

# CharacterScope

## Solo

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Cornelia Lucey

Entrepreneurial-Charismatic

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## 7 things to know about Character & Leadership

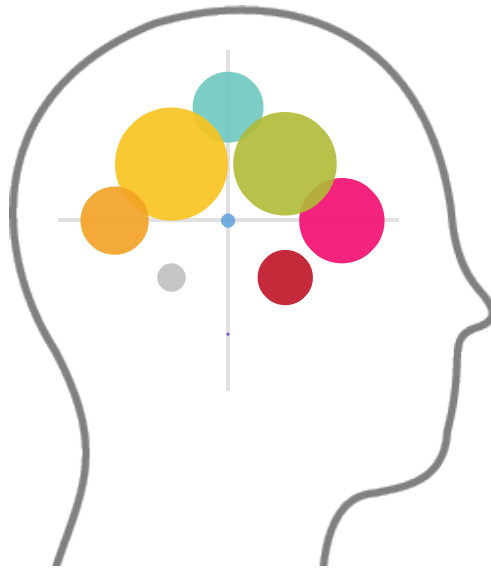
- 1 You might not think of yourself as a leader, but everyone leads at different points in their lives (even if only in small ways): CharacterScope will help you understand your strengths, and so be clearer about your leadership impact.
- 2 The secret to personal development is to choose wisely what you commit to develop: You can be anything you choose, but can't be everything.
- 3 People follow people: others will follow you because of who you are rather than what you know or are good at doing.
- 4 Building on your strengths is often a more effective route to development than trying to cover off your gaps.
- 5 A gap becomes a liability if you are not good at spotting and valuing others whose natural strengths can provide cover for your gaps.
- 6 It takes hours of focused development to build or change habits: 20 minutes a day for 3 months of thinking, reading, observing, doing, reviewing, experimenting, getting feedback: the CharacterScope App will be your practical guide to change and personal growth.
- 7 Humans are creatures of habit and easily lose sight of what they are trying to change. CharacterScope can help you keep focused on becoming your best self.

## Summary: Your Leader types

Based on your self-review, CharacterScope has created this head summarising how your strengths map into the 9 Leader types.

The head is unique to you.

The circles represent each of the 9 Leader types and the numbers shown as you move or tap over each circle give you your 'fit-to-profile' – meaning how closely your pattern of strengths fit with each particular Leader type.

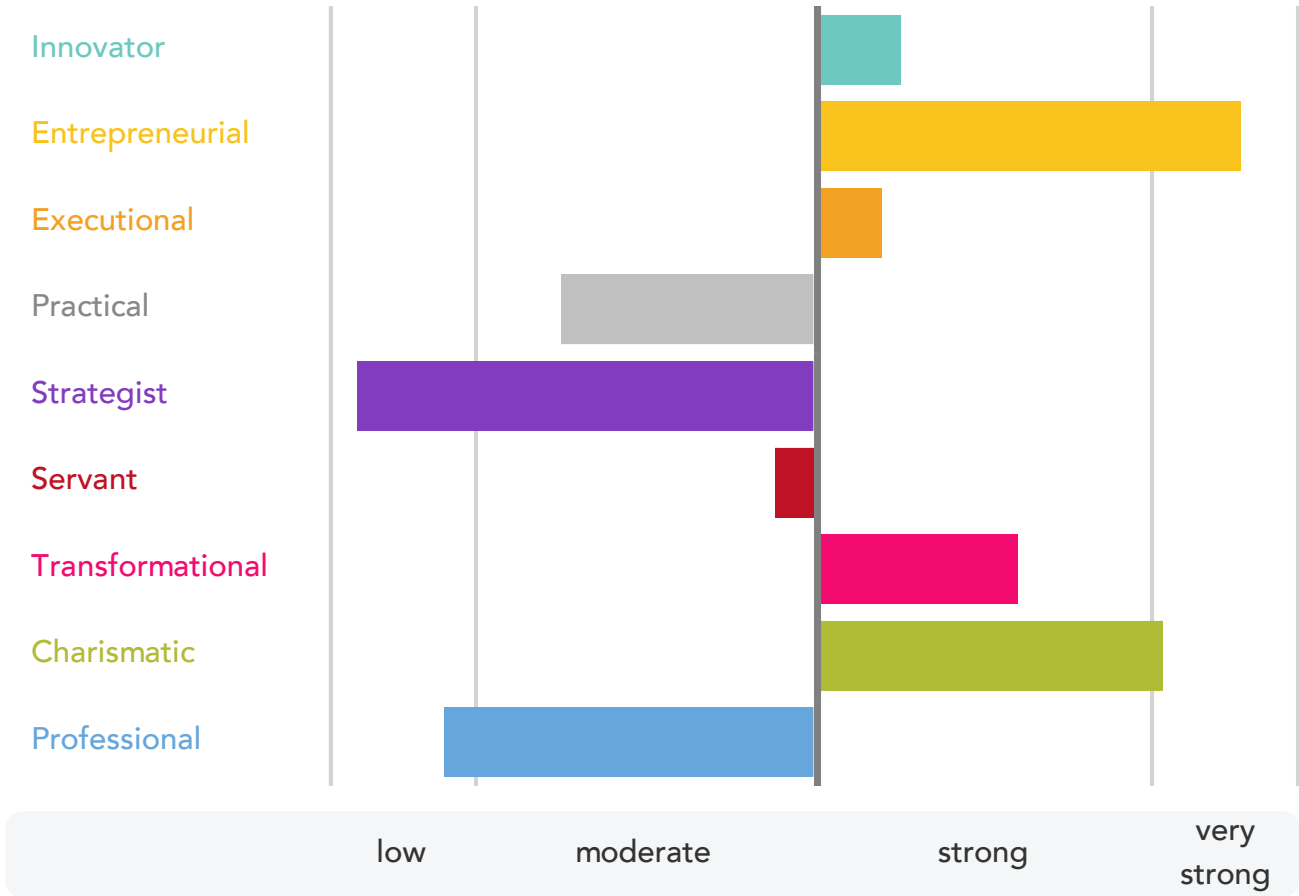


Your strengths map you as **Entrepreneurial-Charismatic**

The Entrepreneur in your profile suggests you will be the kind of person who enjoys spotting opportunities that others might miss and then wants to be active in doing something to capture this value. You're likely to have the network of contacts combined with personal resourcefulness to follow through and turn possibilities into reality. And the Charismatic part of your profile suggests you will be the kind of person who enjoys pulling people towards you – engaging others through your inner convictions and vision. At your best you're likely to create inspiration, energy and change for people, generating a sense of meaning, of future possibilities and of personal potential.

## Fit-to-profile results

This page presents the results from your personal Leader types head in graphical format. Use it to explore in more detail what each of the Leader types can contribute to a team. Click on the bar for Leader type to see a fuller description.



## Cornelia's best-fit Leader type

### the Entrepreneurial leader

"It was so hard to get a record deal on my own that it was either give up or create my own company."

Jay Z - Music, recording, clothing, sports agency



### The Character of the Entrepreneurial leader

They are great at spotting the potential in situations and have the network of contacts, personal resourcefulness and determination to follow through and turn possibilities into reality.

Michael Bloomberg, Bloomberg L.P.  
Jay-Z, Rapper and Businessman  
Sean Parker, Spotify  
Ted Turner, Media Mogul and Philanthropist

Richard Branson, Virgin Group  
Estée Lauder, Cosmetics  
Jamie Oliver, TV Chef and Campaigner

#### At their best

- Wealth-creator
- Connector
- Spots value others miss
- Self-belief
- Action-oriented
- Negotiator

#### Dark side

- Won't be managed
- Self-centred
- Money-focused

## Cornelia's **second-fit** Leader type

### the Charismatic leader

"Don't ever underestimate the importance you can have, because history has shown us that courage can be contagious and hope can take on a life of its own."

Michelle Obama - Former First lady, lawyer, and writer



### The Character of the Charismatic leader

They seem to pull people towards them – who are drawn by their inner convictions and vision. The best create inspiration, energy and change for people, generating a sense of possibilities and potential.

Princess Diana, Royalty  
Dalai Lama, Spiritual Leader  
Jack Welch, General Electric  
Michelle Obama, Former First Lady,  
lawyer and writer

John Lennon, Musician  
Boris Johnson, Politician  
Ronald Reagan, Actor and Politician

#### At their best

- Brings visions vividly to life
- People-gatherer
- Inspirer
- Story-teller
- Creates aspirational goal

#### Dark side

- Narcissist
- Sun-God
- Manipulator

## Summary: Your Strengths & Gaps

### Strengths

Based on your strength-mapping, CharacterScope picks out these as your top 5 Strengths

Bravery:

Prepared to take unpopular, difficult or dangerous action; faces fears

Curiosity:

Desire to explore, discover and grow; finds all subjects fascinating

Appetite:

Desire to make a difference; driven by purposeful goals for self & others

Insightful:

Insightful about underlying agendas

Originality:

Creates fresh perspective and breakthrough ideas

### Gaps

Based on your strength-mapping, CharacterScope picks out these as your 5 potential Gaps

Judgement:

Quality of analytical judgement

Handles conflict:

Deals constructively with conflict

Perspective:

Organisation and system-wide perspective

Prudence:

Thoughtful, careful about choices, acts in a far-sighted way

Optimises:

Keeps things at the optimal level of simplicity required for efficiency and effectiveness

## Strength-mapping

The list below shows Cornelia's strengths as rated by Cornelia:

More characteristic & easier to develop



- Bravery
- Curiosity
- Appetite
- Insightful
- Originality
- Fairness
- Optimism
- Grip
- Other awareness
- Risk-taking
- Consistency
- Ownership
- Self-awareness
- Sees opportunities
- Influential
- Manages expectations
- Humility
- Creates solutions
- Connects
- Resilience
- Thinks ahead
- Self-regulation
- Open-minded
- Self-belief
- Perseverance
- Simplifies
- Zest
- Quick mind
- Achievable
- Optimises
- Prudence
- Perspective
- Handles conflict
- Judgement

Less characteristic & harder to develop





## The Strengths you bring to others

Here's what your colleagues are likely to notice and value in your key strengths:

### Bravery

There are two sides to bravery: bravery in the physical, practical world, and bravery in social and personal relationships: whichever is most important to you, you will be someone who pushes themselves outside their comfort zone. In the social world, you'll be prepared to disagree with the consensus view of a group, or willing to say the obvious despite the risk of looking foolish. You may be someone who is prepared to challenge those in authority, and who will speak up for what you believe. In the physical world you'll be prepared to face and master your fears.

### Curiosity

You will be seen as someone who, no matter what you are doing, will find something that deeply interests you. Who actively seeks out new and different situations and experiences, who enjoys what's new. And you will be seen as questioning, wanting to understand why things are as they are, wanting to understand others' ideas and solutions. At your best you are someone who will ask good and challenging questions, but out of a spirit of trying to understand rather than trying to catch others out or challenge their views.

### Appetite

You will be seen as someone who has a strong inner sense of purpose and that you bring this to whatever you are involved in. Appetite is about having an inner conviction of the value of a cause or goal, matched with a desire to play a key part in bringing it about. Colleagues will value your willingness to challenge the status quo in areas you feel strongly about, along with your openness to what you need to change personally in order to bring about the wider change.

### Insightful

Insightful is about paying attention to the underlying agendas and motives that are shaping behaviour and using this awareness to bring issues to the surface in a helpful way. People around you will see you as good at noticing what they and others often miss: the subtle cues that indicate that something is not what it might seem or that someone is not feeling able to speak openly. You will enjoy thinking into the underlying motivations and personal agendas of people, and how these are shaping their behaviour.

### Originality

People around you will see you as good at challenging established thinking and assumptions, particularly if people's thinking has become rigid or stuck. Put differently, you're likely to be good at reframing familiar problems in ways that lead to progress. You'll be seen as the kind of person who is good at pulling together ideas and information from different sources to create something new, someone who can make connections between apparently unconnected facts or ideas. And at your best, colleagues will value you as someone who helps them do their own fresh and break-through thinking.

## How your Bridgeable Gaps might impact others

Here's what your colleagues might notice from your gaps

### Judgement

Judgement is about knowing what problems need to be solved, how to approach the problem, and whether proposed solutions are likely to create a good outcome. Colleagues may feel that you get too immersed in the practicalities of problems, or that you have something of a 'one-size fits all' approach, often turning to the same approach or solutions. Or it may simply be that they feel you do not care particularly about the quality of analysis, and are much more focused on implementation and action.

### Handles conflict

You are likely to feel thrown by disagreements and strong emotions, losing your fluency and skill with other people. Colleagues may feel you avoid tough conversations and are reluctant to surface friction and difficulties, with the risk that issues are not resolved and are allowed to become more established. Or they may see you as seeing conflict in terms of blame, of good and bad, and of win or lose. It may also be that people feel you are easily triggered by arguments, becoming opinionated and in turn risking triggering other people's defensiveness and emotions.

### Perspective

Perspective is about being tuned into the broader context in which you live and work. Colleagues may feel that your own focus is narrower, perhaps on the technicalities and practicalities of bringing a project to life, rather than on the impact it will have on others' work and lives. They may see you as reluctant to seek advice and feedback from others. And you may see disagreement or push-back from others as a sign to give up rather than as an opportunity to understand and shape their views.

### Prudence

Colleagues may feel that you focus too much on short-term wins and don't anticipate the consequences of your actions and decisions. Prudence is about being far-sighted, thinking into the future, anticipating how decisions will play out. You may be seen as someone who rushes into the obvious choice without really considering other options, or putting into place contingency plans should the worst happen. At times you may lose track of your inner 'moral compass', being guided more by the opportunity than what is right.

### Optimises

Optimises is about stripping away unnecessary options so that a solution can be as effective as possible, or so things can run with minimal maintenance. Colleagues may feel that you over-elaborate things, or alternatively that you tend to rush to implement things before they are ready. It may be that you are too drawn to new innovations and elegant solutions rather than to pragmatic ones. Others are likely to feel you are reluctant to seek out user feedback, or that you get defensive when people suggest improvements to your work.

## The 9 Leader types



### the Innovator

"They are willing to think the unthinkable, make connections others miss, good at anticipating how the world may change and are willing to make bold, game-changing decisions, even at the risk of failure or seeming foolish."



Miles Davis

#### At their best

- Visionary
- Restless creator
- Original thinker
- Follows convictions
- Bold
- Willing to risk failure

#### Dark side

- Disconnected from reality
- Lone visionary
- Man out of time
- Mad scientist

## the Entrepreneurial leader

"They are great at spotting the potential in situations and have the network of contacts, personal resourcefulness and determination to follow through and turn possibilities into reality."



Jay Z

### At their best

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- Won't be managed
- Self-centred
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## the Executional leader

"The Executional leader is focused and driven to achieve great results. They will work tirelessly on a challenging task until it is completed, galvanising and driving the efforts of others, often with little or no regard for relationships or workplace politics."



Sheryl Sandberg

### At their best

- 'Make it happen'
- Tough-minded executive
- 'The Leader'
- Battle warrior
- Unstoppable force
- Challenging

### Dark side

- Dictator
- 'Ready, fire, aim!'
- 'Win at all costs'

## the Practical leader

"They are great at translating strategy into practical results, with a strong feel for what will work in the real world. They balance the short-term with the long-term, bringing a sustained focus on improving the quality, reliability and effectiveness of whatever they are leading."



Warren Buffet

### At their best

- 'Make it work and do what works'
- Delivers
- Consistent
- Fair
- Knows limitations
- Dutiful

### Dark side

- Resistant to change
- Blocks creativity
- Lacks inspiration

## the Strategist

"They provide strategic clarity to people and organisations. They are valued for their judgement, their wisdom about what is going on and their insight about what needs to happen to move a difficult task forward, unstick a relationship, or handle a tricky people situation."



Christine Lagarde

### At their best

- Guide
- Judge
- Field marshal
- Voice of reason
- Independent-minded
- Far-sighted
- Make links from past to future

### Dark side

- Over-analytical
- Skeptic
- Lacking empathy

## the Servant leader

"The Servant leader gets their own ego out of the way and focuses on the team and organisation around them. They pull people together around shared goals, recognise and play to people's strengths and inspire teams to perform strongly. Many come to personify the team, to embody its core values and identity."



Nelson Mandela

### At their best

- Talisman of the team
- Holder of the values
- The responsible one
- The last to remain after others fall or fail

### Dark side

- Invisible
- Lone voice (after others have gone)
- Inflexible

## the Transformational leader

"They are great at leading people and organisations through change. Some deliver change in processes, products and structures, but the best are just as good at changing beliefs, mind-sets and culture."



Steve Jobs

### At their best

- Prophet
- Do what others see as unthinkable
- Resilient
- Positive
- Values-driven

### Dark side

- Anarchist
- Revolutionary
- Charging after lost causes

## the Charismatic leader

"They seem to pull people towards them – who are drawn by their inner convictions and vision. The best create inspiration, energy and change for people, generating a sense of possibilities and potential."



Michelle Obama

### At their best

- Brings visions vividly to life
- People-gatherer
- Inspirer
- Story-teller
- Creates aspirational goal

### Dark side

- Narcissist
- Sun-God
- Manipulator

## the Professional

"Professionals are known for their commitment to mastery of their chosen subjects and their determination to deliver on whatever personal commitments they make. They work with great energy, drive and focus in the service of others."



Angela Merkel

### At their best

- Be prepared
- Work hard
- Look after your client
- Do your duty
- Self-disciplined
- Emotionally even-keeled

### Dark side

- Impersonal
- Lacking humour
- 'Know-it-all'

## Building your strengths, bridging your gaps

CharacterScope is about insight and action.

So far your journey with CharacterScope has focused on building your insight. You will be most successful in your development if you start from the position of knowing yourself really well. Your self-review and this Solo report are the first steps to this.

The next step is to find out how others see you.

Session 3 will guide you to turn to those around you (colleagues, friends, family, partners) and invite them to give you their points of view on you and your strengths.

Session 4 will present these views back to you in your Viewpoints report.

At that point you will have a really rich and detailed understanding of yourself and the impact you have on others.

You'll then be in a position to move from insight into action, building on your strengths and bridging your gaps.