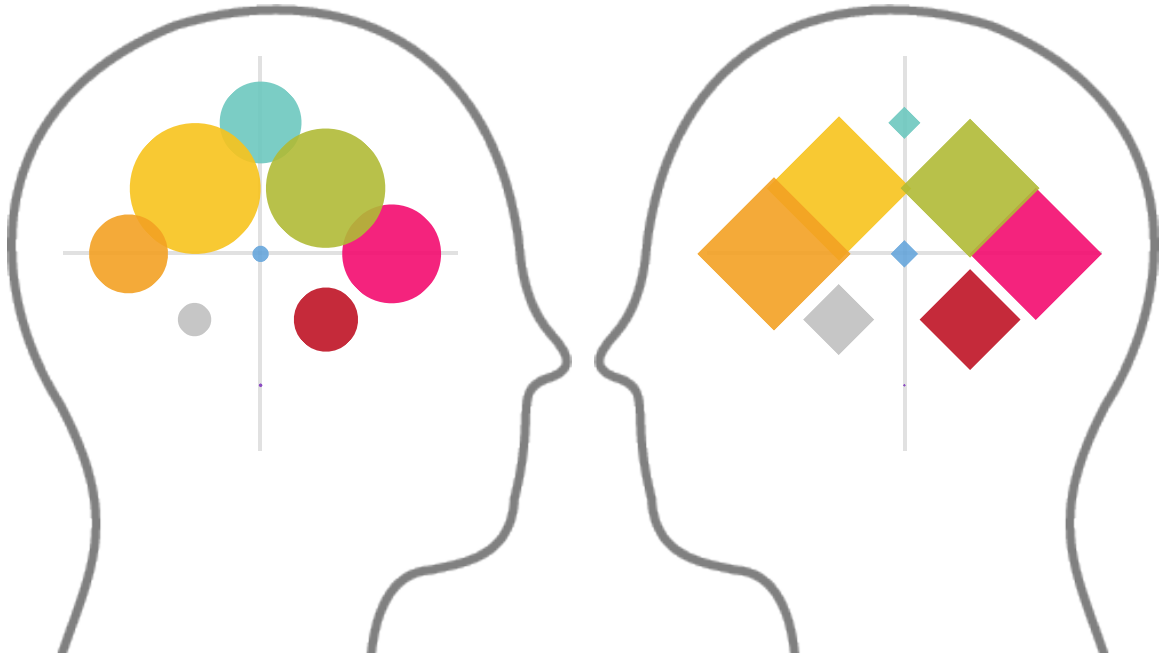


Viewpoints report for Cornelia Lucey



7 things to know about how others see you

1

Seeing ourselves as others see us is not easy. In the words of the Scottish poet Robert Burns:
'O wad some Pow'r the giftie gie us
To see oursels as ithers see us'

2

Trust the patterns. The view of one particular person tells you as much about them as it does about you. But the patterns across a number of peoples' views will tell you lots.

3

It may be true that nobody understands you, but when they all don't understand you in exactly the same way, there is a lesson to be learnt.

4

People say feedback is a gift. But some people don't give very good presents, so don't feel you have to treasure all feedback. Thank them kindly for taking the time and then put their gift in your 'mental attic'.

5

Building on your strengths is often a more effective route to development than trying to cover off your gaps.

6

A gap becomes a liability if you are not good at spotting and valuing others whose natural strengths can provide cover for your gaps.

7

Use this report to spur you into action - talk to the people who have given you their points of view on you. You might be surprised how much it strengthens your relationships, as well as helping you sharpen your focus for development.

Viewpoints

CharacterScope data from the following are included in this report:

Lucy Childs

Katherine Reynolds

James Luce

Michelle White

Anne-Marie Lucey

Caroline Fitton

Leader types

The 9 Leader types

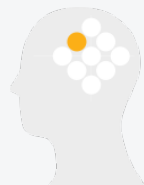
the Innovator

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.



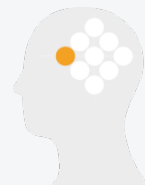
the Entrepreneurial leader

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.



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.



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.



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.



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.



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.



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.



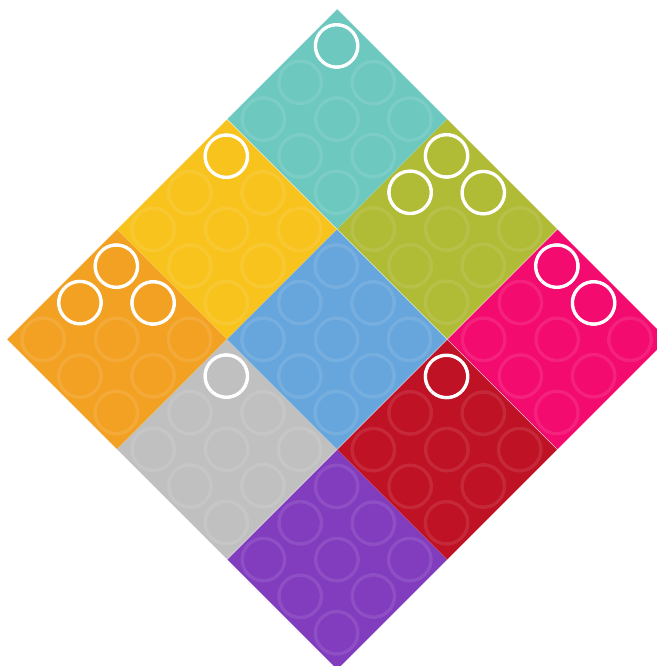
the Professional

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.



Best-fit Leader types

There are 2 circles plotted for each respondent, representing how that person sees your 2 Best-fit Leader types.



-
- | | | |
|--|---|---|
| ● Innovator | ● Entrepreneurial | ● Executional |
| ● Practical | ● Strategist | ● Servant |
| ● Transformational | ● Charismatic | ● Professional |

Individual Best-fit Leader types

How each respondent sees your 2 Best-fit Leader types.



Lucy Childs



Katherine Reynolds



James Luce



michelle white



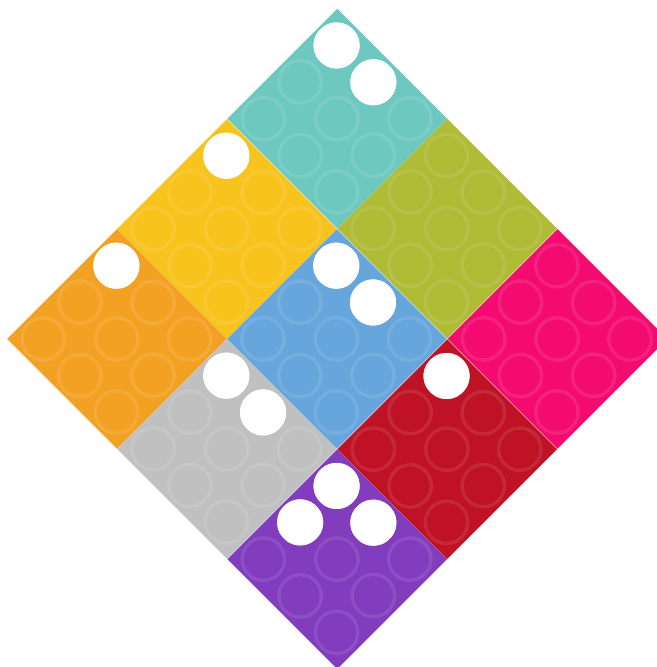
Anne-Marie Lucey



Caroline Fitton

Least-fit Leader types

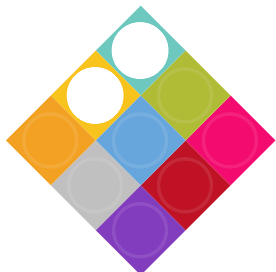
There are 2 circles plotted for each respondent, representing how that person sees your 2 Least-fit Leader types.



-
- | | | |
|--|---|---|
| ● Innovator | ● Entrepreneurial | ● Executional |
| ● Practical | ● Strategist | ● Servant |
| ● Transformational | ● Charismatic | ● Professional |

Individual Least-fit Leader types

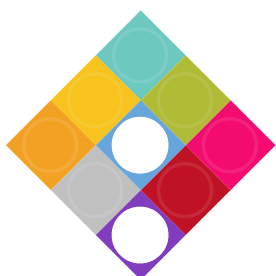
How each respondent sees your 2 Least-fit Leader types.



Lucy Childs



Katherine Reynolds



James Luce



michelle white



Anne-Marie Lucey



Caroline Fitton

Fit-to-profile results

The Strength-mapping scores from your respondents give the following **fit-to-profile** results. The graph below plots the average of your **fit-to-profile** scores with each of the 9 different Leader types:



Strength-mapping

More characteristic & easier to develop



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

Less characteristic & harder to develop

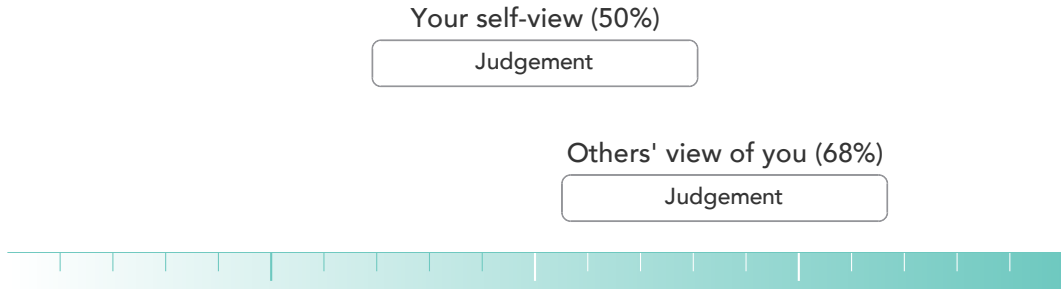


Viewpoints Comparison

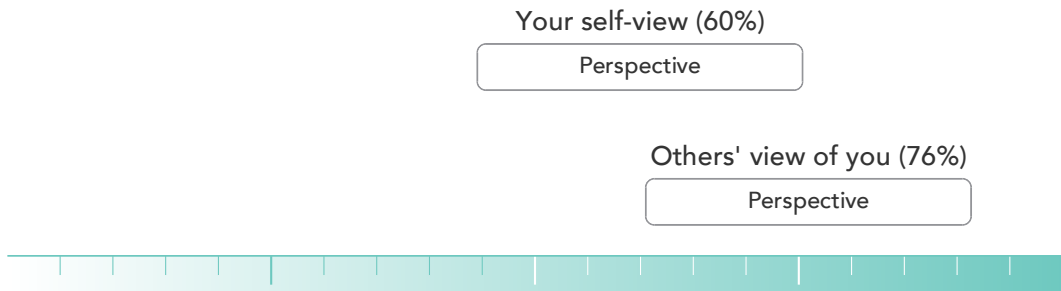
Different people use different ranges on the rating scale, so we've adjusted these results to use the same range that you did.

Areas where others rate you higher than you rate yourself

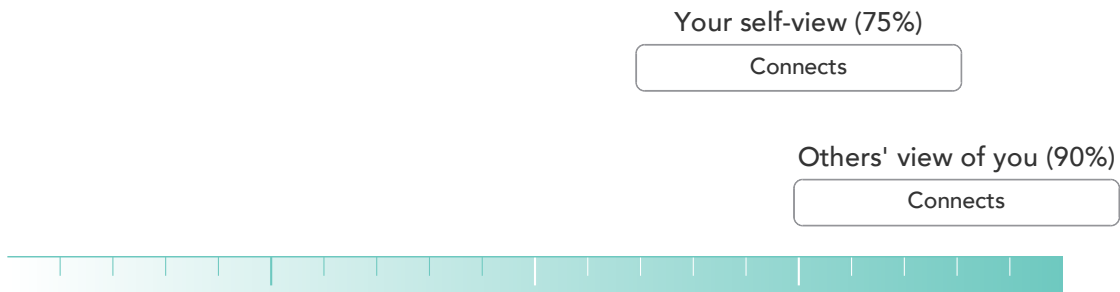
Judgement (+18%)



Perspective (+16%)

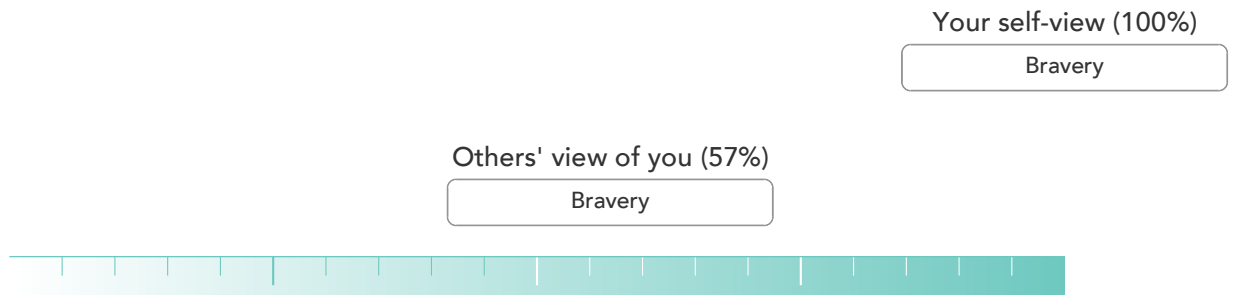


Connects (+15%)

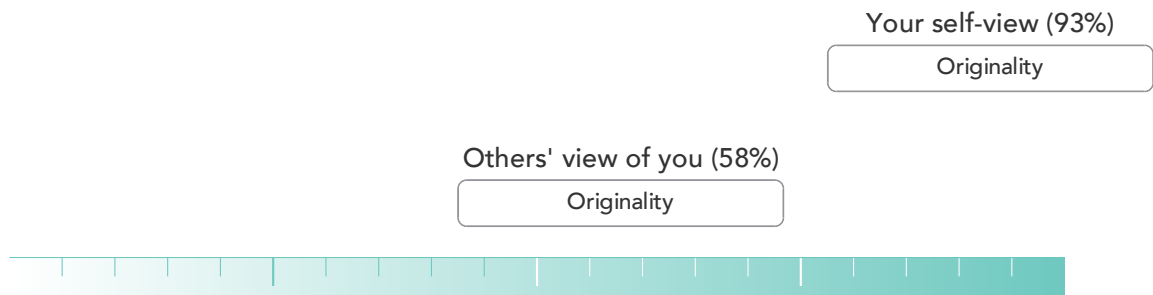


Areas where others rate you **lower** than you rate yourself

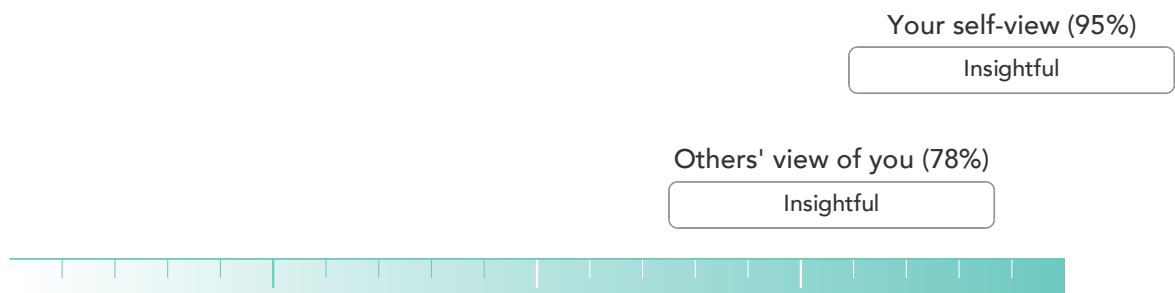
Bravery (-43%)



Originality (-35%)



Insightful (-17%)



Key strengths

Your respondents see these as your key strengths:

Curiosity

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

Appetite

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

Other awareness

Tunes into others and their worlds

Grip

Determined to translate intentions into actions

Connects

Identifies and works with key stakeholders and influencers

Potential blindspots

Prudence

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

Bravery

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

Self-regulation

Behaves in a consistently disciplined manner by controlling appetites and emotions

Originality

Creates fresh perspective and breakthrough ideas

Handles conflict

Deals constructively with conflict

Your Viewpoints

This head portrays the points of view of your respondents in one image. The **fit-to-profile** score is represented by the size of the diamond.

