

CharacterScope

Solo

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Professional-Strategist

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7 things to know about Character & Leadership

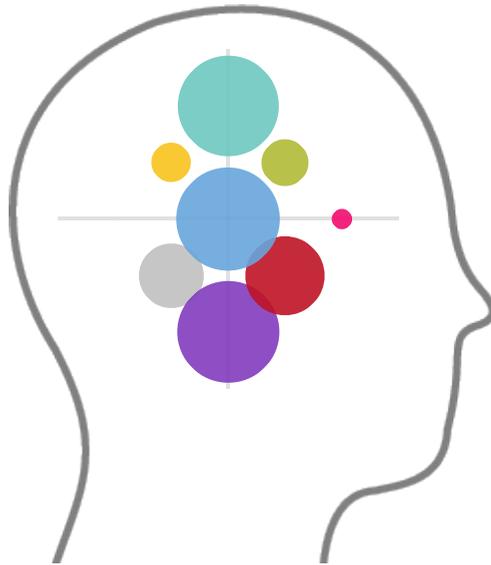
- 1 You might not think of yourself as a leader, but everyone leads at different points in their lives (even if only in small ways): CharacterScope will help you understand your strengths, and so be clearer about your leadership impact.
- 2 The secret to personal development is to choose wisely what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

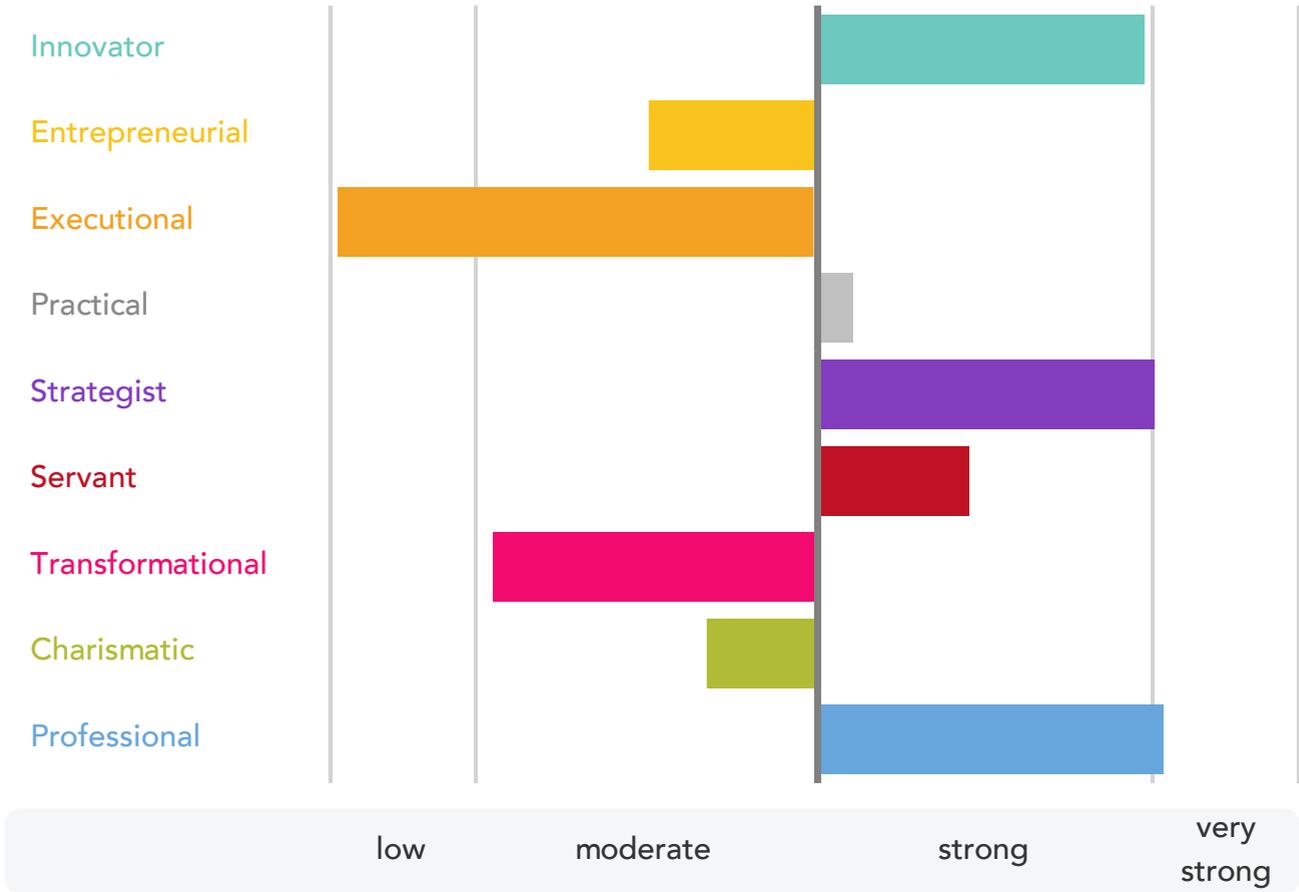


Your strengths map you as **Professional-Strategist**

The Professional part of your profile suggests you will be the kind of person who is valued for your determination to deliver on whatever personal commitments you make. You're likely to be known for your commitment to mastery of your chosen subjects and for your personal expertise. At your best you'll work with great energy, drive and focus in the service of others and the task at hand. And the Strategist in your profile means that you are likely to enjoy providing strategic clarity to people, groups and organisations, thinking further ahead than most people. Others will value you for your judgement and wisdom about what is going on. You're also likely to be insightful about what needs to happen to move a difficult task forward, to unstick a relationship, or to handle a tricky people situation.

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.



Duncan's best-fit Leader type

the Professional

"Always be more than you appear and never appear to be more than you are."

Angela Merkel - Politician, Germany



The Character of 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, Politician
Daniel Day-Lewis, Actor
Shami Chakrabarti, Human Rights
Activist

Ryan Giggs, Footballer
Hillary Clinton, Politician
Maria das Graças Silva Foster,
Petrobras-Petróleo Brasil

At their best

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

Dark side

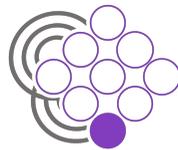
- Impersonal
- Lacking humour
- 'Know-it-all'

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

the Strategist

"The financial service industry is a service industry. It should service others before itself."

Christine Lagarde - MD, IMF



The Character of 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.

N. R. Narayana Murthy, Infosys
Eric Schmidt, Google
Christine Lagarde, MD of International Monetary Fund
Garry Kasparov, World Chess Champion and Political Activist

Bill Gates, Microsoft
Gordon Brown, Politician
Tom Ford, Fashion Designer and Film Director

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

Summary: Your Strengths & Gaps

Strengths

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

Consistency:

True to their inner values and public promises; open and straightforward

Insightful:

Insightful about underlying agendas

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

Gaps

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

Achievable:

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

Resilience:

Rebounds from setbacks, adapts approach without losing focus

Handles conflict:

Deals constructively with conflict

Optimism:

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

Self-belief:

Personal confidence that they can make a difference

Strength-mapping

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

More characteristic & easier to develop



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

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:

Consistency

You will be seen as someone who acts consistently across different situations and with different people, not telling one thing to one group and a different thing to another. You'll be known as someone who will respect confidences and confidentiality. In many ways Consistency is about personal integrity: being true to yourself, your personal values and your commitments. Others will find your behaviour to be transparent in that you will do what you say, and stay true to who you are: that your external behaviour mirrors your inner beliefs and values.

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.

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.

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.

How your Bridgeable Gaps might impact others

Here's what your colleagues might notice from your gaps

Achievable

Achievable is about understanding what is required to get things to happen in the real world and shaping practical action to deliver. Colleagues are likely to feel that you are an unreliable judge of what is required in reality to deliver a particular project or piece of work. They may see you as being too optimistic – or even pessimistic – rather than grounded in reality. It may be that you lack patience in working through the practical details of a situation, or that your real preference is for analysis and creative breakthroughs rather than pinning down practicalities.

Resilience

Colleagues are likely to experience you as someone who is quite easily affected by setbacks and failures. You will feel things personally and may take your time to build back your self-confidence after a setback. You're likely to take obstacles as evidence that your goal is not achievable and be too quick to switch your focus elsewhere. Others may see you as someone who doesn't like to examine or acknowledge their part in a setback and as a consequence feel you may miss the learning opportunity.

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.

Optimism

Others will see you as someone who gets preoccupied with things that could go wrong and who dwells on past failure and setbacks. Colleagues may see you as viewing the future pessimistically. Some may feel that you are sceptical about them and their personal talents and contribution, whereas you may feel that you are just trying to prevent things going wrong. At times colleagues could fear that you look for the worst side of people, not wanting to be let down.

Self-belief

Colleagues may see you as someone who can lack outward confidence, particularly when you are in unfamiliar situations. Within yourself, you are likely to underestimate what you are capable of achieving and colleagues might be surprised at your own self-evaluation and your doubts about your ability to achieve. You're likely to dismiss and second-guess your instincts and judgements, and as a consequence set your own targets and expectations of yourself lower than others would. Colleagues might also notice that you tend also to be apologetic about your contribution, tending to downplay your ideas and impact.

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

"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.