



Strengthscope
Team[™]

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1. Introduction

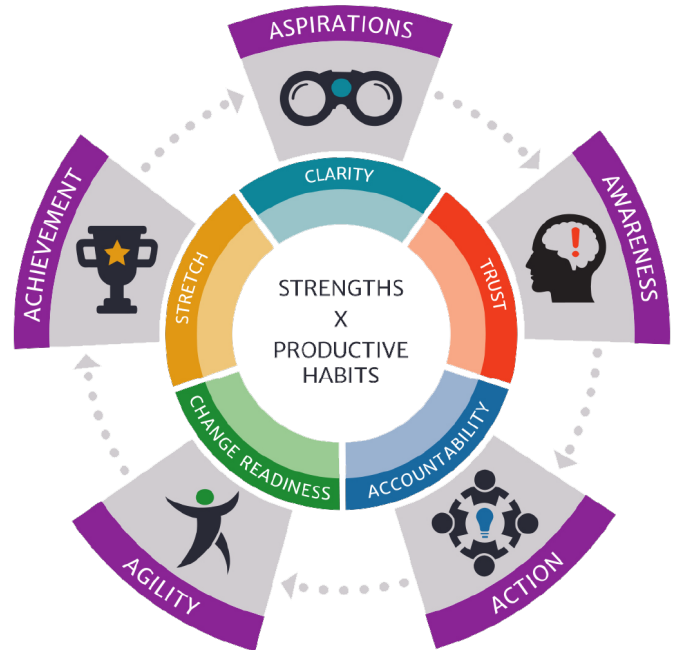
Take your team performance to the next level with StrengthscopeTeam™.

StrengthscopeTeam™ will help your team to develop their performance by providing them with awareness and guidance on their:

- **Clear strengths** and how to develop these to enhance the team's performance
- **Risk areas** that may inhibit peak performance together with powerful ways to reduce the impact of these
- Effectiveness across **team habits** essential for teamwork and peak performance
- **Development recommendations** to strengthen the team and its performance.

In order to be effective, teams need to understand and develop the strengths and energy of every team member. The best teams develop and practice productive team habits in five areas to transform strengths into effective teamwork and business results at each stage of their development, from aspirations to achievement.

We call this the Peak Performing Team Pathway™




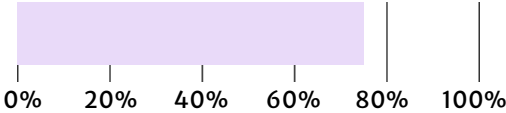

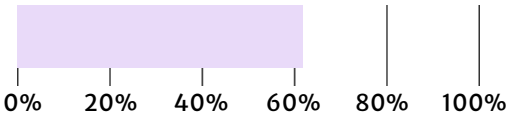

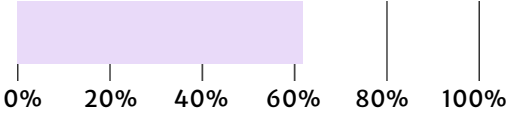

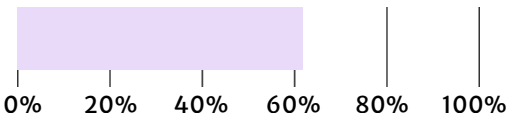
 Productive Habit  Team Development Stage

The most effective teams:

- Have **clarity** of goals, roles and responsibilities for the team
- Gain an **awareness** of where the team's strengths and performance risks lie to build **trust**
- Take **action** to draw on each other's strengths and ideas to reach clear decisions and ensure a high degree of **accountability**
- Develop **agility** to deal positively with change and develop **change readiness**
- Celebrate the team's **achievements** and take action to review and strengthen performance, ensuring continuous **stretch** and improvement

2. Your team's clear strengths

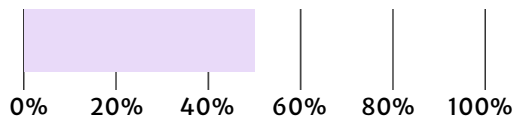
Based on your team's responses to the questionnaire, the following **clear strengths** have been identified as the most energizing for the team. The team should utilize areas of strength to deliver team goals and aspirations. The total number of team members reporting each strength appears below each bar graph.

	Your team's clear strengths	When the team is performing at its best
<p>Relationship building</p> 	<p>Team members take steps to build networks of contacts and act as a 'hub' between people that they know.</p>  <p>Percentage of team reporting strengths 6 out of 8 team members reported this strength</p>	<ul style="list-style-type: none"> Team members actively build close relationships with co-workers and other stakeholders Team members enjoy meeting new people and getting to know them Team members strive to 'know everybody' and connect others wherever possible.
<p>Collaboration</p> 	<p>Team members work cooperatively with others to overcome conflict and build towards a common goal.</p>  <p>Percentage of team reporting strengths 5 out of 8 team members reported this strength</p>	<ul style="list-style-type: none"> Team members are motivated to maintain cooperative working relationships with other individuals and groups Team members feel stronger when working with, rather than against, others Team members are energized when they identify a common goal that enables people to work together.
<p>Emotional control</p> 	<p>Team members are aware of their emotional 'triggers' and how to control these to ensure they remain calm and productive.</p>  <p>Percentage of team reporting strengths 5 out of 8 team members reported this strength</p>	<ul style="list-style-type: none"> Team members are aware of their feelings and 'emotional trigger points' in response to their environment Team members are motivated to shift inappropriate emotional states to more productive ones Team members gain energy from controlling against emotional outbursts and remaining calm under pressure.
<p>Empathy</p> 	<p>Team members readily appreciate other people's perspectives and viewpoints.</p>  <p>Percentage of team reporting strengths 5 out of 8 team members reported this strength</p>	<ul style="list-style-type: none"> Team members are energized when they can see the world from another person's viewpoint Team members are motivated to appreciate not only what people are saying, but also why they are saying it Team members report a keen interest and understanding of 'what makes people tick'.

Compassion



Team members demonstrate a deep and genuine concern for the well-being and welfare of others.



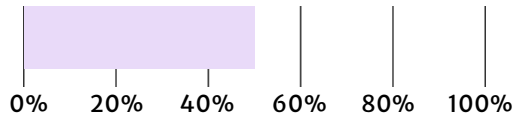
Percentage of team reporting strengths
4 out of 8 team members reported this strength

- The team draws energy from caring for the general well-being and welfare of others
- Team members are motivated to show kindness to others in times of need or crisis
- Team members are compelled to place others' needs ahead of their own.

Persuasiveness



Team members are able to win agreement and support for a position or desired outcome.



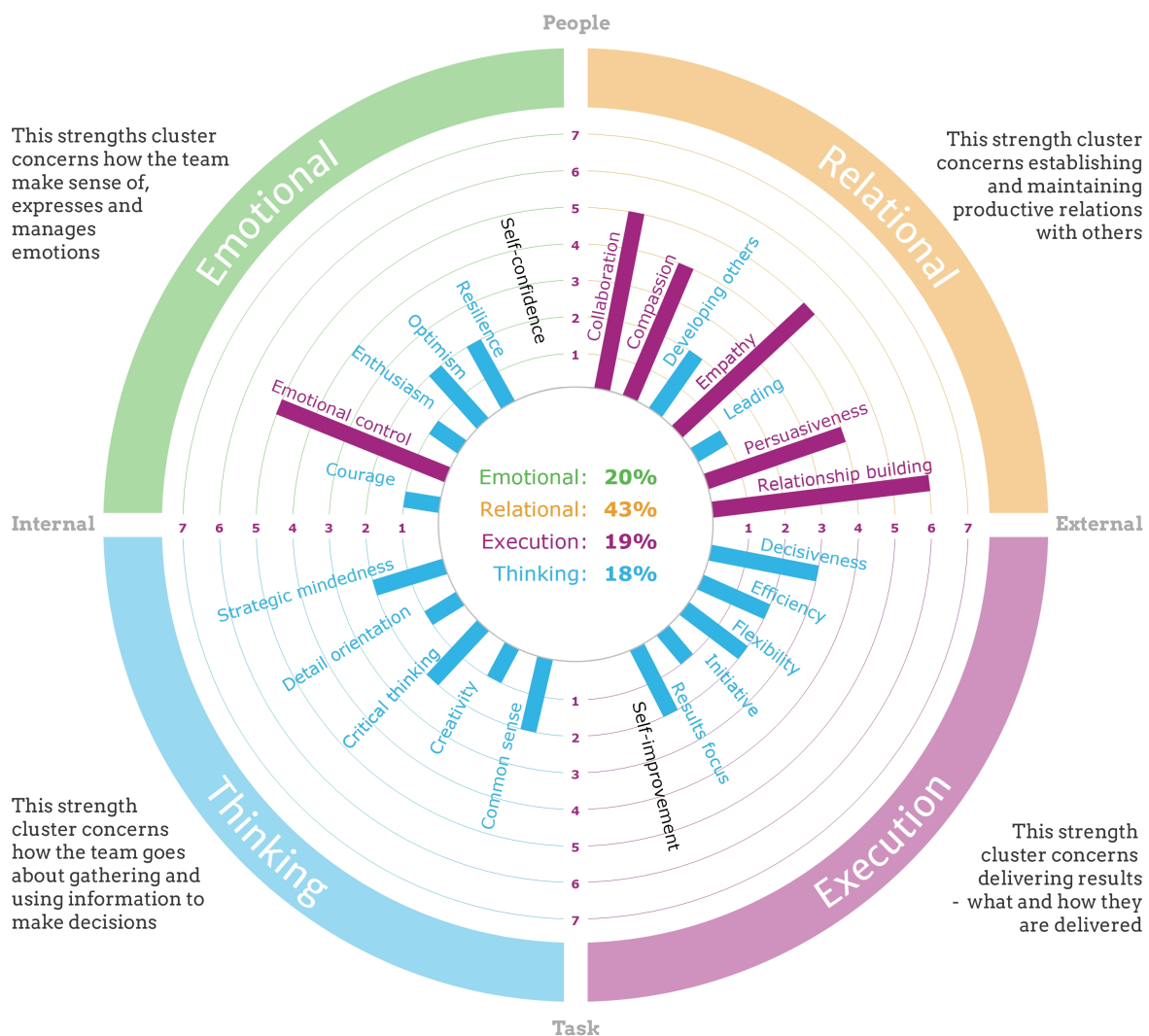
Percentage of team reporting strengths
4 out of 8 team members reported this strength

- Team members are motivated to persuade others towards their way of thinking
- The team enjoys negotiation and debate
- There are times when team members will 'stop at nothing' to persuade and convince others.

3. Your team's strengths profile

The graph below shows your team's strengths profile across Strengthscope®'s four clusters: **Emotional**, **Relational**, **Thinking** and **Execution**. The bars represent how many team members report each strength as one of their 'Significant 7'. Higher bars represent those strengths which are more natural and energizing for the team to use. Lower bars represent strengths which provide the team with less energy and enjoyment in their 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 the scores are from 25%, the greater preference the team shows towards, or away from, that cluster. Consider the type of activities the team might be energized by and potentially excel at. The two clusters at the top of the wheel – **Emotional** and **Relational** – involve being energized by working with **people** while the two at the bottom of the wheel – **Thinking** and **Execution** – involve being energized by the nature of **tasks**. The two clusters on the left hand side of the wheel – **Emotional** and **Thinking** – involve being energized by activities that are **internal** to you (i.e. your inner world or thoughts and emotions) while the two on the right hand side – **Relational** and **Execution** – involve being energized by **external** activities (i.e. the outer world of people and getting things done).



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

Purple bars appear when more than 40% of team members report a particular strength as one of their 'Significant 7'

Blue bars appear when between 11 - 40% of team members report a particular strength as one of their 'Significant 7'

Grey bars appear when between 1 - 10% of team members report a particular strength as one of their 'Significant 7'

No bar is shown when no one reports a particular strength as one of their 'Significant 7'.

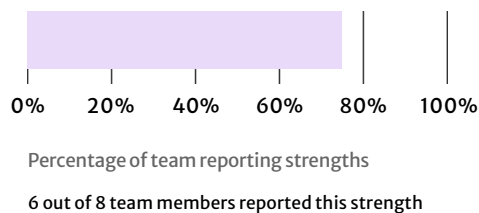
4. Developing strengths to achieve peak performance

A team's awareness of its strengths is crucial. However, it is important to translate this awareness into action in order to achieve **peak performance**. This section will help you to develop your team's strengths by helping you understand and strengthen its performance in the following areas:

- How to **stretch beyond your comfort zone** and apply your team's strengths to take team performance to the next level
- How to ensure you are using your team's strengths in a careful way, taking into account of the requirements of the situation to minimize risks associated with **overdrive**. Strengths can go into overdrive when they are overused or used in the wrong way or at the wrong time leading to negative, unintended outcomes.

Adopt a 'less is more' approach and try to identify a few priority areas to focus on at any one time to maximize your team's chances of success. As a reminder, the total number of team members reporting each strength appears below each bar graph.

Relationship building



Activities for development

- Identify key stakeholders outside the team with whom you can strengthen relationships, helping the team to raise its visibility and achieve its goals
- Identify stakeholders from outside the organization with whom you can build strong relationships to help achieve team goals and build up an external network
- Explore new ways in which the team can strengthen its role as a 'hub' and connector of people/groups who would benefit from knowing each other and working together.

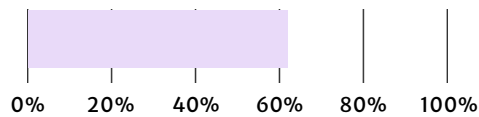
Overdrive

Risk behaviours to watch out for:

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

- The team should spend time identifying its key stakeholders and focusing efforts on these stakeholders to support team goals
- Ensure that low priority relationships are given limited attention and that new relationships are only developed if of strategic benefit.

Collaboration



Percentage of team reporting strengths

5 out of 8 team members reported this strength

Activities for development

- Break down silos inside/outside the organization by actively partnering with other groups
- Create a 'learning hub' with other stakeholder groups to share knowledge and improve team performance
- Develop skills in using negotiation, problem-solving and facilitation skills to ensure that all members of a collaborative group can easily build common ground.

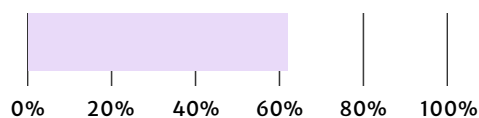
Overdrive

Risk behaviours to watch out for:

Team members may continue to seek collaborative 'win-win' solutions where none naturally exist, and may spend too long seeking consensus in decision making. Team discussions may therefore go on too long, while 100% agreement is sought, and individual accountability may be low as the group takes 'collective' responsibility for actions agreed.

- Give one member of the team responsibility for moving the group forward if consensus cannot be reached and/or introduce a strategy such as voting.
- Ensure that actions agreed by the team are allocated to designated individuals at the end of meetings and that these actions are reviewed at the next meeting.

Emotional control



Percentage of team reporting strengths

5 out of 8 team members reported this strength

Activities for development

- Find projects where emotional control is an asset, e.g. negotiations, dealing with difficult customers/emergencies, etc. and propose the team's involvement
- Help others outside the team to develop greater 'professionalism' in their conduct to improve the organization's performance overall
- Learn about emotional intelligence (EI or EQ), as well as negotiation, influencing and crisis management to develop greater skills within the team.

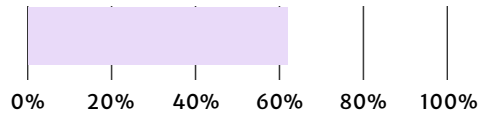
Overdrive

Risk behaviours to watch out for:

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

- Ensure that team members are given time to air their feelings and personal views on issues so that emotions are not ignored
- Ensure that the team considers carefully how to engage with key stakeholders to avoid being seen as aloof or lacking interest.

Empathy



Percentage of team reporting strengths

5 out of 8 team members reported this strength

Activities for development

- Develop coaching skills to improve questioning and listening abilities and so deepen understanding of colleagues, stakeholders and customers
- Use the empathy strengths within the team to share understanding of stakeholder needs and explore how these can most effectively be met
- Learn about emotional intelligence and how it can be used in a work context to build better relationships and deal with challenges effectively.

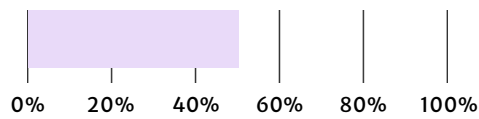
Overdrive

Risk behaviours to watch out for:

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

- Remember to maintain a business perspective when considering others' behaviour and motives to ensure that this analysis brings value to the team and organization
- Have a member of the team monitor meetings to keep the team focused on its own goals rather than getting too focused on others' agendas.

Compassion



Percentage of team reporting strengths

4 out of 8 team members reported this strength

Activities for development

- Ask team members and others whether they need emotional support to perform at their best during stressful periods, in ways that build self-sufficiency
- Signpost those in need to other avenues of support rather than always being the 'go to' people, to give the team sufficient time to focus on its own priorities
- Learn about co-dependence and interdependence so that team members can remain supportive of others who may be in need without encouraging dependence.

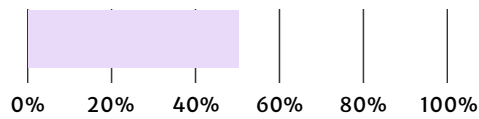
Overdrive

Risk behaviours to watch out for:

The team may put the needs of others before its own best interests, particularly when stakeholders appear most in need, and may be taken advantage of as a result. Team members may find it hard to have tough conversations if this risks others' feelings being hurt. The team may risk burnout if team members spend too much time looking after others, at the expense of their own needs.

- Ensure that time spent considering others' needs (both inside and outside the team) is balanced, so that it is dealt with efficiently
- Be aware of the urge to take care of others and place sufficient focus on the goals and objectives of the team, checking in on these regularly.

Persuasiveness



Percentage of team reporting strengths

4 out of 8 team members reported this strength

Activities for development

- Identify the stakeholders likely to have the biggest impact on the team's success and use the team's persuasion skills to get them on board with ideas, plans and goals
- As a team, reflect on how you break down complex information to make it simple and accessible so that others can easily understand it
- Learn effective influencing and negotiation skills and practice these across the team. Use both 'advocacy' and 'inquiry' behaviours when influencing others.

Overdrive

Risk behaviours to watch out for:

Team members try to influence most outcomes in their favor, irrespective of the importance of the issue. The team may also indulge in debate for debate's sake, rather than focusing on outcomes. This may lead to too much advocacy, poor listening, long meetings, unresolved conflicts, and low accountability.



- Keep debates focused on the overall purpose of an issue or meeting and keep them short
- Provide sufficient time for everyone to be heard at meetings with team members practicing being brief and to the point.

5. Potential energy drainers

An **energy drainer** occurs when 10% or fewer team members report a particular strength as significant for them. These are the areas where the team is least energized. Because of this, potential energy drainers help identify areas where the team might be **least effective**.

In some cases, although a team might not be energized in a particular area, it may still demonstrate good competence in the area as a result of skills and habits team members have learned through experience and good discipline. It is also important to remember to draw on any members of the team who do possess the strength, as their input alone may mitigate an energy drainer.

Below is a list of your team's energy drainers. Consider these energy drainers and the extent to which they risk undermining strong teamwork and delivery of the team's objectives. The energy drainers are listed below from those that are least often reported by team members to those most often reported.

Strengths	Risk behaviours to watch out for	Ways to reduce energy drainer
<p>Self-improvement</p>  <p>(0/8 respondents)</p>	<ul style="list-style-type: none"> • Team members are less likely to participate in developmental activities • The team is less energized by building skills and knowledge for the future • Team members won't look for ways to learn from the experiences of others 	<ul style="list-style-type: none"> • Make sure that team members follow their own personal development plans • Encourage new knowledge into the team by running expert breakfast/lunch sessions • Ensure that those in the team with a Self-improvement strength are given sufficient opportunity to give their view during meetings.
<p>Self-confidence</p>  <p>(0/8 respondents)</p>	<ul style="list-style-type: none"> • Team members are less energized by trusting their own abilities and judgment • The team does not necessarily believe that it will be able to do what it plans • Team members do not always convey their ideas in a confident way 	<ul style="list-style-type: none"> • Seek feedback on the team from external sources as to what it does best • Ensure that team members are allowed time to put forward their ideas without criticism • Ensure that those in the team with a Self-confidence strength are given sufficient opportunity to give their view during meetings.

6. Who completed the report?

This is the report for CRM Team Test, with the following team members having completed Strengthscope®:

- Astrid Riksdottir
- Darren Gwilym
- Fei Hong
- Kwame Mwayenga
- Navya Anand
- Rasmus Patel
- Santiago Berger
- Yazmin Askelson

7. Individual Significant 7 strengths

The table below shows each team member's Significant 7 strengths across the four clusters. It can be used as a quick guide to see who has which strengths, when action planning, problem-solving or reviewing as a team.

		Astrid Riksdottir	Darren Gwilym	Fei Hong	Kwame Mwayenga	Navya Ahand	Rasmus Patel	Santiago Berger	Yazmin Askelson	Total Frequency
EMOTIONAL	Courage				●					1
	Emotional control		●	●	●	●		●		5
	Enthusiasm					●				1
	Optimism					●		●		2
	Resilience		●						●	2
	Self-confidence									0
RELATIONAL	Collaboration			●	●	●	●		●	5
	Compassion			●	●		●		●	4
	Developing others			●					●	2
	Empathy			●	●	●	●		●	5
	Leading							●		1
	Persuasiveness			●	●	●	●			4
	Relationship building			●	●	●	●	●	●	6
EXECUTION	Decisiveness	●	●				●			3
	Efficiency	●	●							2
	Flexibility						●	●		2
	Initiative							●		1
	Results focus	●	●							2
	Self-improvement									0
THINKING	Common sense		●					●		2
	Creativity	●								1
	Critical thinking	●	●							2
	Detail orientation	●								1
	Strategic mindedness	●							●	2

8. The 24 Strengthscope® strengths

Emotional



Courage:

Taking on challenges and facing risks by standing up for what you believe



Emotional control:

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



Enthusiasm:

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



Optimism:

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



Resilience:

Dealing effectively with setbacks and enjoying overcoming difficult challenges.



Self-confidence:

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

Relational



Collaboration:

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



Compassion:

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



Developing others:

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



Empathy:

Readily identifying with other people's situations seeing things clearly from their perspective



Leading:

Taking responsibility for influencing and motivating others to contribute to the goals and success of their group and organization



Persuasiveness:

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



Relationship building:

Taking steps to build networks of contacts and acting as a 'hub' between people that you know

Execution



Decisiveness:

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



Efficiency:

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



Flexibility:

Remaining adaptable and flexible in the face of unfamiliar or changing situations



Initiative:

Taking independent action to make things happen and achieve goals



Results focus:

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



Self-improvement:

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

Thinking



Common sense:

Making pragmatic judgments based on practical thinking and previous experience



Creativity:

Generating new ideas and original solutions to move things forward



Critical thinking:

Approaching problems and arguments by breaking them down systematically and evaluating them objectively



Detail orientation:

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



Strategic mindedness:

Focusing on the future and taking a strategic perspective on issues and challenges

Tools to optimize your performance

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

Strengthscope360™

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

StrengthscopeLeader™

This report allows leaders to discover what it is that makes them truly unique, and provides valuable feedback on how to bring their authentic style into their leadership role

StrengthscopeEngage™

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

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

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