

STRENGTHS · PROFILE

UK Sales

Royal Society for the Protection of Birds

Team Expert Profile · 10 August 2016



Your team's top realised strength

PRIDE

Your team's top unrealised strength

COMPETITIVE

Your team's top learned behaviour

COUNTERPOINT

Your team's top weakness

RAPPORT BUILDER

Your Team

The people listed below are included in this report

Sophie Adams

Fiona Bruce

Tom Collins

Mick Harford

Nathan Jones

Malcolm MacDonald

Nick Owen

Jane Roe

Gary Sweet

Harry Wales

Your Team's Unique Quadrant Expert Profile

Welcome to your Team Expert Profile.

By knowing the collective and individual strengths of your team, you can improve the way you work together. Understanding what drives the team (and what doesn't) ensures people are engaged by working on the right things.

Strengths Profile assesses 60 strengths. Your team's expert Quadrant Profile below outlines the team's 7 most frequent realised strengths, their 7 most frequent unrealised strengths, their 4 most frequent learned behaviours and their 3 most frequent weaknesses, taken from the Expert Profiles of each individual in your team.

Use the information in this report to bring your team together, share strengths, achieve results and create a positive strengths language for daily use.

REALISED STRENGTHS

Strengths you use and enjoy

Perform well Energising Higher use

Use wisely

- | | |
|--------------------|------------------------------|
| 1 Pride 10/10 | 5 Creativity 8/10 |
| 2 Persistence 9/10 | 6 Relationship Deepener 7/10 |
| 3 Innovation 9/10 | 7 Improver 7/10 |
| 4 Drive 8/10 | |

UNREALISED STRENGTHS

Strengths you don't use as often

Perform well Energising Lower use

Use more

- | | |
|--------------------|-----------------------|
| 1 Competitive 5/10 | 5 Change Agent 4/10 |
| 2 Organiser 5/10 | 6 Legacy 4/10 |
| 3 Humour 4/10 | 7 Time Optimiser 3/10 |
| 4 Mission 4/10 | |

LEARNED BEHAVIOURS

Things you've learned to do but may not enjoy

Perform well De-energising Variable use

Use when needed

- | | |
|---------------------|-----------------|
| 1 Counterpoint 9/10 | 3 Detail 8/10 |
| 2 Incubator 7/10 | 4 Humility 7/10 |

WEAKNESSES

Things you find hard and don't enjoy

Perform poorly De-energising Variable use

Use less

- | | |
|------------------------|-------------------------|
| 1 Rapport Builder 4/10 | 3 Unconditionality 3/10 |
| 2 Connector 3/10 | |

Use your team's realised strengths wisely

- Develop them even further
- Dial them up and down depending on your situation

1 Pride

- The team strive to produce work that is of the highest standard and quality.

Use wisely

- Set an example as a team by championing the importance of high standards. Encourage others to strive to achieve a higher quality output, by connecting them with the purpose of the end result.
- Be aware not to spend too long perfecting work. Recognise that there sometimes needs to be a balance between quality and delivery.

2 Persistence

- The team achieve success by keeping going, particularly when things are difficult.

Use wisely

- Be aware of others in the team who may be finding it harder to keep going, and offer them your support. Share the methods you use to remain positive and encourage others to do the same.
- Make sure that your team feel confident enough to say when they need to change direction, or to admit that something isn't working. Set milestones for reviews to discuss progress.

3 Innovation

- The team look at things in ingenious ways, coming up with new and different approaches.

Use wisely

- Look for opportunities beyond your own work where you feel your team can add real value. You may be able to see things differently and create an innovative solution that has been overlooked by others.
- Don't ignore the past. Your team may be able to learn by looking back at what has been done before, identifying ways to improve this and take it even further.

4 Drive

- The team are very self-motivated, pushing themselves hard to achieve what they want from life.

Use wisely

- Compare what the team's goals are to the goals of each individual team member. Determine how these goals match. Make a plan so that both can be achieved, rather than one or the other.
- As a team, take the time out to determine exactly what you want to achieve, before becoming driven to achieve it. Don't waste energy pushing yourselves, when there is not yet a clear goal in sight.

5 Creativity

- The team strive to produce work that is original, by creating and combining things in imaginative ways.

Use wisely

- Before implementing a new idea, consider what benefits it holds over an existing concept. Determine if it is necessary and more advantageous.
- Ensure you spend enough time generating ideas before the start of a project. Have the future at the front of the team's mind. Consider a creative venue and an energetic time of day.

6 Relationship Deepener

- The team have a natural ability to form deep, long-lasting relationships with people.

Use wisely

- When forming future relationships, make sure these relationships always have a purpose by considering the team's longer term goals. You can then enjoy spending the time building trust.
- Ask the team to list the more superficial benefits of building relationships. Use this to help them consider when using this strength will be most appropriate.

7 Improver

- The team constantly look for better ways of doing things and how things can be improved.

Use wisely

- What one thing would you improve about how you work as a team? Be honest! Generate ideas on better ways of working by exploring what is working well and what isn't. Make it a quick win!
- Watch out for improving something that doesn't need improvement! Consider the real added value and remember that sometimes as a team, you may need to accept that things are okay as they are.

Use your team's unrealised strengths more

- Look for new ways to use them
- Align them to your goals

1 Competitive



- The team are motivated to win, wanting to perform better and be the best.

Use more

- Consider ways you can showcase your team's performance internally in the business. Be a role model for success. Motivate other teams to compete against you!
- Look out for industry awards for which you can submit entries. Work towards the criteria to increase the team's chances of winning and claiming their prize.

5 Change Agent



- The team can see the real benefits of change, advocating for change and making it happen.

Use more

- Study how successful change initiatives around the business have been planned. Ask the leaders how you can learn from their successes.
- What current organisational initiatives impact the team and their clients or customers? Work out what you can do to pilot new approaches and share your results with others.

2 Organiser



- The team enjoy being well-organised in most things they do.

Use more

- Break down each task within a project. List all the steps that will need to be taken, how they need to be done, and when and by whom they need to be done, to ensure that all tasks get done.
- Create an anonymous forum where team members can discuss any ideas they have. This could include the working environment, client work and access to information.

6 Legacy



- The team care about creating things that will outlast them and will deliver a positive and sustainable impact.

Use more

- Take a step back and look at one current project or objective. How impactful will it be in the long term? Explore your findings and suggest ways as a team that you can make it longer lasting.
- If money or time wasn't a constraint, how would the team do things differently to ensure their work is more sustainable? It may be that some elements can be adopted now.

3 Humour



- The team like to see the funny side of almost everything that happens - and make a joke of it.

Use more

- Use the team's sense of humour constructively. Make people feel at ease and cheer them up. It will help people forget about their problems for a moment or two and relax.
- Draw on the team's sense of humour when things are challenging or not going well. By seeing the positive side or taking a break, you will be able to persevere and keep going.

7 Time Optimiser



- The team try to maximise their time to make the most of whatever time they have available.

Use more

- Have weekly meetings with the team to discuss the week ahead. Determine if there are going to be any times with less work that can be filled with other tasks and priorities.
- Before beginning a project, prioritise the tasks involved and allocate the team's time according to priority.

4 Mission



- The team like to pursue things that give them a sense of meaning and purpose in their lives.

Use more

- Keep the mission of the team clear, visual and in focus. This will give the team a sense of direction and remind them of what they are working towards.
- Develop a deeper understanding of the team's mission by promoting the importance of team goals to new joiners. Share news about your successes and impact with other teams.

Use your team's learned behaviours when needed

- Try not to use them too much
- Use your strengths to support you

1 Counterpoint



- The team have learned how to bring a different viewpoint, whatever the situation or context.

Use when needed

- Before offering an alternative perspective, think about how it relates to the team's goals. Ensure only relevant information is considered by limiting the number of suggestions that you make.
- The team may not naturally bring a different viewpoint to a situation.

2 Incubator



- The team know how to think deeply about things so that they arrive at the best conclusion.

Use when needed

- Does the team need to think deeply on each and every decision? Consider whether the best conclusion can be reached through a different approach or involve others to speed up the process.
- The team may not enjoy thinking deeply about things, meaning they may struggle to arrive at the best conclusion.

3 Detail



- The team have learned how to focus on the small things, and have developed strategies that help them spot inaccuracies.

Use when needed

- Consider strategies for the team to manage details and checking. For example, break up tasks over the week or across the team, or pick a time of day that suits you. Ensure the benefits outweigh the time that you spend.
- The team may not have a natural ability to focus on accuracy and small details.

4 Humility



- The team have learned to allow others to take credit for their contributions and to stay in the background.

Use when needed

- Strike a balance when talking about achievements to include your own, as well as others', in conversations. It is okay to celebrate your successes!
- The team may like to receive credit for their input, not immediately valuing the contribution of others.

Use your team's weaknesses less

- Delegate to others who have this as a strength
- Use your strengths to compensate

1

Rapport Builder

Hello

- The team may find it difficult to establish rapport and relationships with others easily.

Use less

- Explore other ways for the team to get to know each other and people beyond the team better. Think of interesting questions to ask, activities to do together, or stories you can share.

2

Connector



- The team make connections between people, instinctively making links and introductions.

Use less

- Ask the team to develop a list of questions to ask their potential connections. Focus on one or two connections that will benefit the team and align them to future team goals.

3

Unconditionality

Welcome

- The team may find it difficult to accept people for who and what they are, without being judgemental.

Use less

- As a team, devise a list of questions that you can ask in order to understand people and where they are coming from. Use it within your team, as well as with others.

Introducing the Strengths Families

The five strengths families below are conceptual groupings of the 60 strengths. Each strengths family contains a set of strengths that share related characteristics.

They are designed to provide a framework that might help you understand the patterns of strengths in your Profile. Below is the list of strengths that are included in each of the five strengths families.

14 Strengths

BEING

Our way of being in the world

Authenticity	Gratitude	Moral Compass	Service
Centred	Humility	Personal Responsibility	Unconditionality
Courage	Legacy	Pride	
Curiosity	Mission	Self-awareness	

8 Strengths

COMMUNICATING

How we give and receive information

Counterpoint	Humour	Spotlight
Explainer	Listener	Writer
Feedback	Narrator	

13 Strengths

MOTIVATING

Our drive towards action

Action	Change Agent	Improver	Work Ethic
Adventure	Competitive	Persistence	
Bounceback	Drive	Resilience	
Catalyst	Growth	Self-belief	

11 Strengths

RELATING

How we relate to others

Compassion	Empathic	Esteem Builder	Rapport Builder
Connector	Enabler	Personalisation	Relationship Deepener
Emotional Awareness	Equality	Persuasion	

14 Strengths

THINKING

Our approach to situations

Adaptable	Incubator	Organiser	Strategic Awareness
Adherence	Innovation	Planner	Time Optimiser
Creativity	Judgement	Prevention	
Detail	Optimism	Resolver	

Your team's Full-60 Distribution

Your team's unique Full-60 profile across the five strengths families

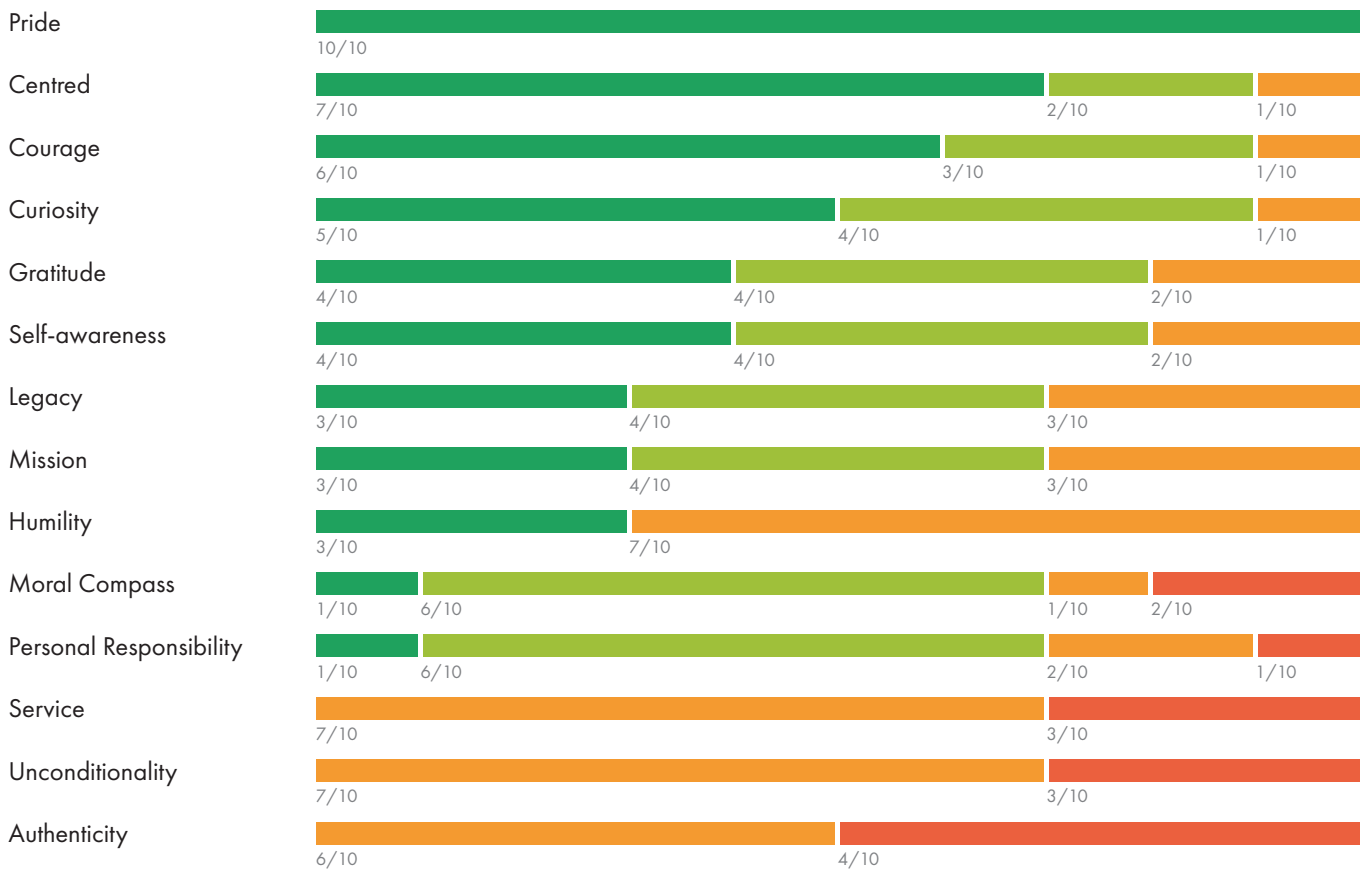
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STRENGTHS

UNREALISED
STRENGTHS

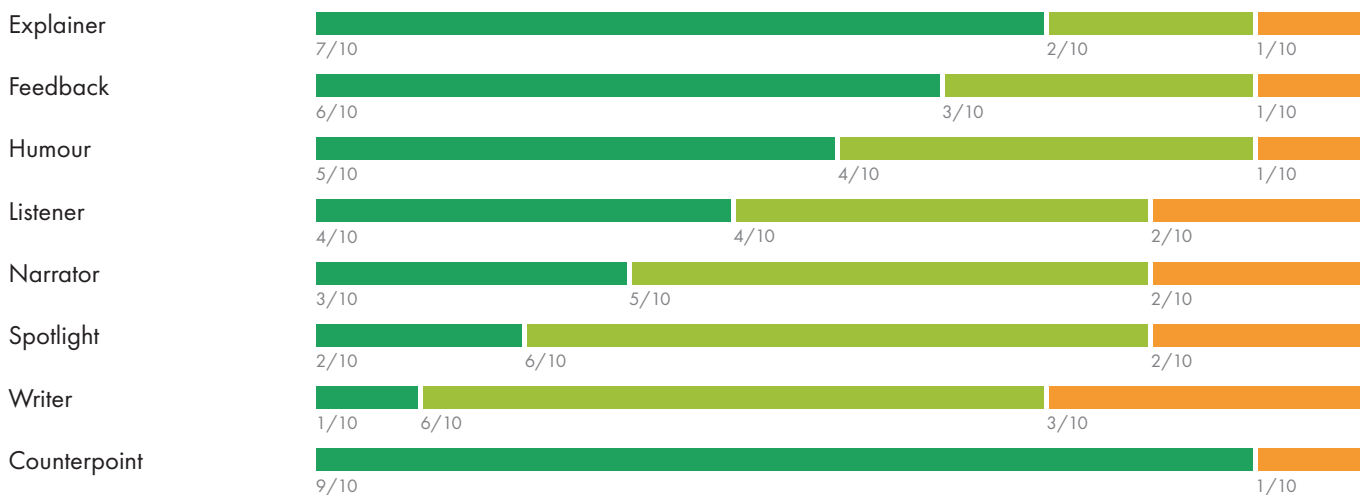
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WEAKNESSES

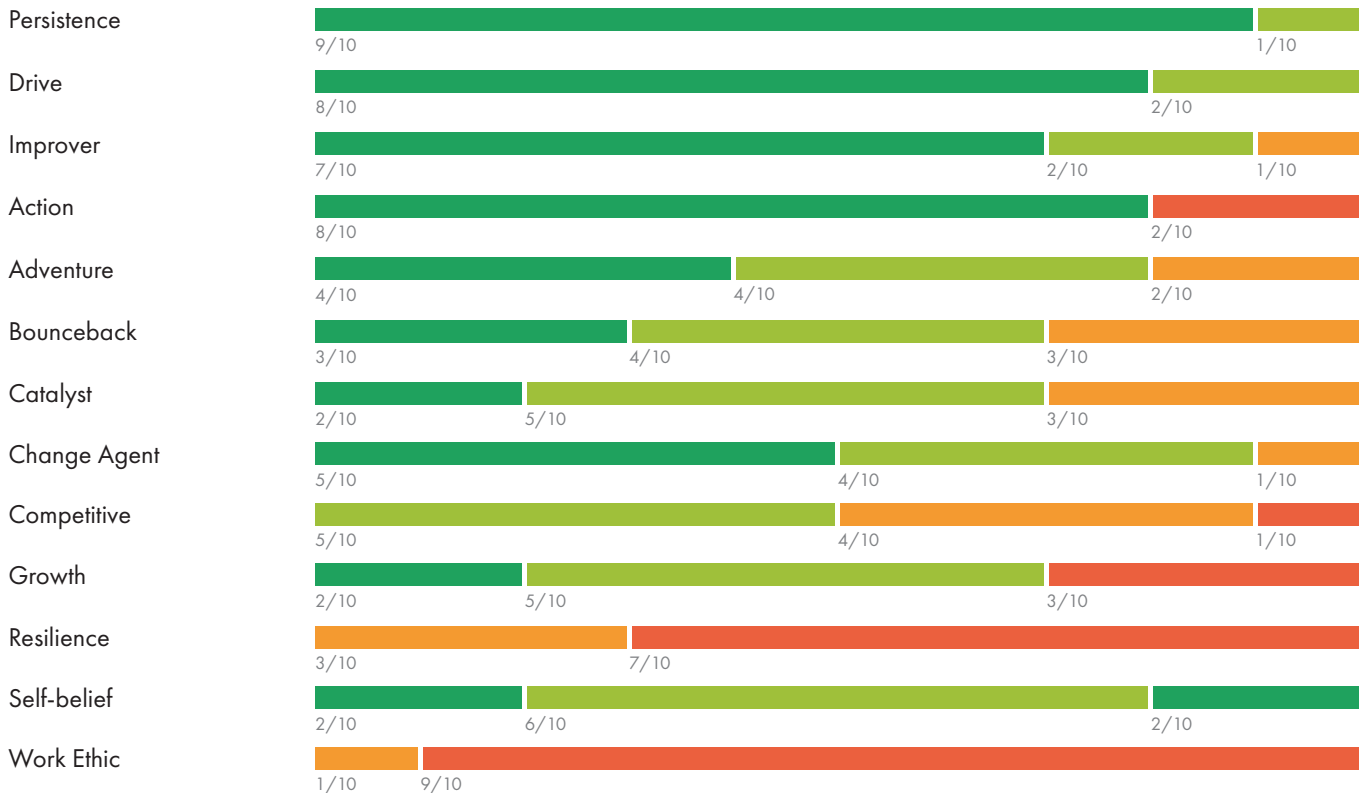
Being Our way of being in the world



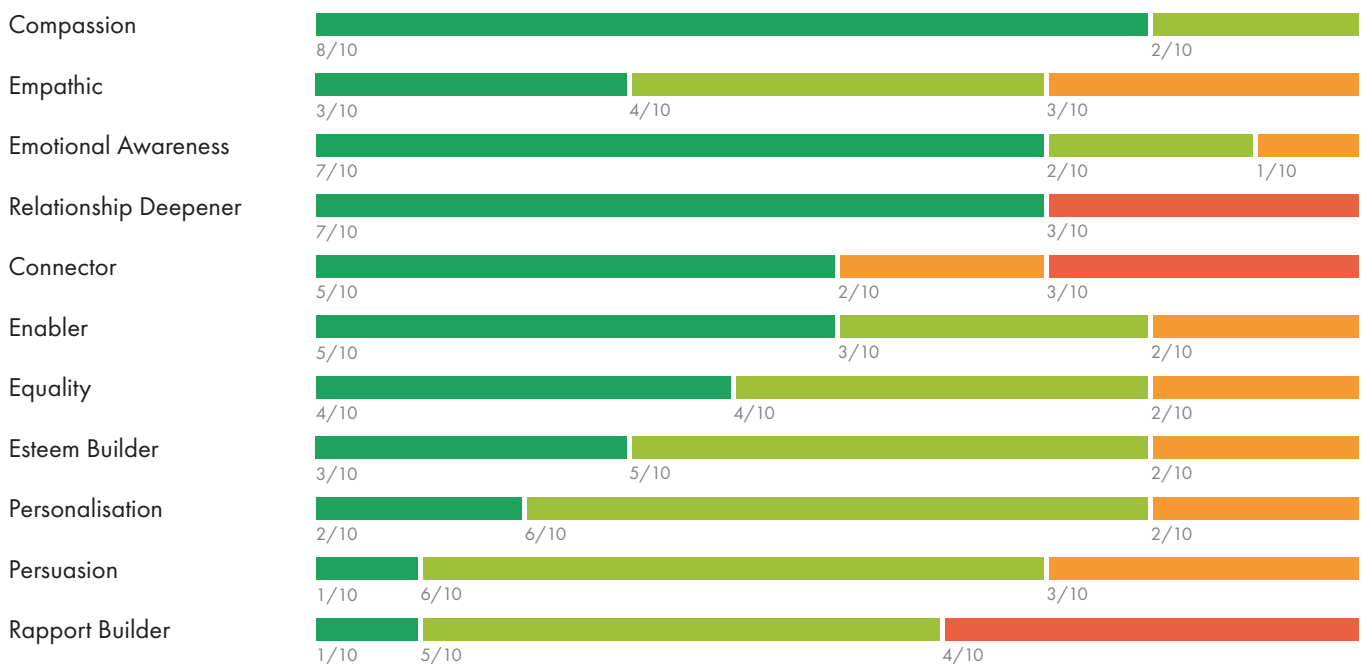
Communicating How we give and receive information



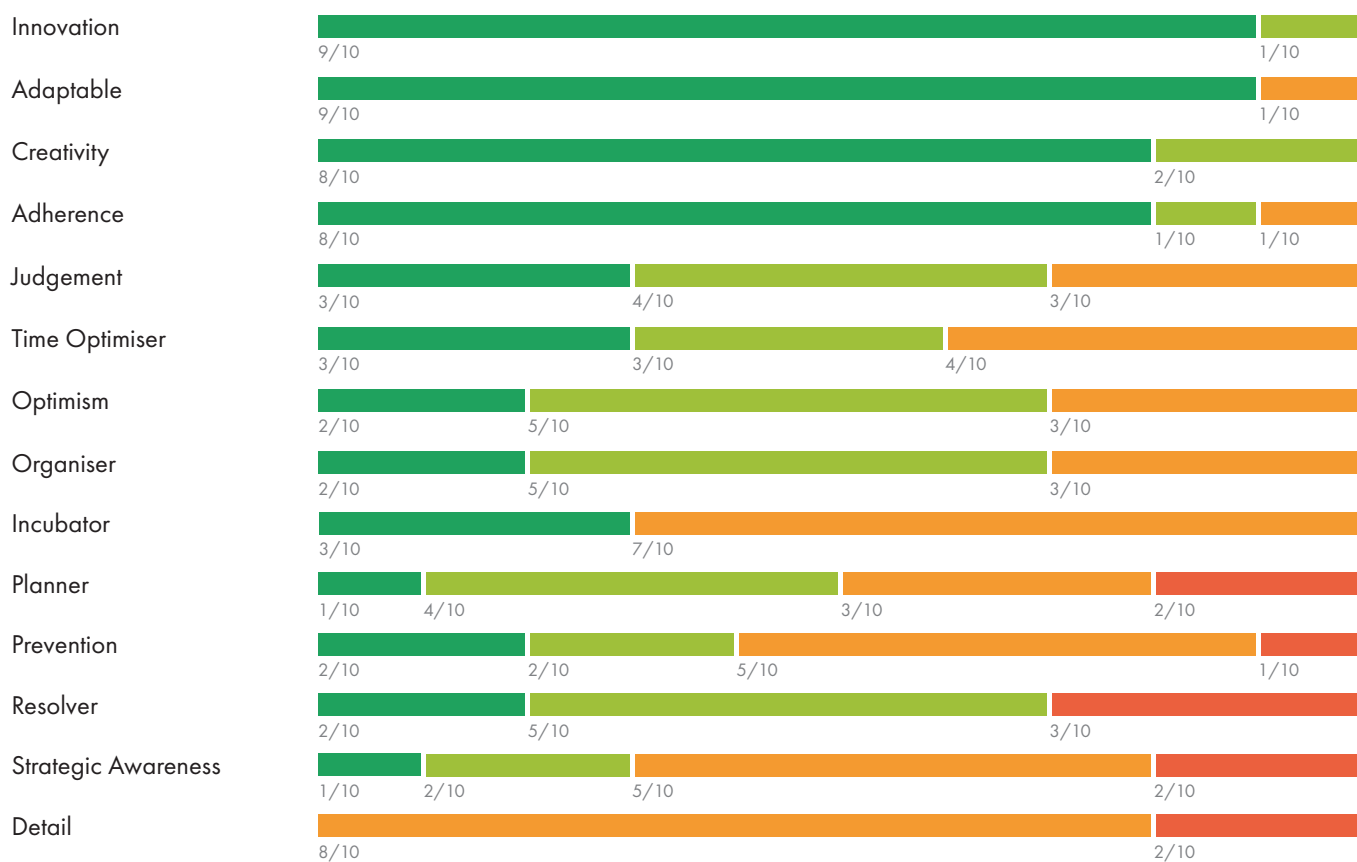
Motivating Our drive towards action



Relating How we relate to others








Thinking Our approach to situations



Strengths definitions

	Action <small>Motivating</small> You feel compelled to act immediately and decisively, being keen to learn as you go.		Curiosity <small>Being</small> You are interested in everything, constantly seeking out new information and learning more.
	Adaptable <small>Thinking</small> You juggle things to meet changing demands and find the best fit for your needs.		Detail <small>Thinking</small> You naturally focus on the small things that others easily miss, ensuring accuracy.
	Adherence <small>Thinking</small> You love to follow processes, operating firmly within rules and guidelines.		Drive <small>Motivating</small> You are very self-motivated, pushing yourself hard to achieve what you want out of life.
	Adventure <small>Motivating</small> You love to take risks and stretch yourself outside your comfort zone.		Emotional Awareness <small>Relating</small> You are acutely aware of the emotions and feelings of others.
	Authenticity <small>Being</small> You are always true to yourself, even in the face of pressure from others.		Empathic <small>Relating</small> You feel connected to others through your ability to understand what they are feeling.
	Bounceback <small>Motivating</small> You use setbacks as springboards to go on and achieve even more.		Enabler <small>Relating</small> You create the conditions for people to grow and develop for themselves.
	Catalyst <small>Motivating</small> You love to motivate and inspire others to make things happen.		Equality <small>Relating</small> You ensure that everyone is treated equally, paying close attention to issues of fairness.
	Centred <small>Being</small> You have an inner composure and self-assurance, whatever the situation.		Esteem Builder <small>Relating</small> You help others to believe in themselves and see what they are capable of achieving.
	Change Agent <small>Motivating</small> You are constantly involved with change, advocating for change and making it happen.		Explainer <small>Communicating</small> You are able to simplify things so that others can understand.
	Compassion <small>Relating</small> You really care about others, doing all you can to help and sympathise.		Feedback <small>Communicating</small> You provide fair and accurate feedback to others, to help them develop.
	Competitive <small>Motivating</small> You are constantly competing to win, wanting to perform better and be the best.		Gratitude <small>Being</small> You are constantly thankful for the positive things in your life.
	Connector <small>Relating</small> You make connections between people, instinctively making links and introductions.		Growth <small>Motivating</small> You are always looking for ways to grow and develop, whatever you are doing.
	Counterpoint <small>Communicating</small> You always bring a different viewpoint to others, whatever the situation or context.		Humility <small>Being</small> You are happy to stay in the background, giving others credit for your contributions.
	Courage <small>Being</small> You overcome your fears and do what you want to do in spite of them.		Humour <small>Communicating</small> You see the funny side of almost everything that happens - and make a joke of it.
	Creativity <small>Thinking</small> You strive to produce work that is original, by creating and combining things in imaginative ways.		Improver <small>Motivating</small> You constantly look for better ways of doing things and how things can be improved.

Strengths definitions

	Incubator Thinking You love to think deeply about things, to arrive at the best conclusion.		Prevention Thinking You think ahead, to anticipate and prevent problems before they happen.
	Innovation Thinking You approach things in ingenious ways, coming up with new and different approaches.		Pride Being You strive to produce work that is of the highest standard and quality.
	Judgement Thinking You enjoy making decisions and are able to make the right decision quickly and easily.		Rapport Builder Relating You establish rapport and relationships with others quickly and easily.
	Legacy Being You want to create things that will outlast you, delivering a positive and sustainable impact.		Relationship Deepener Relating You have a natural ability to form deep, long-lasting relationships with people.
	Listener Communicating You are able to listen intently to and focus on what people say.		Resilience Motivating You take hardships in your stride, recovering quickly and getting on with things again.
	Mission Being You pursue things that give you a sense of meaning and purpose in your life.		Resolver Thinking You love to solve problems, the more difficult the better.
	Moral Compass Being You have a strong ethical code, always acting in accordance with what you believe is right.		Self-awareness Being You know yourself well, understanding your own emotions and behaviour.
	Narrator Communicating You love to tell stories and see the power of these stories to convey insights.		Self-belief Motivating You are confident in your own abilities, knowing that you can achieve your goals.
	Optimism Thinking You always maintain a positive attitude and outlook on life.		Service Being You are constantly looking for ways to help and serve others.
	Organiser Thinking You are exceptionally well-organised in everything you do.		Spotlight Communicating You love to be the focus of everyone's attention.
	Persistence Motivating You achieve success by keeping going, particularly when things are difficult.		Strategic Awareness Thinking You pay attention to the wider context and bigger picture to inform your decisions.
	Personal Responsibility Being You take ownership of your decisions and hold yourself accountable for your promises.		Time Optimiser Thinking You maximise your time, to get the most out of whatever time you have available.
	Personalisation Relating You recognise everyone as a unique individual, noticing their subtle differences.		Unconditionality Being You accept people for who and what they are, without ever judging them.
	Persuasion Relating You enjoy bringing others round to your way of thinking and winning their agreement.		Work Ethic Motivating You are very hard working, putting a lot of effort into everything you do.
	Planner Thinking You make plans for everything you do, covering all eventualities.		Writer Communicating You love to write, conveying your thoughts and ideas through the written word.