Strengthscope™

StrengthscopeLeader™
360 Feedback Profile

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1. Introduction

StrengthscopeLeader™ is a unique leadership profiler that is designed to help you improve your effectiveness through a better understanding of your leadership strengths, risks/weaker areas, leadership behaviours and the impact of your behaviour on important organisational outcomes.

What are strengths?

We define 'strengths' as core qualities or characteristics which energise you, enable you to do your best work and help you feel more confident in the face of challenges and pressure.

What makes an effective leader?

What You Bring – Your Strengths
Our research and experience shows that, in order to be effective, leaders need to be aware of what they bring to leadership. In particular, they need to understand the strengths they have and how these can be developed to strengthen the value they bring. Through developing skills and agility in areas of natural strength and reducing the impact of risks/weaker areas, leaders become more authentic and help people to perform at their best.

How You Behave – Leadership Habits
Effective leaders don't just build on their strengths, they focus on developing behaviours/habits linked to effective leadership through decades of research. Outstanding leaders develop and regularly practise these well-established habits to ensure they maximise their contribution to the organisation.

Outcomes You Deliver
Effective leaders seek to make a positive impact on both short-term performance and also the longer-term growth and success of the organisation. They align their strengths and vision to the meet the changing context, regularly evaluate their performance and take action to improve their impact.

In summary:

Peak Leadership Effectiveness = **Applied Strengths** x **Leadership Habits**

The 4 Leadership Habits are:

Sharing Vision

Setting a clear, shared vision of success for the organisation

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

Recognising achievement and encouraging continuous improvement and experimentation

Outcomes

By building on their strengths and optimising their leadership habits, leaders deliver the following four critical outcomes and success drivers:

1 **Purpose** - Clearly understood, compelling direction and goals

2 **Passion** - A positive, highly motivating work environment

3 **Process** - Well communicated and straightforward policies and processes to guide behaviour

4 **Performance** - Reliable delivery of planned business results

The Stretch Leadership™ model below illustrates the relationship between your strengths, the 4 habits and the outcome measures.

The focus of this report is to help you understand the powerful relationship between your strengths, the habits and the outcome measures. It does not measure your values, aspirations and abilities directly, although rater feedback, together with other assessment tools, development and coaching support, will help you clarify these.

How to use the report

To get the most out of this report, it is important to spend time understanding the data and implications for your leadership behaviour and performance.

When interpreting the report, remember the following:

- The results are perceptions not objective truths; the data in the report needs to be further analysed in other to be fully understood.

- Don't focus on the negatives too much – remember to take into account your strengths as well. After all, it is your strengths that have probably got you to where you are today.

- Focus on key themes arising from the data. Don't get bogged down in individual comments or play the "who said that" game.

- Start to think about what you can do differently to positively impact your performance.

The report has four main sections as follows

Part A: What you bring - Your Strengths

- Your Significant 7 strengths.

- Your overall strengths profile, including how it relates to specific leadership tasks and roles.

- How your strengths are viewed by your raters, including the level of skill/competence they observe you having in each of your areas of strength.

Potential Risk Areas

- Your strengths in overdrive.

- Potential weaknesses and your raters' feedback on these areas.

Part B: How you lead - Leadership Habits

- Snapshot of your performance across the 4 key Leadership Habits.

- 5 top and bottom rated items across the 4 habits.

- Item by item analysis across the 4 habits.

Part C: Leadership Outcomes

- Raters' confidence in your performance across 4 key outcome measures and success drivers.

Part D: Recommendations and Tips

- Ideas and suggestions from raters (presented as verbatim comments) to help you strengthen your leadership.

- Development tips and resources.

Part A: What You Bring

• 2. Your Significant Strengths

According to your response to the questionnaire, we have identified the following core strengths for you.

• Common sense

You make pragmatic judgments based on practical thinking and previous experience

• Compassion

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

• Critical thinking

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

• Efficiency

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

• Empathy

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

• Initiative

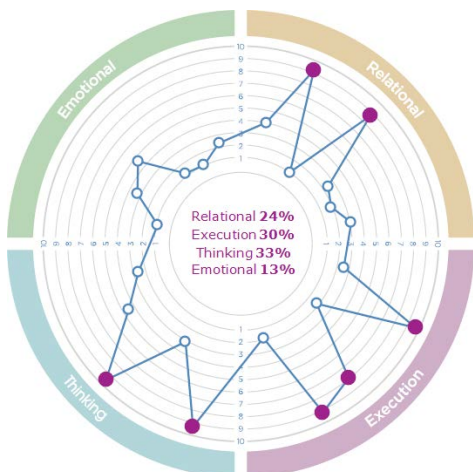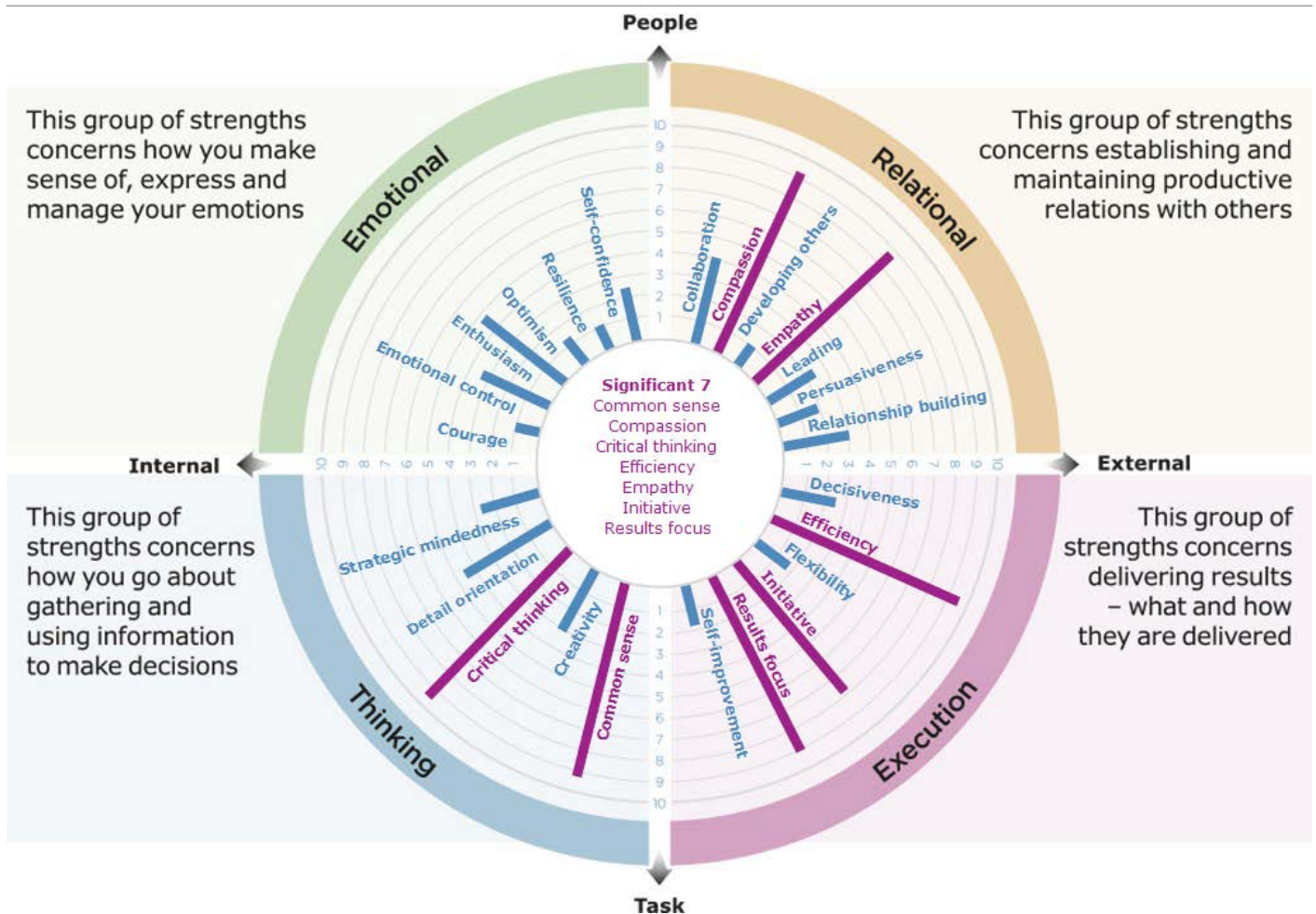You take independent action to make things happen and achieve goals

• Results focus

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

• 3. Your Strengths

The graph below shows your strengths. The length of each bar indicates the extent to which this aspect of work energises you and should not be confused with level of skill or competence.

In the leadership context, these strengths reflect what you bring to leadership.

Your Significant 7 Strengths appear at the centre of the graph, with the spread of strengths shown across the four clusters.

People

Emotional — This group of strengths concerns how you make sense of, express and manage your emotions

Relational — This group of strengths concerns establishing and maintaining productive relations with others

Internal

External

This group of strengths concerns how you go about gathering and using information to make decisions

This group of strengths concerns delivering results – what and how they are delivered

Thinking

Execution

Task

Significant 7
Common sense
Compassion
Critical thinking
Efficiency
Empathy
Initiative
Results focus

Relational 24%
Execution 30%
Thinking 33%
Emotional 13%

This graph shows the leadership roles and activities that are likely to be most energising for you, based on the clusters of your strengths. The percentages provide an indication of the spread of your strengths across each cluster.

Relational Leadership Roles: Encouraging, coaching, motivating, team building, informing, connecting, networking.

Emotional Leadership Roles: Helping manage change and ambiguity, remaining calm and resilient under pressure, challenging the status quo.

Thinking Leadership Roles: Analysing, planning, evaluating, testing, improving, quality control.

Execution Leadership Roles: Organising, controlling and monitoring, driving follow-through, implementing.

• 4. How your raters view your strengths

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

The graphs on the left hand side indicate 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 indicate the effectiveness you demonstrate in using your strengths in a skillful and balanced way to help 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 grey bars on the chart.
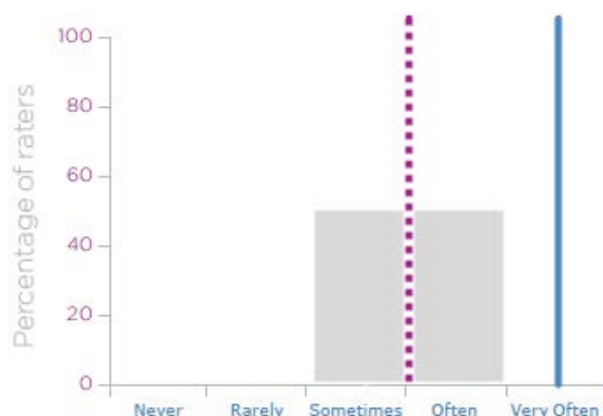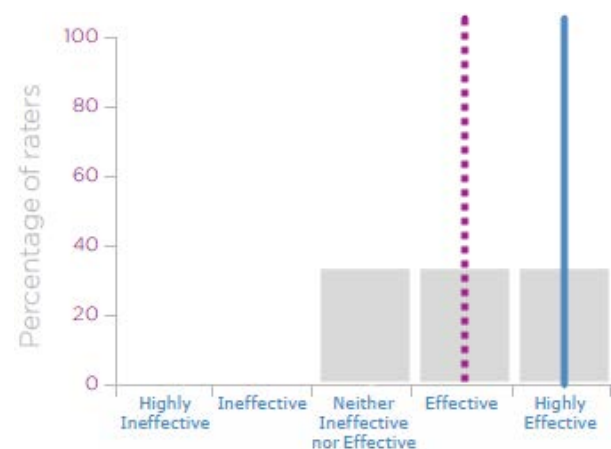
• Key

Rater Average   •••••••••••••••••••

Your Response   ─────────────

• Common sense

How often raters see this strength

How effective you are at using your strengths to deliver results

• Compassion

How often raters see this strength

How effective you are at using your strengths to deliver results

• Critical thinking

How often raters see this strength

How effective you are at using your strengths to deliver results

• Efficiency

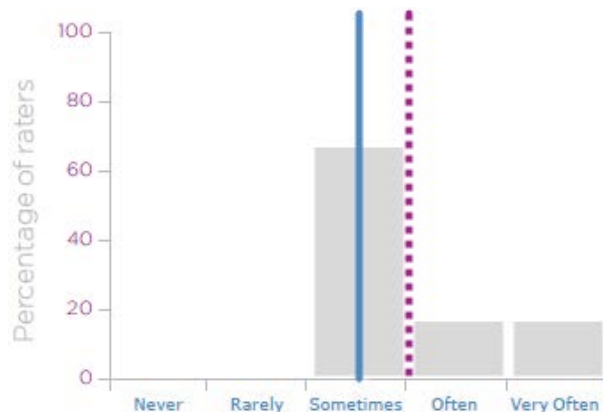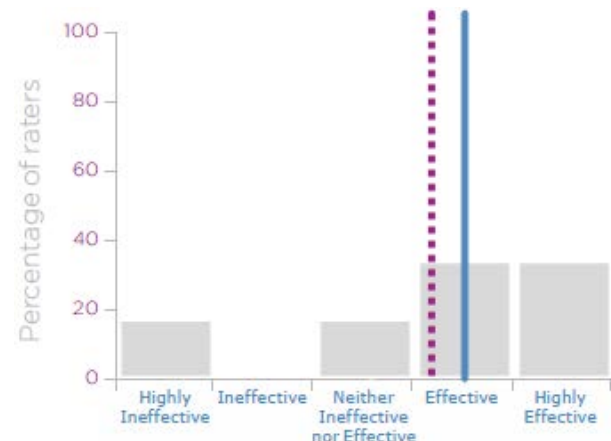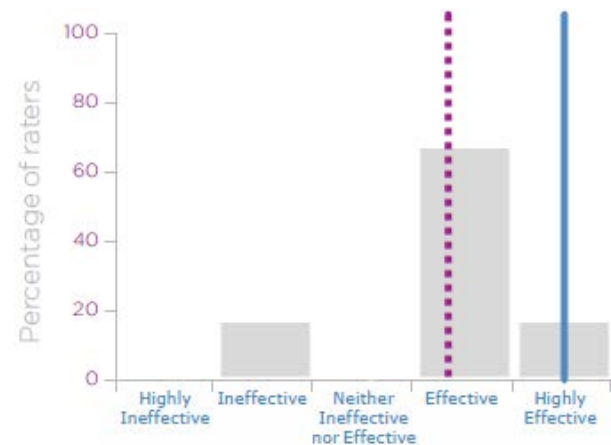**How often raters see this strength**

How effective you are at using your strengths to deliver results

• Empathy

How often raters see this strength

How effective you are at using your strengths to deliver results

• Initiative
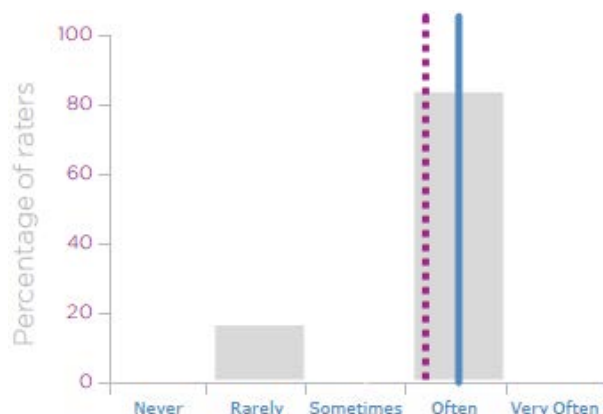
How often raters see this strength

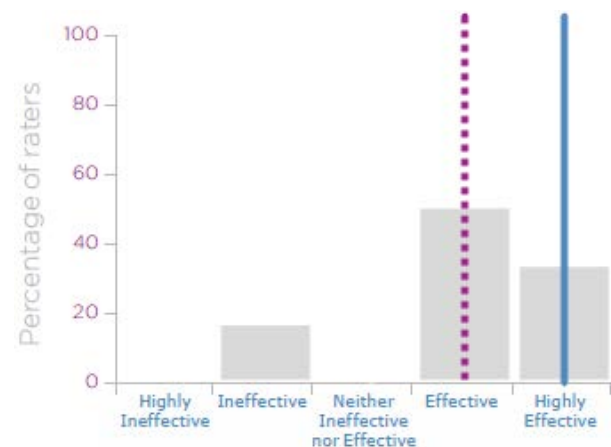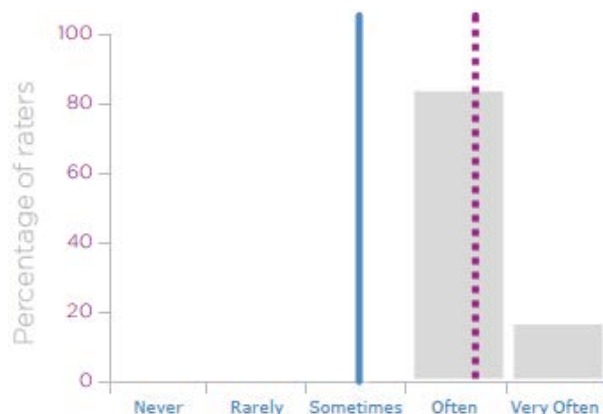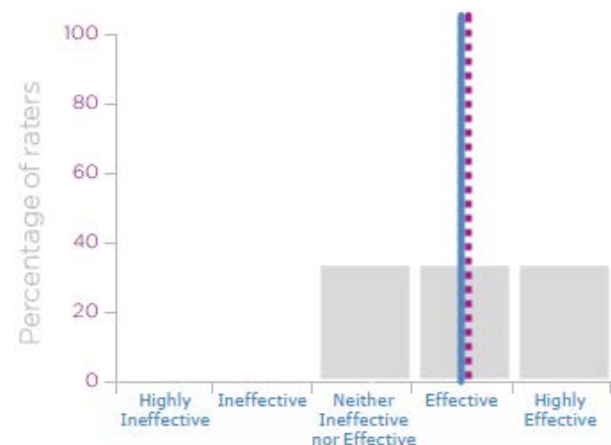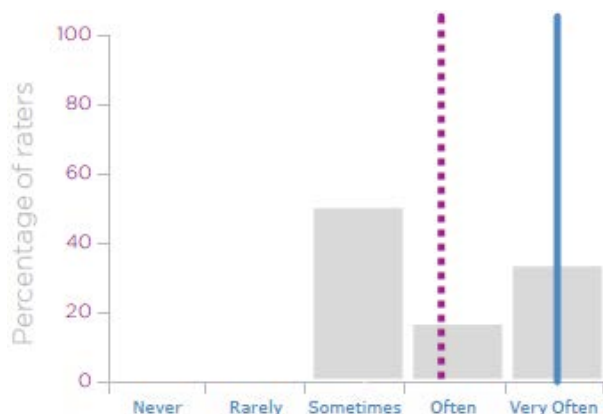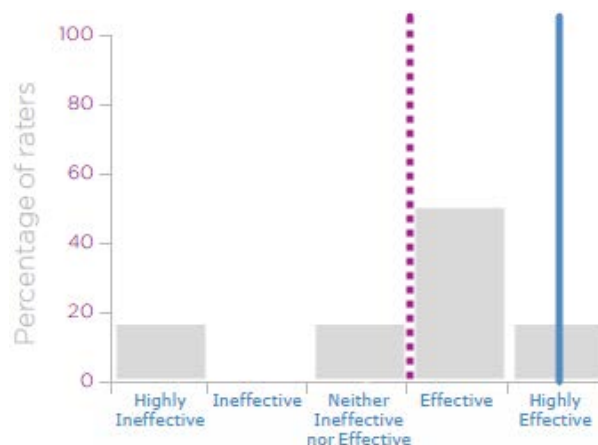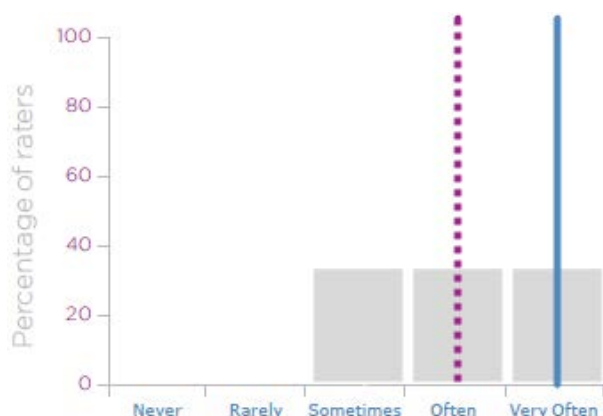### How effective you are at using your strengths to deliver results
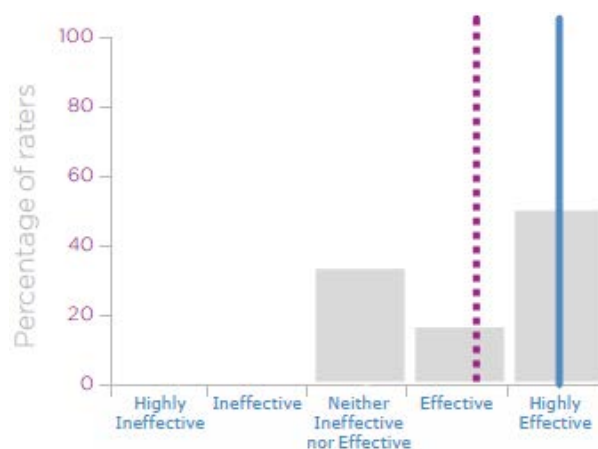

• Results focus

How often raters see this strength

How effective you are at using your strengths to deliver results

5. Potential Risk Areas

The section below highlights performance risk areas associated with potential limiting weaknesses and strengths in overdrive.

Performance risks fall into two categories:

1 Strengths in overdrive: these represent strengths which, if not managed well, can result in unintended consequences and undermine your performance.

2 Potential weaker areas: these are areas which drain your energy and may result in lower levels of performance.

Strengths in Overdrive

Common sense	You may have a tendency to dismiss new ideas or solutions from your team that aren't practical or don't fit with conventional logic. You may tend to stifle creative and inspirational ideas from others.
Compassion	You may take on the concerns and issues of your team, looking to solve their problems. You become the 'go to person' that people depend on to give them advice and support. People may see you as spending a disproportionate amount caring about the personal feelings of others, instead of driving performance and results.
Critical thinking	You may continuously question or look for flaws in proposed solutions and arguments. You may be perceived as negative and overly critical or dispassionate of team members/stakeholders, causing them to be reluctant to freely express their views.
Efficiency	Your emphasis tends to be on getting things done in a structured and timely way. This focus on efficiency may leave little scope for team members/stakeholders to provide creative ideas and input or to explore alternative options.
Empathy	You may become so immersed in others' personal situations that you start identifying with them as your own and lose the ability to provide objective support, challenge and direction in line with the organisation's vision and goals. In the extreme, this could undermine team productivity, focus and results.
Initiative	You may start new initiatives and activities habitually, without considering their chances of success or the political consequences. You may be perceived by others to be overly ambitious or unfocused in your leadership approach.
Results focus	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.. Team members may also view you are too task oriented at the expense of taking account of people's emotional and social needs.

![Strengthscope™ logo]

• Potential Weaknesses

This section shows the 3 areas you picked as most energy draining and difficult for you. Although these are not necessarily weaknesses, they might show up as potential weakness and undermine your performance in certain situations.

The graphs below show your self rating and feedback from your raters on the extent to which the non strength/weakness statements described your behaviour at work as well as the potential impact these may have on your leadership effectiveness.

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

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

• Key

Rater Average ••••••••••••••••••••

Your Response ————

Your potential areas of weakness are:

• Decisiveness

You may put off making decisions or defer to others, even when all the necessary information is available to you.

To what extent you display the behaviours associated with the potential weaker area

The impact of the potential weaker areas on your leadership effectiveness
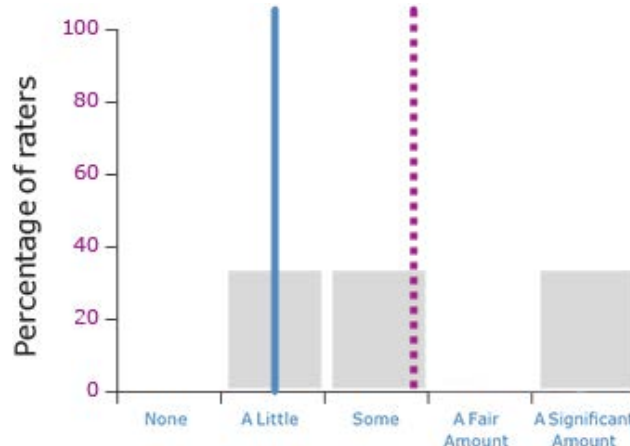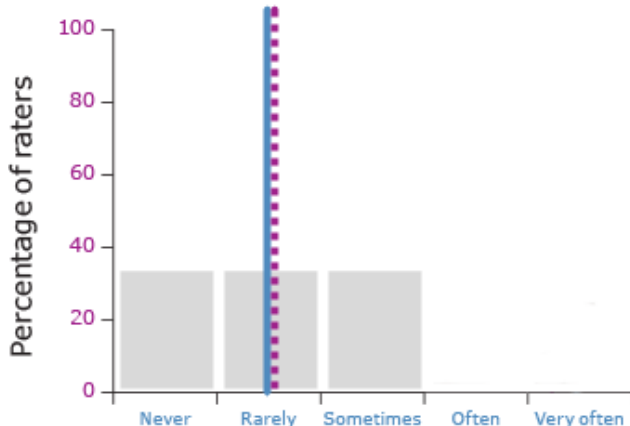
• Self-improvement

You may demonstrate a complacent or dismissive approach to new knowledge and insights, which may narrow your perspective on issues.

To what extent you display the behaviours
associated with the potential weaker area
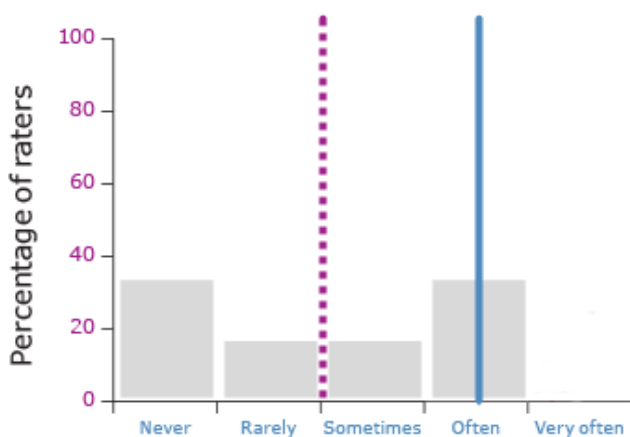
The impact of the potential weaker
areas on your leadership effectiveness
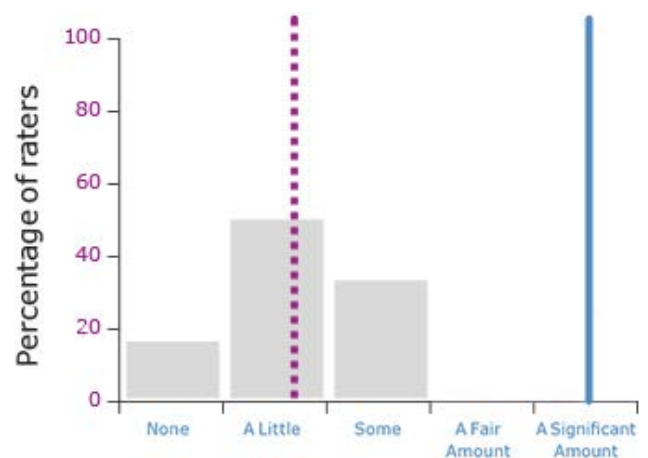
• Persuasiveness

You may accommodate others' views and opinions relatively easily; you fail to change others' views in support of your position.

To what extent you display the behaviours
associated with the potential weaker area
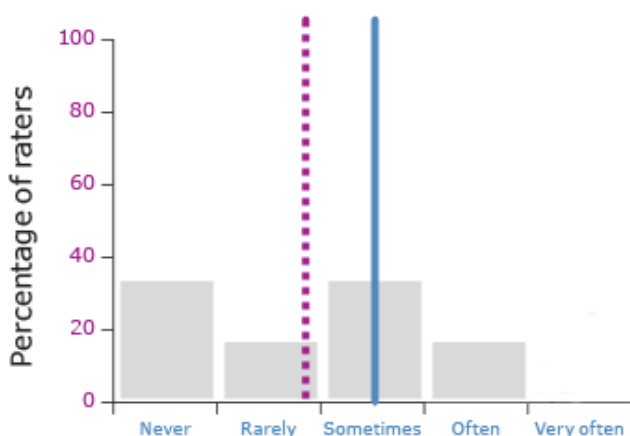
The impact of the potential weaker
areas on your leadership effectiveness
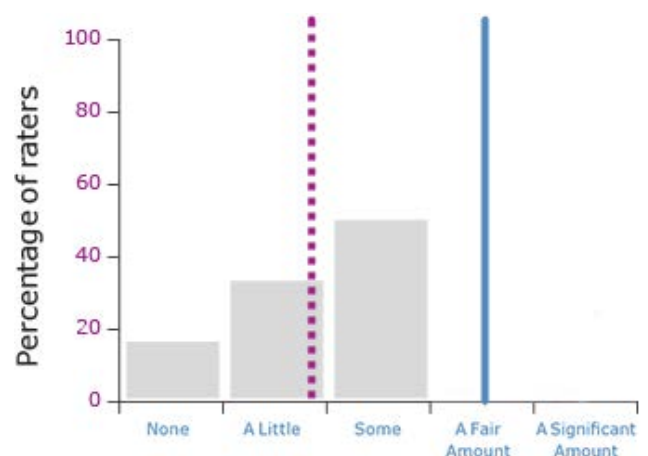
Part B: How You Lead
• 6. Leadership Habits

This section of the report measures your effectiveness across the 4 Stretch Leadership Habits. These habits reflect how you behave as a leader and are as follows:

Habits	Description
Sharing Vision	Setting a clear, shared vision of success for the organisation
Sparking Engagement	Empowering, inspiring and developing people
Skilfully Executing	Setting stretching performance expectations, reviewing progress andholding people to account to ensure delivery of planned outcomes
Sustaining Progress	Recognising achievement and encouraging continuous improvement and experimentation

The ratings scale used in this section of the report are shown below:

• Leadership Habit Ratings

5 Highly Effective **4** Effective **3** Neither Effective nor Ineffective **2** Ineffective **1** Highly Ineffective

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

● Overall Snapshot

The diagram below shows raters' feedback on your performance across the 4 Leadership Habits. For each of the 4 areas, the dial shows whether your performance is rated Highly Effective (darker green) to Highly Ineffective (dark red). When interpreting this section and the subsequent graphs showing the detailed breakdown of the feedback for each leadership habit, it is important to focus on areas of strength and how you can further optimise these as well as areas in needs of improvement.

Effective

Sustaining Progress — Rater Average: 4.00 — Your Average: 3.75

Sharing Vision — Rater Average: 3.88 — Your Average: 3.50

How you lead — Your Strengths — What you bring to leadership

Ineffective

Ineffective

Skilfully Executing — Rater Average: 3.79 — Your Average: 4.25

Sparking Engagement — Rater Average: 3.96 — Your Average: 3.00
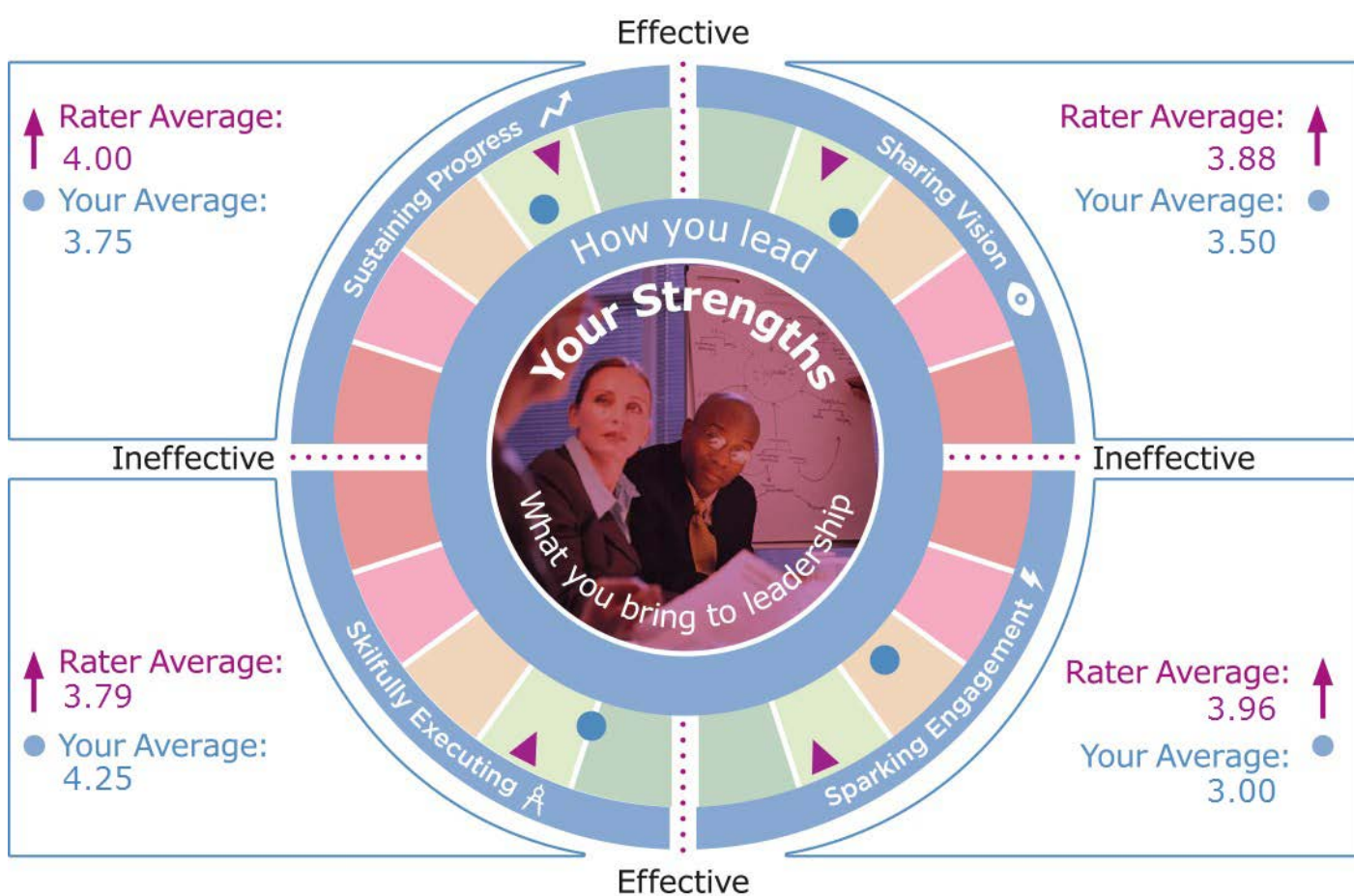
Effective

Effectiveness	Description
Highly Ineffective	This is an opportunity for significant improvement. Explore ways to develop your strengths and skills through focused practice, training, coaching, mentoring and feedback.
Ineffective	This is an opportunity for improvement. Explore ways to develop your strengths and skills through focused practice, training, coaching, mentoring and feedback.
Neither Ineffective nor Effective	This is an area of inconsistent performance. Explore ways to develop your strengths and skills through focused practice, training, coaching, mentoring and feedback.
Effective	You are performing effectively. Build on your strengths and skills and stretch yourself to develop excellence in this area.
Highly Effective	You are already highly effective. Build on your strengths and skills and stretch yourself to maintain excellence in this area. Share your learning with other leaders/future leaders to improve their performance.

• Leadership Habit Averages

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

● Raters   ● Self

Sharing Vision

Inspires others with a simple, energising and realistic vision of what success could look like

Ensures a strong customer/service-based strategy that builds trust and loyalty

Sets strategic goals based on a good understanding of the organisation's changing environment

Keeps people updated about the bigger picture and longer-term priorities

Sparking Engagement

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

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

Promotes an open and respectful work environment where people can freely express their views and ideas

Promotes regular and open feedback to accelerate learning and improvement

Skilfully Executing

Regularly reports results and reviews progress to ensure people remain on target

Sets clear and stretching performance expectations ensuring people are held accountable to these

Shares regular feedback from customers/stakeholders to promote a culture of excellence

Takes decisive action to deal with performance shortfalls and unproductive behaviour

Sustaining Progress

Creates a safe environment that encourages considered risk taking and continuous improvement

Recognises outstanding effort and celebrates achievements in a fair and appropriate way

Encourages people to be open to change and develop their capabilities to meet future requirements

Challenges people to think and act in innovative ways

0.00   1.00   2.00   3.00   4.00   5.00

Below you can see your top rated items and bottom rated items based on the average ratings of all raters including yourself.

The aim of this is to provide you with a quick view of areas in which you are effective as well as areas for improvement. For a detailed analysis of these top and bottom rated items, please see the next section.

• Top 5 Scoring Statements

● Raters   ● Self

Statement	
Encourages people to take responsibility for their work and decide how best to achieve their objectives	
Inspires others with a simple, energising and realistic vision of what success could look like	
Creates a safe environment that encourages considered risk taking and continuous improvement	
Takes decisive action to deal with performance shortfalls and unproductive behaviour	
Ensures a strong customer/service-based strategy that builds trust and loyalty	

0.00   1.00   2.00   3.00   4.00   5.00

• Bottom 5 Scoring Statements

● Raters   ● Self

Statement	
Shares regular feedback from customers/stakeholders to promote a culture of excellence	
Keeps people updated about the bigger picture and longer-term priorities	
Inspires people to give their best by providing them with challenging opportunities that optimise their strengths and skills	
Sets clear and stretching performance expectations ensuring people are held accountable to these	
Regularly reports results and reviews progress to ensure people remain on target	

0.00   1.00   2.00   3.00   4.00   5.00

Detailed Breakdown Across All Habits

To ensure anonymity, when there are fewer than 2 "Reports" or "Peers", their ratings may be allocated into an "Other" category. Below is an item by item breakdown for each of the 4 Leadership Habits.
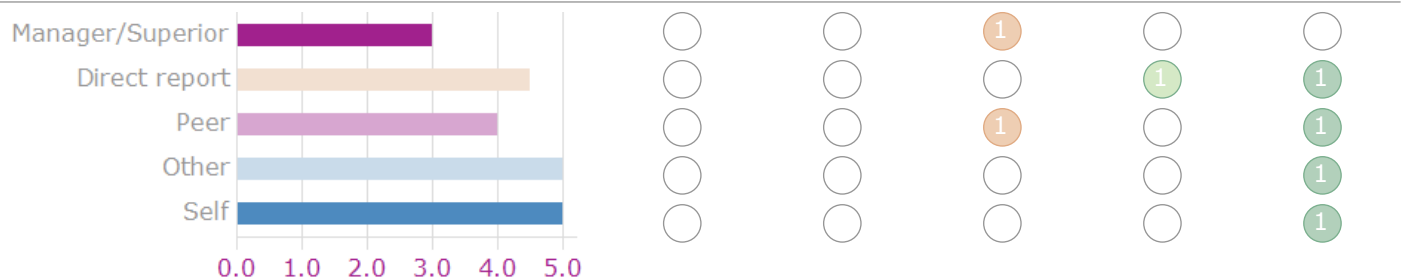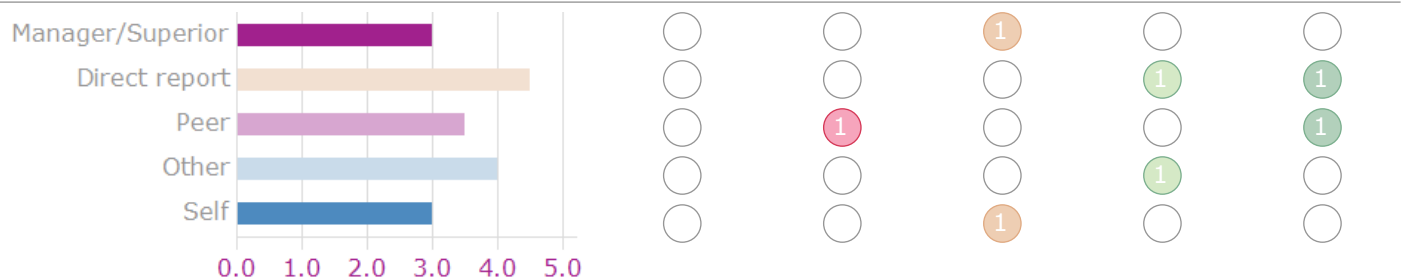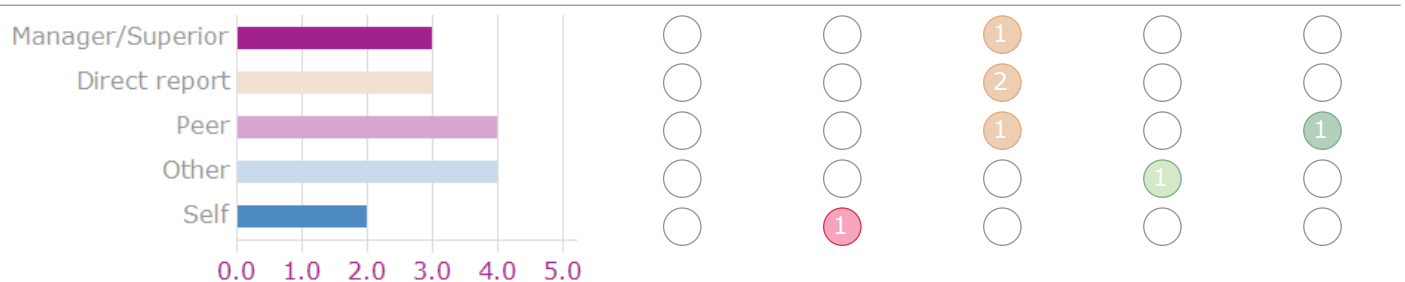
Sharing Vision

Rating Scale

	Highly Ineffective	Ineffective	Neither ineffective nor effective	Effective	Highly Effective

1. Inspires others with a simple, energising and realistic vision of what success could look like

	Highly Ineffective	Ineffective	Neither ineffective nor effective	Effective	Highly Effective
Manager/Superior			1		
Direct report				1	1
Peer			1		1
Other					1
Self					1

0.0 1.0 2.0 3.0 4.0 5.0

2. Sets strategic goals based on a good understanding of the organisation's changing environment

	Highly Ineffective	Ineffective	Neither ineffective nor effective	Effective	Highly Effective
Manager/Superior			1		
Direct report				1	1
Peer		1			1
Other				1	
Self			1		

0.0 1.0 2.0 3.0 4.0 5.0

3. Keeps people updated about the bigger picture and longer-term priorities

	Highly Ineffective	Ineffective	Neither ineffective nor effective	Effective	Highly Effective
Manager/Superior			1		
Direct report			2		
Peer			1		1
Other				1	
Self		1			

0.0 1.0 2.0 3.0 4.0 5.0

4. Ensures a strong customer/service-based strategy that builds trust and loyalty

	Highly Ineffective	Ineffective	Neither ineffective nor effective	Effective	Highly Effective
Manager/Superior			1		
Direct report				1	1
Peer			1		1
Other				1	
Self				1	

0.0 1.0 2.0 3.0 4.0 5.0

• Sparking Engagement

	Highly Ineffective	Ineffective	Neither ineffective nor effective	Effective	Highly Effective

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

	Highly Ineffective	Ineffective	Neither ineffective nor effective	Effective	Highly Effective
Manager/Superior				1	
Direct report				1	1
Peer			1		1
Other					1
Self			1		

6. Promotes an open and respectful work environment where people can freely express their views and ideas

	Highly Ineffective	Ineffective	Neither ineffective nor effective	Effective	Highly Effective
Manager/Superior				1	
Direct report			1	1	
Peer			1		1
Other				1	
Self				1	

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

	Highly Ineffective	Ineffective	Neither ineffective nor effective	Effective	Highly Effective
Manager/Superior		1			
Direct report			1		1
Peer			1		1
Other				1	
Self		1			

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

	Highly Ineffective	Ineffective	Neither ineffective nor effective	Effective	Highly Effective
Manager/Superior				1	
Direct report			1		1
Peer		1			1
Other					1
Self			1		

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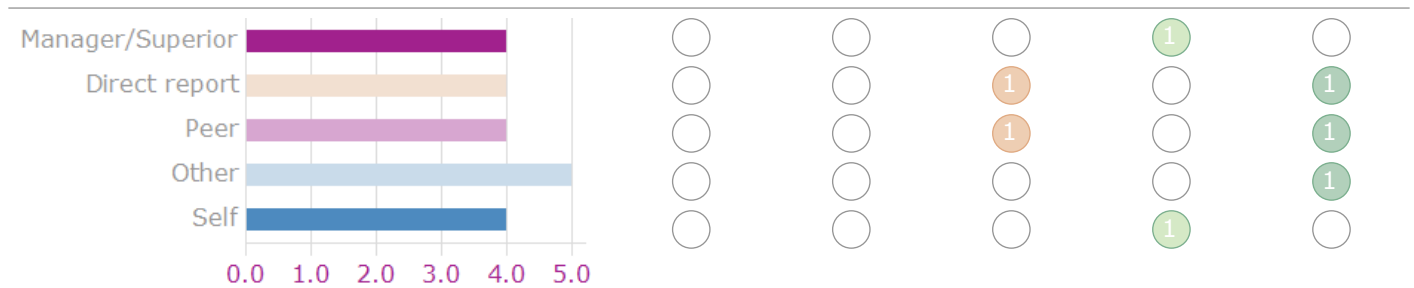
• Skilfully Executing

9. Sets clear and stretching performance expectations ensuring people are held accountable to these

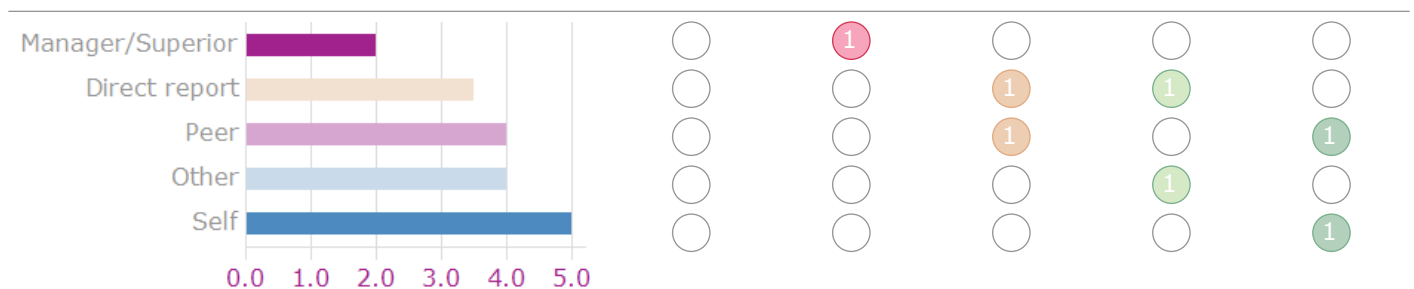|	Highly Ineffective	Ineffective	Neither ineffective nor effective	Effective	Highly Effective
Manager/Superior			1		
Direct report			2		
Peer				1	1
Other				1	
Self				1	

10. Takes decisive action to deal with performance shortfalls and unproductive behaviour

	Highly Ineffective	Ineffective	Neither ineffective nor effective	Effective	Highly Effective
Manager/Superior				1	
Direct report			1		1
Peer			1		1
Other					1
Self				1	

11. Regularly reports results and reviews progress to ensure people remain on target

	Highly Ineffective	Ineffective	Neither ineffective nor effective	Effective	Highly Effective
Manager/Superior			1		
Direct report			1		1
Peer		1			1
Other					1
Self				1	

12. Shares regular feedback from customers/stakeholders to promote a culture of excellence

	Highly Ineffective	Ineffective	Neither ineffective nor effective	Effective	Highly Effective
Manager/Superior		1			
Direct report			1	1	
Peer			1		1
Other				1	
Self					1
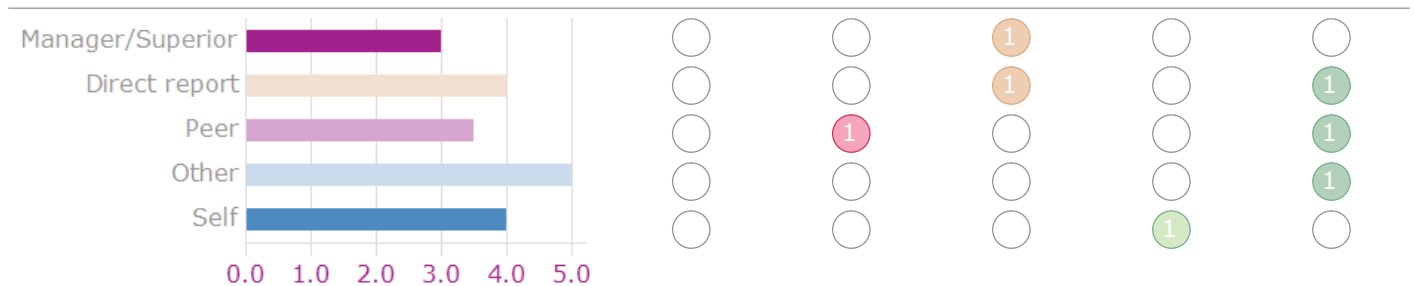
Rating Scale

• Sustaining Progress

	Highly Ineffective	Ineffective	Neither ineffective nor effective	Effective	Highly Effective

13. Challenges people to think and act in innovative ways

	Highly Ineffective	Ineffective	Neither ineffective nor effective	Effective	Highly Effective
Manager/Superior				1	
Direct report			1	1	
Peer			1		1
Other					1
Self					1

0.0 1.0 2.0 3.0 4.0 5.0

14. Creates a safe environment that encourages considered risk taking and continuous improvement

	Highly Ineffective	Ineffective	Neither ineffective nor effective	Effective	Highly Effective
Manager/Superior				1	
Direct report				1	1
Peer			1		1
Other				1	
Self				1	

0.0 1.0 2.0 3.0 4.0 5.0

15. Recognises outstanding effort and celebrates achievements in a fair and appropriate way

	Highly Ineffective	Ineffective	Neither ineffective nor effective	Effective	Highly Effective
Manager/Superior			1		
Direct report				1	1
Peer			1		1
Other				1	
Self		1			

0.0 1.0 2.0 3.0 4.0 5.0

16. Encourages people to be open to change and develop their capabilities to meet future requirements

	Highly Ineffective	Ineffective	Neither ineffective nor effective	Effective	Highly Effective
Manager/Superior			1		
Direct report			1	1	
Peer			1		1
Other					1
Self				1	

0.0 1.0 2.0 3.0 4.0 5.0

Part C: Leadership Outcomes

No leader can claim to be a high performing leader if they are not delivering results and improving the performance of the organisation. On the next page is a table showing how raters have rated their confidence in you as a leader across 4 key outcomes and success drivers.

By building on their strengths and optimising their leadership habits, leaders deliver the following four critical outcomes and success drivers:

1 **Purpose** - Clearly understood, compelling direction and goals

2 **Passion** - A positive, highly motivating work environment

3 **Process** - Well communicated and straightforward policies and processes to guide behaviour

4 **Performance** - Reliable delivery of planned business results

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

The purple bars represent the average level of confidence raters have in your ability to deliver the outcomes / success drivers.

Confidence in Leadership

5 Complete Confidence   **4** Strong Confidence   **3** Reasonable Confidence   **2** Little Confidence   **1** No Confidence

Confidence in Leadership

Purpose:
Clearly understood, compelling direction and goals

Passion:
A positive, highly motivating work environment

Process:
Well communicated and straightforward policies and processes to guide behaviour

Performance:
Reliable delivery of planned business results

0.00   1.00   2.00   3.00   4.00   5.00
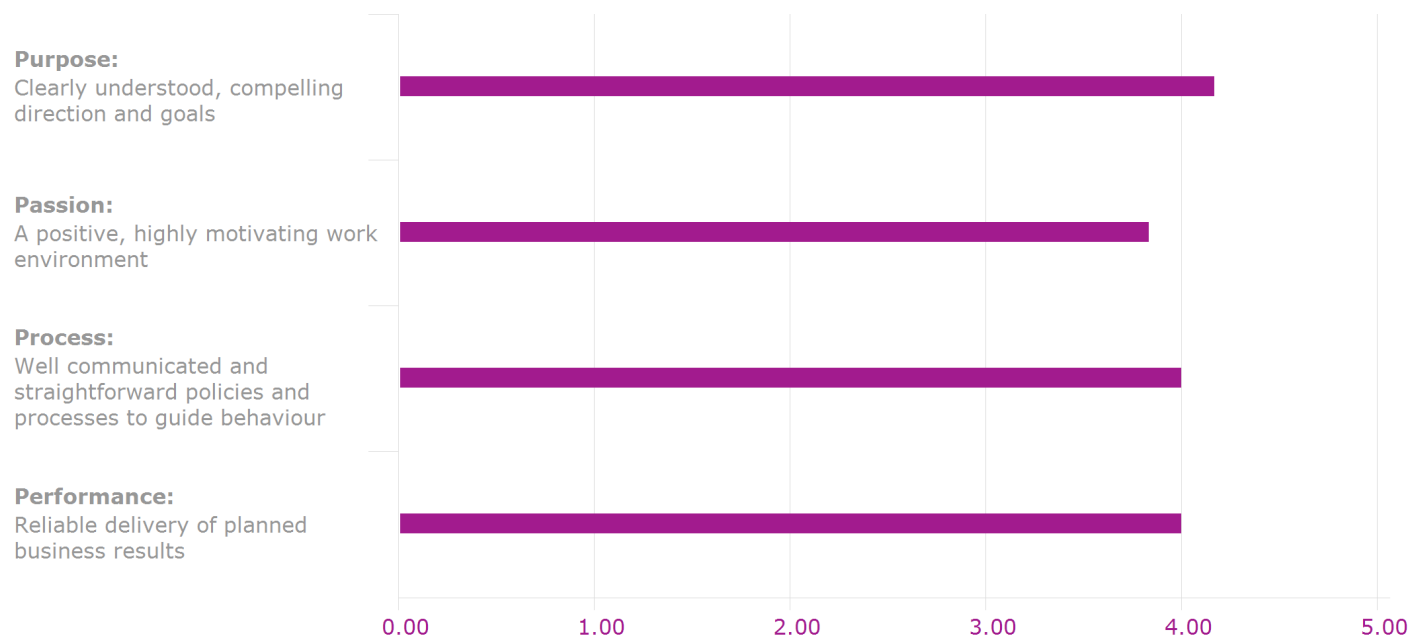
7. Rater Comments

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

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

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

"Remember to link your compassion and common sense strengths. Some people might need more time to process facts and figures."

"Keep a good balance between the compassion and empathy strengths with the results focus."

"Paul often uses his critical thinking strengths too much - it would be good to see Paul have a bit more "faith" in a positive outcome rather than being constantly hesitant when it comes to committing"

"Great guy, excellent use of his strengths in his position as a manager and leader."

"Jasper should at times lean on his empathy strength somewhat more when driving towards a result. At times he becomes far too results focus leaving some people's emotions behind."

"Keep the balance between your Initiative strength and leading. Sometimes you need to take the decision after being democratic and consulting with others."

One idea or recommendation that would help you reduce the impact of your weaker areas on your leadership is...

"Jasper needs to take control of the situation more often. He has the abilities and the right ideas to make the right decisions. I think he may need to draw on his results focused nature and be more decisive."

"I think you should focus on your self-improvement strength more to motivate the others around you to do the same. This would be really beneficial to your team!"

"Don't let decisiveness go into overdrive."

"None"

"Paul needs to be more decisive - use his knowledge and track record of success to give him more confidence rather than being so nervous when it comes to committing"

"Paul Jasper manages his weaker areas really effectively, with them being hardly even seen by his direct reports. What a great guy."

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

"Excellent manager and leader. Always has time for his staff, never too busy to assist anyone. Great, genuine, authentic leader."

"Great leader, great person to work with. Always motivating."

"His passion for what he does and his knowledge. He is also hugely compassionate and clearly CARES about who works for him"

"His critical thinking - I feel like I can bring any problems to him. His clear way of thinking really motivates me and helps me."

"Keep up the consultative style of leading. Paul consider's others in decision making and makes us really feel like we are part of team."

"Paul is a pleasure to work with. He brings solid ideas to the table and then carries them out effectively."

Your raters have evaluated your effectiveness in delivering strong, positive leadership to the organisation as:
1=Highly Ineffective up to 10=Highly Effective
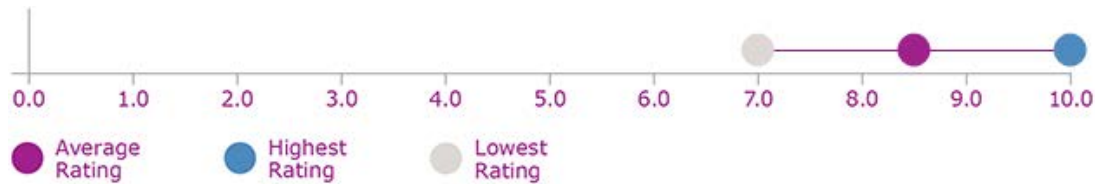
If there are no high and/or low score indicators, your rater's scores are exactly the same.

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

"Be more persuasive and more confident in your decisions - everyone is listening."

"Keep up the good work."

"Create more of a culture of achievement/rewardtoo much stick not enough carrot"

"Keep up the confidence in making decisions."

"Already a 10, keep up the great and inspiring leadership."

"Just bring it all together, I think Paul has the makings of a great leader!"

Part D
• 8. Development Tips and Resources

In this section we have provided questions, tips and development resources to help you strengthen your leadership effectiveness. To get the most from this, we suggest you think of ways to use your strengths (and those of others around you) to improve weaker areas as well as optimising areas in which you are already performing well. Adopt a "less is more" principle and try to identify no more than four priority areas to focus on - we suggest two existing strengths you can further optimise and two weaker areas to improve. Identify specific actions to strengthen these areas and compile a focused development plan to guide your development pathway to leadership success.

• Sharpening Your Leadership Effectiveness

Questions to Ask	Activities to Support Your Development
Do you have a good awareness of yourself and how to lead in a way that optimises your strengths and minimises weaker areas?	• Clarify what you wish to achieve in your leadership role and how you can use your experience, skills and strengths to achieve this aspiration. • Identify and communicate your 'leadership brand' to your team and stakeholders so they are clear on your values, strengths and planned contribution to the success of the organisation.
Do others regard you as a credible and well-respected leader?	• Spend time building up open and genuine relations with colleagues; be generous in helping and supporting people so they are more likely to want to help and follow you. Don't over-rely on your authority, as it won't win you many allies in the longer-run. • Be consistent and true to your aspirations, values and strengths; don't try to imitate others or be something you are not. • Choose to remain positive and solutions-focused as a leader, especially in the face of high pressure, tough situations where morale is poor and the general mood is negative.
Do you invite and listen to feedback from others about your behaviours, opinions and impact?	• Invite regular feedback from co-workers, including your manager, peers and direct reports. Listen with an open mind and explore ways to use the feedback to stretch outside your comfort zone and maximise your effectiveness. • Share your StrengthscopeLeaderTM report with your team and manager and ask them for additional clarity on areas of greatest strength and risk, as well as specific recommendations for improvement. • Identify key people who can provide different types of support to you to help you achieve your development and career goals.
Are you able to adapt your style to maintain strong relationships and get the best results across different leadership situations?	• Seek out others within or outside your work area who have strengths that complement your own and invite them to support you in achieving your goals. • Learn about situational leadership and develop your skills across a broader range of styles throughfocused skill-building and practice.

Online tools to strengthen this area:

i. Your Leadership Brand
ii. Maintaining a Positive Leadership Mindset

iii. Finding Positive Stretch
iv. Personal Development Board

For all online tools listed, go to
www.stretchleadership.com

Strengthscope™

• Sharing Vision

Questions to Ask	Activities to Support Your Development
Have you communicated a simple, energising and realistic vision of what organisational success could look like?	• Work with your team and key stakeholders to compile and communicate a vision of success for the work area/organisation. Don't stop there – communicate, communicate and re-communicate this. • Ensure you have the right talent in place to help you deliver the team's vision and plan. Hire people who are smarter and more capable than you in their area of expertise, or at least can become so over time. • Demonstrate through your words and actions a strong, positive belief in your team that with focused effort and effective teamwork, they can achieve the vision.
Have you established clear, prioritised strategic goals based on a good understanding of critical environmental factors?	• Conduct a SWOT with your team to identify Strengths, Weaknesses, Opportunities and Threats for your work area/organisation. • Use the Balanced Scorecard approach to ensure you are measuring not only financial/outcome measures of performance, but also critical customer, process and people performance drivers. Make the scorecard visible to all those who have a stake in successful delivery of the results. • Work with your team to analyse trends and disruptive forces impacting your organisation. Explore better practices within and outside your organisation in dealing with these changes.
Have you helped team members / stakeholders understand longer-term priorities and how they can contribute?	• Ensure each employee is clear on their goals and priorities and has a strong sense of ownership for the delivery of these. • Encourage internal and external stakeholders to provide input to you on changes they anticipate in the economic environment and consider the likely implications for your work area/organisation.
Have you communicated (through words and actions) that customers/stakeholders are at the heart of your strategy?	• Encourage team members to understand and spend frequent time with customers and key stakeholders to better understand their needs and context. • Share customer stories with your team/stakeholders to highlight successes and improvement areas on a regular basis. • Seek out feedback from your most important customers and stakeholders and report back your findings to your team.

Online tools to strengthen this area:

i. Clarifying Your Picture of Success and Priorities
ii. Balanced Scorecard to Track Performance
iii. Mapping and Influencing Your Stakeholders

For all online tools listed, go to
www.stretchleadership.com

• Sparking Engagement ⚡

Questions to Ask	Activities to Support Your Development
Have you encouraged people to take responsibility for their work and empower them to decide how best to accomplish their objectives?	• Ensure each of your employees has a development plan in place to optimise their strengths and skills and enable them to deliver in the upper limits of their potential. • Challenge employees closest to the problem to resolve issues and problems themselves; ensure you don't end up with all the problems or "monkeys" on your to-do pile.
Do you promote an open and respectful work environment where people feel that they can freely share their views and ideas?	• Create forums, meetups and other opportunities for people to voice their opinions openly and shape the direction, plans and work culture of the area/organisation. • Ensure individual differences (including strengths and ways of thinking) are valued, encouraged and utilised.
Do you inspire people to give their best by providing them with challenging opportunities that stretch and motivate them?	• Become a super coach by asking lots of coaching questions to help people optimise their strengths and skills across different situations in and beyond their role. • Identify stretch assignments for employees to help them move beyond their comfort zone and contribute more value to the organisation. • Encouraging peer coaching and mentoring to ensure people have support and constructive challenge to motivate them and create learning communities.
Have you created a culture of regular and open feedback to promote learning and improvement?	• Encourage open and honest feedback in the team by inviting regular feedback on your own performance and encouraging others to do the same. • Introduce 360 feedback using a tool like Strengthscope360TM to ensure all employees understand the impact of their strengths and opportunities for improvement. • Be a role model to create an honest and open culture. Even if the news is bad, encourage employees to share it quickly; emphasise the importance of finding solutions to problems.

Online tools to strengthen this area:

i. Effective Delegation
ii. Finding Positive Stretch
iii. Quick Coaching Guide

For all online tools listed, go to
www.stretchleadership.com

• Skilfully Executing

Questions to Ask	Activities to Support Your Development
Have you set clear, stretching and achievable performance expectations, ensuring people are held accountable to these?	• Ensure you set SMART (specific, measurable, achievable, realistic, time-bound) objectives for team members and help them understand how these contribute to the overall purpose and goals of the organisation. • Encourage the team to agree and stick to clear performance standards; create a culture of accountability and demand their best work.
Do you anticipate and takes decisive action to deal with performance shortfalls and unproductive behaviour?	• Ensure all weaker performers are identified and have a plan for improvement. Deal decisively with persistent shortfalls in performance, bringing in HR and/or expert advisors where necessary. • Be open and honest with people about shortfalls and involve them in exploring the underlying reasons (e.g., weaker area, strength in overdrive, lack of motivation, etc.), as well as identifying agreed solutions.
Do you regularly review progress with employees to ensure they stay on track and momentum is maintained?	• Hold regular 1-1 and team performance dialogues and ask lots of questions to ensure a thorough review of progress against plans. • Hold monthly "town halls" or general employee updates to communicate progress, highlight successes and discuss areas for further improvement. • Work with your team and key stakeholders to review organisational policies and rules from time to time to ensure they are necessary and not obstructing strong performance.
Do you invite regular input from employees/stakeholders and incorporate this into decisions and plans?	• Apply the 80-20 rule to listening versus talking; ask more questions and be curious about others' opinions and views. • Encourage employees to bring you solutions and ideas rather than problems; provide them with feedback about how you've incorporated these in your decisions and plans. • Invite the team to use the latest collaboration and social network technologies to promote online sharing, collaboration and learning.

Online tools to strengthen this area:

i. Effective Delegation
ii. Finding Positive Stretch
iii. Quick Coaching Guide

For all online tools listed, go to
www.stretchleadership.com

• Sustaining Progress

Questions to Ask	Activities to Support Your Development
Do you challenge people to think and act in better and innovative ways?	• Set up a fun, competitive challenge to encourage employees to come up with novel ideas to improve their contribution to the organisation's vision and goals. • Reframe tough problems and dilemmas as challenges to be overcome and invite people to work together to tackle these.
Have you created a safe environment that encourages considered risk taking and continuous improvement?	• Help people learn from successes and mistakes by introducing regular project/mission reviews after the completion of important projects and tasks. • Encourage people to share what they've learned from successes and mistakes and how this learning can be used to improve performance. • Highlight early wins and project milestones to motivate people to work harder to achieve larger breakthroughs.
Do you promote a working environment which values experimentation and a commitment to learning?	• Provide employees (particularly 'creatives') with time out from their day-to-day activities to come up with new and novel solutions to problems/issues. • Create space for debate and brainstorming sessions around particular problems or opportunities to encourage creative problem-solving. • Ask good relationship-builders/networkers to find out what competitors and industry leaders are doing which is particularly innovative and novel.
Do you recognise outstanding effort and celebrate achievement (even small wins) in a fair and appropriate way?	• Identify low or no cost ways to recognise achievement and introduce a recognition programme for employees. • Find personal ways to praise outstanding effort and achievement (e.g., a hand-written note of thanks). • Take the team out for a meal or fun activity to celebrate standout achievements or simply to relax after a tough, stressful period.

Online tools to strengthen this area:

i. Identifying Motives and Recognising Contribution
ii. Positive Problem-solving
iii. 21 Low Cost Ways to Recognise Performance

For all online tools listed, go to
www.stretchleadership.com

Rater details

You nominated the following raters to provide feedback:

Tom Owen

Daniel Apolline

Sandra Currier

Loren Todd

Sandy Hogan

Frank Seager

Sam Sample

Matthew Glazier

Laura Chou

Of these, 6 provided feedback.