

Strengthscope
Leader[™]
Accreditation

Hello :)



Name and role



What are the MAIN leadership challenges / issues in your organization or work?

What would you like to get from the programme?

Learning outcomes

Become confident in using StrengthscopeLeader™ as a means for creating lightbulb moments that change leaders' approach to work

Get equipped with tools and resources for using StrengthscopeLeader™ in 121 and group settings

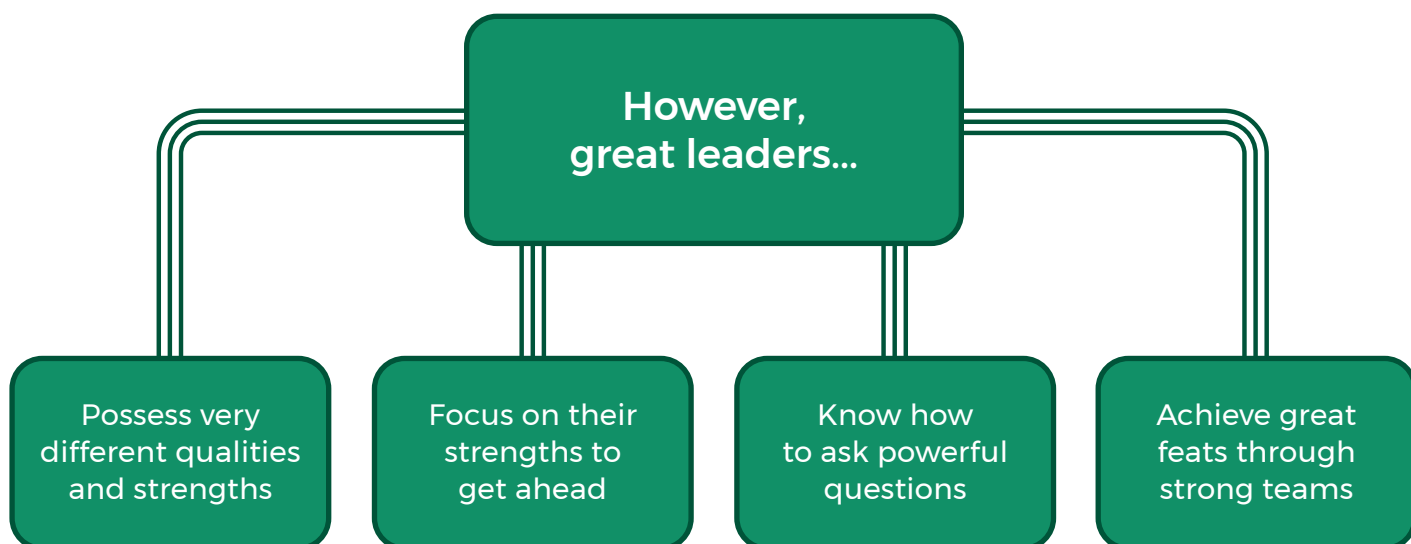
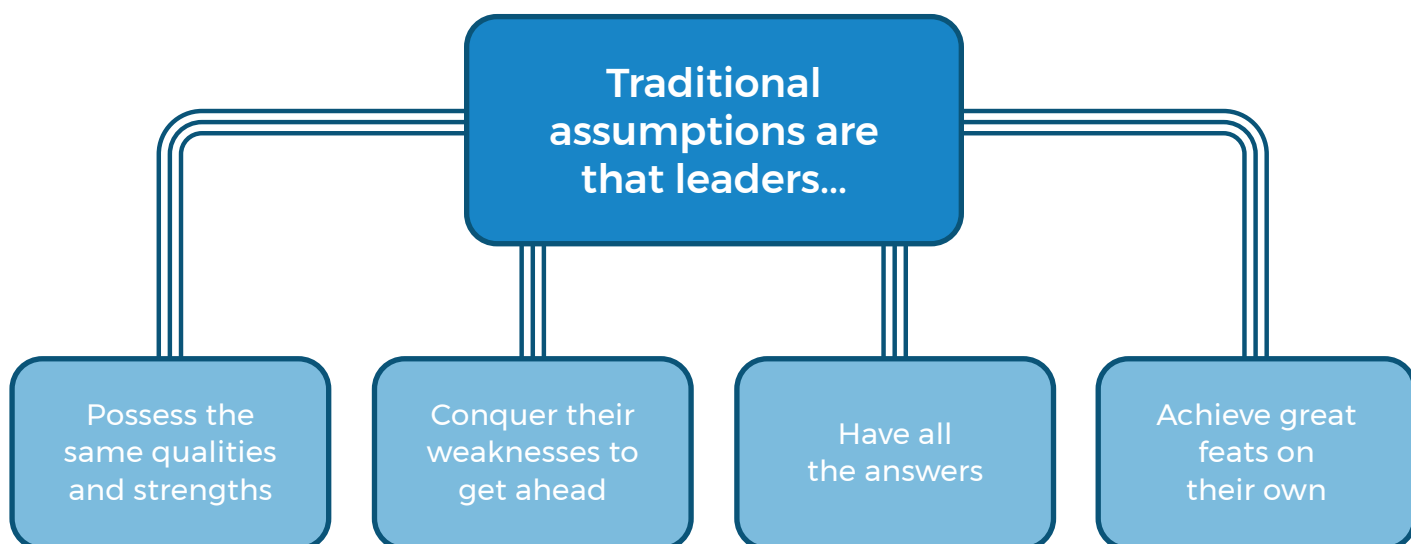
What does great leadership mean to you?

What specific actions can leaders take that will create a team/organization where people feel energized to give their very best?



What are the biggest mistakes you see leaders make that undermine their effectiveness?

Great leaders



SAMPLE REPORT

Strengthscope
Leader[™]

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1. Introduction

The following StrengthscopeLeader™ report is based on your responses to the questionnaire completed on 14/11/2019.

Strengthscope® allows you to bring your best to work, and to life, every single day through the discovery and development of your strengths.

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

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

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

What makes an effective leader?

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



What you bring – Your strengths and leadership edge

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

Your leadership edge has 4 aspects:

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

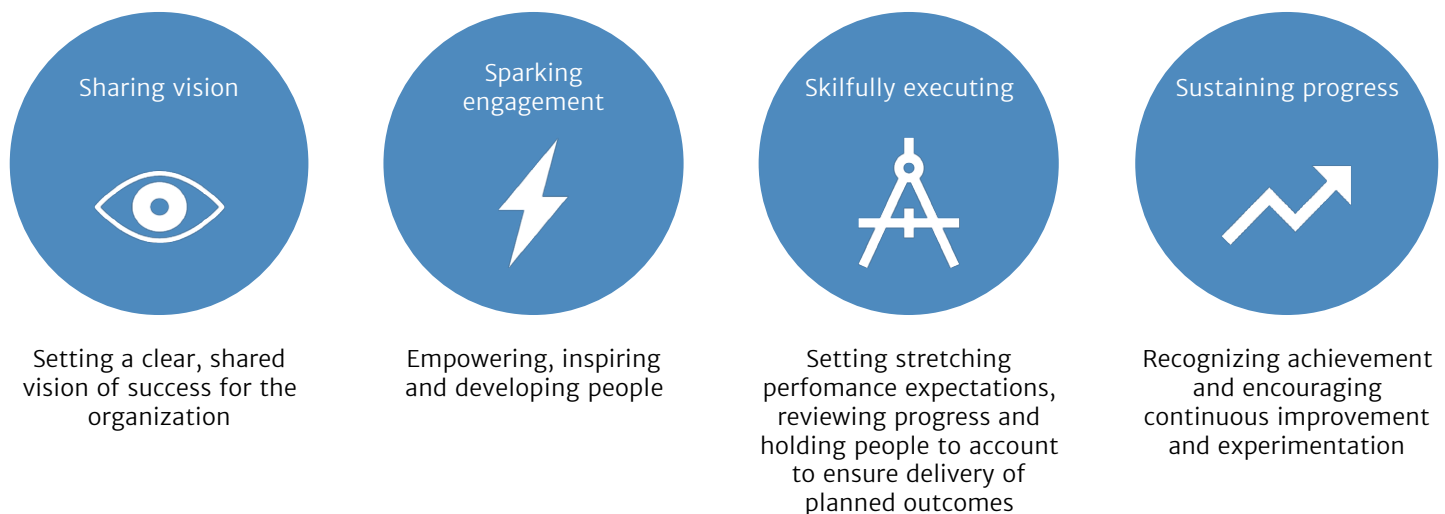
Understanding your strengths and leadership edge is the first step in becoming a great leader.

How you behave – Leadership habits

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

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

The four habits are:



Outcomes you deliver

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

The four crucial outcomes they need to deliver are:

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

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

Report overview

Sections 2–8

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

Section 9

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

Sections 10–11

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

Sections 12–13

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

Sections 14–15

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

How to get the most from the report

When reading through and reflecting on your feedback, remember:

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

2. Your 'Significant 7' strengths

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

Your Significant 7 strengths



Compassion

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



Creativity

You generate new ideas and original solutions to move things forward



Critical thinking

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



Decisiveness

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



Relationship building

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



Self-improvement

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



Strategic mindedness

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

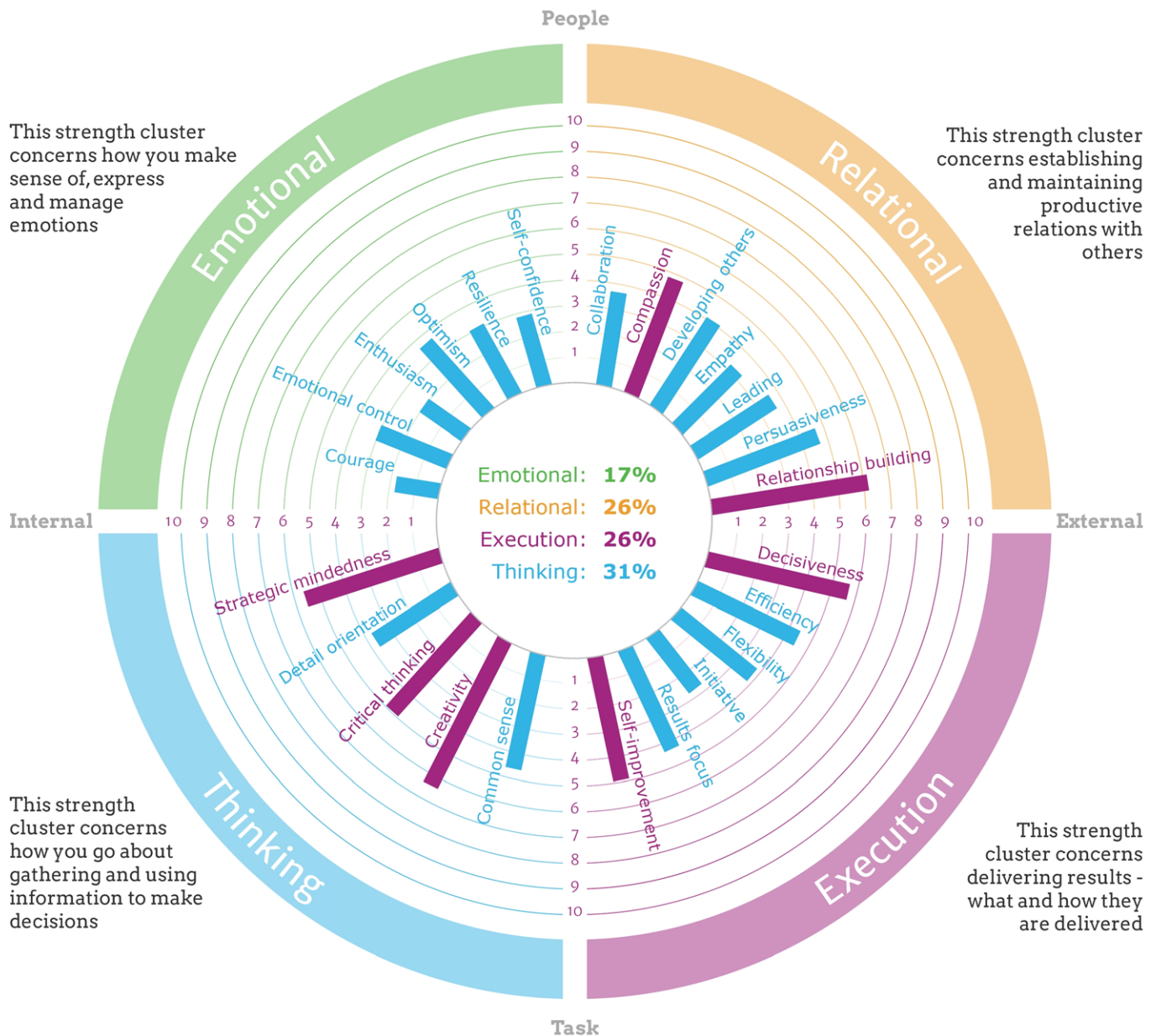
When performing at your best you:

- Are concerned with the general well-being and welfare of others
- Show kindness to others in times of need or crisis
- Put others' needs ahead of your own
- Encourage others to explore new and creative perspectives when problem solving
- Enjoy coming up with new ideas and original solutions
- Have the ability to 'think outside the box' to find an original solution to a tough problem
- Easily spot flaws in arguments and problems based on logical analysis
- Enjoy bringing objectivity and clarity to complex situations
- Spend time defining and simplifying problems, understanding underlying assumptions, facts and evidence, before seeking solutions
- Are willing to make decisions in high pressure situations when time is critical
- Are able to make effective and timely decisions even when the data is limited or decisions produce unpleasant consequences
- Quickly perceive the impact and implications of decisions
- Have a wide network of colleagues and contacts
- Enjoy meeting new people and getting to know them
- Are the sort of person who knows everybody and often introduces people in your network to one another
- Enjoy challenging yourself to learn new skills and behaviours that are completely new in order to develop beyond your comfort zone
- Go out of your way to participate in developmental activities
- Put a great deal of time and effort into building skills and knowledge for the future
- Demonstrate the ability to step above immediate concerns to see the 'big picture', spotting opportunities and risks for the organization arising from its environment
- Oriented towards the long-term future and how the team, organization and market landscape might look
- Enjoy predicting trends and scenarios of possible alternative futures and options for the organization

3. Your strengths profile

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

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



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

4. Developing strengths to achieve peak leadership performance

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

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

Top Tip: create your own strengths habit tracker

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

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

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



Compassion

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

Strengthening your leadership performance

Ways to stretch your leadership to the next level

- Let others know that you can offer a compassionate view and additional perspectives to colleagues managing challenging employees
- Regularly seek feedback on your own and your team's performance from key customers and stakeholders to measure how well their needs and expectations are met and how well your expectations match theirs
- Develop and master coaching, mentoring, mediation or counselling skills and apply these with your team and in your role to drive up organizational performance

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

You allow people to take advantage of you and your concern for them. You may become so immersed in caring for others that it undermines your own work priorities and personal well-being

- **If you take on the concerns and issues of your team, looking to solve their problems...**
Reduce this risk by using coaching skills to enable them to solve their own problems and build independence
- **If you become the 'go-to' person that people depend on to give them advice and support outside of the team...**
Reduce this risk by having a range of people to whom you can 'refer on'



Creativity

You generate new ideas and original solutions to move things forward

Strengthening your leadership performance

Ways to stretch your leadership to the next level

- Encourage your team members to identify stakeholders to come up with creative ideas to help the team achieve its goals. Evaluate these critically to identify the best ones
- Work with a business mentor to develop your skills and experience in using your Creativity strength
- Study or read more about creative problem-solving techniques such as Flip Thinking and Edward de Bono's Six Thinking Hats, as well as innovative leaders like Steve Jobs, Martha Lane Fox and Elon Musk

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

You generate unworkable, eccentric ideas that take little account of the realities of the organization and its context. You may overlook the more obvious, tried and tested solution

- **You may generate unworkable, eccentric ideas that take little account of the realities of the organization and its context...**
To minimize this risk, ensure you invite team members and other stakeholders who think critically and pragmatically to evaluate your ideas and solutions fully, including doing simple risk-benefit and impact-effort analyzes
- **You may cause the team to lose focus and get lost in your creativity by overloading them with ideas, overlooking the more obvious, tried and tested solutions...**
To reduce this risk, ensure you evaluate and prioritize your ideas properly before discussing them with your colleagues. Apply a 'less is more' principle and only share ideas that will help the business improve results and customer value



Critical thinking

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

Strengthening your leadership performance

Ways to stretch your leadership to the next level

- Coach or mentor colleagues who would like to develop their Critical thinking
- Work with a business mentor to develop your skills and experience in using your Critical thinking strength more effectively
- Develop powerful questioning skills to enable you to use your Critical thinking for deep inquiry into problems and issues rather than criticising ideas and options directly

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

You continuously question or look for flaws in proposed solutions and arguments. This may be perceived as negative or over-critical by others

- **You may continuously question or look for flaws in proposed solutions and arguments...**
To reduce this risk, be prepared to balance your thinking, for example using De Bono's Six Thinking Hats
- **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...**
To reduce this risk, ensure that you encourage others to give their opinions, holding back from expressing your own point of view unless absolutely necessary. This in itself can provide new information and balance when problem-solving or decision-making



Decisiveness

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

Strengthening your leadership performance

Ways to stretch your leadership to the next level

- Build out your decision-making toolbox, including PESTLE analysis (evaluating the political, economic, social, technological, legal and environmental consequences of your decisions)
- Become a coach and mentor for effective, robust decision-making, ensuring that others gain the knowledge and skills you have to make sound decisions
- Ensure that you have the skills and framework to credibly evidence the rationale for your decisions to senior audiences who will expect to see a range of supporting data

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

You are overhasty or rash in your decision-making, spending little time considering alternatives or possible outcomes

- **If you are maybe being overhasty or rash in your decision-making, spending little time considering alternatives or consulting more broadly with team members/stakeholders to get a range of opinions, leaving them feeling that you are autocratic or do not value their contribution...**
Reduce this risk by spending sufficient time consulting with your team/stakeholders, considering their opinions and then communicating the outcome of the decision-making process, along with your rationale
- **If your desire for quick decision-making may be leading to you making decisions to unblock blockages on behalf of your team or stakeholders, leading to them feeling undermined and reducing their sense of empowerment...**
Reduce this risk by asking your team or stakeholders to make the final decision, so that they retain the sense of responsibility and accountability



Relationship building

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

Strengthening your leadership performance

Ways to stretch your leadership to the next level

- Identify key stakeholders outside the team with whom you can strengthen your relationships in order to help your team raise its visibility and achieve its goals
- Identify stakeholders from outside of the organization with whom you can build strong relationships to help achieve your work and development goals, building up that network
- Encourage your team's relational strengths so that the team can become a communications and information 'hub', improving its visibility and influence across the organization

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

Your focus on initiating new relationships and contacts may become an end in itself and take up a disproportionate amount of your energies

- **If you spend a disproportionate amount of your energy focusing on initiating new stakeholder relationships and building up your network, without enough time spent on ensuring these relationships are contributing in a meaningful way to organizational outcomes...**
Reduce this risk by regularly mapping your stakeholders and prioritizing these according to influence over your work and advocacy of it
- **If you are maybe becoming overly involved in organizational politics and becoming relied upon for your internal political network...**
Reduce this risk by maintaining a close watch on the agendas of those who are coming to you for support, insights and input; being prepared to make tough decisions to keep your network manageable, productive and positive



Self-improvement

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

Strengthening your leadership performance

Ways to stretch your leadership to the next level

- You can see the opportunities for growth in every circumstance. Use your Self-improvement strength to help others to understand these situations, and how they can be used for growth
- Research online articles describing how to use delegation to ensure that you have the support you need to successfully deliver without feeling like you would benefit from doing everything yourself
- Encourage feedback for peers, team members and stakeholders to continuously learn and improve

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

You become overly focused on accumulating knowledge and new learning for its own sake, irrespective of its likely usefulness. Your excessive emphasis on organization and efficiency leaves little scope to incorporate new information and options in your planning and execution as the task or project unfolds

- **You may become overly focused on accumulating knowledge and new learning for its own sake, irrespective of its usefulness to the organization's goals and context. Your focus on this strength can become overly time-consuming and detract from the important goals and immediate needs of the organization...**
To limit this risk, ensure that you prioritize your learning and development activities and be realistic about the amount of time they take up, ensuring that you retain the right balance for other aspects of your life
- **You may frequently implement new strategies following new learning and so your leadership style may become confusing and demotivating at times...**
To limit this risk, ensure that you consult with others and gain their views on new knowledge you have gained, as well as assessing the value of potential new ideas against your overall objectives, rather than becoming overly influenced by anything that appears 'new'



Strategic mindedness

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

Strengthening your leadership performance

Ways to stretch your leadership to the next level

- Engage leaders and stakeholders (including customers and suppliers) within and outside the team/organization to think through ideas to capitalize on changes in the market and broader environment
- Undertake a course of study in strategic planning and/or risk management to support your strategic thinking and planning
- Invite feedback from your manager, direct reports and other co-workers on how you can use your Strategic mindedness strength more effectively, including how to avoid overdoing it

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

You are so focused on the 'big picture,' including future scenarios and opportunities, that you may ignore the current reality

- **You may be so focused on the 'big picture', including future scenarios and opportunities, that you may ignore the current realities and a detailed analysis of the current situation...**
To reduce the risk, ensure you communicate and monitor progress against short-term goals and prioritize practical ways to deal with immediate challenges
- **You may overlook the detail required to challenge whether or not these scenarios are feasible and allow current plans to slip as a result of lack of disciplined follow-through...**
To reduce the risk, ensure you critically explore the feasibility (including benefits, risks and resource implications) of different scenarios and the practical considerations involved in implementing them

5. Effective use of strengths

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

Feedback is based on the views of 7. To view your raters, please refer to Section 13.

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

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

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

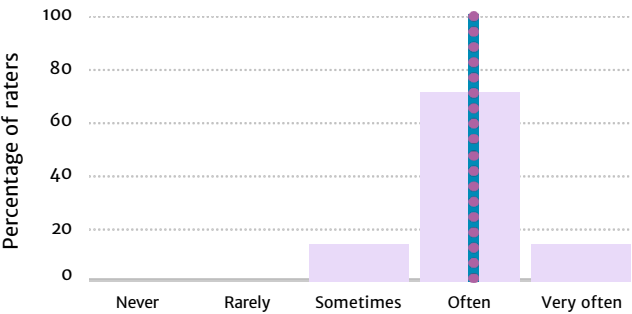


Compassion

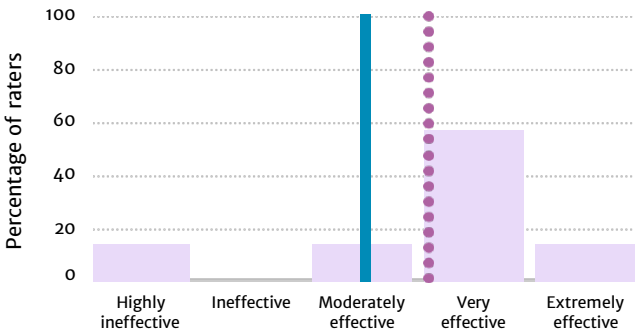
Number of raters: 7

Rater Average . . . Your Response —

How often raters see this strength

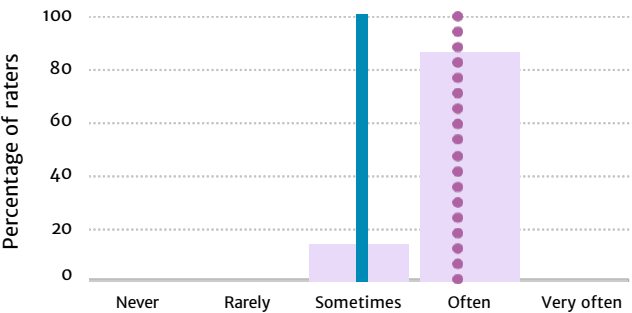


How effective you are at using your strengths to deliver results

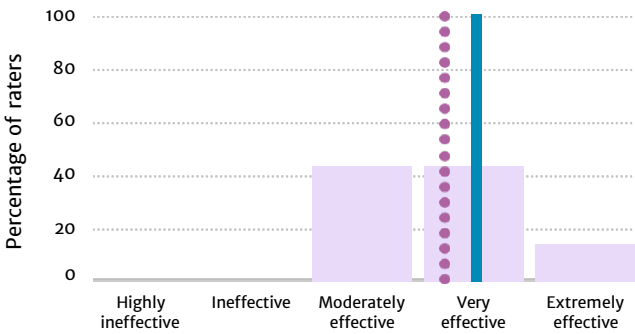


Creativity

How often raters see this strength



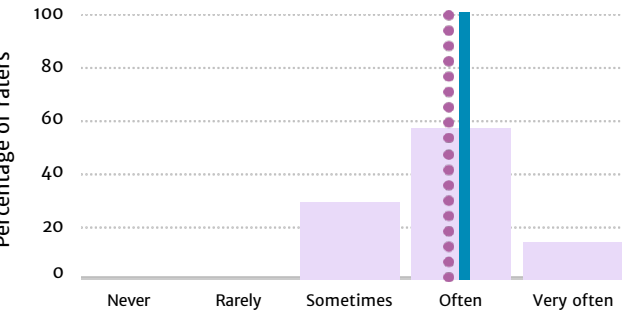
How effective you are at using your strengths to deliver results



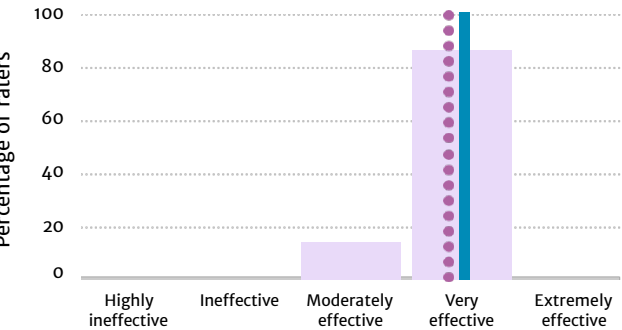


Critical thinking

How often raters see this strength

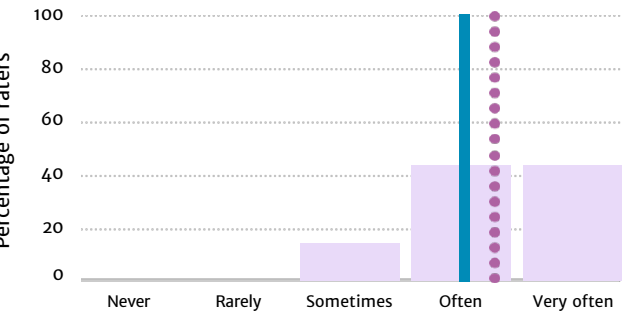


How effective you are at using your strengths to deliver results

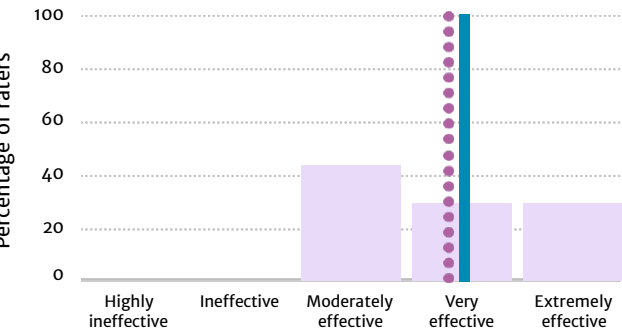


Decisiveness

How often raters see this strength

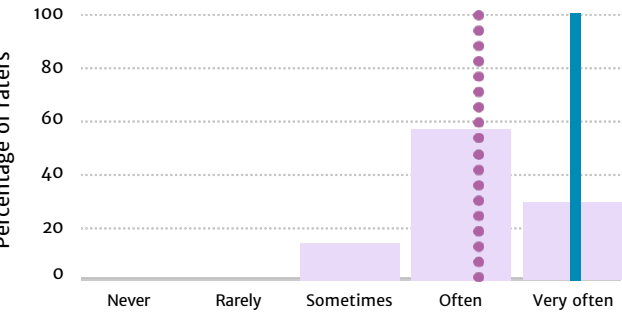


How effective you are at using your strengths to deliver results

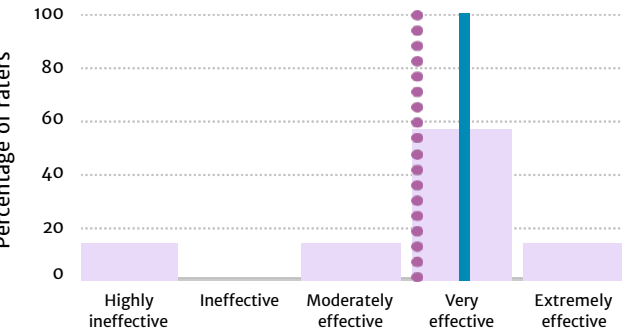


Relationship building

How often raters see this strength



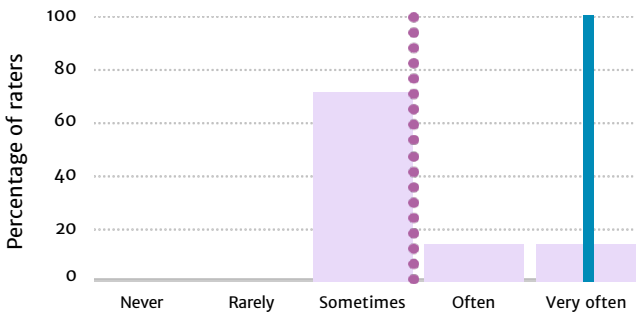
How effective you are at using your strengths to deliver results



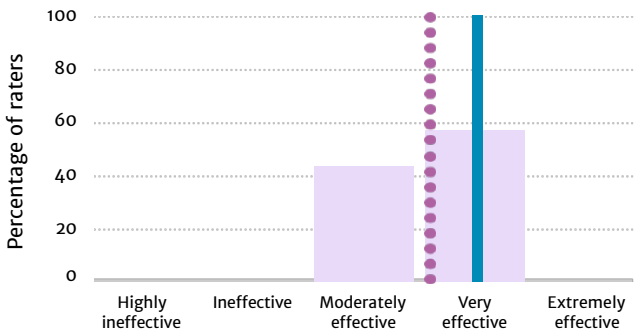


Self-improvement

How often raters see this strength

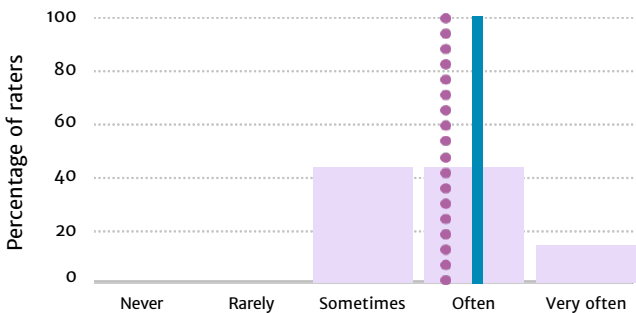


How effective you are at using your strengths to deliver results

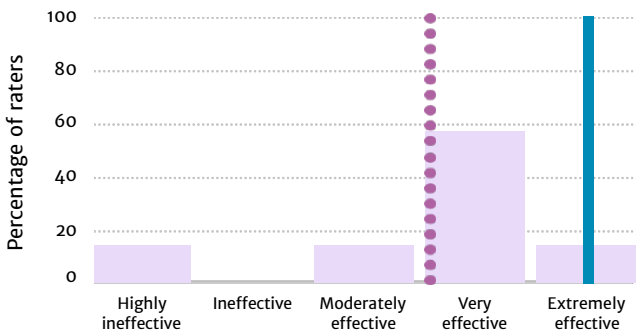


Strategic mindedness

How often raters see this strength



How effective you are at using your strengths to deliver results



6. Potential energy drainers

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

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



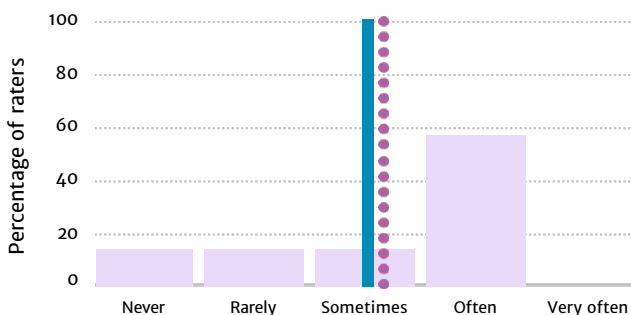
Courage

Number of raters: 7

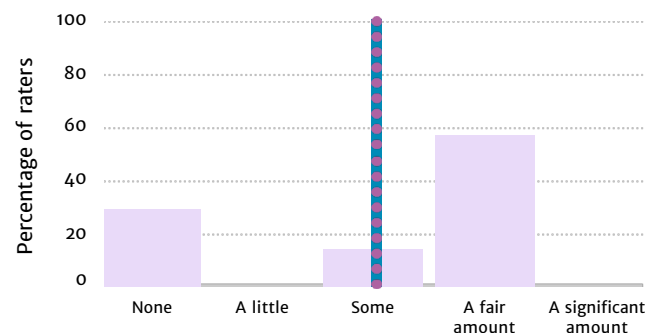
Rater Average ●●● Your Response —

You tend to avoid taking risks, taking a cautious or restrained line. You back down too easily, avoiding possible confrontation and difficult challenges.

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



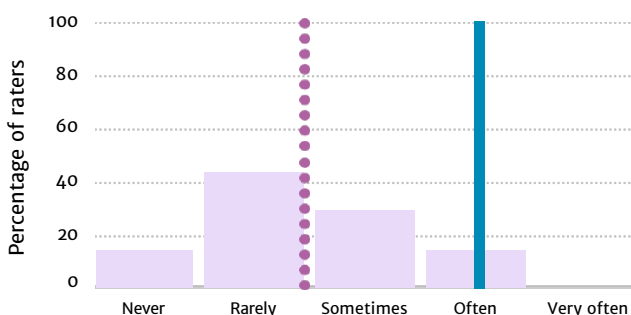
The extent this potential energy drainer negatively impacts on your performance



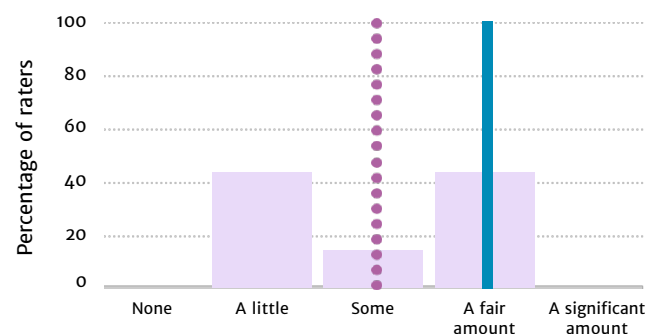
Empathy

You struggle to walk in others' shoes – to identify with their situation, feelings and context. Others may see you as unconcerned or insensitive

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



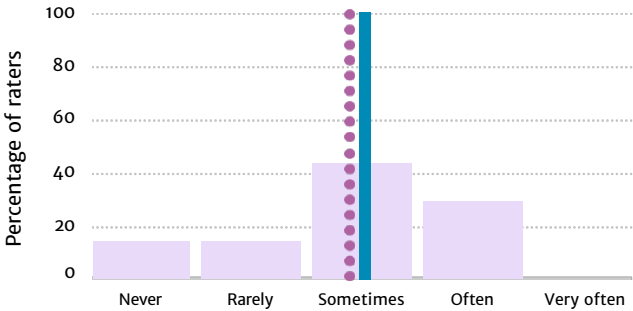
The extent this potential energy drainer negatively impacts on your performance



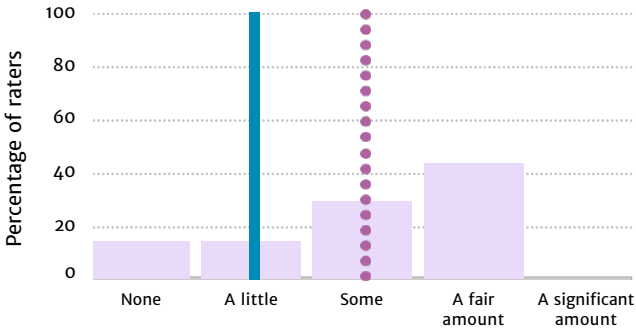


It may be difficult for others to sense your interest or level of enthusiasm for a proposal or point of view as you do not readily show this.

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



The extent this potential energy drainer negatively impacts on your performance



7. Actions to reduce the impact of energy drainers

What are energy drainers?

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

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

Courage

You tend to avoid taking risks, taking a cautious or restrained line. You back down too easily, avoiding possible confrontation and difficult challenges.



Risk behaviours to watch out for

- You tend to avoid taking risks aligned with your values, taking a cautious or restrained line.
- You keep quiet even when you know you have an important point to make.

Ways to reduce energy drainers

- Don't hold back when you are expressing your opinions and ideas with colleagues and other stakeholders, even if you feel these are contrary or controversial.
- Try testing any controversial opinions with your partner, family member or a trusted colleague before you voice them publicly.

Empathy

You struggle to walk in others' shoes – to identify with their situation, feelings and context. Others may see you as unconcerned or insensitive



Risk behaviours to watch out for

- You struggle to walk in others' shoes – to identify with their situation, feelings and challenges.
- Others may see you as unconcerned or insensitive.

Ways to reduce energy drainers

- Learn to be a more active listener by practicing listening to not just what they are saying, but also their personal story, values and the beliefs behind what they are saying.
- Spend time to get to know people beyond their job. Find out about their personality and strengths, background, successes, challenges and beliefs by chatting to them at work and in social settings.

Enthusiasm

It may be difficult for others to sense your interest or level of enthusiasm for a proposal or point of view as you do not readily show this.



Risk behaviours to watch out for

- It may be difficult for others to sense your interest or level of enthusiasm for a proposal or point of view.
- You do not readily demonstrate enthusiasm with your tone of voice or body language.

Ways to reduce energy drainers

- Make a conscious effort to communicate your interest and enthusiasm in decisions, projects or ideas you believe in, especially when you are with others who are more open with their feelings.
- When you are presenting or in meetings with others who are more emotionally expressive, try to ensure your body language and tone conveys positive energy and interest.

8. Leadership habits

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

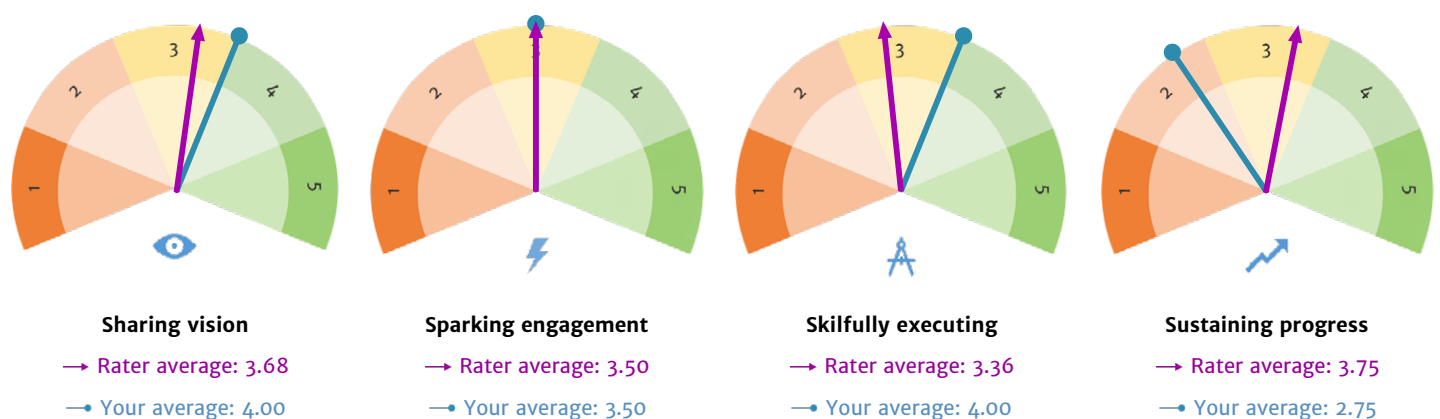
Habits	Description
 Sharing vision	Setting a clear, shared vision of success for the organization
 Sparking engagement	Empowering, inspiring and developing people
 Skilfully executing	Setting stretching performance expectations, reviewing progress and holding people to account to ensure delivery of planned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

Leadership habit ratings

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

Overall snapshot

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



Leadership habits averages

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

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

 Sharing vision	Inspires others with a simple, energizing and realistic vision of what success could look like	Your self score:  4.00 Rater score:  3.29
	Ensures a strong customer/service-based strategy that builds trust and loyalty	Your self score:  4.00 Rater score:  4.29
	Sets strategic goals based on a good understanding of the organization's changing environment	Your self score:  4.00 Rater score:  3.43
	Keeps people and stakeholders focused on the bigger picture and longer-term priorities	Your self score:  4.00 Rater score:  3.71
 Sparking engagement	Inspires people to give their best by providing them with challenging opportunities that develop their strengths and skills	Your self score:  3.00 Rater score:  3.43
	Encourages people to take responsibility for their work and decide how to best achieve their objectives	Your self score:  4.00 Rater score:  3.43
	Promotes an open and respectful work environment where people feel that they can freely share their views and ideas	Your self score:  4.00 Rater score:  4.00
	Promotes regular and open feedback to accelerate learning and improvement	Your self score:  3.00 Rater score:  3.14
 Skilfully executing	Regularly reports results and reviews progress to ensure people remain on target	Your self score:  5.00 Rater score:  3.29
	Sets clear, stretching and achievable performance expectations, ensuring people are held accountable to these	Your self score:  4.00 Rater score:  3.00
	Shares regular feedback from customers/stakeholders to promote a culture of excellence	Your self score:  3.00 Rater score:  3.57
	Takes decisive action to deal with performance shortfalls and unproductive behaviour	Your self score:  4.00 Rater score:  3.57
 Sustaining progress	Creates a safe environment that encourages considered risk taking and continuous improvement	Your self score:  3.00 Rater score:  3.86
	Recognizes outstanding effort and celebrates achievements in a fair and appropriate way	Your self score:  2.00 Rater score:  4.00
	Encourages people to be open to change and develop their capabilities to meet future requirements	Your self score:  2.00 Rater score:  3.43
	Challenges people to think and act in innovative ways	Your self score:  4.00 Rater score:  3.71

Highest 5 and lowest 5 scoring statements

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

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

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

5 highest scoring statements

	Ensures a strong customer/service-based strategy that builds trust and loyalty	Your self score:  4.00 Rater score:  4.29
	Recognizes outstanding effort and celebrates achievements in a fair and appropriate way	Your self score:  2.00 Rater score:  4.00
	Promotes an open and respectful work environment where people feel that they can freely share their views and ideas	Your self score:  4.00 Rater score:  4.00
	Creates a safe environment that encourages considered risk taking and continuous improvement	Your self score:  3.00 Rater score:  3.86
	Keeps people and stakeholders focused on the bigger picture and longer-term priorities	Your self score:  4.00 Rater score:  3.71

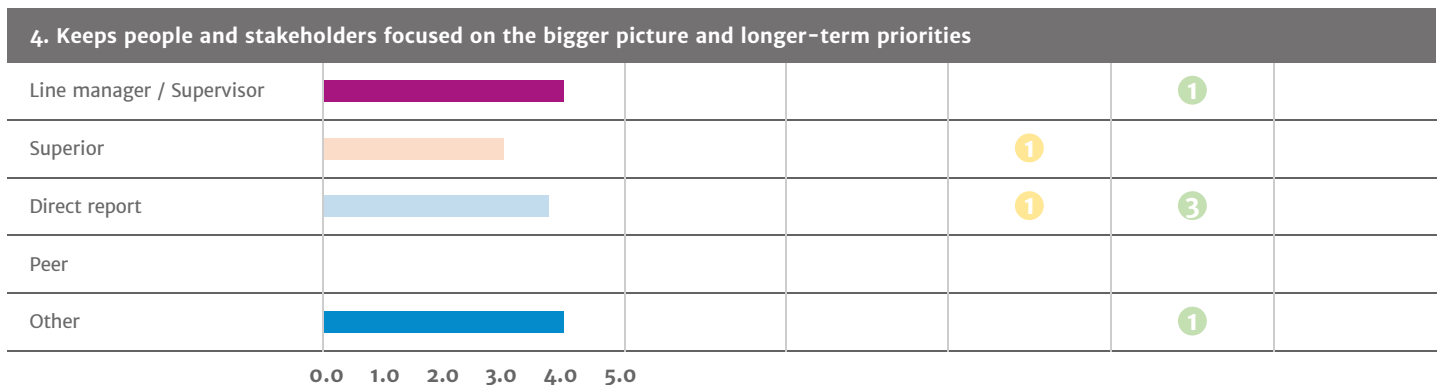
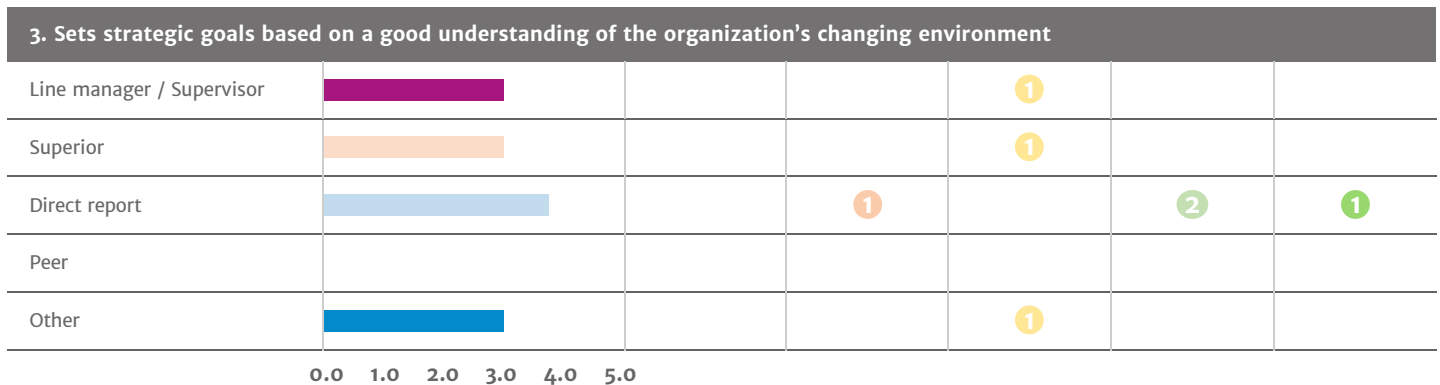
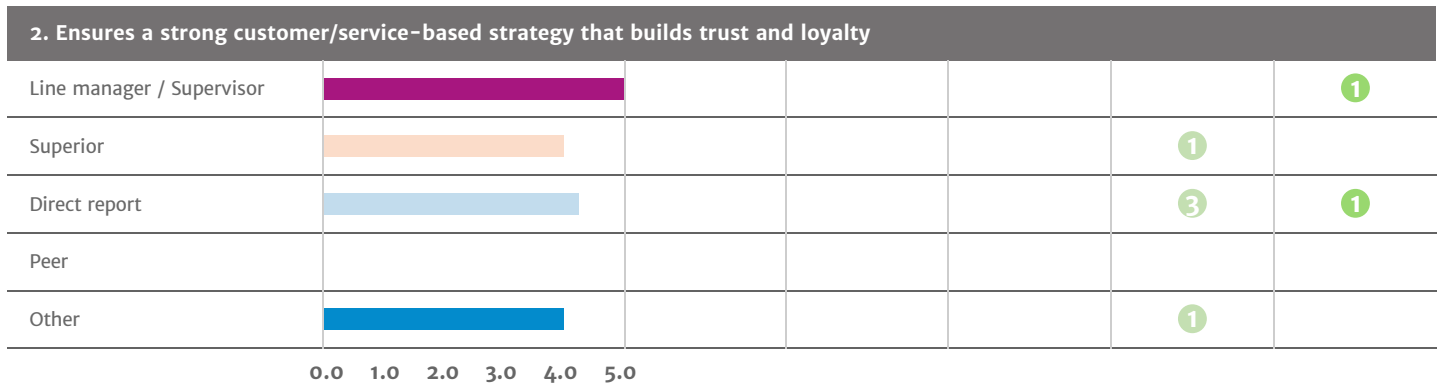
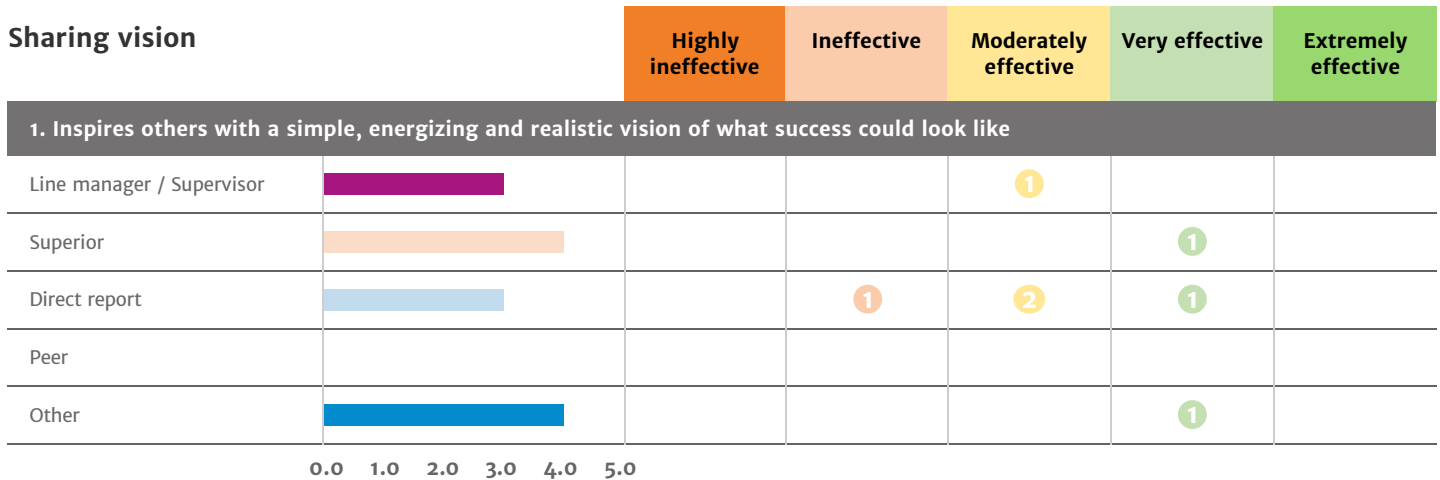
5 lowest scoring statements

	Sets clear, stretching and achievable performance expectations, ensuring people are held accountable to these	Your self score:  4.00 Rater score:  3.00
	Promotes regular and open feedback to accelerate learning and improvement	Your self score:  3.00 Rater score:  3.14
	Inspires others with a simple, energizing and realistic vision of what success could look like	Your self score:  4.00 Rater score:  3.29
	Regularly reports results and reviews progress to ensure people remain on target	Your self score:  5.00 Rater score:  3.29
	Inspires people to give their best by providing them with challenging opportunities that develop their strengths and skills	Your self score:  3.00 Rater score:  3.43

Detailed breakdown across all habits

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

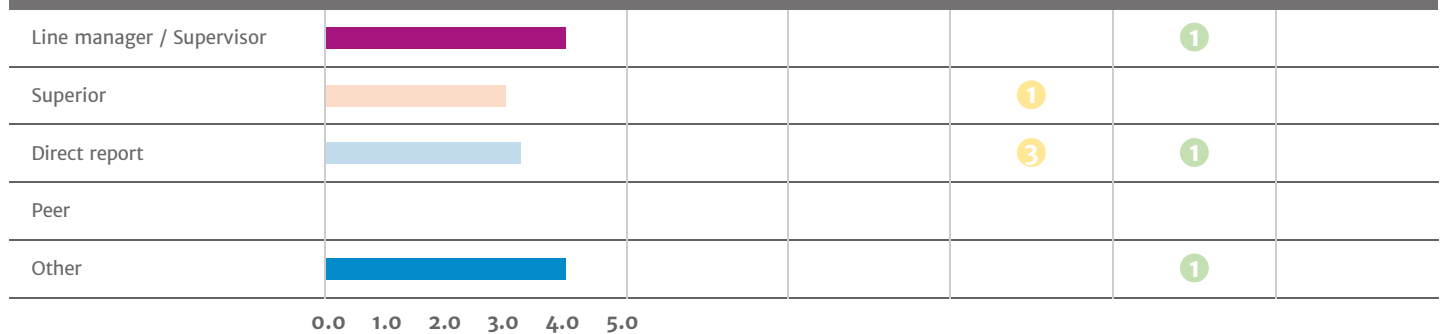
Sharing vision



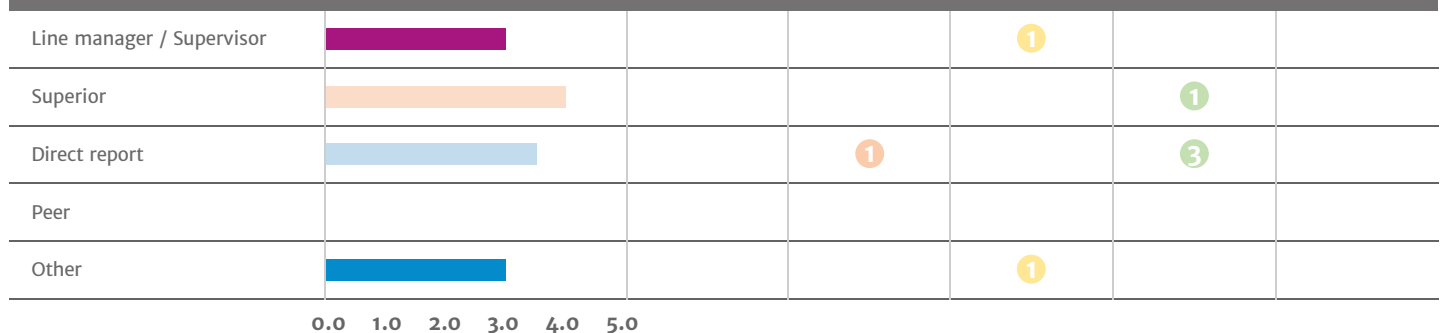
Sparking engagement

Highly ineffective	Ineffective	Moderately effective	Very effective	Extremely effective
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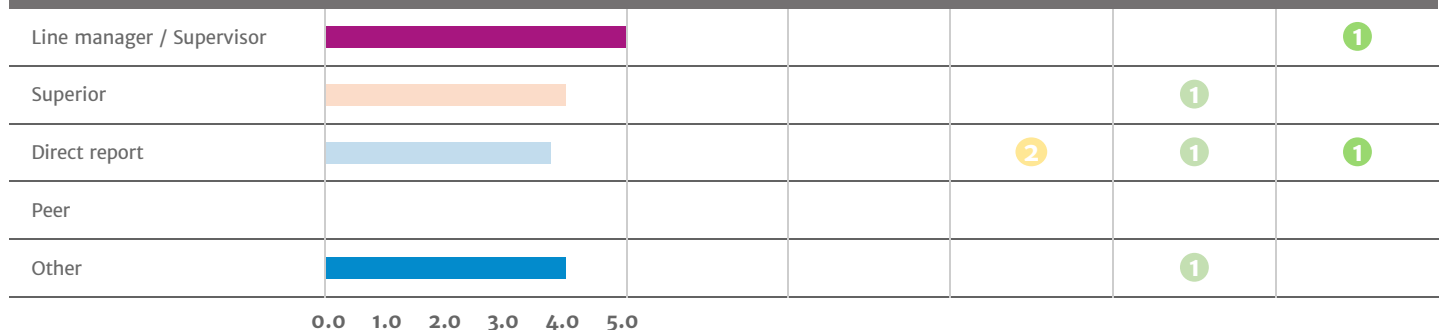
5. Inspires people to give their best by providing them with challenging opportunities that develop their strengths and skills



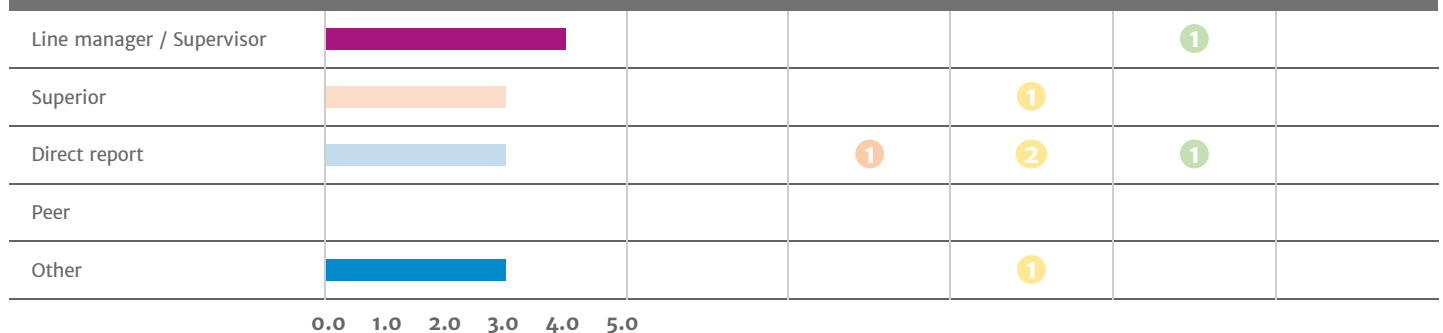
6. Encourages people to take responsibility for their work and decide how to best achieve their objectives



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

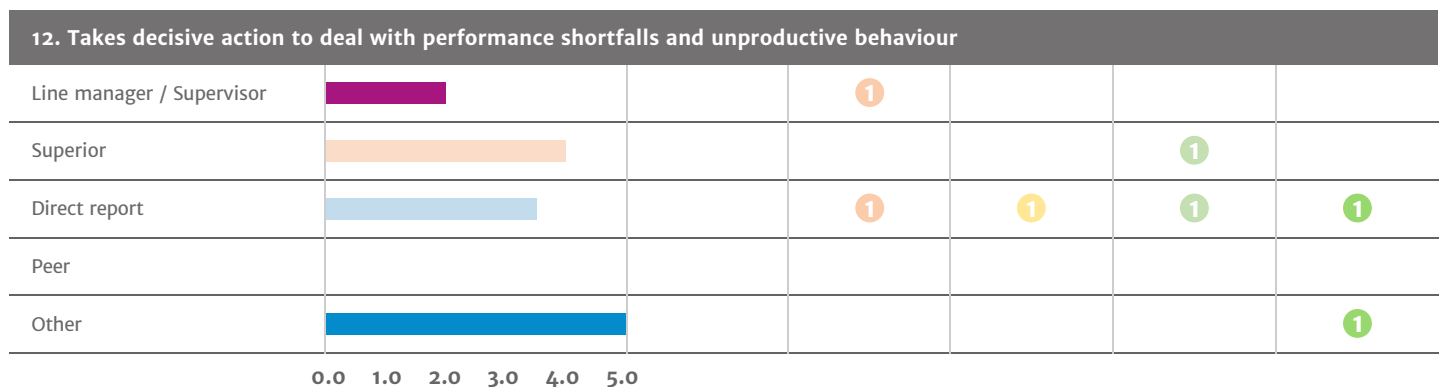
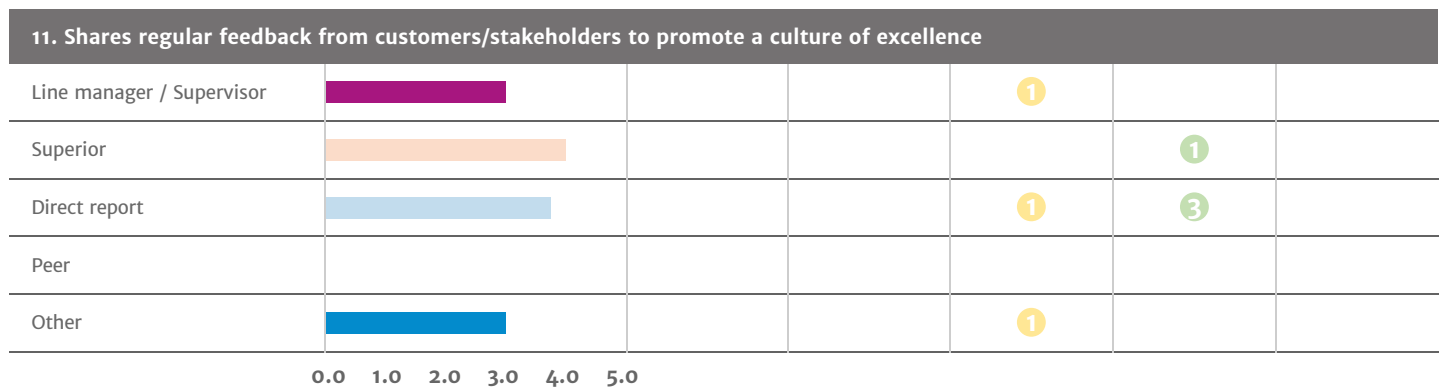
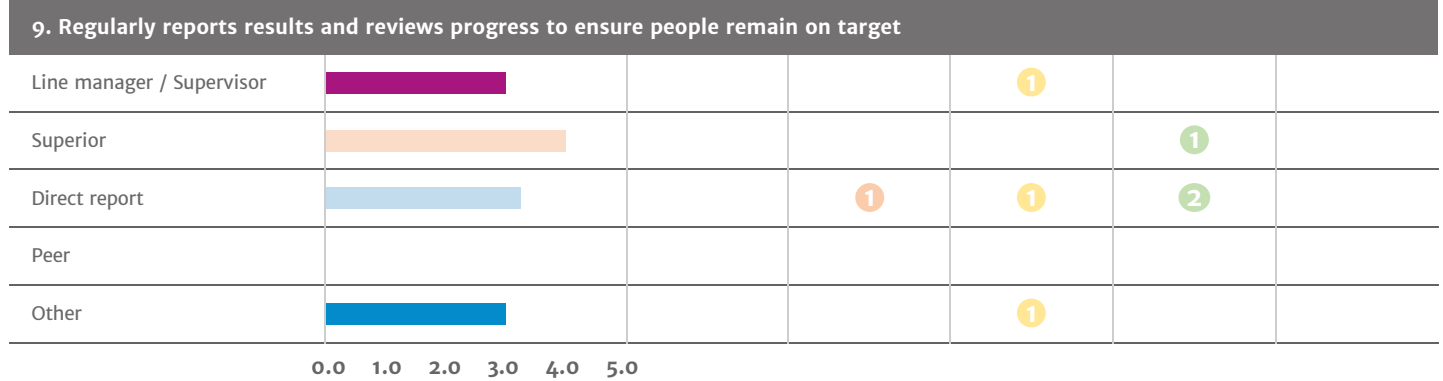


8. Promotes regular and open feedback to accelerate learning and improvement

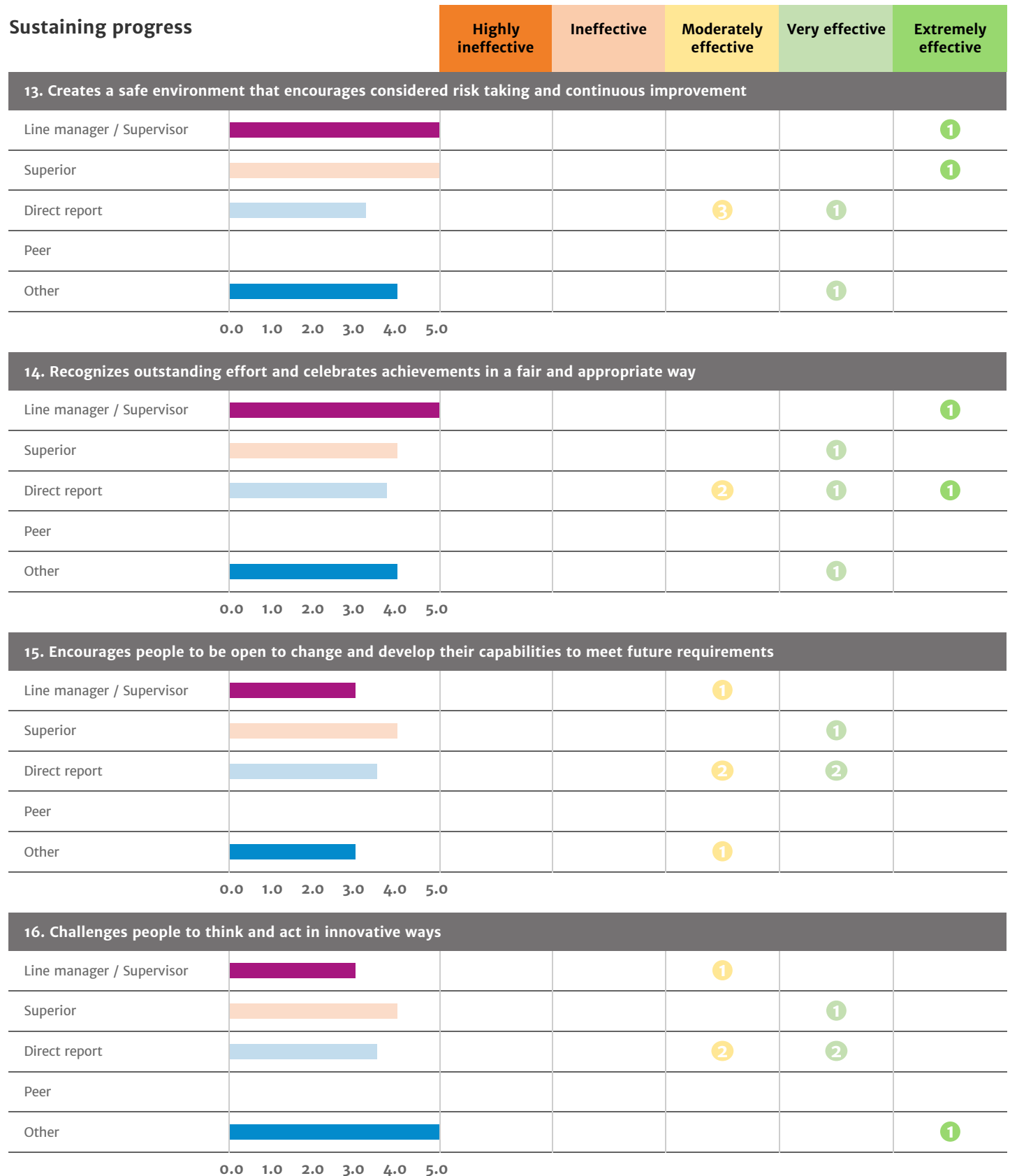


Skilfully executing

Highly ineffective	Ineffective	Moderately effective	Very effective	Extremely effective
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Sustaining progress



9. Leadership outcomes

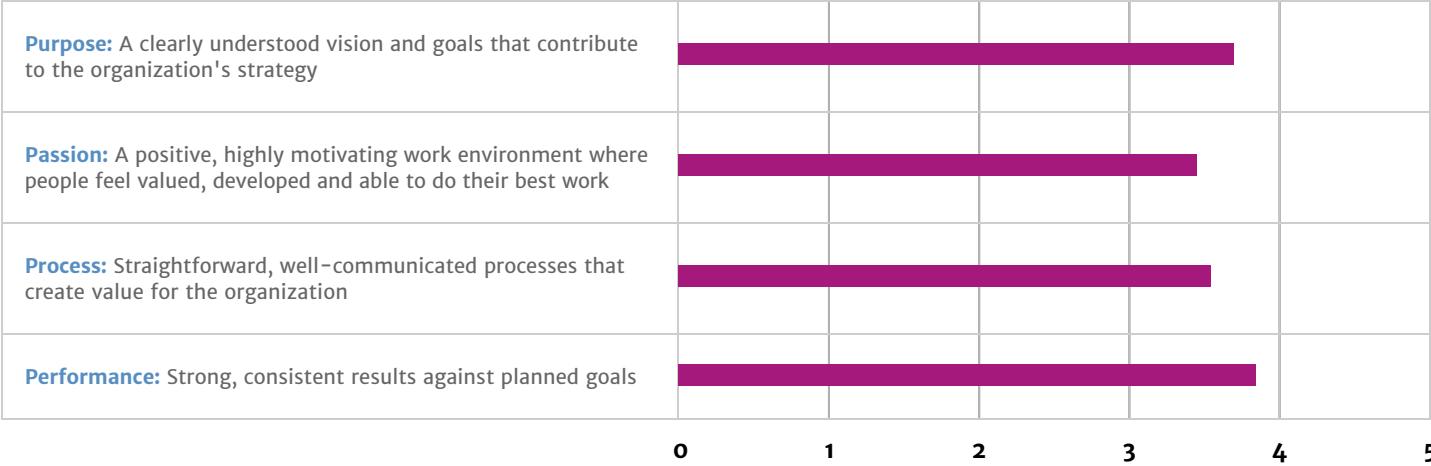
To be a highly effective leader you need to ensure you are delivering planned results and continuously improving the performance of the team and organization. The graph below shows you how raters have rated their confidence in you as a leader to deliver four key outcomes:

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

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

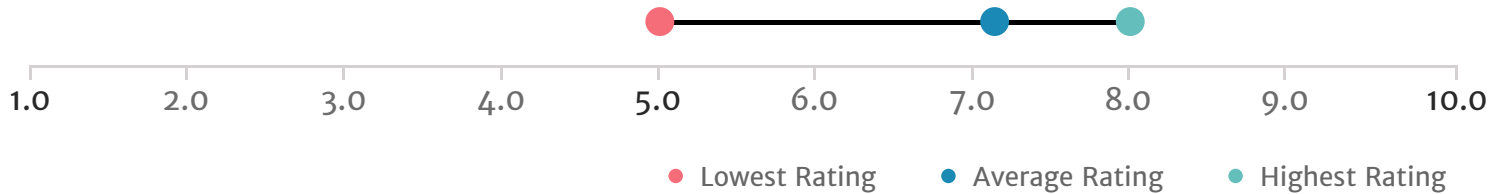
Confidence in leadership

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



10. Overall leadership effectiveness

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



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

"Start giving people the tough but necessary feedback (peers, team members, me!) when it's needed. As long as you're clear, people will understand and act :)"

"Get everyone to buy into your plans "

"Get the team involved when she has new ideas! We are on the front line, so we would have valuable input into what may and may not work, which would increase chances of success."

"Time out with the whole team (collectively and individually) to really appreciate mutual needs and strengths, and how we can support each other"

"stay positive. give us an update on the success of the team and business. "

"Use the qualities she brings to her clients internally to grow her visibility, credibility and leadership "

"N/A"

11. Rater comments

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

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

"I feel that you could usefully use your Strategic mindness more and perhaps use the Decisiveness a little less to make sure that your decisions are well considered and reflect our context, particularly as you take on more senior challenges and roles. Your people strengths will be amazing at the higher levels of the company and I feel using them in a more strategic way again could really help. "

"Continue to lead by example, and use your critical thinking strength to show your plans "

"I think using her Critical thinking more would help analyse or sanity-check situations where her Creativity and Decisiveness has really taken the driving seat and quick decisions are being made to move forward with a solution that may not be the best, or well thought-out."

"Take more time out to reflect on what we are doing, where we are going – take a step back occasionally to ensure we are focused on the right things"

"keep it up. you are doing great. try to be more engaging "

"She is great at building relationships with her clients, but I'd love to see more compassion and care for her team"

"To apply their strengths to all aspects of the business rather than just within their team."

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

"In your career, I feel that having the courage to state your case and stand strong, even when this may upset others, is an essential part of more senior roles. So my view would be to find a way to make this acceptable to you so that it becomes more comfortable. Maybe it's just practice!"

"Don't try and solve everything for people "

"To compensate for being drained by Empathy, she could use her Relationship building and Compassion to try to reach out and understand her team's perspectives and how her decisions are influencing their workload and day-to-day. It would help to build this openness of communication so that in the future they may volunteer their point of view."

"Try to understand the needs of each team member in more detail. Show us how we can be our best, and help you to be your best"

"reduce so that it doesn't affect you anymore "

"She needs to find more courage to step up to leadership in her new role, perhaps using her relationship building and compassion to influence others"

"N/A"

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

"Your people focus, your commitment to delivering excellent service, your amazing ability to develop relationships and networks with great ease. You have so much to give to the organisation and I'm pleased to have you on the team."

"Always leads by example "

"I trust her to move things forward in a timely manner – this makes the department and team feel more efficient, especially when it comes to responding to customer feedback, which increases customer satisfaction and means the team feel confident when they promise to return with an answer."

"Focus on doing the right things for the organisation as a whole"

"he provides a clear vision and enables us to do our job. "

"Her ability to build dynamic and long standing client relationships"

"They are always willing to help and push to achieve goals"

12. Developing your leadership habits

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

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

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

Current effectiveness	Habit area	Actions to boost effectiveness
 4.3	Ensures a strong customer/service-based strategy that builds trust and loyalty	• Explain to employees how customers' lives will be different if the vision is achieved to win their commitment and support. • Encourage all employees (particularly those who are not customer facing) to learn about customers to better understand them. • Map who your key internal stakeholders are and how you can best influence them. Meet with them regularly to discuss their needs, priorities and expectations.
 3.7	Keeps people and stakeholders focused on the bigger picture and longer-term priorities	• Ensure each employee is clear on their goals, key performance measures and how these contribute to the overall goals. • Regularly update people on progress towards the team/organization's goals using a 'dashboard' of key performance indicators. A simple traffic light system can be used to show good, acceptable and poor performance. • Encourage people to think longer-term and be ready for change by involving them in strategic planning meetings or discussing plans with them before implementation.
 3.4	Sets strategic goals based on a good understanding of the organization's changing environment	• Conduct a SWOT with your team to identify Strengths, Weaknesses, Opportunities and Threats for the team/organization. • Explore using a 'Balanced Scorecard' approach to ensure you are measuring not only financial results, but also critical customer, process and people drivers of excellence. • Work with your team to analyze future trends and disruptive forces impacting your organization and how you can take advantage of these to gain competitive advantage.
 3.3	Inspires others with a simple, energizing and realistic vision of what success could look like	• Invite your employees and key stakeholders to create a new or refine an existing vision for the team/organization. This should clarify your purpose, picture of success, overall goals and values. • Make sure the vision is future oriented and takes account of external trends as well as possibilities the organization can exploit. • Ensure you communicate this in a compelling way to everyone in the team to get them behind it. Encourage employees to share the vision with others and provide their own stories of success to bring the vision to life.

Sparkling engagement: Empowering, inspiring and developing people

Current effectiveness	Habit area	Actions to boost effectiveness
	Promotes an open and respectful work environment where people feel that they can freely share their views and ideas	• Encourage forums, meetups and other opportunities for people to voice their opinions openly and shape the direction, plans and work culture of the team/organization. • Create a work culture where individual differences (including strengths, perspectives and experiences) are understood, valued and developed. • Take swift action to deal with those who interrupt, are insensitive to others or are intolerant of differences unrelated to job performance.
	Inspires people to give their best by providing them with challenging opportunities that develop their strengths and skills	• Develop coaching skills by asking powerful coaching questions, listening with empathy and challenging people positively to help them improve their performance. • Figure out what motivates different people and identify assignments and tasks that will challenge and energize them. • Set up a 'buddy' coaching or mentoring program to ensure people have support from colleagues to overcome challenges and accelerate their learning.
	Encourages people to take responsibility for their work and decide how to best achieve their objectives	• Push responsibility for tasks and decisions down to employees so they learn to solve problems for themselves. Insist they bring you solutions for discussion if they need your help to encourage ownership and learning. • Check that each employee has the right skills, knowledge and experience, as well as the necessary support from you and others, to deliver strong results. • Don't micromanage or expect people to go about their work in the same way you do. Once they are clear about what is expected, observe how your employees go about their work. Only step in when necessary to correct, guide or coach them.
	Promotes regular and open feedback to accelerate learning and improvement	• Hold regular development discussions with employees and provide balanced and constructive feedback. Agree specific ways to improve performance based on the feedback. • Encourage employees to get feedback from colleagues and other stakeholders to build their self-awareness and get ideas to improve their performance. This can be done directly (e.g. each person says what their colleagues can "start", "stop" and "continue" doing) or using a 360-degree survey tool. • Encourage employees to take ownership of their learning by asking them to monitor their performance and give themselves feedback. Take time to explore their self-feedback regularly during performance dialogues.

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

Current effectiveness	Habit area	Actions to boost effectiveness
	Shares regular feedback from customers/stakeholders to promote a culture of excellence	• Share customer/stakeholder successes and stories with employees to highlight successes and improvement areas on a regular basis. • Invite direct or survey feedback from your most important customers/stakeholders and report the major findings and themes to employees. Explore with them any action to take to improve customer/stakeholder experiences. • Share examples of dissatisfied and satisfied customers/stakeholders openly with all employees during meetings together with the learning from these to improve their experiences and relations with them.
	Takes decisive action to deal with performance shortfalls and unproductive behaviour	• Tackle performance problems quickly by exploring the root causes with the employee. Ensure you agree a clear plan for improvement and track progress weekly. • When the performance problem is difficult or persistent, consult with your HR advisor early to ensure you are acting in line with the organization's policies and processes, as well as relevant employment laws. • Challenge unproductive habits and the routine ways you observe that are blocking employees' performance and readiness for change to avoid bigger problems in future.
	Regularly reports results and reviews progress to ensure people remain on target	• Hold regular 1-1 and team performance dialogues to ensure a thorough review of progress against a plan, including successes, challenges and any support required. • Arrange monthly 'town halls' or general employee updates to communicate progress, highlight successes and discuss areas for further improvement. • Help people visualize their progress everyday by setting up a system to communicate progress (ideally in real-time) and highlight successes.
	Sets clear, stretching and achievable performance expectations, ensuring people are held accountable to these	• Be clear about goals and priorities, ensuring all employees have SMART (specific, measurable, achievable, realistic, time bound) objectives to help them stay focused. • Engage people in the goal-setting process and challenge them to set stretch goals that help them to grow and realize their full potential. • Be clear on your own expectations and performance standards. Write these down and communicate them to employees to create a culture of accountability and excellence.

Sustaining progress: Recognizing achievement and encouraging continuous improvement and experimentation

Current effectiveness	Habit area	Actions to boost effectiveness
 4.0	Recognizes outstanding effort and celebrates achievements in a fair and appropriate way	- Identify low or no cost ways to recognize effort and achievement (e.g. saying “thanks”, giving an extra day off etc.) and use these to reward employees who go above and beyond. - Personalize rewards and recognition as much as possible based on each employee's personal preferences and what motivates them. - Show an interest in your employees' careers and allocate them stretch assignments and tasks that play to their personal strengths and career aspirations.
 3.9	Creates a safe environment that encourages considered risk taking and continuous improvement	- Help people learn from successes and setbacks by introducing regular team and project learning reviews after the completion of important projects and tasks. - Create a team environment where people feel they can take risks and fail as part of the learning process. Invite them to share setbacks and learning in an open and honest way. - Encourage the use of pilot projects and beta product releases to test out new ways of working and new products/services. Design build-measure-learn feedback loops into work processes to reduce risks and improve success rates.
 3.7	Challenges people to think and act in innovative ways	- Encourage employees to be curious about market trends and changes in the broader environment to enable them to anticipate new products and ways of working and innovate to prepare for these. - Set up fun creativity workshops or brainstorming sessions to encourage employees to come up with novel ideas to complex challenges or new opportunities. - Give your creative team members the scope and freedom to tackle problems and innovate. Creatives often work in unconventional ways so you will need to shield them from rigid procedures, processes and rules that might hold them back, especially when they are working on innovation projects.
 3.4	Encourages people to be open to change and develop their capabilities to meet future requirements	- Encourage employees to think ahead about how changes in the external environment might impact their roles and skill requirements. Help them to upskill to deal with these changes. - Help employees build agility in areas of greatest strength by assigning them projects, tasks and opportunities that will develop them in areas of greatest potential. - Set an example to others by showing that you are open to continuous learning, feedback and change. Have patience with those who are slower to accept changes and spend time with them to listen to their concerns while reassuring them about the benefits.

13. Rater details

You nominated the following raters to provide feedback (*in your own report, real rater names will appear*):

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

Of these 11 people, 7 provided feedback.

14. The 24 Strengthscope® strengths

⚡ Emotional



Courage:

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



Emotional control:

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



Enthusiasm:

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



Optimism:

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



Resilience:

You deal effectively with setbacks and enjoy overcoming difficult challenges



Self-confidence:

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

⚡ Relational



Collaboration:

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



Compassion:

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



Developing others:

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



Empathy:

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



Leading:

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



Persuasiveness:

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



Relationship building:

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

⚡ Execution



Decisiveness:

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



Efficiency:

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



Flexibility:

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



Initiative:

You take independent action to make things happen and achieve goals



Results focus:

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



Self-improvement:

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

⚡ Thinking



Common sense:

You make pragmatic judgments based on practical thinking and previous experience



Creativity:

You generate new ideas and original solutions to move things forward



Critical thinking:

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



Detail orientation:

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



Strategic mindedness:

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

Debrief report overview

Higher level interpretation:

1. What is the challenge you are currently facing?

2. What is the goal you would like to work towards during your debrief?

3. Share your significant 7 strengths and standout 3

4. Briefly explore the wheel on page 7

5. Briefly discuss the raters' feedback

StrengthscopeLeader™ report coaching flow

The following is a suggested flow for debriefing a StrengthscopeLeader™ report.

It contains important information to get across during the session, as well as several key questions to ask during the various sections of the report.

As you become more experienced you will adopt your own style and add questions of your own, but we suggest this as a helpful start point.

Sections 2-7

Explain that Sections 2-7 will help them understand their strengths and how effectively they are using these.

It also highlights potential risks areas (including energy drainers and strengths in overdrive) and the likely impact of these to their leadership effectiveness.

Section 8

Section 8 will help them understand how effective they are against each of the four leadership habits, including how raters scored them across all behaviours.

Sections 9-10

Show them how effective raters believe they are in delivering the 4 key outcomes and provides an overall leadership rating from all raters.

Sections 11-12

Provide them with comments and recommendations from raters to help them strengthen their leadership. Specific tips and tools are provided to enable them to focus their development and take action to make improvements in the way they lead.

Sections 13-14

Provide a full list of raters they nominated to provide feedback, together with a description of all 24 strengths in the Strengthscope model.

StrengthscopeLeader™ report coaching flow

1

POSITIONING

(Report Section 1)

Remind them that:

- ⊙ The feedback and perceptions are not objective truths, the data needs to be interpreted and discussed in order to draw meaningful insights from it
- ⊙ They should focus on both the strengths and the risk areas in a balanced way, and not fall into the 'negativity bias' trap by only noticing feedback that is disappointing or less positive
- ⊙ They should focus on key themes arising from the feedback, and not get stuck on individual comments or play the "who said that?" game
- ⊙ They should translate their insights from the report into decisive action and a focused, realistic development plan
- ⊙ The session is confidential
- ⊙ What would you like to achieve from this session? What are your current short/long term goals or challenges you are facing?
- ⊙ If you had to summarize in three sentences what your job is/what your main responsibilities are in your job, what would you tell me?
- ⊙ What do you already know about the strengths-based approach?
- ⊙ How would you define strengths? How do you think these might differ from competencies?

2

STRENGTHS

(Report Section 2, 3, 4 and 5)

- ⊙ How well do the Significant 7 strengths fit with how you see yourself? Were there any surprises?
- ⊙ What are your 3 most energizing strengths? What are the most important strengths to achieve your goal?
- ⊙ How have your strengths helped you achieve success in the past?
- ⊙ How can this learning help you? In what specific ways can you use your strengths to progress your goal?
- ⊙ What combinations of strengths can you use to maximize your effectiveness?
- ⊙ Who could you call on for support to progress faster towards your goal?
- ⊙ Is there anyone who is using those strengths very well that you could learn from?
- ⊙ Looking at your wheel, what are you observing?
- ⊙ What key themes are you taking from your 'effective use of strengths' feedback?

3

PERFORMANCE RISKS

(Sections 5, 6 and 7)

- ⊙ Which of your strengths do or could go into overdrive?
- ⊙ Which of your strengths could you dial up in order to dial down the strength in overdrive?
- ⊙ Choose up to 3 least energizing strengths on your wheel (they will have identified 3 in the report – check if these still feel the least energizing for them). From those 3, are there any that you need in order to achieve your goal?
- ⊙ Do you feel you have relevant skills in those areas or is this something you could develop?
- ⊙ How could this prevent you from achieving your goal?
- ⊙ Is there someone you could call on to support you with your performance-limiting non-strengths?
- ⊙ Are there any strengths of yours you could draw on to support you in using those non-energizing strengths?
- ⊙ What key themes are you taking from your raters' feedback in the 'potential energy drainers' section?

StrengthscopeLeader™ report coaching flow

1

POSITIONING

(Report Section 1)

2

STRENGTHS

(Report Section 2, 3, 4
and 5)

3

PERFORMANCE RISKS

(Sections 5, 6 and 7)

StrengthscopeLeader™ report coaching flow

4

LEADERSHIP HABITS

(Report Section 8)

- ⦿ Explore the leadership habits and provide a description for each habit – also ensure the 4 sections are clearly understood
- ⦿ Make use of the Leadership Habits cards to help with some key question prompts
- ⦿ Looking at your leadership habits results, was there anything that immediately stood out for you? Were there any surprises?
- ⦿ What are the leadership habits that you are doing great at and need to ensure you continue maintaining?
- ⦿ What strengths do you need to bring into this?
- ⦿ Which, if any, leadership habits might prevent you from achieving your goal?
- ⦿ How can your strengths support you in overcoming this?
- ⦿ Remember that Section 12 of the report contains suggestions on to how to develop leadership habits

5

RATER FEEDBACK

(Report Sections 9, 10 and 11)

- ⦿ Point out that this covers overall ratings on leadership outcomes; an overall leadership effectiveness rating; rater comments
- ⦿ What are the aspects that stood out for you in the rater feedback?
- ⦿ Is there anything in the rater feedback not aligned to today's conversation?

Anything we did not cover?

- ⦿ What are the positive aspects that you noticed and want to maintain?
- ⦿ Are there any improvement areas that others highlighted that you would like to work on?

6

DEVELOPING YOUR LEADERSHIP HABITS

(Report Section 12)

- ⦿ When you look at the leadership habits suggested areas for development, which of them seem most important to you at present?
- ⦿ Which of the specific activities appeal to you?
- ⦿ Are there other development ideas you have which could work for you?
- ⦿ Who can support you in these activities?
- ⦿ Thinking about your strengths and performance risks again, how might these help / hinder you?

7

SUMMARY

- ⦿ Remind them that Section 13 lists all their chosen raters (even though some of the raters may not have completed feedback). Also remind them that Section 14 lists all 24 work related strengths and their definitions
- ⦿ What are your key takeaways from today's debrief?
- ⦿ What are the key actions from today?
- ⦿ Is there any other support you will need?
- ⦿ On a scale of 1-10, how committed do you feel to these actions?

StrengthscopeLeader™ report coaching flow

4

LEADERSHIP HABITS

(Report Section 8)

5

RATER FEEDBACK

(Report Sections 9, 10
and 11)

6

DEVELOPING YOUR LEADERSHIP HABITS

(Report Section 12)

7

SUMMARY

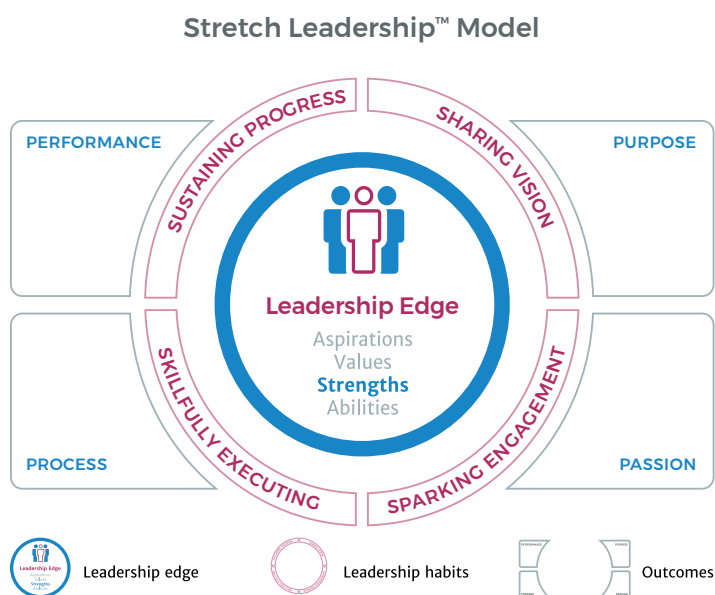
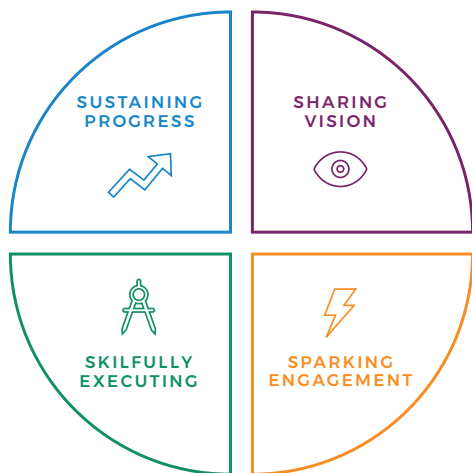
Video debrief session

Reflections

Lined area for reflections, consisting of 25 horizontal dotted lines.

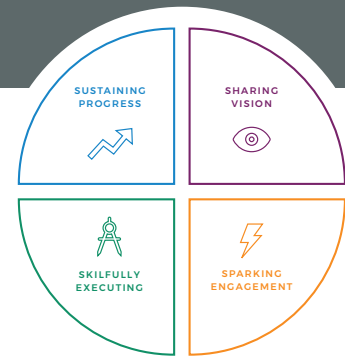
Leadership habits and strengths:

Debrief practice notes



 Notes

Exploring four leadership habits



**SHARING
VISION**



**SPARKING
ENGAGEMENT**



**SKILLFULLY
EXECUTING**



**SUSTAINING
PROGRESS**

Strengthscope Leader debrief practice notes

 Reflections

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This is where you can manage your reports and projects. The Practitioner Zone is within the system and is the place to go for assets, research materials and content to help you create the Strengthscope® experience for your audience.

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Learning and Commitments



 Notes

 Notes

Handwriting practice area with 20 sets of dotted lines on a light gray background.



 Notes

Handwriting practice area with 20 sets of dotted lines for tracing on a lined background.



 Notes

