



STRENGTHSCOPE™ TEAM PROFILE

CRM Customer Service

14 November 2012



OPTIMISE



ASSESS



DEVELOP



ENGAGE



1. Introduction

Strengthscope™ is a leading assessment system that provides a comprehensive measurement of individuals' and teams' strengths and the extent to which these are productively applied at work.

What are strengths?

Strengthscope™ is designed to help individuals and teams to identify their distinctive strengths. We define 'strengths' as core qualities or characteristics which energise you, which can fuel exceptional performance, and improve your sense of well-being. Please note that simply having a strength does not automatically lead to high performance in that area. It may be that a reported strength is undeveloped or 'untested' for you and/or your team.

Why does this matter to the team?

In order to be effective, teams need to understand and optimise the strengths of all team members as well as putting in place productive team habits or rituals to transform strengths into effective teamwork and measurable business results. They also need to learn to manage performance risks that could undermine team effectiveness, including weaker areas, overdone strengths and other factors blocking positive energy and results.

Given this, we conclude that:

PEAK PERFORMANCE = APPLIED STRENGTHS X PRODUCTIVE HABITS

In order to achieve peak performance effectively, teams are advised to follow our '5As' model of team effectiveness, described below:



- **Aspirations**- Identifying the team's goals, objectives and 'picture of success'.
- **Awareness**- Understanding strengths, limiting weaknesses, aspirations and stakeholder needs.
- **Action**- Developing productive habits and reducing unproductive or energy-sapping habits.
- **Agility**- Building change capability and encouraging 'stretch' to raise performance and teamwork.
- **Achievement**- Reinforcing success and maintaining momentum.

Teams who follow through the 5As process report the following benefits:

- Improved team communication, problem-solving and focus on results.
- Heightened appreciation of individual differences.
- Enhanced accountability for delivering team goals.
- Improved ability to identify and reduce performance risks.

Who completed the report?

This is the report for CRM Customer Service, with the following team members having completed Strengthscope™:

- Barbara Hobkirk
- Darren Nedwell
- Peter Pascale
- Astrid Riksdottir
- Rajvi Shah



- James Swale
- Sandee Tasker
- Darcy Trent

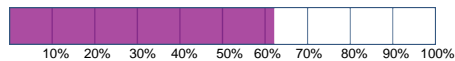
2. Your team's clear strengths

According to your team's responses to the questionnaire, we have identified the following clear strengths for your team (that is, strengths which are reported as significant for more than 40% of team members). Our experience has shown that where more than 40% of a group's members report the same strength in their Significant 7, this is likely to provide significant energy for the group as whole. We therefore refer to these as 'clear strengths'. Please note that strengths are presented in descending order of frequency with most frequently reported strengths first.



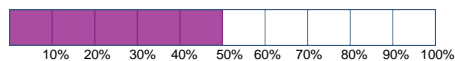
Relationship building (5/8 respondents)

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



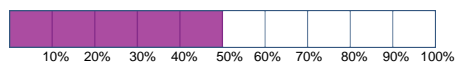
Collaboration (4/8 respondents)

Team members work cooperatively with others to overcome conflict and build towards a common goal.



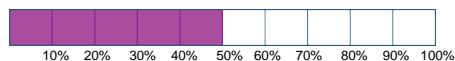
Decisiveness (4/8 respondents)

Team members make quick, confident, and clear decisions, even when faced with limited information.



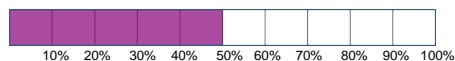
Emotional control (4/8 respondents)

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



Empathy (4/8 respondents)

Team members readily appreciate other people's perspectives and viewpoints.





3. Your team's strengths profile

Introduction

The graph below shows your team's strengths profile across Strengthscope™'s four clusters: Emotional, Relational, Thinking and Execution. The bars represent the frequency with which team members report each strength as one of their 'Significant 7'. The more frequent, the higher the bar. Higher bars represent those strengths which are more natural and energising for the team to use. Lower bars represent strengths which provide the team with less energy and less enjoyment in their work.

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

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

What do the groups of strengths mean?

For each group of strengths, a description is provided, as well as the 'team functions' which most typically relate to this grouping. For example, the Emotional cluster relates to the extent to which team members are comfortable dealing with change, remaining calm under pressure and challenging the status quo.

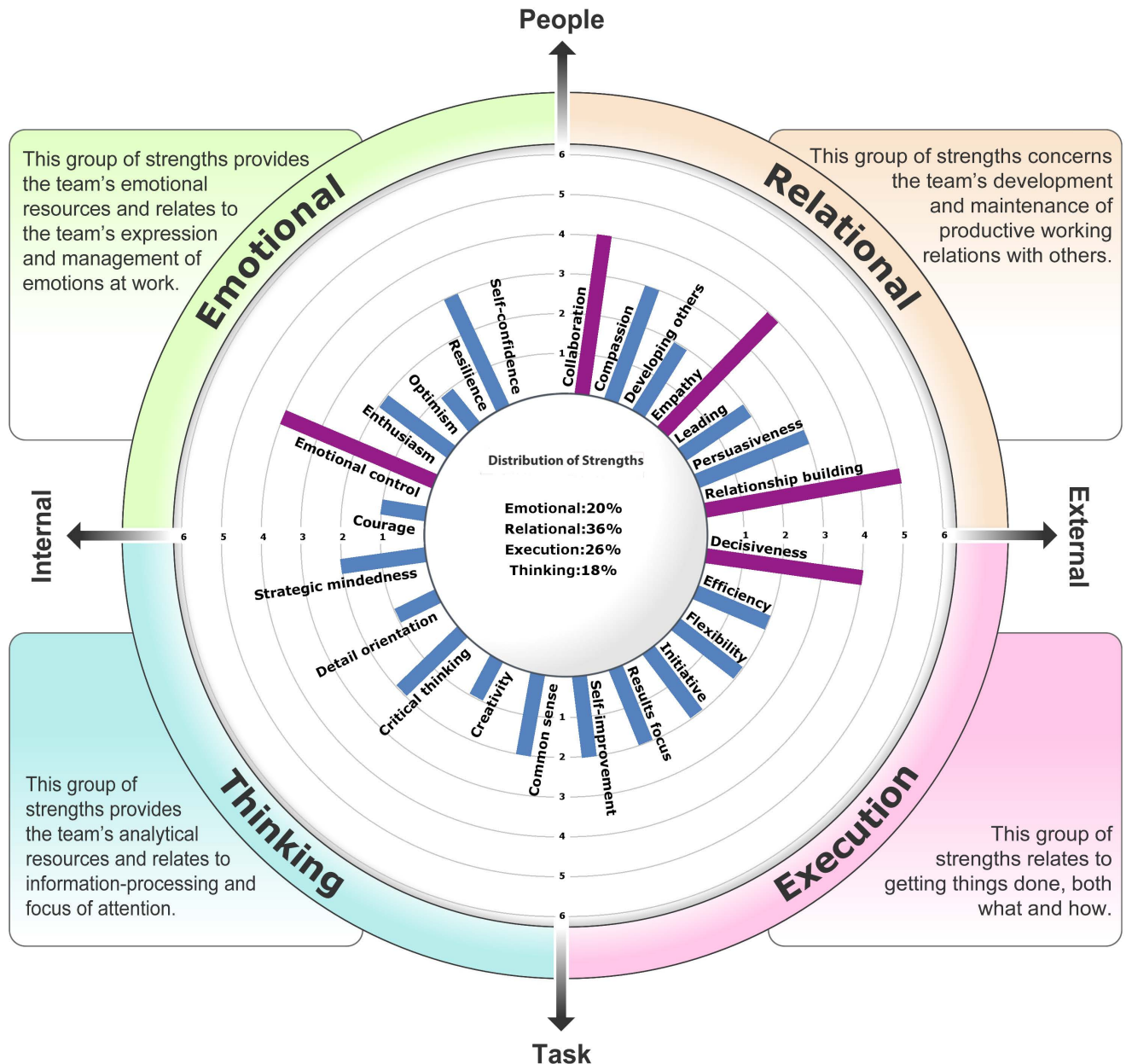
The clusters are divided into two additional categories: People vs Task and Internal vs External. These categories can give some guidance as to which activities and tasks the team is more likely to enjoy and move towards naturally.

Why does this matter to the team?

By understanding the most dominant strength clusters and individual strengths within the profile, the team can readily see the natural resources that it has available to undertake team activity. The team can also see which strength areas are less energising and which they are less likely to be drawn towards.

The text on the following pages describes in more detail each of the team's clear strengths (where more than 40% of team members report this strength as being important to them), as well as potentially weaker areas (where 10% or fewer of the team report this strength as being significant for them).

Your team's strengths profile



Emotional team functions: dealing with change/ambiguity, remaining calm under pressure, challenging the status quo.

Relational team functions: making connections within and between teams, caring for and nurturing others, influencing and communicating inside and outside the team.

Thinking team functions: analysing, planning, evaluating, ideas generation, quality control.

Execution team functions: decision-making, moving to action, project management, follow-through, learning.

A team with a high percentage of strengths in a particular cluster will be naturally drawn to, and energised by, the activities listed above for that cluster. A team with a low percentage of strengths in a cluster is unlikely to gain energy by undertaking the kind of activities listed above.



Interpreting the profile

The team could usefully consider its overall distribution of strengths across the four clusters in terms of clear strength areas, potentially weaker areas and the relative balance of the team's profile. Questions to consider at this stage include:

- Given the distribution of strengths in the team, what are the opportunities and risks that it faces?
- If the team's greatest potential lies in its strength areas, what might the team need to do in order to realise that potential?
- How are others likely to perceive the team given its distribution of strengths?

In the following pages, more detailed descriptions are provided for your team's clear strengths and for its potential weaker areas. Use these to identify areas for further focus and discussion.

3.1 Clear strengths

Your team's 'clear strengths' (more than 40% of team members report these strengths as significant for them) are described in full below, in descending order of frequency. These are the areas of greatest potential effectiveness for the team, where the strength is used appropriately.

Why does this matter to the team?

The team should consider how to get greater value from these strengths in achieving team goals, as well as ensuring that strengths are used optimally, without going into 'overdrive'. 'Overdrive' characteristics are described in the following section on 'Performance Risks'. Questions to consider are:

- How well is the team using each clear strength area currently?
- Does the team need to develop more skills and/or agility in areas of strength in order to get more value from those areas which are naturally energising?
- Is the team as a whole getting best value from clear strength areas or are these currently being used mainly by individuals to achieve their own objectives?

Relationship building	Team members take steps to build networks of contacts and act as a 'hub' between people that they know.	<ul style="list-style-type: none"> • Team members actively build close relationships with co-workers and acquaintances • Team members enjoy meeting new people and getting to know them • Team members strive to 'know everybody' and connect others wherever possible
Collaboration	Team members work cooperatively with others to overcome conflict and build towards a common goal.	<ul style="list-style-type: none"> • Team members are motivated to maintain cooperative working relations with other individuals and groups • Team members feel stronger when working with, rather than against, others • Team members are energised when they identify a common goal that enables people to work together
Decisiveness	Team members make quick, confident, and clear decisions, even when faced with limited information.	<ul style="list-style-type: none"> • Team members are energised by making decisions in high pressure situations when time is critical • The team is motivated to make effective and timely decisions even when the data is limited or decisions produce unpleasant consequences • Team members have a track record of making sound and well-informed decisions
Emotional control	Team members are aware of their emotional 'triggers' and how to control these to ensure they remain calm and productive.	<ul style="list-style-type: none"> • Team members are aware of their feelings and 'emotional trigger points' in response to their environment • Team members are motivated to shift inappropriate emotional states to more productive ones • Team members gain energy from controlling against emotional outbursts and remaining calm under pressure

Empathy

Team members readily appreciate other people's perspectives and viewpoints.

- Team members are energised when they can see the world from another person's viewpoint
- Team members are motivated to appreciate not only what people are saying, but also why they are saying it
- Team members report a keen interest in and concern for 'what makes people tick'

3.2 Performance risks

Performance risks for the team fall into two categories:

- Strengths in overdrive: these represent strengths where if not managed well, the underlying energy can become overwhelming for the team and can lead to unintended consequences.
- Potentially weaker areas: these are areas where the team reports a small amount of energy for the strength and so there is a risk that the team may ignore/devalue the contribution of this strength.

3.2.1 Potential strengths in overdrive

For each strength where more than 40% of team members report it as significant for them, a description appears below for that strength in 'overdrive' form. For each strength in overdrive description, the team should ask itself:

- Is this description accurate as regards the team's behaviour, or individuals within the team?
- If so, what risk mitigating strategies can the team consider to ensure that the strength remains in optimal form?

Relationship building (5/8)

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

Collaboration (4/8)

Team members may continue to seek collaborative 'win win' solutions where none naturally exist, and may spend too long seeking consensus in decision making. Team discussions may therefore become protracted as total agreement is sought, and individual accountability may be low as the group takes 'collective' responsibility for actions agreed.

Decisiveness (4/8)

In its drive for pace and forward momentum, the team may be overly hasty or rash in its decision-making, spending too little time considering alternatives or possible outcomes. This may mean a later need to change direction or strategy significantly because not all opinions are heard or taken into account in the planning phase. Individual team members may also choose to take independent decisions in order to maintain pace which risks destabilising and fragmenting the team.

Emotional control (4/8)

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

Empathy (4/8)

Team members can become so immersed in others' situations that they may lose the ability to provide objective support and guidance. The team may spend too long in dialogue with others in a bid to fully understand stakeholder perspectives rather than taking a quick decision to move the team forward. Associated with this, the team may get 'stuck' overanalysing others' behaviour and motives.



3.2.2 Potential weaker areas

A 'potentially weaker area' occurs when 10% or fewer of team members report a particular strength as significant for them. These are the areas where the team is least energised.

Because of this, potentially weaker areas help identify areas where the team might be least effective. However, in some cases, although a team might not be energised in a particular area, they may still demonstrate good competence in the area as a result of skills and habits they have learned through experience and reinforcement. Here is a list of your team's potentially weaker areas. The sequence is most reported to least reported.

Focusing on potentially weaker areas needs to be considered in light of their relative importance in terms of the team's mission and activities. Questions to consider are:

- How critical are these strengths in helping the team achieve its goals?
- Can the team use its strength areas differently in order to overcome deficits from potentially weaker areas?
- If the team needs to address potentially weaker areas directly, where can it find these resources?

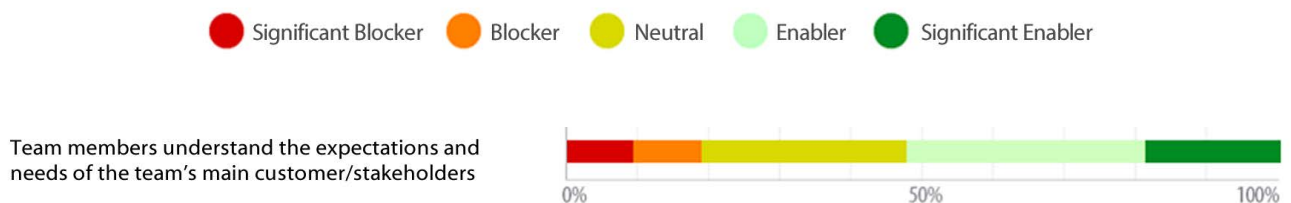
Self-confidence	The team's low self-belief may undermine its accomplishment of tasks through procrastination, uncertainty or lack of assertiveness.	<ul style="list-style-type: none">• Team members are less energised by trusting their own abilities and judgement• The team does not necessarily believe that it will generally be able to do what it wishes, plans, and expects• Team members do not always convey their ideas and opinions in a confident manner
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4. Productive team habits

The graph below shows team members' current perceptions concerning productive habits and behaviours according to the 5As model of team effectiveness.

For each item, the graph shows the extent to which this is seen as a 'blocker' or 'enabler' by team members. The coloured sections show the percentage of responses to each option on the questionnaire rating scale.

By way of example, for the item below, just over 50% of team members believe that the team understands the needs of its customers/stakeholders, with over 30% believing this to be an 'enabler' and just under 20%, a 'significant enabler'. Around 30% of the team report a neutral view, with the remaining 20% seeing this area less positively, with around 10% seeing it as a 'blocker' and the remaining 10% as a 'significant blocker'.



The purpose of the items is to identify areas that can mobilise, energise and 'enable' the team and areas that may drain, sap energy and 'block' the team. Each team's priority areas for discussion will differ.

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

- What already works well in the team that should be optimised and built upon?
- What do you see as the main risk areas that the team need to deal with in order to become a peak performing team?

Why does this matter to the team?

Our research shows that developing and continuously reinforcing productive team habits is a vital component of team effectiveness. Team habits provide the strong foundation on which applied strengths can be optimised and translated into measurable results.

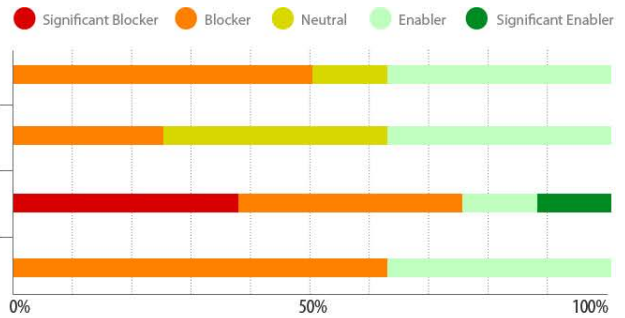
The team should aim to build on enablers or positive energisers and reduce or mitigate blockers or areas which sap energy. It is important to achieve balance here, as tackling one without the other may give rise to problems and impact negatively on team performance. Questions to ask at this stage include:

- What are the positive themes that emerge from the graph and team members' comments?
- How can these enablers or positive energisers be further enhanced and used to overcome areas which drain energy?
- What are the areas that are blocking or draining positive energy?
- How can these blockers be reduced or mitigated?

Aspirations



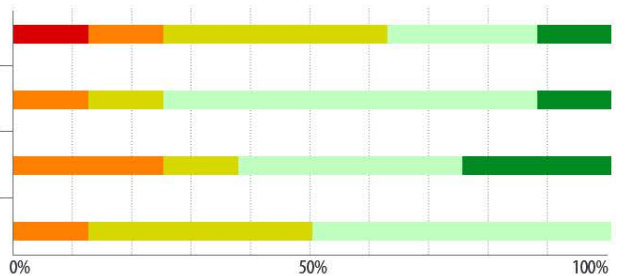
- The team's purpose is clear, meaningful and understood by all team members
- The team has clear, measurable goals which are aligned with its purpose
- There is a strong commitment by all team members to the team's purpose and goals
- The team has agreed performance standards and holds team members accountable to these



Awareness



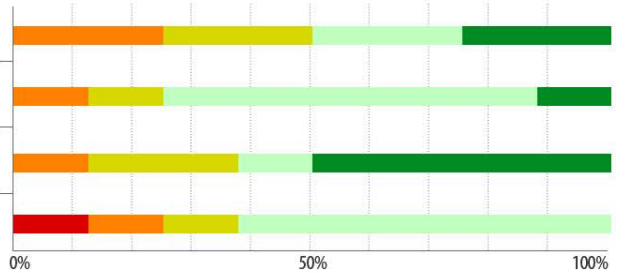
- Team members know how they can best use their personal and technical strengths to contribute to the team's goals
- Team members understand and respect each others' strengths, weaker areas and preferred ways of working
- The team is clear on each member's role and expected contribution to the team's purpose and goals
- Team members understand the expectations and needs of the team's main customers/stakeholders



Action



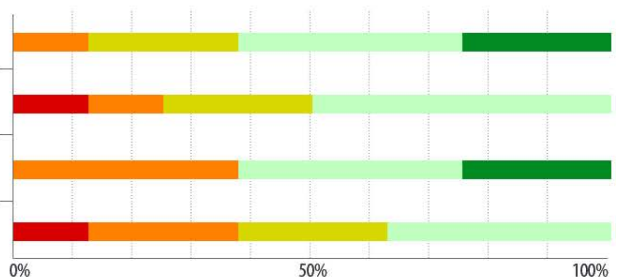
- Team members are given a fair opportunity to share their ideas and views openly and without interruption at team meetings
- There is a strong commitment to follow-through on decisions and actions agreed by the team
- Team members are highly supportive of each other and are quick to call on each other for help on tasks to get the job done as well as possible
- Team members feel that their strengths, skills and expertise are valued and effectively used by the team



Agility



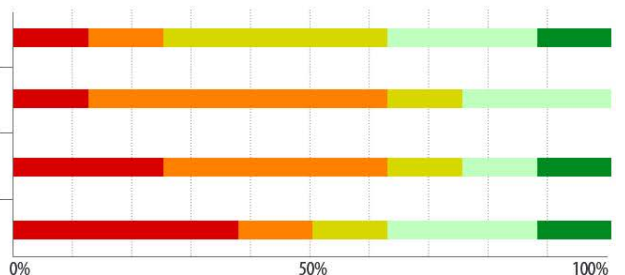
- Team members provide each other with constructive and helpful feedback to ensure actions and approaches are continuously improved
- Team members bring new ideas and approaches to the team to improve its effectiveness
- Team members focus more on solutions than on problems when faced with change, uncertainty or stressful circumstances
- The team is quick to spot and take advantage of new opportunities and trends arising from changes in its operating environment



Achievement



- Team members openly share knowledge and learning with each other to help improve the team's effectiveness
- Team members take time together to recognise and share successes and milestones
- The team regularly seeks feedback on its performance from customers/stakeholders
- The team is successful in delivering what it promises to its key customers/stakeholders



N.B. Data appearing in the graph above is based on responses from 8 team member(s).



Team member comments

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

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

Team members' responses are described in full below:

- High level of trust amongst some team members
- The strong relationships between team members and the significant strengths that we have
- Generally friendly atmosphere
- Build on the solid performances to date
- Good team, great relationships, enjoyable atmosphere
- Parts of the team are very close and work superb together
- Strong performance over the past 2 years and a real confidence and belief that we can overcome challenge.
- The way the team works internally is fairly good with a positive feel about it.

What one recommendation would you make to improve the team's effectiveness?

Team members' responses are described in full below:

- It is a very insular team as far as I can tell, there is very little engagement with, or understanding of customers.
- Ensuring that all team members understand and are prioritising the team's objectives.
- Not everyone's included so we can't make the best contribution we'd like to. There are some strengths I have that I think the team really needs but I'm not sure they know that I have these strengths
- Better collaboration with other teams and departments internally - this is causing us problems.
- Don't throw the baby out with the bathwater - we are doing good
- Spend time figuring out our main purpose and getting everyone to agree to it - we can't do everything anymore.
- More courageous leadership is needed to ensure that we get the resources and support that we need.
- Greater solution focus, less of a whinge culture.

5. Developing a Peak Performing Team

As mentioned at the start of this report, we have found that for teams:

PEAK PERFORMANCE = APPLIED STRENGTHS X PRODUCTIVE HABITS

We therefore encourage teams to follow our 5As model of team effectiveness in order to achieve peak performance. A Peak Performing Team is one that has:



- Developed, agreed and committed to a clear set of **Aspirations**.
- Gained an **Awareness** of where its strengths lie.
- Taken **Action** to develop new skills and knowledge in its areas of strength, whilst learning productive strategies to reduce any limiting weaknesses.
- Developed **Agility** to recognise and learn new ways to use individual and collective strengths more productively in different situations.
- Built systems to continually review what it has learned and celebrate its **Achievements**.

Members of a Peak Performing Team have learned to develop their effectiveness and impact by taking action on themselves as individuals, as well as utilising the sum of the team's parts. By recognising their strengths, potential weaknesses and untapped potential, they learn to adapt accordingly to achieve peak performance. This section provides some prompts and specific suggestions to strengthen team performance at each stage of the 5As model of team effectiveness, with each stage covered in detail below:



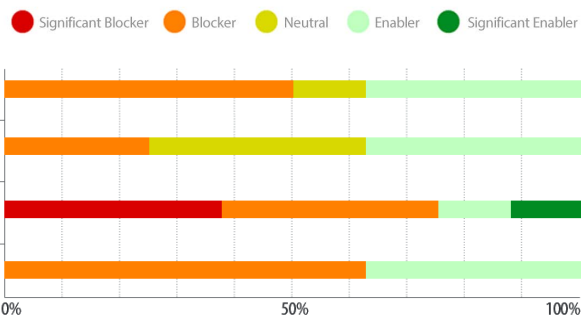
Aspirations: knowing where we are going

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

The team has clear, measurable goals which are aligned with its purpose

There is a strong commitment by all team members to the team's purpose and goals

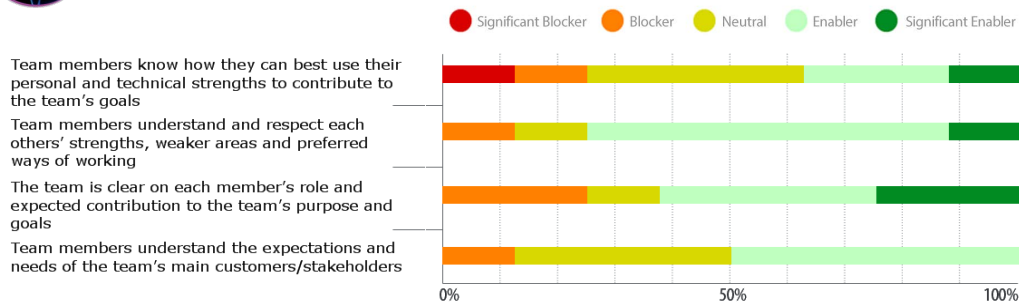
The team has agreed performance standards and holds team members accountable to these



Stage of development - Questions to ask	Activities to support each stage
Has the team developed a clear purpose and 'picture of success'?	Ask each member of the team to illustrate their 'picture of success' for the team. Identify the common themes to develop an overall team picture of success.
Has the team defined its purpose into clearly understood objectives?	Encourage the team to develop 'what' and 'how' goals based on their picture of success. This should include tangible measures aligned to organisation goals and a 'charter' around the way things are done.
How committed are the team to the purpose and goals?	Critique the team's purpose and objectives using 'support and challenge' groups. Ask questions such as: 'On a scale of 1-10 how committed to our objectives and goals are you?'; 'How realistic are our objectives and goals?'; 'Are our goals SMART - Specific, Measurable, Achievable, Relevant and Time-bound?'
How is individual performance measured against the objectives?	Ensure every team member has been set objectives that can easily be linked to team objectives.



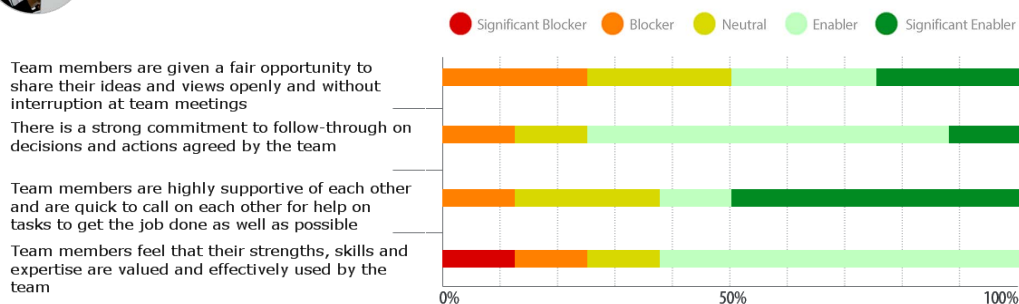
Awareness: understanding what we have



Stage of development - Questions to ask	Activities to support each stage
Has the team explored individual strengths and how these can best be used at work?	Find an engaging and easily accessible way to make team member strengths visible and memorable and use this to facilitate short sessions in team meetings on how to utilise each other's strengths to achieve objectives.
Has the team been able to share ideas on how to use each other's strengths to achieve team objectives and/or benefit other individual team members?	Consider what projects/workstreams are occurring in the business that would enable team members to use their strengths and practice developing them further.
Does each member of the team fully understand what they are accountable for delivering?	Ensure that individual accountabilities are documented and reviewed regularly to ensure that the team's purpose and goals have the best chance of being delivered.
Does the team fully appreciate customers' or stakeholders' expectations?	Ask team members to 'put themselves in the shoes' of key customers and stakeholders, capturing insights from this process. Use these insights to refine the team's objectives and how it uses its strengths to achieve those objectives.



Action: applying our strengths to make a difference

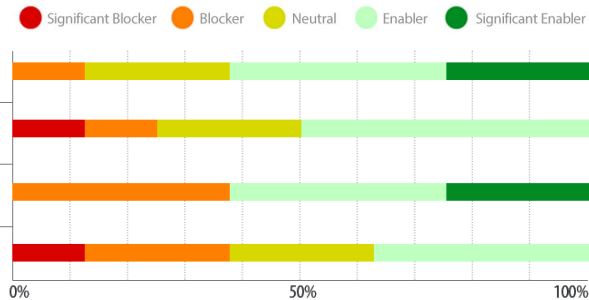


Stage of development - Questions to ask	Activities to support each stage
To what extent are team forums (e.g. team meetings, 'offsites', etc.) well organised and run?	Undertake a review of team meetings as they run currently. Take action to make team meetings as effective as possible in delivering on team purpose and objectives.
How aware are team members aware of what helps and hinders the team from being able to apply its strengths?	Explore as a team activities and events which give the team energy and what drain their energy. Agree ways to do more of the energising activities and devise strategies to overcome those that drain their energy.
How quickly do team members call on each others' strengths and skills when they are under pressure or facing challenge?	Compile a table of each team member's 3 standout strengths and overdrive behaviours and what they would like other members of the team to 'call on them' for and what help they would like with a strength in overdrive or limiting weakness.
To what degree do team members feel their strengths, skills and expertise are truly understood and valued by their colleagues in the team?	Encourage team members to find a partner/mentor with a different strengths profile, either within or outside of the team, to learn different perspectives and ways of working.



Agility: using our strengths productively in different situations

- Team members provide each other with constructive and helpful feedback to ensure actions and approaches are continuously improved
- Team members bring new ideas and approaches to the team to improve its effectiveness
- Team members focus more on solutions than on problems when faced with change, uncertainty or stressful circumstances
- The team is quick to spot and take advantage of new opportunities and trends arising from changes in its operating environment

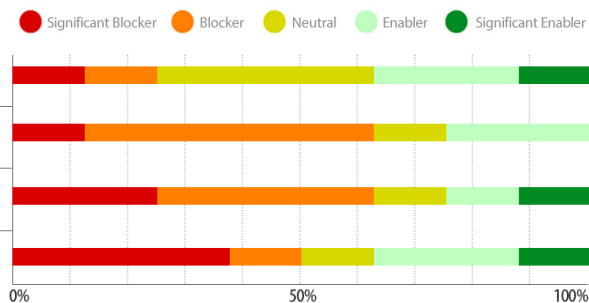


Stage of development - Questions to ask	Activities to support each stage
To what extent do team members openly provide feedback to each other on their strength areas and areas for development?	Create a forum in which team members feel comfortable to provide each other with constructive feedback on strength areas and performance risks (e.g. strengths in overdrive and/or limiting weaknesses). Incorporate the feedback process into team meetings.
To what extent is new thinking encouraged in the team to improve team processes and performance?	Encourage job swaps, secondments and inter-team moves to allow team members to develop their strengths in a new environment and learn from the way others work, sharing new knowledge on their return.
To what extent is the team effective at using its strengths to deal with change and ambiguity?	Discuss how the team can best use individual and collective strengths in times of uncertainty and change. Use this information to prepare for upcoming changes by developing a 'change plan' which details tactics and strategies.
How agile is the team in identifying and benefiting from changes in its environment?	Run 'PESTLE' analysis (Political, Economic, Social, Technological, Legal and Environmental factors) on the team's operating environment to identify upcoming changes which may present threats or opportunities to the team. Create a plan to limit/mitigate threats and benefit from opportunities when changes occur.



Achievement: celebrating success and developing the team further

- Team members openly share knowledge and learning with each other to help improve the team's effectiveness
- Team members take time together to recognise and share successes and milestones
- The team regularly seeks feedback on its performance from customers/stakeholders
- The team is successful in delivering what it promises to its key customers/stakeholders



Stage of development - Questions to ask	Activities to support each stage
To what extent do team members share information from their own activities with other members of the team to help improve team effectiveness?	During team meetings and other team forums, encourage the team to continually share success stories of how applying their strengths more productively has resulted in key achievements.
How often does the team celebrate success and in what ways?	Create opportunities to communicate and celebrate progress - even small shifts should be recognised. Capture success stories from the team's customers and communicate these within the team as well as to other stakeholders.
In what ways does the team seek feedback from customers/stakeholders and how does it measure the extent to which it is delivering on customer/stakeholder expectations?	Help the team to develop a simple framework for capturing and assessing customer/stakeholder needs, expectations and satisfaction levels. Encourage the team to make the discussion of these findings a regular agenda point at team meetings. Use the discussion to continuously improve the team's offering by better meeting customer requirements.



Fast track ideas for any stage of Peak Performing Team development

In addition to the above advice on moving teams through the 5As process, we would also encourage the following activities which can be used at any stage of team development in order to provide some additional impetus to team development activities.

- Regular assessments of the team against its objectives and team behaviours/ principles.
- Asking team members to share success stories during team meetings.
- Inviting feedback from key stakeholders/customers on the team's performance, including what they would like to see "more of", "less of" and "continued".
- Using the Strengthscope™ model and language as a basis for exploring opportunities for complementary partnering among team members and to provide feedback to team members about effective and ineffective behaviours, including opportunities for improvement.
- Encouraging team members to share success stories and ways they have reduced performance risks (i.e. weaknesses, overdone strengths or other performance blockers) by leveraging their strengths, those of others or through putting in place novel risk mitigation strategies.
- Using the Strengths for Success workbook to enable team members to accelerate their personal development and continue to feed their learnings into the wider team.



Strengthscope™ strengths in full

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

Collaboration:	Working cooperatively with others to overcome conflict and build towards a common goal
Common sense:	Making pragmatic judgments based on practical thinking and previous experience
Compassion:	Demonstrating a deep and genuine concern for the well-being and welfare of others
Courage:	Taking on challenges and facing risks by standing up for what you believe
Creativity:	Generating new ideas and original solutions to move things forward
Critical thinking:	Approaching problems and arguments by breaking them down systematically and evaluating them objectively
Decisiveness:	Making quick, confident, and clear decisions, even when faced with limited information
Detail orientation:	Paying attention to detail in order to produce high quality output, no matter what the pressures
Developing others:	Promoting other people's learning and development to help them achieve their goals and fulfil their potential
Efficiency:	Taking a well-ordered and methodical approach to tasks to achieve planned outcomes
Emotional control:	Being aware of your emotional 'triggers' and how to control these to ensure you remain calm and productive
Empathy:	Readily identifying with other people's situations seeing things clearly from their perspective
Enthusiasm:	Demonstrating passion and energy when communicating goals, beliefs, interests or ideas you feel strongly about
Flexibility:	Remaining adaptable and flexible in the face of unfamiliar or changing situations
Initiative:	Taking independent action to make things happen and achieve goals
Leading:	Taking responsibility for influencing and motivating others to contribute to the goals and success of their team and organisation
Optimism:	Remaining positive and upbeat about the future and your ability to influence it to your advantage
Persuasiveness:	Being able to win agreement and support for a position or desired outcome
Relationship building:	Taking steps to build networks of contacts and acting as a 'hub' between people that you know
Resilience:	Dealing effectively with setbacks and enjoying overcoming difficult challenges.
Results focus:	Maintaining a strong sense of focus on results, driving tasks and projects to completion
Self-confidence:	Having a strong belief in yourself and your abilities to accomplish tasks and goals
Self-improvement:	Drawing on a wide range of people and resources in the pursuit of self-development and learning
Strategic mindedness:	Focusing on the future and taking a strategic perspective on issues and challenges

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

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