

CharacterScope Solo

Jane Smart

Servant-Transformational

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7 things to know about Character & Leadership

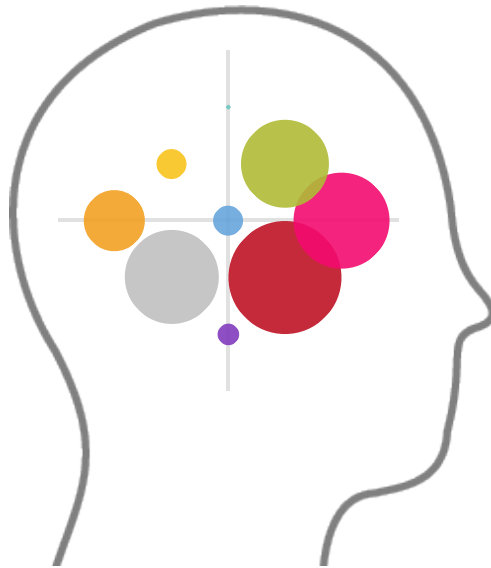
- 1 You might not think of yourself as a leader, but everyone leads at different points in their lives (even if only in small ways): CharacterScope will help you understand your strengths, and so be clearer about your leadership impact.
- 2 The secret to personal development is to choose wisely what 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.

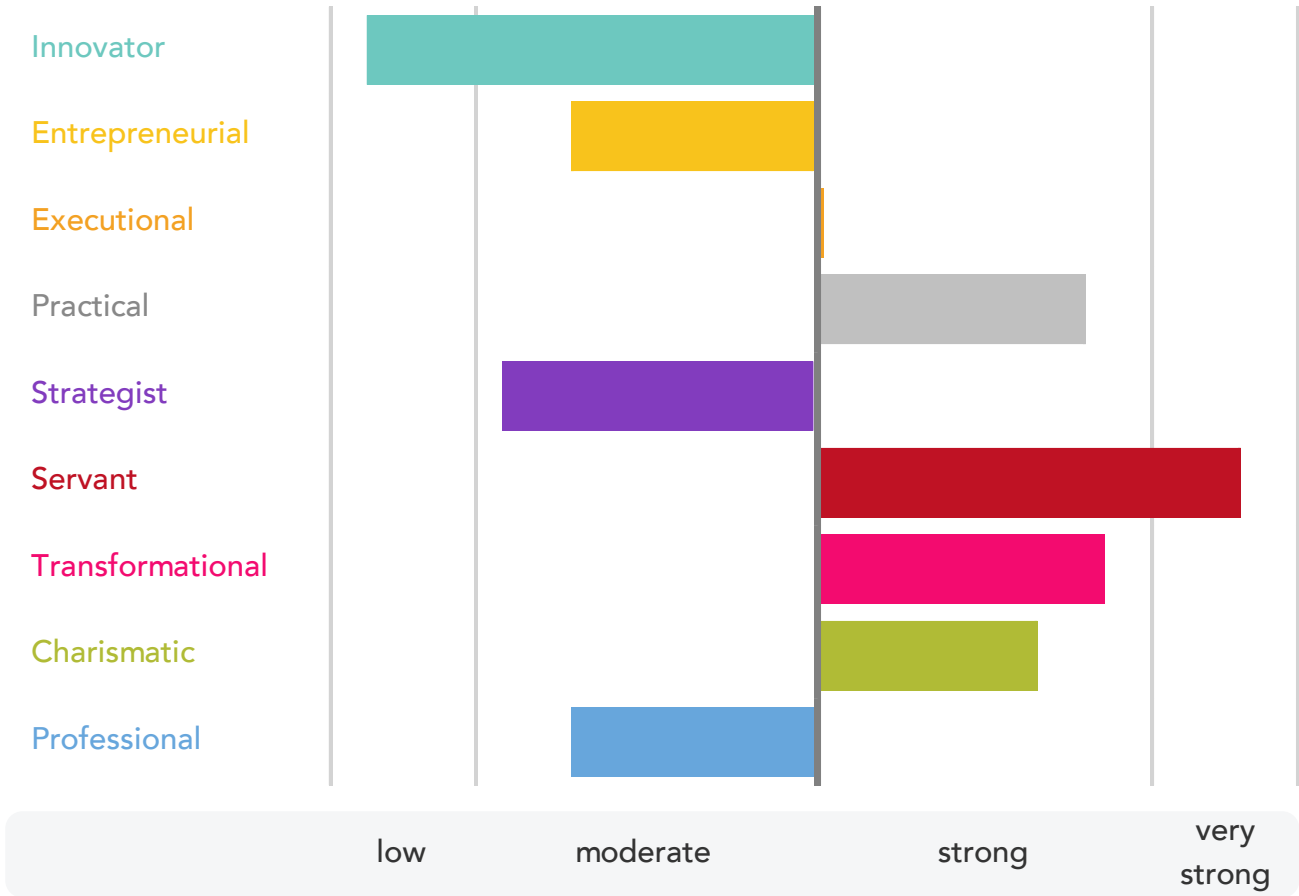


Your strengths map you as **Servant-Transformational**

The Servant part of your profile suggests you will be the kind of person who is good at getting their own ego out of the way and focusing instead on the team and people around you. You're likely to pull people together around shared goals, recognise and play to people's strengths and support the team to perform strongly. Others may see you as personifying the team, coming to embody its core values and identity. And the Transformational part of your profile suggests you will be the kind of person who enjoys leading people and organisations through change. You're likely to be valued for your insight and perspective, your awareness of the wider organisation. At your best, you'll have the energy and drive to use this awareness to create change that sticks, whether in processes, products and structures, or in changing beliefs, mind-sets and culture.

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.



Jane's best-fit Leader type

the Servant leader

"The brave man is not he who does not feel afraid, but
he who conquers that fear"

Nelson Mandela - Statesman, South Africa



The Character of 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.

Winston Churchill, Politician
Sam Walton, Walmart
Steven Gerrard, Footballer

Hugh Jackman, Actor
Queen Elizabeth II, Royal
Doreen Lawrence, Racial equality
campaigner

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

Jane's **second-fit** Leader type

the Transformational leader

"Your time is limited, so don't waste it living someone else's life. Don't be trapped into living with the results of other people's thinking. Have the courage to follow your heart and intuition."

Steve Jobs - Apple



The Character of 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.

Vaclev Havel, Actor and Politician
Sigmund Freud, Psychoanalyst
Jóhanna Sigurðardóttir, Politician
Steve Jobs, Apple

Martin Luther King Jr., Political Activist
Henry Ford, Industrialist
William Edwards Deming, Statistician

At their best

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

Dark side

- Anarchist
- Revolutionary
- Charging after lost causes

Summary: Your Strengths & Gaps

Strengths

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

Other awareness:

Tunes into others and their worlds

Zest:

Approaches life with excitement and energy; does not do things half-heartedly

Optimism:

Has a positive view of the future; finds the positives in any situation

Optimises:

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

Insightful:

Insightful about underlying agendas

Gaps

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

Self-regulation:

Behaves in a consistently disciplined manner by controlling appetites and emotions

Originality:

Creates fresh perspective and breakthrough ideas

Risk-taking:

Seizes opportunities despite the risk of failure

Bravery:

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

Prudence:

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

Strength-mapping

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

More characteristic & easier to develop



Other awareness

Zest

Optimism

Optimises

Insightful

Consistency

Fairness

Connects

Manages expectations

Handles conflict

Resilience

Self-awareness

Open-minded

Perspective

Appetite

Curiosity

Ownership

Achievable

Humility

Quick mind

Creates solutions

Simplifies

Influential

Perseverance

Grip

Thinks ahead

Judgement

Sees opportunities

Self-belief

Prudence

Bravery

Risk-taking

Originality

Self-regulation

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:

Other awareness

Other awareness is about stepping into another's shoes and understanding their world through their eyes - their thoughts, feelings, motives and circumstances. Those around you will feel that you have an empathic awareness of them and of other people, and that you are genuinely interested in people for who they are rather than for how they could be useful to you. You are likely to enjoy tuning into other people, trying to move beyond simply noticing the person to being curious about them, their world, their motivation and their fears.

Zest

Others will see you as energised and enthused, as someone who communicates a real sense of immersion and enjoyment in your world and work. Colleagues will see you as having consistently high energy levels. When you engage you'll find it almost impossible not to do it in a whole-hearted way, and you'll be drawn to embrace the next challenge or opportunity. Your energy will radiate to those around you, so colleagues are likely to experience you as someone who is a source of energy and motivation.

Optimism

Optimism is about actively choosing to find the positive in any situation and wanting to energise others around these positives. Colleagues will experience you as someone who believes in their personal talents and abilities. You'll be seen as someone who can pick out what is good about a difficult situation, who doesn't get stuck on past failures and who is good at learning from setbacks. You'll have a focus on the future and on the possibility that improvement to any situation is achievable, even when it appears overwhelmingly challenging.

Optimises

Optimises is about stripping away unnecessary options so that implementation can happen efficiently, or so things can run with minimal maintenance. Colleagues will see you as someone who can get things to run quickly and efficiently, and that you create solutions that are easily understood and implemented. They will see you as open to feedback about how things work in practice, open to identifying ways things can be improved. You're also likely to enjoy fine-tuning, seeking to make things as simple as possible yet still achieve the intended result.

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.

How your Bridgeable Gaps might impact others

Here's what your colleagues might notice from your gaps

Self-regulation

Self-regulation is about not allowing yourself to be driven or controlled by your impulses or habits, instead being good at sustaining your focus on a longer-range goal or purpose. Colleagues may see you as someone who is fairly impulsive, who acts or speaks without thinking through the consequences. You will be emotionally more variable, moving from one emotion to another and with your emotions driving your behaviour. You may find it difficult to monitor and manage your internal feelings and desires, or to resist the impulse to act on them.

Originality

Others are likely to see you as someone who tends to accept the prevailing way of thinking about things or seeing situations, even that you see things from a narrow perspective. You may not challenge yourself or others to see things from a fresh perspective, or to generate new ideas and directions. It may be that you don't see new connections, or that you lack interest in actively being creative, actively using apparent contradictions to gain break-through insight. Or it may be that you simply don't trust your own creativity.

Risk-taking

You may be seen as someone reluctant to risk the known for the unknown, preferring to protect the status quo and what's already established and working. Colleagues may feel you tend to be very aware of the risks inherent in acting, but that you fail to spot the risks of failing to act. It may even be that some feel you exaggerate the level of risk in a situation, or that you get nervous or unsure when others are encouraging you to take a risk. The impact will often be that decisions slow down.

Bravery

There are two sides to bravery: bravery in the physical, practical world, and bravery within social and personal relationships. It's possible to have bravery in one but not the other, but overall you're likely to be reluctant to push yourself outside your comfort zone. Colleagues may be aware that you prefer to keep quiet rather than look foolish and perhaps are too willing to go along with the majority view. In particular, you may be unwilling to challenge those in authority. In the physical world, you're likely to shy away from facing your fears.

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.

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

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

Dark side

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

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

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Steve Jobs

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- Positive
- Values-driven

Dark side

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- 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.