discussions and advocate for your beliefs. This will help you contribute as a strategic leader and influence the business."

"Speak up more often in discussions. Your experience and insights are valuable, even when the topic isn't your core area. Share proactively."

"You're a fantastic leader. To improve, balance the business's needs with the team's needs, which can sometimes be challenging, but it's key to improving team effectiveness."

"No comment—it's difficult to make a recommendation as you already leverage your strengths so effectively."

"Evaluate your team's strengths and find ways to align them with broader organizational goals. Embrace strengths that are different from your own for growth."

"You're very authentic in using your strengths, and it's clear how effective they are. It's hard to suggest improvements as you're already a strong example."

"Keep setting high standards and promoting positivity in leadership. This always brings the best out of you."

"Share your knowledge and experience across departments. You have expertise from your client base, and sharing it in company-wide discussions will help promote joined-up thinking."

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

"I don't see the common sense drainer, but flexibility and emotional control can affect your enthusiasm. Set clear boundaries with your team to reduce this drain."

"Flexibility and emotional control can sometimes impact you when things change. Focus on the positives, use your self-confidence, and lead through challenges."

"I don't often see these drainers, but ensure client solutions are practical and tested. Watch for enthusiasm and emotional control as these could be seen as over-optimism."

"Every couple of months, take a step back and assess how aspects of your role or team can be improved. Partner with someone whose strengths balance yours."

"I haven't noticed these issues affecting your leadership. However, emotional control can be seen in non-verbal cues. Consider how these can impact others."

"Continue leveraging your initiative and solution-focused thinking to manage the flexibility drainer. Stay positive and enthusiastic, even when plans change."

"Focus on the bigger picture and rely on data to reduce bias and make better decisions."

"Common sense is well handled by you. All decisions are backed with data, but ensure boundaries are set to avoid flexibility challenges."

"Your discomfort with these strengths doesn't affect your performance. For example, in Argentina, you leaned on your initiative and others' strengths to support you."

"Lean on others when tasks require emotional control."

"Maintain open, honest dialogue with the team, especially during challenging times. It will help if you can lean on others' strengths when you need support."

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

"Your impact as an individual contributor was transformational last year, and as a manager, your impact has been equally significant. The organization, strategy, and clarity within the team are much improved."

"Your passion and commitment are evident. You've supported your team in developing and driving business in their accounts, building confidence and trust."

"Your belief in what we do, your ambition to make it accessible to more people, and your commitment to quality and positive challenges."

"Besides being an excellent salesperson, you're great at understanding how our products meet customers' needs. You always go above and beyond and lift the mood in any room."

"I appreciate your strategic mindset and results-driven energy. You help me focus on the end goal, not the details, and offer valuable insights for strategic planning."

"I appreciate your human-centered leadership approach. You create a safe, collaborative environment and inspire motivation throughout the team."

"You're always ready to help and hold yourself to an incredibly high standard, which is inspiring. Your intelligence and consistency are commendable."

"Working with you is a joy. You've become a key asset to our business, and your commitment to excellence will help the organization grow."

"You create a safe, innovative, and respectful work environment. Your work ethic inspires others to strive for greatness, and you balance human focus with work focus effectively."

"Great energy all year round, leading by example and promoting best practices."

"Your humility is admirable. You've delivered so much impact and helped create a productive environment for the team to thrive."

12. Developing your leadership habits

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

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

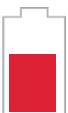
Sharing vision: Setting a clear, shared vision of success for the organization

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

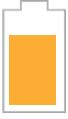
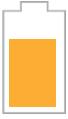
Sparking engagement: Empowering, inspiring and developing people

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

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

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

Sustaining progress: Recognizing achievement and encouraging continuous improvement and experimentation

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

13. Rater details

You nominated the following raters to provide feedback³⁶

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

Of these 13 people, 11 provided feedback.

14. The 24 Strengthscope® strengths

Emotional



Courage:

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



Emotional control:

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



Enthusiasm:

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



Optimism:

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



Resilience:

- You deal effectively with setbacks and enjoy overcoming difficult challenges



Self-confidence:

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

Relational



Collaboration:

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



Compassion:

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



Developing others:

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



Empathy:

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



Leading:

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



Persuasiveness:

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



Relationship building:

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

Execution



Decisiveness:

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



Efficiency:

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



Flexibility:

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



Initiative:

- You take independent action to make things happen and achieve goals



Results focus:

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



Self-improvement:

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

Thinking



Common sense:

- You make pragmatic judgments based on practical thinking and previous experience



Creativity:

- You generate new ideas and original solutions to move things forward



Critical thinking:

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



Detail orientation:

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



Strategic mindedness:

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

Tools to optimize your performance

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

Strengthscope360™

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

StrengthscopeTeam™

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

StrengthscopeEngage™

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

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

Strengthscope® is a registered trademark of Strengthscope Limited. While utmost care and attention have been taken in the creation of StrengthscopeLeader™, the authors and publishers cannot be held responsible for any decisions arising from the use of the data, or any specific interpretations or inferences arising from the report.

Please note that the content of this report remains proprietary to Strengthscope Limited, and that any distribution or copying of the report or any of its content is prohibited unless prior agreement is given by Strengthscope Limited in writing.