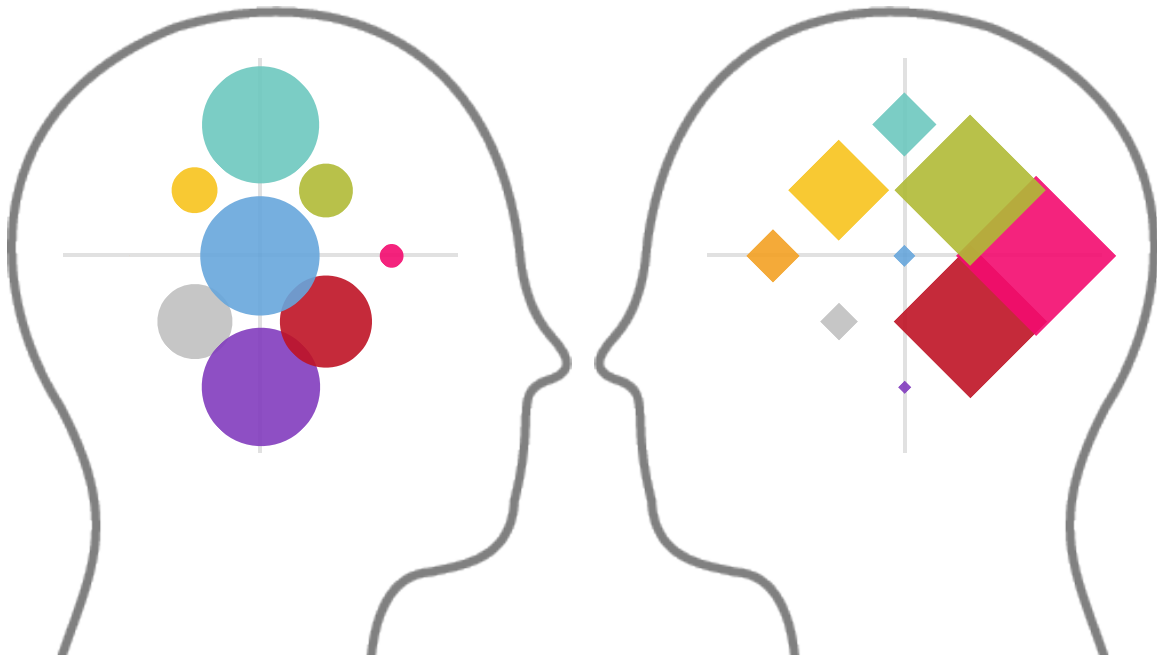


Viewpoints report for Duncan Fraser



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:

DAVID WOLVERSON

Mark Loftus

Melanie Lewin

David Bryan

Hannah Cooke

Leader types

The 9 Leader types

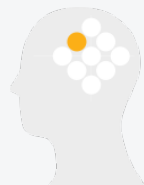
the Innovator

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.



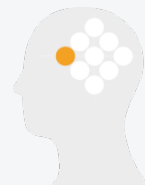
the Entrepreneurial leader

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.



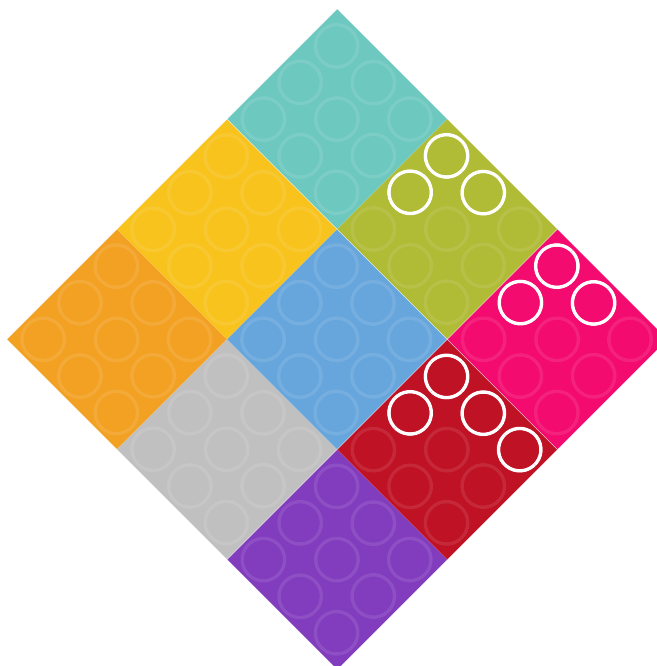
the Professional

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.



DAVID WOLVERSON



Mark Loftus



Melanie Lewin



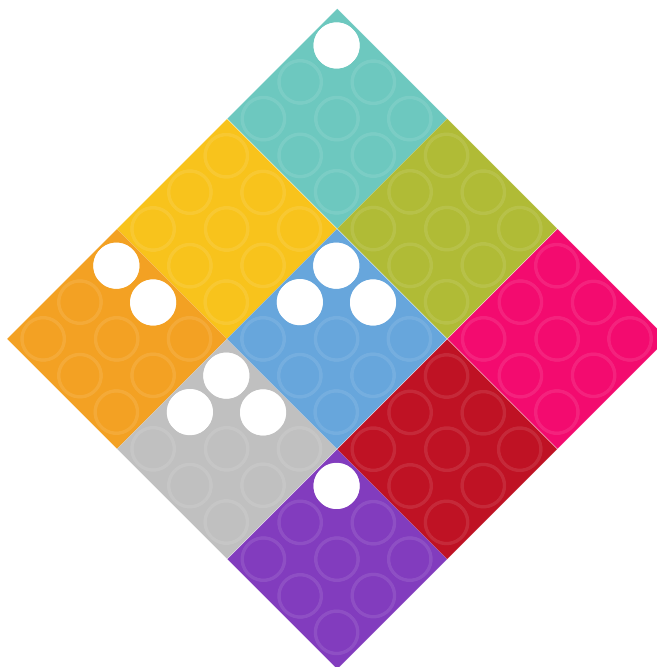
David Bryan



Hannah Cooke

Least-fit Leader types

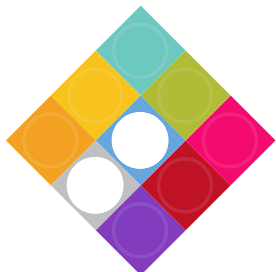
There are 2 circles plotted for each respondent, representing how that person sees your 2 Least-fit Leader types.



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

Individual Least-fit Leader types

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



DAVID WOLVERSON



Mark Loftus



Melanie Lewin



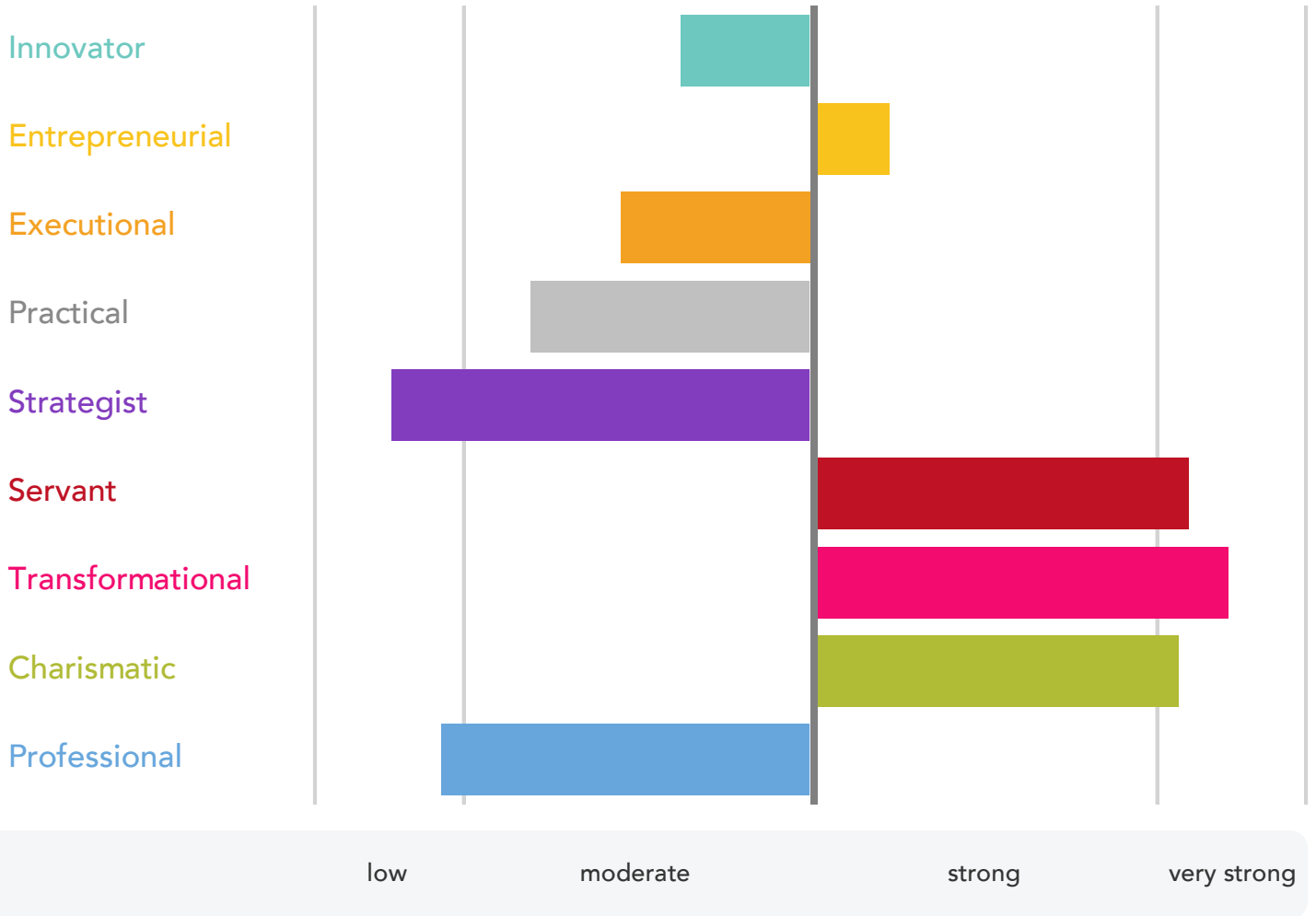
David Bryan



Hannah Cooke

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



Other awareness

Appetite

Ownership

Connects

Self-awareness

Curiosity

Consistency

Insightful

Humility

Perseverance

Perspective

Handles conflict

Risk-taking

Bravery

Fairness

Originality

Grip

Zest

Quick mind

Influential

Open-minded

Creates solutions

Manages expectations

Resilience

Sees opportunities

Optimism

Thinks ahead

Self-belief

Judgement

Self-regulation

Achievable

Prudence

Simplifies

Optimises

Less characteristic & harder to develop

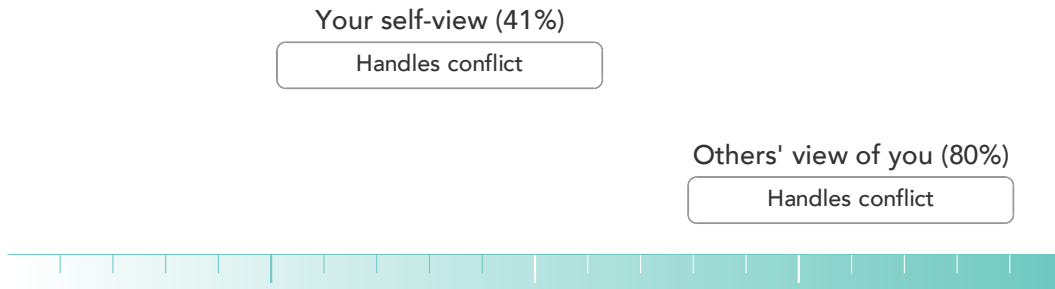


Viewpoints Comparison

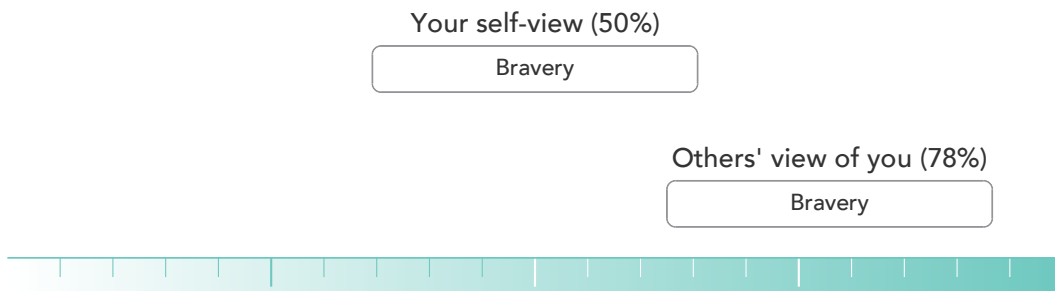
Different people use different ranges on the rating scale, so we've adjusted these results to use the same range that you did.

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

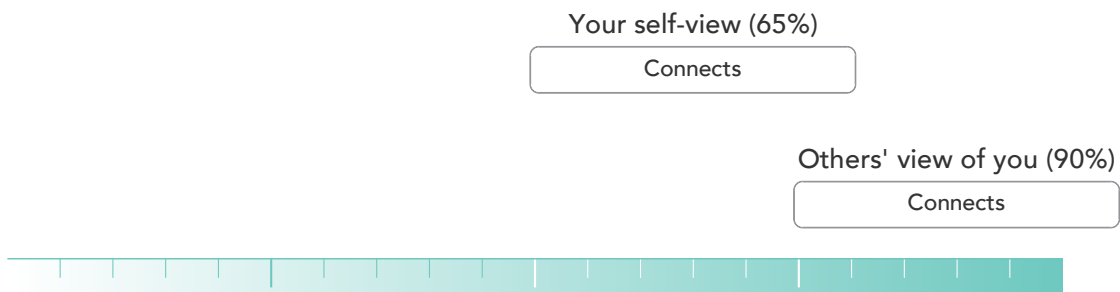
Handles conflict (+39%)



Bravery (+28%)

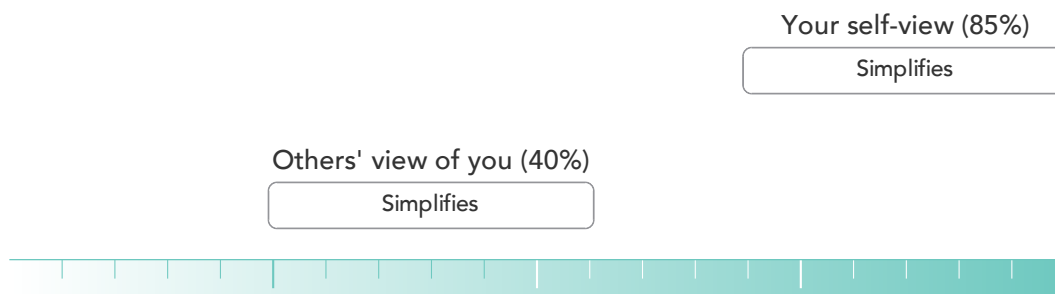


Connects (+25%)

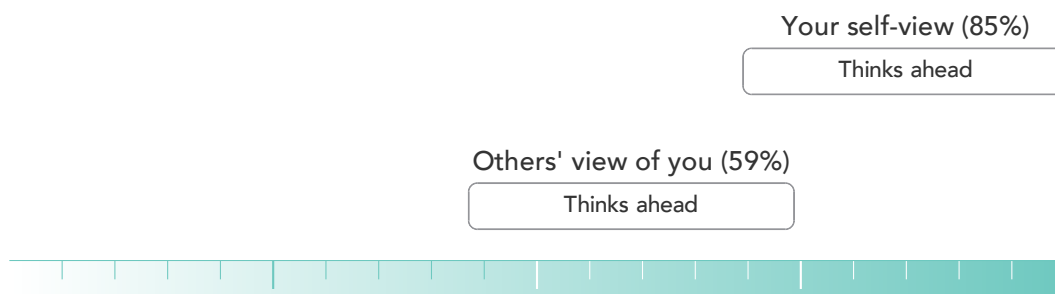


Areas where others rate you **lower** than you rate yourself

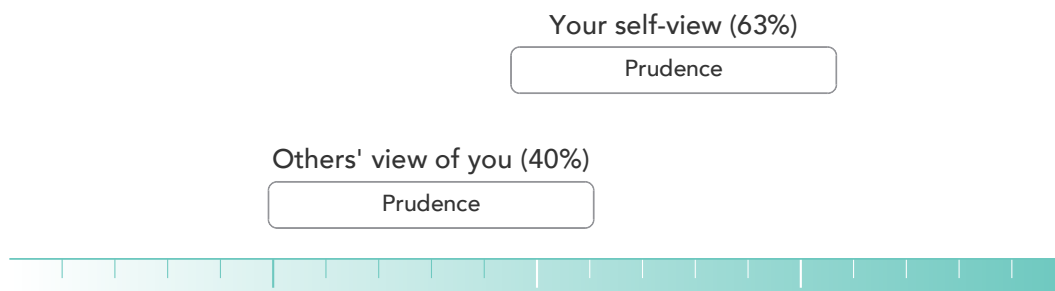
Simplifies (-45%)



Thinks ahead (-26%)



Prudence (-23%)



Key strengths

Your respondents see these as your key strengths:

Other awareness

Tunes into others and their worlds

Appetite

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

Ownership

Has a sense of duty to the task, the team and the wider organisation

Connects

Identifies and works with key stakeholders and influencers

Self-awareness

Aware of own thoughts, emotions and motives and their impact on self and others

Potential blindspots

Optimises

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

Simplifies

Simplifies complex information (financial, numerical, verbal)

Prudence

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

Achievable

Good sense of what is achievable in terms of pace and scale

Self-regulation

Behaves in a consistently disciplined manner by controlling appetites and emotions

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.

