

STRENGTHS · PROFILE

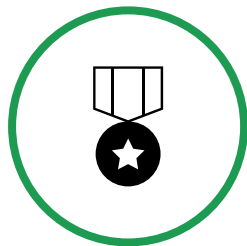
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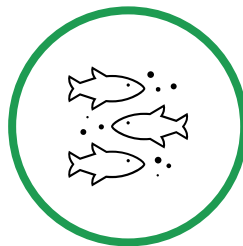


Leader Profile

MY TOP STRENGTHS



Courage



Counterpoint



Personal
Responsibility

How To Use this Profile

This report won't tell you what model you need to follow to be a good leader. It will tell you how you can be a better leader by learning what you already do well and enjoy – your strengths – and doing it with even more skill.

Why Strengths

Self-awareness is essential to your success – it's what all great leaders have. Leadership development starts with learning about yourself, and using this knowledge to be the best leader you can be. Self-aware leaders powerfully help others to contribute their best selves by encouraging a culture of trust where people feel safe and inspired to innovate and be themselves.

When you know your strengths and weaknesses, you can understand your leadership style and how this impacts you and those you lead. You can use the insights to focus on your uniqueness as a leader and to develop your career success.

Applying your Strengths

- **Leading Yourself** - Use the realized strengths descriptions to get to know yourself and to understand your leadership style. Build better relationships with others by allowing them to get to know the authentic you. Use the unrealized strengths suggestions to stretch yourself and develop your career by setting goals that motivate you.
 - **Leading Others** - Use the advice to develop teams where people feel safe, enabled, and engaged. Learn how you can help your teams to be successful by improving the way you work together and gain ideas on applying your unrealized strengths further in your team environment.
 - **Leading the Organization** - The strengths suggestions will help you identify ways you can lead a positive culture at work where people and stakeholders feel valued and appreciated. Learn how you can make a difference in helping people to thrive at work.
 - **Hidden Risks** - We all have areas we can't see or perhaps don't want to see about how we are. Learn how your strengths could be overplayed and the impact this might have on you and your success –and how others might interpret this.
 - **Learned Behaviors and Weaknesses** - Use the advice to understand how these could impact your leadership style and how they may show up for others. Use the suggestions to take the relevant action to improve your effectiveness.
 - **The Strengths Families** - Review how each of the 60 strengths show up for you across the 5 Families. Use the reflections and tips to understand your preferences and energy within each Strength Family and review any gaps. Use the coaching questions to develop your effectiveness within the Families.
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Further Resources

The Leader Profile works alongside your Expert Profile, revealing general advice for all 60 strengths across the 4 quadrants, allowing you to go beyond the key quadrant data.

Unique Quadrant Profile

Strengths Profile assesses 60 strengths. Your most significant results are included within your unique Quadrant Profile below. This reveals, in ranked order, up to 7 realized strengths, up to 7 unrealized strengths, up to 4 learned behaviors and up to 3 weaknesses. If you have fewer in any of your quadrants, it means that your responses were more aligned with the other quadrants.

By understanding how your strengths show up in your leadership style, you can capitalize on your uniqueness as a leader. Use these insights to develop your career success while taking your team and organization’s performance to the next level.

REALIZED STRENGTHS
Strengths you use and enjoy

Perform well Energizing Higher use

Use wisely

| | |
|---------------------------|------------------|
| 1 Courage | 5 Time Optimizer |
| 2 Counterpoint | 6 Writer |
| 3 Personal Responsibility | 7 Resilience |
| 4 Incubator | |

UNREALIZED STRENGTHS
Strengths you don't use as often

Perform well Energizing Lower use

Use more

| | |
|--------------------|--------------|
| 1 Organizer | 5 Humor |
| 2 Personalization | 6 Bounceback |
| 3 Feedback | 7 Gratitude |
| 4 Unconditionality | |

LEARNED BEHAVIORS
Things you've learned to do but may not enjoy

Perform well De-energizing Variable use

Use when needed

| | |
|------------|-----------------------|
| 1 Improver | 3 Strategic Awareness |
| 2 Catalyst | 4 Persistence |

WEAKNESSES
Things you find hard and don't enjoy

Perform poorly De-energizing Variable use

Use less

| | |
|------------------|----------|
| 1 Optimism | 3 Growth |
| 2 Self-awareness | |

Realized Strengths - Use Wisely

1 Courage

You overcome your fears in your leadership challenges and do what you want to do in spite of them.

 Being Family

Leading Self

- You are happy making difficult decisions in the best interests of your goals and priorities. Taking the easy way out is not an option for you and you have faith in your decisions.
- You love to go outside your comfort zone to improve your leadership skills. You enjoy trying out new ways to motivate those you lead.
- You are energised about leading from the front and facing challenges head on. You collaborate confidently, helping those you lead in overcoming difficulties.

Leading Others

- You are not afraid to have tough conversations with your teams. You appreciate that for your colleagues to improve, honest and constructive feedback is needed.
- You empower those you lead to take calculated risks for the success and growth of the team. You convey your confidence in each team member that they'll overcome any obstacles.

Leading the Organization

- You relish taking on situations that other stakeholders may deem risky. You put aside your fears and feel motivated to mitigate the uncertainty and deliver a successful project.
- You aren't afraid of feedback from stakeholders – and actively encourage it. It may be uncomfortable to hear at first, but you recognize that it helps you improve your performance as a leader.

Hidden Risks

- Too many risks can impact project success. Be mindful of balancing being brave with being cautious so that your teams can complete projects effectively and confidently.
- Regularly overcoming your fears can make you exhausted or anxious. Do an activity that calms you or you love to do to reduce anxiety in between stressful situations. This will help you focus on the task at hand.

2 Counterpoint

You always bring a different viewpoint from others, whatever the situation, within your leadership.

 Communicating Family

Leading Self

- You love being the leader who looks at things through a different lens. You know that taking a new perspective can help you generate fresh ideas or solve difficult problems.
- You thrive on being the person in the room who asks the question that no one else is prepared or brave enough to ask. You help people to think differently and question reasoning behind approaches.
- Your willingness to put forward a range of options and possibilities means that you're known for challenging the status quo. You can be relied upon to present an alternative view to most things.

Leading Others

- You are prepared to ask questions that others may be fearful of asking. This helps create a climate of openness and trust for your teams where they feel confident in raising concerns and opinions.
- You relish questioning other people and their solutions or recommendations. Your team members can expect you to challenge their thinking and encourage them to consider unconventional approaches.

Leading the Organization

- Your ability to think differently enables you to detect opportunities to improve how the organization operates. You tend not to settle for the easy approach or what has always worked.
- You like to take risks by challenging conventional wisdom. You know this can result in improved business results for the organization and enables you to get to the heart of important matters.

Hidden Risks

- You may come across as dismissive or reluctant to accept the ideas of others. Listen carefully to your teams and peers before offering your own views to ensure you've considered all perspectives.
- Know when to put forward your feedback and when to accept the viewpoints of the majority. Recognize when too much opinion can derail meetings and tasks, moving on once the decision is made.

Realized Strengths - Use Wisely

3

Personal Responsibility

You take ownership of your decisions and hold yourself accountable for your leadership promises.

 Being Family

Leading Self

- You commit to do what you've promised. If you don't know an answer or direction, you'll do whatever it takes to resolve it. Letting people down is not an option for you as a leader.
- When you make decisions, you do so knowing that you must deliver on that commitment. Failure to deliver is not an option and this is what drives you to success.
- You don't look to blame others if a project is faltering. You will gladly accept accountability and get to work putting it right immediately.

Leading Others

- When you make a commitment to your teams, you make sure that you complete the task. You believe that holding yourself accountable builds trust and credibility in you as a leader.
- You enjoy role modelling accountability to the team. You help to support team members by giving advice about how they can be more autonomous in tasks assigned to them.

Leading the Organization

- You have a reputation in the organization as a leader who'll deliver on challenging projects. Peers trust that once you've accepted a task, it will get done.
- You accept that tough decisions need to be made, in order for your organization to thrive. You embrace these decisions and ensure that you and your teams contribute to success and profitability.

Hidden Risks

- Be mindful of taking on too much. Learn how to delegate tasks to the team, to avoid burning yourself out. This can also be an opportunity for team members to grow and gain more experience.
- Overplaying your Personal Responsibility may mean that you spend too much time on your own tasks. Balance this with supporting the team with their challenges and leading the bigger picture within a project.

4

Incubator

You love to think deeply about things to arrive at the best conclusion for all concerned.

 Thinking Family

Leading Self

- Your leadership style involves taking time to process information and reflecting on decisions so that outcomes are thoroughly considered. This gives you more confidence about the decisions you make.
- You love mulling over a difficult problem or challenge. This enables you to draw insights and ideas that others may miss if they rush in to solve things.
- You are most energised when you have time to think and evaluate critical decisions and ideas without regular distractions or interruptions from others.

Leading Others

- When you have space, you're great at producing new insights and thinking deeply. This allows you to come up with solutions to the challenges your team are struggling with.
- Team members value your considered viewpoint on tricky issues and can rely on you to come back to them with well-thought-through decisions and rationale.

Leading the Organization

- You love contributing to change initiatives and thinking about longer-term improvements. You'll often have ideas that you've been mulling over which others may appreciate and can build on.
- You enjoy acting as a sounding board to other people's ideas and actions. You encourage them to reflect more and give themselves the time and space they need to think things through more strategically.

Hidden Risks

- You can be slow to make decisions and give others the clarity they need to get on with things. Provide questions for them to evaluate further when pressed for time, thereby giving you the answers required for a decision.
- Watch out for frustration in others when you suggest thinking things through or 'sleeping on it' before making a decision. In what circumstances does this happen, and how might you anticipate these situations?

Realized Strengths - Use Wisely

5 Time Optimizer

You maximize your time to get the most out of whatever time you have available for yourself and your team.



Leading Self

- You love planning your time so you can fit in as many things as possible. You pride yourself on being productive and making the most of every leadership opportunity.
- You enjoy noticing and improving upon ineffective ways of working and inefficient uses of time that others within your teams and peer group may not be aware of.
- You are energised when you spot opportunities to be more productive in your personal leadership responsibilities, usually taking on more than others.

Leading Others

- You role model a structured and profoundly productive leadership style. People know that you'll make the most of your time with them and appreciate that you work at pace to solve their issues.
- You set the tone for others to carefully manage their own individual productivity while encouraging processes and technology for maximizing effectiveness.

Leading the Organization

- You are known for being an effective leader. You love finding ways to enable people to achieve more through reviewing unproductive ways of working across teams.
- You are energised by leadership challenges that involve making the most of resources to hit a tight deadline or finding ways to reorganize people and processes to make best use of budget and time.

Hidden Risks

- You may become frustrated with yourself and others when time is not fully utilized. Recognize opportunities to delegate, even though it may be quicker to simply do it yourself.
- Create space for the needs of your team. As a leader, recognize when you need to be spontaneous, flexible, and available. Value the time of others as much as you value your own time.

6 Writer

You love to write, conveying your thoughts and ideas through the written word to those who learn from you.



Leading Self

- You love to express yourself through writing. You write down your ideas to help you clarify your thoughts and get your point across in the best way possible to those you lead.
- You get real joy and satisfaction from conveying ideas through writing. Words come easily to you, and you can surprise people with how articulate and persuasive you can be when you put your mind to it.
- You experience writing as more than communication. For you, it can be a vital way to capture your thoughts and feelings, work through problems and be creative – even if no one else reads it.

Leading Others

- Your written communication can be a powerful tool which helps you to unite your teams and effect change. Where others may prefer to talk to people, you use writing to set direction and establish a sense of purpose for your people.
- You relish the challenge of documenting your teams' roles, purpose, objectives, and plans. You help people articulate what they need to do and how they're going to do it, enabling them to move forward with clarity and purpose.

Leading the Organization

- Capturing your achievements in writing enables you to highlight your business results and build a narrative about your contribution over time. Use this to help build your reputation and visibility with others.
- You communicate clearly, succinctly, and credibly in your reports, emails, articles, or essays. You take pride in crafting your message for your audience so that it lands well and they can refer to important documents again.

Hidden Risks

- Remember that people have different communication needs and may not read even the best-written piece. Always start with the needs of the audience, not your own preferences, when working out the best way of communicating with people.
- Avoid spending too much time on writing at the expense of action. Recognize the times when you need to roll up your sleeves to show your team members you can lead from the front.

Realized Strengths - Use Wisely

7 Resilience

You take hardships in your stride as a leader, recovering quickly and getting on with things again.

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Motivating Family

Leading Self

- You are able to overcome adversity and seem able to take challenges in your stride without using up lots of energy or losing motivation in the moment.
- You are great at maintaining your focus in changing or difficult circumstances. You are adept at keeping things or people on track, in situations where others may struggle.
- You are not easily deterred by rejections or knockbacks. You have great resolve to continue with things, in the belief that you'll eventually find a breakthrough.

Leading Others

- You love helping your team members to work through challenges and stay confident and focused on the job in hand. People can rely on you to spur them on when it matters most.
- You take pride in achieving what you set out to achieve and expect the same from others. As a leader, you expect your team members to come up with solutions rather than present problems or excuses.

Leading the Organization

- You relish the opportunity to prove your stamina and get the job done regardless of the organizational challenge. You maintain a positive attitude in your peer groups towards difficulties.
- You bring energy and pragmatism to situations where others may be losing motivation or running out of ideas. Your leadership style stimulates others to take the initiative and turn frustration into fascination.

Hidden Risks

- Not giving yourself time to recover signals to your team to do the same, which can wear everyone out or drain them in the long term. Make sure you have time for recovery rather than always pushing ahead.
- Resiliently pushing ahead can leave others wondering about whether you ever give up or doubt yourself. This can create a barrier to connecting with people or developing deeper relationships. Try showing your emotions more and learning how to express any doubts.

Unrealized Strengths - Use More

1 Organizer

You like being well organized, where possible, in your leadership responsibilities.



Leading Self

- Reflect on recent examples of where being more organized would have helped you be more successful in a project or decision. What's the first step you could take?
- What two activities could you organize or champion to challenge your leadership growth? It could be a team or peer activity, new client project or industry event to get started.
- List out areas where you feel your work or the team are disorganized. Share with the team and come up with solutions to find better ways. Delegate each area according to strengths.

Leading Others

- Work with team members to get more organized as a whole. Share tips and examples they can learn from, but listen to what works for them and their ideas before voting on a few immediate ways forward.
- Set aside time with your team to review a recent event or project. Discuss where things were organized well, and where they could have been better. Allocate actions to team members to work on based on their strengths.

Leading the Organization

- Set up a time with your customers or stakeholders to prepare for an upcoming busy period, product launch or project. Work with them to identify the most important things to organize in advance and any potential problems.
- What internal focus often slips? Perhaps a CSR focus, L&D initiative, or rewards and team activities. How could you support the relevant teams to get going again and follow a process for success?

2 Personalization

You tend to notice the subtle differences in those you lead and relate to them as unique individuals.



Leading Self

- Who do you need to know better? How would knowing their likes, dislikes and preferences serve your career goals or success as a leader? Find out something new in each interaction with them.
- Consider a current leadership challenge you face. What strengths do you need to move it forward? Find out who has these strengths to support you, and how you can support a weakness of theirs.
- Be more strategic with the people and teams you need to involve in projects. Ensure you've got support from a diverse group across decision-making, planning, team building and execution for success.

Leading Others

- Motivate your teams by embedding the culture of appreciating uniqueness. Spot strengths in the moment and reflect on why projects were successful to repeat the pattern.
- Try to understand 1 thing each team member has that is uniquely different. Ask them how they can use this more to support the team challenges and goals, as well as each other.

Leading the Organization

- Challenge the diversity of different stakeholder groups and committees to ensure there is a considered approach to strategic or people decision-making.
- Get to know different customer audiences to understand perspectives. Review different age groups, culture, and geography to get a diverse view of your products and services.

Unrealized Strengths - Use More

3 Feedback

You like giving people both positive and negative Feedback to enable them to be successful in your teams and organization.

 Communicating Family

Leading Self

- Investigate a tool or framework for sharing your observations as a leader. Practice giving your thoughts and opinions to a trusted colleague or friend to hone your technique.
- Identify a situation or person that would benefit from your Feedback. Relay your thoughts with constructive and evidence-based observations. Spot strengths and weaknesses to support this.
- Practice tailoring your Feedback to meet the needs, emotions, and likely reactions of others. Be mindful of your strengths in delivering a positive and professional outcome.

Leading Others

- Encourage your teams to give Feedback to each other. List the key aspects of constructive Feedback and discuss what can hold people back from giving their opinion. Role model the approach by inviting opinions from others as well as offering it.
- Use your upcoming 1-2-1s to do a Feedback exchange with your team members. Share what you admire most about the other person and one thing they can do to improve. Discuss your reflections together in a safe space.

Leading the Organization

- Share Feedback after important meetings. Approach the meeting chair or leading contributor to offer your thoughts while they're fresh. Use the reactions and climate of the room as a starting point.
- Encourage a Feedback culture by inviting team members to share their perspectives of others using three words that describe each person 'at their best'. Ask everyone to review the words from their colleagues and share what surprised them the most.

4 Unconditionality

You are genuinely able to accept and respect people for who they are as a leader, without ever judging them.

 Being Family

Leading Self

- If you make a mistake, take ownership of it, and avoid being too hard on yourself, in private or publicly. Take it as a lesson learned and focus on rectifying the situation.
- Consider those you lead and the qualities they bring to your teams. Communicate to individuals what you value about their contribution to the team. Ask them to do this for each other too.
- Ask colleagues to provide you with honest feedback about your leadership skills. Stress that you're looking for authentic feedback to help them, and that they won't be judged for their opinions.

Leading Others

- In conflict situations, appreciate that behaviors may differ from normal and look for the underlying issues of each party, so as to reach an amicable solution.
- Empower those you lead to be authentic and foster a working environment built on trust and respect for each other. This will help unite your teams and make them feel safe in supporting each other.

Leading the Organization

- Encourage a culture of diversity where everyone is accepted for who they are and feels valued for the contributions they make to the success of the organization.
- When a senior stakeholder acts out of character, consider that there may be reasons for this that may not be directly related to you. Accept their behavior and see what you can do to help.

Unrealized Strengths - Use More

5 Humor

You like making people laugh and look for opportunities to do so when connecting with those you lead and interact with.

 Communicating Family

Leading Self

- Next time you spot an opportunity to bring Humor into a meeting or interaction, trust your instincts and go with it. Start with a low-stakes setting and with people you know reasonably well.
- Prepare for an upcoming presentation or speech by building in some moments for Humor to make your case more memorable. Think about how you can connect with your audience.
- Consider a personal goal and reflect on ways to motivate yourself further using fun activities. Could you get some fun colleagues involved or use the experience to gather humorous, inspirational stories to tell?

Leading Others

- Introduce Humor into your team meetings. Consider getting team members to share their funniest moment of the week – or create a separate online channel for sharing outside of meetings.
- Dedicate some of your communication effort to Humor or more light-hearted topics. Perhaps include a section in your team newsletter, weekly update, or customer communications to show how those you lead are having some fun.

Leading the Organization

- Look for opportunities to highlight your Humor in the organization. Put yourself forward as a conference host, keynote or facilitator, or offer to present to a new group about what your teams do.
- Establish a fun and joyous new tradition or ritual within your organization. Consider how you might use birthdays, work anniversaries, promotions, or public holidays to engage differently with each other.

6 Bounceback

Whatever the setback or disappointment you come up against within your leadership, it can make you more determined to succeed.

 Motivating Family

Leading Self

- Push yourself on to succeed following a career setback by finding a new challenge that enables you to demonstrate your value and have some fun along the way.
- Reflect on the times when you've bounced back from professional or personal disappointments. Use the learning to plan for how to deal with and grow from any potential obstacles or future setbacks.
- Speak to a mentor about a recent failure and where you went wrong and what you'd do differently next time. Talking things through and gaining a new perspective can be helpful in dealing with future setbacks.

Leading Others

- Support team members to find inspiration and hope in adversity. Share your own examples of bouncing back from disappointment to encourage them, using a good motivational speech and visionary language.
- Share as a team your experiences of overcoming setbacks, what spurred you on and practical approaches you took. Follow up with buddy support to see through any actions confidently and achieve your team aspirations.

Leading the Organization

- Seek out an opportunity to respond to an organizational setback, such as losing out to a competitor or recovery from financial decisions. Bring people together to refocus effort where it's needed and celebrate successes that were missed.
- Get involved in mentoring people or groups in your organization. Offer to support HR to set up resources for those needing advice and upskilling to recover and build confidence again.

Unrealized Strengths - Use More

7 Gratitude

You are regularly aware of how fortunate you are and the positive things in your life that have led to your leadership.

 Being Family

Leading Self

- Thank someone who's supported you on your career path. Share specific examples where you're grateful for their advice and the impact they've had.
- Research shows that Gratitude boosts wellbeing for those giving and receiving appreciation. Share your Gratitude for those you lead and notice the positive impact on your wellbeing.
- In challenging times, which opportunities are you grateful for that helped you overcome a problem? Motivate those you lead by focusing on the opportunities more than the barriers.

Leading Others

- In meetings with colleagues, express your appreciation for excellent work done. This can boost morale and let people know that you value their contributions.
- When your teams work long hours and go beyond expectations, reward them to illustrate your Gratitude. It could be as simple as buying cakes for everyone.

Leading the Organization

- Create a group of like-minded individuals to foster a culture of appreciation in your organization. You recognize that Gratitude leads to deeper connections with colleagues.
- Share with stakeholders your appreciation for the opportunities you've been afforded and how you're motivated to show your thanks by contributing to your organization's profitability.

Learned Behaviors - Use When Needed

1 Improver

You like to look for ways to do things better for yourself as a leader and the projects you support.

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Motivating Family

Impact on your Leadership

- You have learned to spot opportunities to improve process and practices in your teams but may find that your enthusiasm for them decreases over time.
- You may not appreciate the impact regular improvement has on others. People may feel in a constant state of flux and need to have time to consolidate and learn things before making further changes.
- You have learned to identify and deliver improvements. However, you may omit engaging the right people in the process or run the risk of disengaging them if you proceed at pace without reviewing the strategy.

Use When Needed

- Identify when improvement is most needed. Focus your personal efforts on the most crucial processes or practices and empower your team members to make improvements within their own remit.
- Bring in a process improvement specialist (or train someone up) to manage more challenging or lengthy improvement initiatives.
- Engage key stakeholders in the process of identifying, prioritizing, and implementing improvements. This reduces the burden on you and also shares the risk or reward.

2 Catalyst

You have the potential to inspire your teams and peers to take part in a range of activities and projects.

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Motivating Family

Impact on your Leadership

- You are capable of assembling and influencing a group of people to work on something new, but you may lack the confidence or motivation to do it regularly.
- You can motivate and inspire team members to get involved in things. However, this may be draining when people need a lot of convincing or you don't believe in the project yourself.
- You may be relying on mobilizing your team to work on new projects much of the time, which can be draining for them if you aren't giving each project the time needed to be successful.

Use When Needed

- Reflect on your interactions with others to notice people who aren't fully committed. Take time to answer their questions, provide reassurance or discuss what's in it for them.
- Learn to recognize when you're feeling drained or your appetite for new initiatives is diminishing. This may be a sign to say no to the next opportunity or delegate projects to your team.
- Think about alternative ways to make progress, other than setting up new project teams. Try reviewing or taking on the problem by yourself or giving the responsibility to a single person in your team.

3 Strategic Awareness

You are interested in understanding changes in the wider world that could impact your future plans as a leader.

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Thinking Family

Impact on your Leadership

- You know how to effectively scan the market and understand the potential implications. However, you may miss occasional insights, especially when busy with other pressing activities.
- You try to keep on top of your competitors and good practice in your industry, although you may not keep as up to date as you could with the immediate changing markets.
- You may become drained by too much external scanning and future thinking. Recognize when you've done enough strategic analysis, and when you need to focus your attention and energy on delivering the plan.

Use When Needed

- Don't put too much pressure on yourself to know about everything that's going on across the industry and markets. Focus on immediate concerns.
- Find a way to digest trends and information that's energizing for you. Perhaps opt for bite-sized amounts or summaries, or through discussion with others.
- Focus in on the most important strategic areas and the key implications for you and your teams. Delegate each area of research and share with the team.

Learned Behaviors - Use When Needed

4 Persistence

You like to keep going in the face of difficult challenges and frustrations for you or your team.



Motivating Family

Impact on your Leadership

- You are capable of pushing on in the face of adversity but may find that it drains your energy or takes you a long time to recover. Others may not realize this, unless you let them know.
- You can find the effort to overcome setbacks and deal with major challenges. However, you may overlook the fact that persevering with difficult plans can drain or frustrate your team members at times.
- You are able to lead your teams through challenging situations to get the job done, but it could come at the expense of working through your own personal (or relationship) challenges.

Use When Needed

- Set rules about when to give up, when to regroup and when to drive ahead. Make time to anticipate the difficulties but also work out how you'll know that you need to pause or stop altogether.
- Manage your own wellbeing so you have the personal resources to overcome significant challenges. Set achievable goals and plan ahead so you can limit the situations where the only option is to dig really deep to achieve success.
- Check in often with your team members to ensure that they have the capacity and resources to deal with potential problems. Don't wait until you're in a crisis to find out how persistent your teams really are.

Weaknesses - Use Less

1 Optimism

You may not always see the positive side of a situation or believe that things will work out for the best for you or those you lead.



Impact on your Leadership

- You may unknowingly deflate enthusiasm or discourage new ideas of others by critiquing ideas or questioning the practicalities of a course of action.
- You may dwell on the downsides of tricky situations in your teams and around your peers a little too often. This may rub off on them or become frustrating.
- You may find it hard to manage people who are overly optimistic about their own plans and timelines for work. You would prefer it if they took a more pragmatic approach.

Use Less

- Push yourself to find the positives in situations, not just the negatives, particularly when giving feedback to your teams. End the feedback on an optimistic note.
- Experiment with saying yes more often when others come to you with an idea. Discuss the benefits and drawbacks and agree an approach that meets both your needs.
- Understand and tap into the Optimism of others around you, especially when you're feeling pessimistic about things and can't focus on the benefits.

2 Self-awareness

You may struggle with spending time and effort focusing on your leadership behavior and emotions.



Impact on your Leadership

- In pressurized situations, you may not understand how your behavior is perceived by your teams and whether it has a detrimental effect on morale.
- You don't enjoy reflecting on your emotions and behaviors and may not be aware of how they could contribute to your success as a leader.
- You may struggle to understand the impact your actions have on clients or senior stakeholders, affecting your ability to build authentic relationships.

Use Less

- Ask a trusted colleague to alert you if your behavior is adding more stress to an already pressurized situation for your teams.
- Be open with those you lead that you find it difficult to reflect on your own actions and seek feedback from them about your behaviors that they find most inspirational.
- Think about the emotions and behaviors that would enable you to build better relationships. Which strengths will allow you to enact those emotions and behaviors?

3 Growth

You may not naturally seek out development activities within your leadership, preferring to stick with what you know.



Impact on your Leadership

- You may prefer to focus on activities within your comfort zone. Others may be given interesting assignments and you may find your sphere of influence becomes smaller over time.
- You may struggle to deal with negative or critical feedback, perhaps finding yourself dismissing other people's observations or not being able to see the value or learning from it.
- You may not enjoy working closely with team members to drive their own learning. Recognize that building capability is an important part of being a leader. Team members may leave if they don't have opportunities to grow and develop.

Use Less

- Undertake quality development and succession planning across your teams to ensure that each team member is growing their capability in line with organizational plans or career pathways.
- Reflect on your own performance so you aren't blindsided by negative feedback. Find a trusted colleague or mentor who can help you identify where you want to grow and how to do that.
- Put in place a system for the team that generates quality and timely feedback to support their growth and learning. This may be a review mechanism from customers, peer-reflection activities, or team retrospectives to provide the raw materials for development planning.

Strengths Families - Introduction

The 5 Strengths Families below are conceptual groupings of the 60 strengths. Each Strengths Family contains a set of strengths that share related characteristics. They are designed to provide a framework that helps you understand the patterns of strengths in your Profile that influence your leadership style. Below is the list of strengths that are included in each of the 5 Strengths Families.

| 14 Strengths | BEING | | | Our way of being in the world |
|--------------|-----------|-------------------------|------------------|-------------------------------|
| Authenticity | Gratitude | Moral Compass | Service | |
| Centered | Humility | Personal Responsibility | Unconditionality | |
| Courage | Legacy | Pride | | |
| Curiosity | Mission | Self-awareness | | |

| 8 Strengths | COMMUNICATING | | | How we give and receive information |
|--------------|---------------|-----------|--|-------------------------------------|
| Counterpoint | Humor | Spotlight | | |
| Explainer | Listener | Writer | | |
| Feedback | Narrator | | | |

| 13 Strengths | MOTIVATING | | | Our drive towards action |
|--------------|--------------|-------------|------------|--------------------------|
| Action | Change Agent | Improver | Work Ethic | |
| Adventure | Competitive | Persistence | | |
| Bounceback | Drive | Resilience | | |
| Catalyst | Growth | Self-belief | | |

| 11 Strengths | RELATING | | | How we relate to others |
|---------------------|----------|-----------------|-----------------------|-------------------------|
| Compassion | Empathic | Esteem Builder | Rapport Builder | |
| Connector | Enabler | Personalization | Relationship Deepener | |
| Emotional Awareness | Equality | Persuasion | | |

| 14 Strengths | THINKING | | | Our approach to situations |
|--------------|------------|------------|---------------------|----------------------------|
| Adaptable | Incubator | Organizer | Strategic Awareness | |
| Adherence | Innovation | Planner | Time Optimizer | |
| Creativity | Judgement | Prevention | | |
| Detail | Optimism | Resolver | | |

Strengths Families - Your Full 60

Your unique Profile across 60 strengths, including the Strengths Families



| REALIZED STRENGTHS | UNREALIZED STRENGTHS | LEARNED BEHAVIORS | WEAKNESSES |
|---------------------------|-----------------------|--------------------------|------------|
| 1 Courage | 10 Service | 18 Moral Compass | |
| 2 Counterpoint | 11 Innovation | 19 Pride | |
| 3 Personal Responsibility | 12 Rapport Builder | 20 Connector | |
| 4 Incubator | 1 Improver | 21 Self-belief | |
| 5 Time Optimizer | 2 Catalyst | 22 Relationship Deepener | |
| 6 Writer | 3 Strategic Awareness | 23 Drive | |
| 7 Resilience | 4 Persistence | 24 Spotlight | |
| 8 Listener | 5 Legacy | 25 Emotional Awareness | |
| 9 Compassion | 6 Humility | 26 Creativity | |
| 10 Adherence | 7 Adaptable | 27 Enabler | |
| 11 Resolver | 8 Curiosity | 28 Judgment | |
| 1 Organizer | 9 Action | 29 Mission | |
| 2 Personalization | 10 Esteem Builder | 30 Narrator | |
| 3 Feedback | 11 Centered | 1 Optimism | |
| 4 Unconditionality | 12 Adventure | 2 Self-awareness | |
| 5 Humor | 13 Empathic | 3 Growth | |
| 6 Bounceback | 14 Work Ethic | 4 Equality | |
| 7 Gratitude | 15 Persuasion | 5 Change Agent | |
| 8 Authenticity | 16 Competitive | 6 Planner | |
| 9 Explainer | 17 Prevention | 7 Detail | |

Strengths Families - Your Ranked Distribution

Below we've ranked in order the 5 Strengths Families, taking into consideration all 60 of your strengths and which quadrant they appear in. They reveal the percentages in each quadrant for each Family, providing insights into your leadership style.

● REALIZED STRENGTHS
 ● UNREALIZED STRENGTHS
 ● LEARNED BEHAVIORS
 ● WEAKNESSES



| | |
|--|--|
| <h1>1</h1> <p>Communicating</p> | <ul style="list-style-type: none"> ● Counterpoint, Writer, Listener ● Feedback, Humor, Explainer ● Spotlight, Narrator ● |
| <h1>2</h1> <p>Being</p> | <ul style="list-style-type: none"> ● Courage, Personal Responsibility ● Unconditionality, Gratitude, Authenticity, Service ● Legacy, Humility, Curiosity, Centered, Moral Compass, Pride, Mission ● Self-awareness |
| <h1>3</h1> <p>Thinking</p> | <ul style="list-style-type: none"> ● Incubator, Time Optimizer, Adherence, Resolver ● Organizer, Innovation ● Strategic Awareness, Adaptable, Prevention, Creativity, Judgment ● Optimism, Planner, Detail |
| <h1>4</h1> <p>Relating</p> | <ul style="list-style-type: none"> ● Compassion ● Personalization, Rapport Builder ● Esteem Builder, Empathic, Persuasion, Connector, Relationship Deepener, Emotional Awareness, Enabler ● Equality |
| <h1>5</h1> <p>Motivating</p> | <ul style="list-style-type: none"> ● Resilience ● Bounceback ● Improver, Catalyst, Persistence, Action, Adventure, Work Ethic, Competitive, Self-belief, Drive ● Growth, Change Agent |

Strengths Families - How to Apply Them to your Leadership

Summary



1. There is no ideal ranking of the Families. Knowing which strengths you have in each Family is the key to being a successful leader. Draw on each Family as needed.
2. There is no right or wrong in terms of the percentages – it’s how you use them that counts. Review your distribution of the quadrants within each Family below to lead effectively.
3. If your distribution is split across all 4 areas within a Family, note what you love doing and what drains you within each. Focus on where you will have maximum impact and delegate where necessary.
4. If you don’t have many or any strengths in a Family, use your unrealized strengths further or your learned behaviors as needed.

Distribution Tips

| | |
|------------------------------------|---|
| <p>Realized Strengths</p> | <ul style="list-style-type: none"> ● Know your preferences and energy within each Family. Understand how they serve you, your people and your organization and develop them further. ● Understand any strengths gaps within the Families and any impact this has. Address this using other strengths, development, or people. ● If you have a high percentage of strengths in one Family, reflect on any areas you may overplay, at the detriment of not revealing other Families. |
| <p>Unrealized Strengths</p> | <ul style="list-style-type: none"> ● We have fewer unrealized strengths, so learn more about your potential in each Family and align them with your future goals or problem-solving. ● If you have high percentages of unrealized strengths, reflect on what restricts you from using this Family and how you can use these further. ● Use them to support any realized strengths gaps within a Family. |
| <p>Learned Behaviors</p> | <ul style="list-style-type: none"> ● Having many learned behaviors is common, so some Families may have higher percentages. The key is to only use them when needed. ● Consider which learned behaviors in each Family drain you the most and why. Reflect on which strengths from the same Family could help. ● If you have high percentages in any Family, consider whether you overuse them and how you could take a break from them. |
| <p>Weaknesses</p> | <ul style="list-style-type: none"> ● Look through the lens of each Family and think about how any gaps impact you or might be perceived by others. ● Consider the future impact. Use your other strengths within the same Family to support you and delegate where you can. ● You may need to accept that you’ll have to get to ‘good enough’ in critical areas to be effective. |

Strengths Families - Coaching Questions

Review each Family and make an action plan to develop your unique leadership strengths further. The questions relate to the ranked order they appear in.

| Today | Future |
|---|---|
| 1. Communicating  | |
| How do your Communicating strengths support you to be a successful leader? | Which Communicating strengths will support your future goals? What action could you take now? |
| 2. Being  | |
| Which Being strengths support you to be a successful leader? | Which Being strengths do you need to allow more time for? How will you do this? |
| 3. Thinking  | |
| Which Thinking strengths do others know you for? Do these strengths serve you? | Which Thinking strengths would you like to be further known for? How could you do this? |
| 4. Relating  | |
| Which Relating strengths drain you and which excite you? | Which learned behaviors or weaknesses within Relating will you delegate so you can focus on energizing tasks? |
| 5. Motivating  | |
| Are there any critical learned behaviors or weaknesses within your Motivating strengths? What strengths could help? | How might any gaps in your Motivating strengths impact your goals? What unrealized strengths could support you? |

Leading Others - Embedding Strengths in Your Teams and Culture

Great organizations enable everyone to play to their strengths so that both the people and the organization can thrive. Use the tips below to embed strengths in all areas of your culture.

Leadership teams

The embedding of strengths is most impactful when it's adopted and endorsed at the top of the organization. Encourage all leaders to role model the approach.

Support managers

Encourage managers to use the Strengths Profile Team Manager Profile and Toolkit so managers can embed increased performance and engagement in their teams.

Strengthspot

Teach people to spot strengths in action. Be specific on what you saw and how this resulted in success – and name the strength. It will encourage people to continue using their strengths.

Unlock potential

What would colleagues or team members love to do further? What additional responsibilities could they take on? How can the culture support this development and action in everyone?

Be a role model

Encourage everyone to be vocal about strengths. Employees should be confident to mitigate weaknesses and build further on their successes. Ensure leadership practices this approach.

Embed strengths in teams

Understand what each team's collective strengths are. Together, people can direct their strengths towards their goals, understand any draining team cultures and mitigate any gaps identified.

Strengths conversations

Weave strengths into conversations. What did people love about their week? What are they looking forward to working on? How can they build on this success further? Help people get to know each other better and collaborate.

Values

Consider how the strengths culture gets weaved into your organizational values or performance conversations to gain traction and action. What processes may need to change to embed strengths?

Be inclusive

Enable everyone in the organization to understand their strengths. Use your strengths understanding to create different teams and encourage diverse contributions of thoughts and views.

Keep reviewing

Our strengths change over time, so any intervention needs to be revisited. Making it part of the culture means bringing all these tips together and doing them regularly.

Leading Others - Managing Learned Behaviors and Weaknesses

To enable your people to play to their strengths each day, you'll need to support them to use their learned behaviors when needed and their weaknesses less. Each Profile suggests individual support to manage these areas and, as a leader, you can support the organization to adopt a culture of different ways of working.

Learned Behaviors

Learned behaviors are a great resource as your people perform these tasks well, but they may not enjoy them. Help individuals and teams to use their learned behaviors only when needed:


1. **Review the use:** The impact of each person's learned behaviors will manifest itself differently but will be unsustainable if overplayed. Uncover the ones that are most draining and try to understand the causes of any impact.
2. **Review the culture:** Often, if a team share similar learned behaviors, there could be a process or task causing this. Investigate how ways of working or systems could be evaluated in the team to alleviate any pain points.
3. **Encourage openness:** Explore what drains your teams, as people can be good at hiding their feelings. Encourage conversations about what each person wants to be known for and what they would rather do less of.
4. **Encourage teamwork:** Encourage people to play to their strengths and, where possible, collaborate and help each other to compensate for their weaknesses.
5. **Sandwich for success:** For tasks people find draining, what other strengths could support them? On days or hours when people have most energy, encourage them to sandwich draining tasks between ones they find energizing to make them more manageable.

Weaknesses

Everyone has weaknesses and we recommend you and your teams use them less and play to strengths instead.

1. **Honesty is key:** Enable a culture of trust so people can share what they find challenging. Share your principles of 'using weaknesses less' and 'using strengths more' so everyone is confident to gain support.
2. **Share your weaknesses:** Ask for help across your teams with your own weaknesses to create more open relationships, and give others opportunities to work on different tasks with their strengths. When all team members undertake this approach, no one becomes too overloaded.
3. **Use strengths to compensate:** Occasionally, using a weakness might seem unavoidable. As a leader, help people align their other strengths to compensate and achieve their goal. For example, a strength in 'Pride' or 'Organizer' could compensate for a weakness in 'Time Optimizer'.
4. **Address the impact:** Understand exactly how the weakness reveals itself within each person or the team. Address the impact, not the whole weakness, to be successful in gaining the outcome that's needed.
5. **Get good enough:** If you do feel the team or individual need to perform the weakness to a level of competence, then focus on them being 'good enough'. It's unlikely to be a strength for them and will require considerable effort.

Strengths Definitions

-  **Action** ★
You feel compelled to act immediately and decisively, being eager to learn as you go.

 **Adaptable** ☁️
You juggle things to meet changing demands and find the best fit for your needs.

 **Adherence** ☁️
You love to follow processes, operating firmly within rules and guidelines.

 **Adventure** ★
You love to take risks and stretch yourself outside your comfort zone.


 **Authenticity** 👤
You are always true to yourself, even in the face of pressure from others.

 **Bounceback** ★
You use setbacks as springboards to go on and achieve even more.

 **Catalyst** ★
You love to motivate and inspire others to make things happen.


 **Centered** 👤
You have inner composure and self-assurance, whatever the situation.

 **Change Agent** ★
You are constantly involved with change by advocating and making it happen.

 **Compassion** 🧑‍🤝🧑
You really care about others, doing all you can to help and sympathize.

 **Competitive** ★
You are constantly competing to win, wanting to perform better and be the best.

 **Connector** 🧑‍🤝🧑
You make connections between people, instinctively making links and introductions.

 **Counterpoint** 💬
You always bring a different viewpoint to others, whatever the situation or context.


 **Courage** 👤
You overcome your fears and do what you want to do in spite of them.

 **Creativity** ☁️
You strive to produce work that is original by creating and combining things in imaginative ways.

 **Curiosity** 👤
You are interested in everything, constantly seeking out new information and learning more.

 **Detail** ☁️
You naturally focus on the small things that others easily miss, ensuring accuracy.

 **Drive** ★
You are very self-motivated, pushing yourself hard to achieve what you want out of life.


 **Emotional Awareness** 🧑‍🤝🧑
You are acutely aware of the emotions and feelings of others.

 **Empathic** 🧑‍🤝🧑
You feel connected to others through your ability to understand what they are feeling.

 **Enabler** 🧑‍🤝🧑
You create the conditions for people to grow and develop for themselves.

 **Equality** 🧑‍🤝🧑
You ensure that everyone is treated equally, paying close attention to issues of fairness.

 **Esteem Builder** 🧑‍🤝🧑
You help others to believe in themselves and see what they are capable of achieving.

 **Explainer** 💬
You are able to simplify things so that others can understand.

 **Feedback** 💬
You provide fair and accurate feedback to others to help them develop.

 **Gratitude** 👤
You are constantly thankful for the positive things in your life.



 **Growth** ★
You are always looking for ways to grow and develop, whatever you are doing.

 **Humility** 👤
You are happy to stay in the background, giving others credit for your contributions.



 **Humor** 💬
You see the funny side of almost everything that happens - and make a joke of it.



 **Improver** ★
You constantly look for better ways of doing things and how things can be improved.

Strengths Definitions



-  **Incubator** 



You love to think deeply about things, to arrive at the best conclusion.

 **Prevention** 



You think ahead, to anticipate and prevent problems before they happen.
-  **Innovation** 



You approach things in ingenious ways, coming up with new and different approaches.

 **Pride** 



You strive to produce work that is of the highest standard and quality.
-  **Judgment** 


You enjoy making decisions and are able to make the right decision quickly and easily.

 **Rapport Builder** 



You establish rapport and relationships with others quickly and easily.
-  **Legacy** 



You want to create things that will outlast you, delivering a positive and sustainable impact.

 **Relationship Deepener** 



You have a natural ability to form deep, long-lasting relationships with people.
-  **Listener** 


You are able to listen intently to and focus on what people say.

 **Resilience** 



You take hardships in stride, recovering quickly and getting on with things again.
-  **Mission** 



You pursue things that give you a sense of meaning and purpose in your life.

 **Resolver** 



You love to solve problems, the more difficult the better.
-  **Moral Compass** 



You have a strong ethical code, always acting in accordance with what you believe is right.

 **Self-awareness** 



You know yourself well, understanding your own emotions and behavior.
-  **Narrator** 



You love to tell stories and see the power of these stories to convey insights.

 **Self-belief** 



You are confident in your own abilities, knowing that you can achieve your goals.
-  **Optimism** 



You always maintain a positive attitude and outlook on life.

 **Service** 



You are constantly looking for ways to help and serve others.
-  **Organizer** 



You are exceptionally well-organized in everything you do.

 **Spotlight** 



You love to be the focus of everyone's attention.
-  **Persistence** 



You achieve success by keeping going, particularly when things are difficult.

 **Strategic Awareness** 



You pay attention to the wider context and bigger picture to inform your decisions.
-  **Personal Responsibility** 



You take ownership of your decisions and hold yourself accountable for your promises.

 **Time Optimizer** 



You maximize your time, to get the most out of whatever time you have available.
-  **Personalization** 



You recognize everyone as a unique individual, noticing their subtle differences.

 **Unconditionality** 



You accept people for who and what they are, without ever judging them.
-  **Persuasion** 

You enjoy bringing others round to your way of thinking and winning their agreement.

 **Work Ethic** 

You are very hard working, putting a lot of effort into everything you do.
-  **Planner** 

You make plans for everything you do, covering all eventualities.

 **Writer** 

You love to write, conveying your thoughts and ideas through the written word.

What Next?



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