Strengthscope®

Confidential

Strengthscope
Team™

ATS Euromaster - 2023

29 June 2023
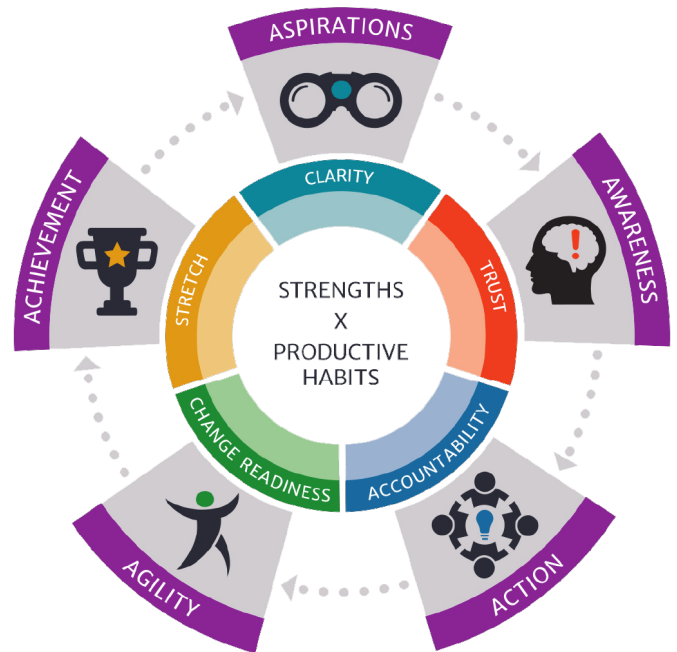
Contents

1. Introduction

Take your team performance to the next level with StrengthscopeTeam™.

StrengthscopeTeam™ will help your team to develop their performance by providing them with awareness and guidance on their:

- **Clear strengths** and how to develop these to enhance the team's performance

- **Risk areas** that may inhibit peak performance together with powerful ways to reduce the impact of these

- Effectiveness across **team habits** essential for teamwork and peak performance

- **Development recommendations** to strengthen the team and its performance.

We call this the Peak Performing Team Pathway™
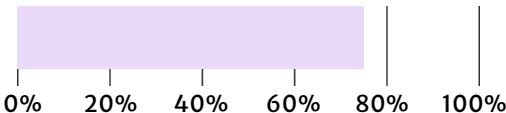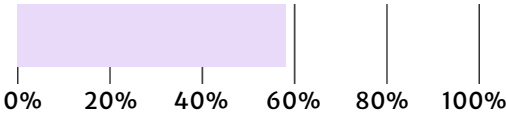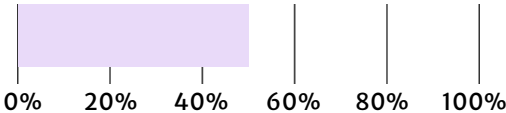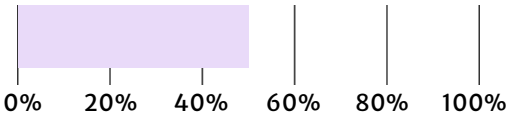
○ Productive Habit   ○ Team Development Stage

In order to be effective, teams need to understand and develop the strengths and energy of every team member. The best teams also develop and practice productive team habits in five areas to transform strengths into effective teamwork and business results at each stage of their development, from aspirations to achievement.

The most effective teams:

- Have **clarity** of goals, roles and responsibilities for the team

- Gain an **awareness** of where the team's strengths and performance risks lie to build **trust**

- Take **action** to draw on each other's strengths and ideas to reach clear decisions and ensure a high degree of **accountability**

- Develop **agility** to deal positively with change and develop **change readiness**

- Celebrate the team's **achievements** and take action to review and strengthen performance, ensuring continuous **stretch** and improvement

2. Your team's clear strengths

Based on your team's responses to the questionnaire, the following **clear strengths** have been identified as the most energizing for the team. The team should utilize areas of strength to deliver team goals and aspirations. The total number of team members reporting each strength appears below each bar graph.

|	**Your team's clear strengths**	**When the team is performing at its best**
Resilience	Team members deal effectively with setbacks and enjoy overcoming difficult challenges. *[bar graph ~80%]* 0% 20% 40% 60% 80% 100% Percentage of team reporting strengths **9 out of 12 team members reported this strength**	• The team tends to see problems or threats as opportunities • Team members tend to be able to quickly recover from stressful or traumatic experiences • The team is energized by taking on very difficult challenges and projects.
Critical thinking	Team members approach problems and arguments by breaking them down systematically and evaluating them objectively. *[bar graph ~60%]* 0% 20% 40% 60% 80% 100% Percentage of team reporting strengths **7 out of 12 team members reported this strength**	• The team enjoys dissecting arguments in order to understand their logic • Team members find it easy to simplify difficult problems or situations • The team will separate a problem into its component parts in order to see meanings and assumptions that might otherwise remain hidden.
Emotional control	Team members are aware of their emotional 'triggers' and how to control these to ensure they remain calm and productive. *[bar graph ~50%]* 0% 20% 40% 60% 80% 100% Percentage of team reporting strengths **6 out of 12 team members reported this strength**	• Team members are aware of their feelings and 'emotional trigger points' in response to their environment • Team members are motivated to shift inappropriate emotional states to more productive ones • Team members gain energy from controlling against emotional outbursts and remaining calm under pressure.
Leading	Team members take responsibility for influencing and motivating others to contribute to the goals and success of their team and organization *[bar graph ~50%]* 0% 20% 40% 60% 80% 100% Percentage of team reporting strengths **6 out of 12 team members reported this strength**	• Team members enjoy taking on the leadership role in a group • The team is energized when motivating people to act in a certain way • The team feels energized when members are given responsibility to motivate others to achieve goals.

Decisiveness

Team members make quick, confident, and clear decisions, even when faced with limited information.
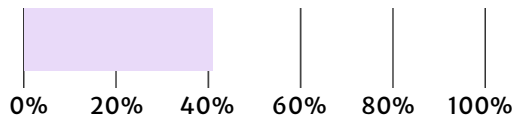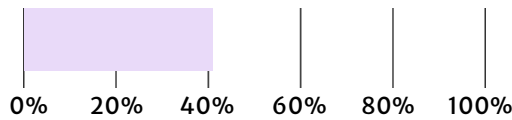
Percentage of team reporting strengths
5 out of 12 team members reported this strength

- Team members are energized by making decisions in high pressure situations when time is critical
- The team is motivated to make effective and timely decisions even when the data is limited or decisions produce unpleasant consequences
- Team members have a track record of making robust, rapid-fire decisions.

Efficiency

The team takes a well-ordered and methodical approach to tasks to achieve planned outcomes.
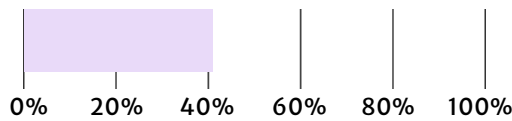
Percentage of team reporting strengths
5 out of 12 team members reported this strength

- Team members enjoy developing efficient, well-ordered systems for working
- Team members enjoy coordinating a complex array of resources to achieve the best possible outcome
- The team enjoys making action plans and lists detailing what needs to be done, by when and whom.

Common sense

The team prefers to make pragmatic judgments based on practical thinking and previous experience.

Percentage of team reporting strengths
5 out of 12 team members reported this strength

- The team evaluates information and decisions based on their practical application
- The team looks to obvious and pragmatic solutions that have worked well in the past
- Team members are energized to develop sound, evidence-based approaches.

Strategic mindedness

The team focuses on the future and takes a strategic perspective on issues and challenges.
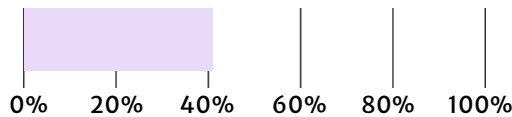
Percentage of team reporting strengths
5 out of 12 team members reported this strength

- The team enjoys stepping above immediate concerns to see the 'big picture'
- The team is oriented towards the future and how the team, organization and external context might look
- The team enjoys predicting trends and scenarios of possible alternative futures.

Persuasiveness

Team members are able to win agreement and support for a position or desired outcome.
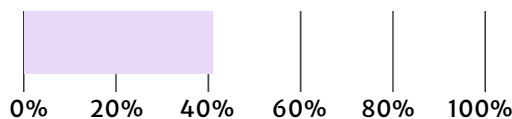
Percentage of team reporting strengths
5 out of 12 team members reported this strength

- Team members are motivated to persuade others towards their way of thinking
- The team enjoys negotiation and debate
- There are times when team members will 'stop at nothing' to persuade and convince others.

3. Your team's strengths profile

The graph below shows **your team's strengths profile** across Strengthscope®'s four clusters: **Emotional**, **Relational**, **Thinking** and **Execution**. The bars represent how many team members report each strength as one of their 'Significant 7'. Higher bars represent those strengths which are more natural and energizing for the team to use. Lower bars represent strengths which provide the team with less energy and enjoyment in their work. The percentages in the inner circle show you how the team's strengths are distributed across four energy clusters. Please note that these are for guidance only, as your average scores across the clusters may be similar.

In the centre of your wheel, you can see percentage scores for each of the four cluster areas. The baseline is 25% for each cluster, so the further away the scores are from 25%, the greater preference the team shows towards, or away from, that cluster. Consider the type of activities the team might be energized by and potentially excel at. The two clusters at the top of the wheel – **Emotional** and **Relational** – involve being energized by working with **people** while the two at the bottom of the wheel – **Thinking** and **Execution** – involve being energized by the nature of **tasks**. The two clusters on the left hand side of the wheel – **Emotional** and **Thinking** – involve being energized by activities that are **internal** to you (i.e. your inner world or thoughts and emotions) while the two on the right hand side – **Relational** and **Execution** – involve being energized by **external** activities (i.e. the outer world of people and getting things done).
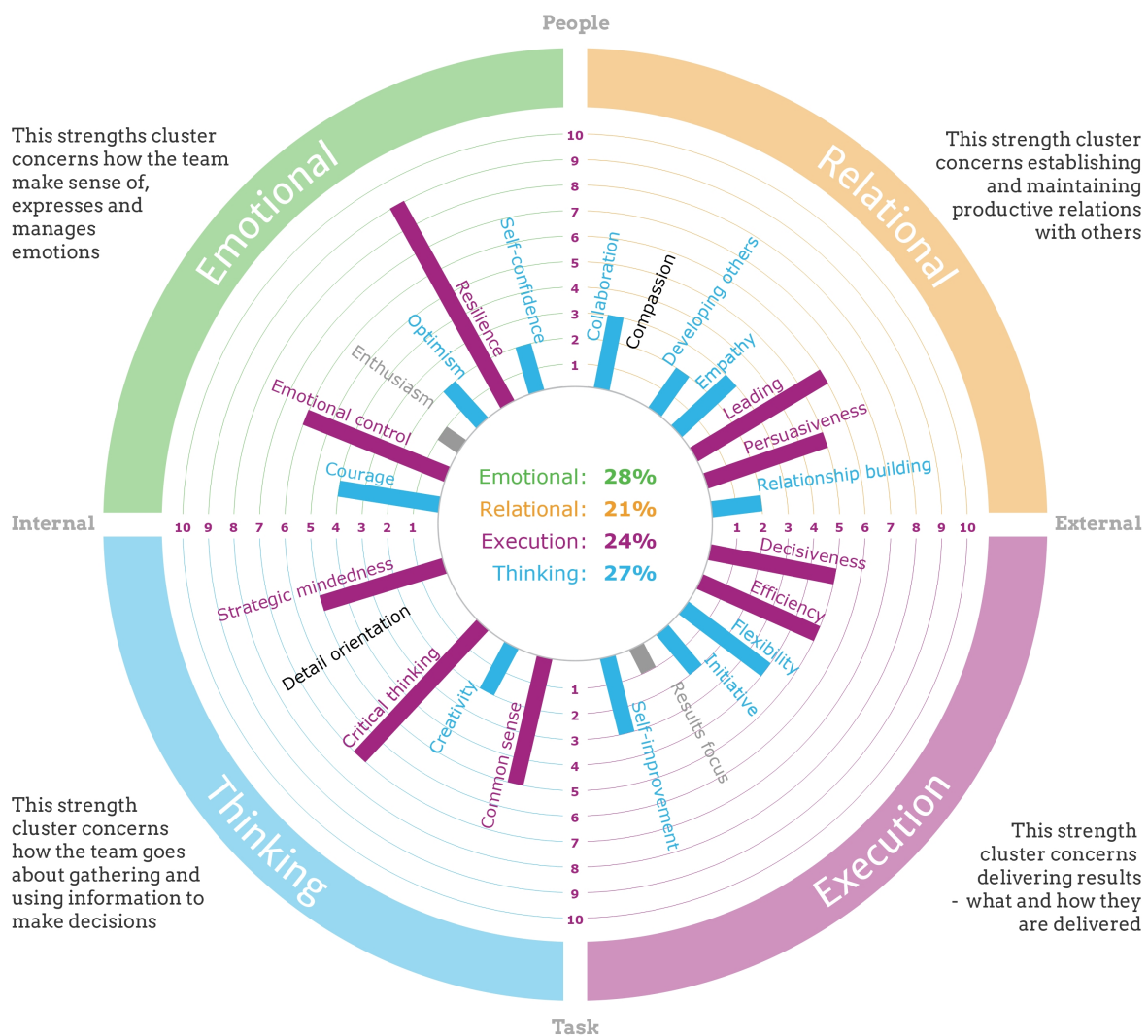
'Significant 7' strengths are highlighted by the use of coloured bars:
Purple bars appear when more than 40% of team members report a particular strength as one of their 'Significant 7'
Blue bars appear when between 11 – 40% of team members report a particular strength as one of their 'Significant 7'
Grey bars appear when between 1 – 10% of team members report a particular strength as one of their 'Significant 7'
No bar is shown when no one reports a particular strength as one of their 'Significant 7'.

4. Developing strengths to achieve peak performance

A team's awareness of its strengths is crucial. However, it is important to translate this awareness into action in order to achieve **peak performance**. This section will help you to develop your team's strengths by helping you understand and strengthen its performance in the following areas:

- How to **stretch beyond your comfort zone** and apply your team's strengths to take team performance to the next level

- How to ensure you are using your team's strengths in a careful way, taking into account of the requirements of the situation to minimize risks associated with **overdrive**. Strengths can go into overdrive when they are overused or used in the wrong way or at the wrong time leading to negative, unintended outcomes.

Adopt a 'less is more' approach and try to identify a few priority areas to focus on at any one time to maximize your team's chances of success. As a reminder, the total number of team members reporting each strength appears below each bar graph.

Resilience

Percentage of team reporting strengths
9 out of 12 team members reported this strength
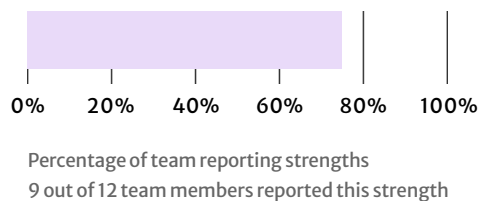
Activities for development

- Seek out projects for the team that seem to be particularly tough or where the prospect of failure is high but where reward is great

- Help others outside the team deal with challenges by encouraging them to focus on the benefits of success and to persist in the face of adversity

- Encourage members of the team to attend a resilience training course, such as My Strong Self™, which looks at how to use strengths to build resilience.

Overdrive

Risk behaviours to watch out for:

The team may deliberately take on 'mission impossible' in order to challenge itself, enjoying overcoming every obstacle in order to win through against the odds, regardless of the mission's value. This may lead to the team missing 'quick win' opportunities, may result in long meetings (in themselves an energizing challenge) and may cause the team to fall short of targets.

Ways to reduce strengths in overdrive:

- Check that goals and targets are appropriately set so that they are genuinely achievable, if stretching

- Continue to check on the energy reserves of the team to ensure that team members are not being over-stretched to avoid lowered morale or even burnout.

Critical thinking
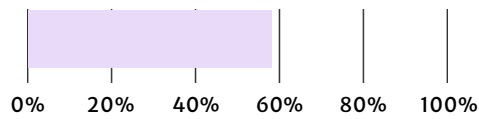
0% 20% 40% 60% 80% 100%

Percentage of team reporting strengths
7 out of 12 team members reported this strength

Activities for development

- Identify projects where the team could apply research, analysis and evaluation skills, e.g. competitor analysis

- Develop skills around risk management to benefit the team and the wider organization

- Learn about Edward de Bono's Six Thinking Hats to ensure that solution-finding and decision-making are balanced.

Overdrive

Risk behaviours to watch out for:

The team looks for flaws in proposed solutions and arguments, which may be seen as negative and over-critical by others. New ideas may be discounted so early that, in time, people stop bringing new thinking to the team. The team may get so energized by analyzing the detail of an argument that it may fail to appreciate the overall solution.

Ways to reduce strengths in overdrive:

- Practice taking an appreciative approach to new ideas and solutions, asking what will work, as well as what will not work

- Develop a range of styles so that the team's skill at critiquing continues to be regarded positively and not as overly negative.

Emotional control
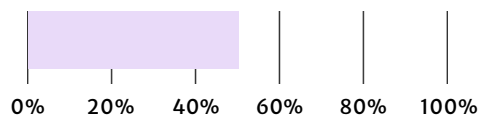
0% 20% 40% 60% 80% 100%

Percentage of team reporting strengths
6 out of 12 team members reported this strength

Activities for development

- Find projects where emotional control is an asset, e.g. negotiations, dealing with difficult customers/emergencies, etc. and propose the team's involvement

- Help others outside the team to develop greater 'professionalism' in their conduct to improve the organization's performance overall

- Learn about emotional intelligence (EI or EQ), as well as negotiation, influencing and crisis management to develop greater skills within the team.

Overdrive

Risk behaviours to watch out for:

Team members may be seen as dispassionate and distant when they hold back their emotions from others. Team members' real views may be difficult to ascertain during team meetings if they withhold their feelings. There is a risk that team cohesion may be low if team members choose not to connect with others on an emotional level.

Ways to reduce strengths in overdrive:

- Ensure that team members are given time to air their feelings and personal views on issues so that emotions are not ignored

- Ensure that the team considers carefully how to engage with key stakeholders to avoid being seen as aloof or lacking interest.

Leading
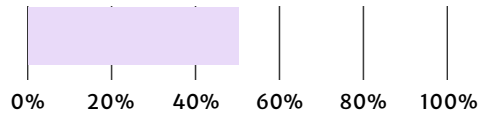
Percentage of team reporting strengths
6 out of 12 team members reported this strength

Activities for development

- Spend sufficient time developing a collective vision and purpose for the team to provide motivation and focus for the team as a whole

- Encourage some team members to join a Management organization to learn more about leadership practices and techniques

- Encourage team members to complete a 360 leadership profiler, such as StrengthscopeLeader™ to gain insights into the effectiveness/impact of their behaviour.

Overdrive

Risk behaviours to watch out for:

Team members may sometimes take a leadership role in inappropriate situations, e.g. when someone is already performing the leadership role well or when dealing with a self-sufficient team. Look out risk behaviours such as jostling for status, individualistic decision making or too great an emphasis being placed on the team's vision as opposed to operational detail.

Ways to reduce strengths in overdrive:

- Ensure that all team members remain aligned on the team's vision, objectives and roles, checking in on these points regularly

- Keep a strong focus on the detailed operational delivery of the plan, responsibilities for delivering this and milestones to completion.

Decisiveness
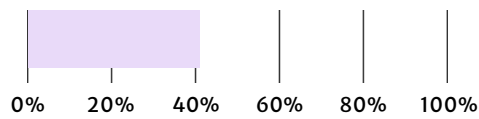
0% 20% 40% 60% 80% 100%

Percentage of team reporting strengths
5 out of 12 team members reported this strength

Activities for development

- Seek out situations where the organization is moving into uncertain territory where decisions will need to be taken with limited information and volunteer the team's input

- Ensure that all team members' views are aired to ensure that decisions made are fully supported. Allow time for further reflection/discussion where necessary

- Learn about decision-making models and approaches including PESTLE analysis (evaluating the political, economic, social, technological, legal and environmental consequences of decisions).

Overdrive

Risk behaviours to watch out for:

In its drive for pace, the team may be too quick in its decision-making, spending too little time considering alternatives or possible outcomes. This may mean a later need to change in strategy because not all opinions are taken into account during planning. Individual team members may also take independent decisions which risks de-stabilizing the team.

Ways to reduce strengths in overdrive:

- When considering strategies or decisions, use a process such as De Bono's Six Thinking Hats to ensure that all angles are appraised

- Check commitment from each member of the team on important decisions, to ensure alignment and avoid individualistic behaviour outside the team.

Efficiency
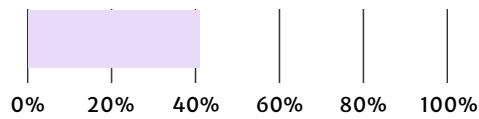
0%   20%   40%   60%   80%   100%

Percentage of team reporting strengths
5 out of 12 team members reported this strength

Activities for development

- Sharpen this strength by learning about project management/efficiency tools and techniques (e.g. Gantt Charts, Critical Path Analysis, Time Management Matrix, etc.)

- Identify ways in which the team can use these approaches more systematically to ensure it is working as efficiently as possible, recommending these more widely

- Develop advanced resource management, planning and scheduling skills within the team to cope with more complex work programs.

Overdrive

Risk behaviours to watch out for:

The team's excessive emphasis on organization and efficiency may leave little scope to flex when there is a need to incorporate new information as the task or project unfolds. The team risks continually develop frameworks and processes for efficient working without necessarily showing clear links between the process and performance.

Ways to reduce strengths in overdrive:

- Always be clear on the overarching purpose of plans and frameworks being followed and remind users of this purpose

- Continue to review the validity of plans in the face of new information or changing circumstances and be open to making changes where necessary.

Common sense
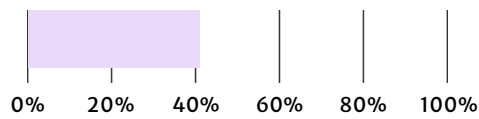
Percentage of team reporting strengths
5 out of 12 team members reported this strength

Activities for development

- Spend time with your customers and ask for their feedback. Use this knowledge to make recommendations for improvement

- Check ideas for their practical relevance and share views with the wider organization

- Learn about Edward de Bono's Six Thinking Hats to ensure that solution-finding and decision-making is balanced.

Overdrive

Risk behaviours to watch out for:

The team may dismiss new ideas or solutions that aren't practical or don't fit with conventional logic. It may spend too long seeking precedent and evidence before moving forward with a plan, immediately discounting ideas where evidence is lacking, or where those proposing the ideas are seen to lack the necessary experience.

Ways to reduce strengths in overdrive:

- Actively seek new perspectives to ensure that solutions and decisions are balanced

- Ensure that the team has a strategy for situations where precedent and data do not yet exist so that the team can continue to move forward.

Strategic mindedness
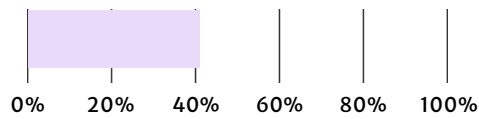
Percentage of team reporting strengths
5 out of 12 team members reported this strength

Activities for development

- Create an opportunity to get involved in the department's or organization's strategic planning process

- Learn about different problem-solving approaches that can support the team's thinking whilst overcoming challenges, e.g. Appreciative Inquiry or Systems Analysis

- Encourage team members to learn about strategic planning and strategic thinking and use this to provide structure and build support for future ideas.

Overdrive

Risk behaviours to watch out for:

The team can get so focused on the 'big picture', including future scenarios and opportunities, that it may skim over current realities. This may lead to an overemphasis on 'strategy papers' and scenario planning, without the team focusing sufficiently on the operational detail required to turn long term plans into short term reality.

Ways to reduce strengths in overdrive:

- Take the time as a team to develop detailed operational plans which translate strategy into day-to-day delivery and chart progress against these

- Keep 'blue sky' discussions about future scenarios or ideas carefully managed, so that they do not distract from the delivery of current plans.

Persuasiveness
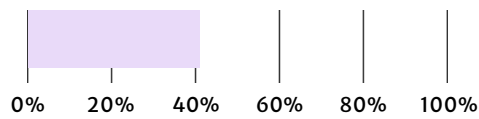
0% 20% 40% 60% 80% 100%

Percentage of team reporting strengths
5 out of 12 team members reported this strength

Activities for development

- Identify the stakeholders likely to have the biggest impact on the team's success and use the team's persuasion skills to get them on board with ideas, plans and goals

- As a team, reflect on how you break down complex information to make it simple and accessible so that others can easily understand it

- Learn effective influencing and negotiation skills and practice these across the team. Use both 'advocacy' and 'inquiry' behaviours when influencing others.

Overdrive

Risk behaviours to watch out for:

Team members try to influence most outcomes in their favor, irrespective of the importance of the issue. The team may also indulge in debate for debate's sake, rather than focusing on outcomes. This may lead to too much advocacy, poor listening, long meetings, unresolved conflicts, and low accountability.

Ways to reduce strengths in overdrive:

- Keep debates focused on the overall purpose of an issue or meeting and keep them short

- Provide sufficient time for everyone to be heard at meetings with team members practicing being brief and to the point.

5. Potential energy drainers

An **energy drainer** occurs when 10% or fewer team members report a particular strength as significant for them. These are the areas where the team is least energized. Because of this, potential energy drainers help identify areas where the team might be least effective.

In some cases, although a team might not be energized in a particular area, it may still demonstrate good competence in the area as a result of skills and habits team members have learned through experience and good discipline. It is also important to remember to draw on any members of the team who do possess the strength, as their input alone may mitigate an energy drainer.

Below is a list of your team's energy drainers. Consider these energy drainers and the extent to which they risk undermining strong teamwork and delivery of the team's objectives. The energy drainers are listed below from those that are least often reported by team members to those most often reported.

Strengths	Risk behaviours to watch out for	Ways to reduce energy drainer
Results focus (1/12 respondents)	• Team members may not pursue their work with energy/need for completion • The team won't be energized by driving projects to a conclusion • The team may not be overly focused on achieving team goals	• Remind the team of its agreed goals and purpose, roles and responsibilities • Ensure that tasks are fully completed and that this is documented • Ensure that those in the team with a Results focus strength are given sufficient opportunity to give their view during meetings.
Enthusiasm (1/12 respondents)	• Team members don't demonstrate a high level of energy and enthusiasm • Excitement and energy are not necessarily visible to others at work • Team members may not strongly advocate ideas that they support	• Remember to actively demonstrate the passion and enthusiasm the team has • Check on levels of advocacy throughout the team when deciding on solutions • Ensure that those in the team with an Enthusiasm strength are given sufficient opportunity to give their view during meetings.

Detail orientation (0/12 respondents)	• The team does not necessarily focus on perfection in the quality of its work • Team members will not readily redo work to ensure accuracy • The team may be less focused on delivering to consistently high standards	• Develop processes to maintain quality standards and ensure these are adhered to • Appraise the role of quality in new projects or tasks to ensure it is fully considered • Ensure that those in the team with a Detail orientation strength are given sufficient opportunity to give their view during meetings.
Compassion (0/12 respondents)	• The team gains little from caring for the general well-being of others • Team members are less motivated to show kindness to others in times of stress • Team members are less likely to place others' needs ahead of their own.	• Be sure to check in with members of the team on their emotional state to avoid burnout • Ensure that the emotional needs of key stakeholders are taken into account • Ensure that those in the team with a Compassion strength are given sufficient opportunity to give their view during meetings.

6. Productive team habits

As mentioned at the start of this report, our research has shown that the best performing teams not only develop the strengths of team members, but also ensure they develop **productive habits** across five key areas at each stage of the team development cycle, see diagram below:

Peak Performing Team Pathway™

- Team Development Stage
- Productive Habit
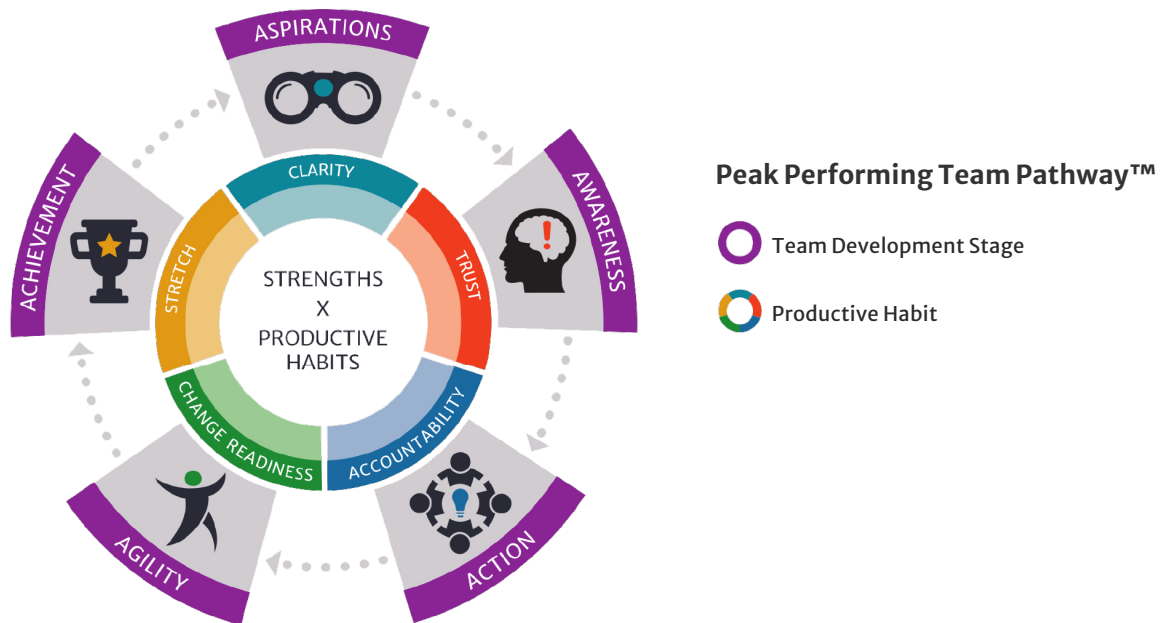
The graph overleaf shows team members' feedback on the team's productive habits based on the Peak Performing Team Pathway™.

Green bars show habits that are helping the team achieve higher performance. **Amber** bars show habits where the team are performing well. **Red** bars show which habits may be blocking the team from strong performance.

Team habits ensure strengths can be developed and translated into **measurable performance outcomes**.

Following on from this graph, the report captures team members' comments and ratings on the following areas:

- What is already working well in the team that can be maximized to help the team achieve its goals

- The effectiveness of the team

- What one specific action can the team take in the next 90 days to make it effectiveness closer to a 10?

We recommend that you strengthen team performance and get closer to a '10' rating by **building on enablers** and planning to **overcome blockers**, particular those with the greatest impact on the delivery of team objectives.

● **Enabler**   ● **Neutral**   ● **Blocker**

Clarity

The team's purpose is clear, meaningful and understood by all team members	**3.3**
The team has clear measurable goals and implementation plans to achieve its purpose	**3.3**
The team is clear on each member's role and expected contribution to the team's goals	**3.3**

Scale: 1 2 3 4 5
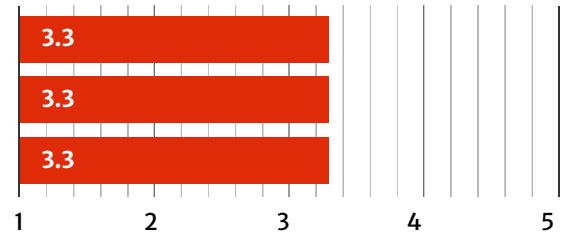
Trust

Team members are able to share their ideas and views openly and honestly at team meetings	**3.8**
Team members understand and trust each other's strengths and competence	**2.8**
Team members can rely on each other for help and support to get the job done	**3.3**

Scale: 1 2 3 4 5

Accountability

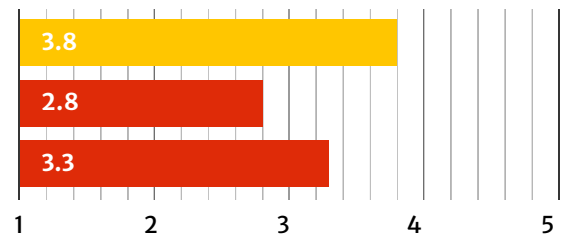|	
Team members are strongly committed to achieving the highest standards by taking full ownership of their actions and results	**3.2**
Team members are called to account when work is not delivered or agreed standards are not met	**2.9**
Team members are totally confident that other team members will implement agreed decisions, even if agreement was hard to reach	**2.9**

Scale: 1 2 3 4 5
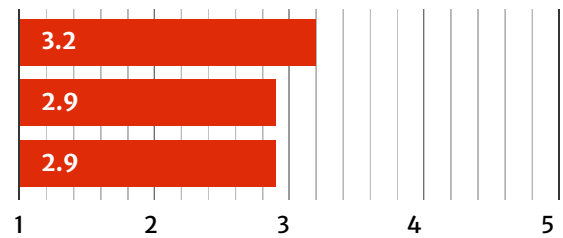
Change readiness

Team members focus more on solutions than on problems when faced with challenges and uncertainty	**3.4**
The team is always watching for changes in its operating environment and how it can best deal with these	**3.8**
Team members work hard to understand and engage people who have concerns about or resist changes needed by the team	**3**

Scale: 1 2 3 4 5
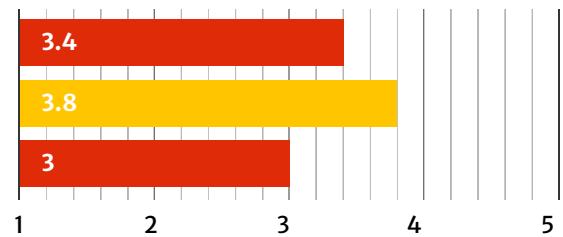
Stretch

Team members take time together to recognize and share successes and milestones	**2.8**
The team regularly seeks feedback on its performance from its most important customers/stakeholders	**2.8**
Team members provide each other with constructive feedback to ensure team performance is continuously improved	**2.8**

Scale: 1 2 3 4 5
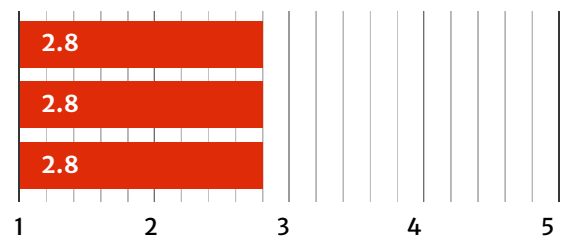
7. Team member comments

The comments below have been made in response to three questions asked of each team member. Comments remain anonymous and are not presented in any particular order to ensure they cannot be attributed to specific team members. Please remember that the value of this section is to identify themes and patterns in the comments, not to try to pinpoint who said what.

What already works well in the team that should continue and be built upon?

Team members' responses are described in full below:

"Clear milestones and objectives for key tasks, some level of trust between team, overall positive outlook and we want to get things right and deliver on our promises"

"We share ideas/experienced learnings between ATS and TT LT Teams which has helped the start of forming the new LT"

"The team accepts change readily – there is a desire to get better and to improve performance. There are pockets of strong relationships building."

"A shared desire for the business to succeed and honest approach."

"Being a relatively new team, we are beginning to understand the strengths and value each member brings to the table and trust is beginning to grow as a result."

"Collaboration, trust and focus on plans. We discuss the good and the bad openly, and seek opportunity to improve. We should celebrate our success better, between ourselves and the wider business. "

"Information tends to be shared in a timely manner on the whole"

"Regular structured meetings to review status of KPIs and objectives. Generally open to good discussion and debate and open to others perspectives. "

"Teamship and collaboration. "

"Commitment to improve the companies performance and situation. Some sections like Operations work well and are open minded to progress."

"Team work is at a high standard, motivated, passionate and work delivered at pace, however feeling the wider business is there to support and help them deliver on their goals is lacking."

"The team is very new and very large and so it is difficult to highlight what works well at the moment"

Overall team effectiveness

Raters have evaluated the team's effectiveness (where 1= Highly ineffective and 10 = Highly effective) at delivering a strong and positive performance as:

● Lowest Rating   ● Average Rating   ● Highest Rating
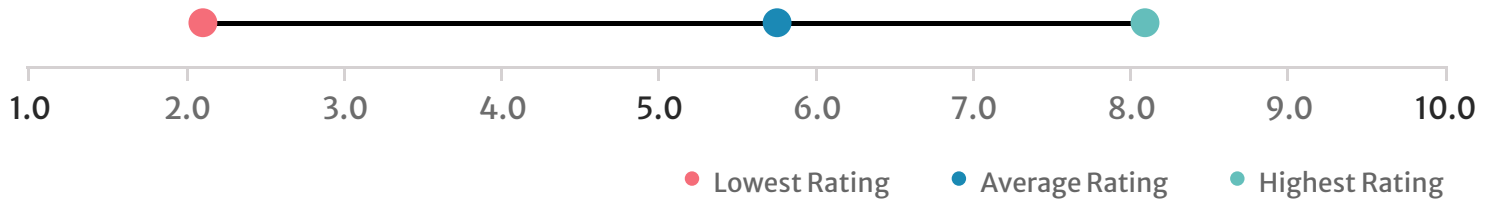
What one thing could the team do in the next 90 days to move its effectiveness closer to a 10?

Team members' responses are described in full below:

"Agree how to work overall as a Euromaster UK LT"

"Align on 2023 and beyond strategic goals (renew D23 and TT Strategy), set of priorities, and ways of working together. This will help forge a more cohesive, focussed approach to both the BAU running of the businesses and the transformation of both businesses. We are trying to do both BAU and transformation simultaneously without the renew strategic plans."

"Work better together – listening to learn and trusting one another are key."

"Share a clear vision of where and how we are trying to get to there. "

"Understand how better to use the specific strengths of each individual for the benefit of the wider team and business."

"I worry we have too many projects. I appreciate we've reviewed them at regular intervals, but I'm concerned they, if not careful will distract us from the achieving some of the fundamentals needed to ensure a success 2023/4."

"Full understanding of roles and responsibilities across the team Take accountability for delivery to deadline"

"Define the key business success measures and be prepared to discuss the contributions required to meet them and how to work together as a team for the success of all."

"Work more united as one team."

"Align on business results and root causes to implement a new course of actions. Get commercial team more involved and responsabilized in the business performance and impact. "

"Work more collaboratively across the commercial and HR teams (recruitment challenges), both offering confidence that challenges are also seen as their top priority – wider team meetings focused on sharing challenges openly, with an open mind and a safe space to ensure the right objectives are shared collectively."

"Not work in silo's"

We recommend that you identify and prioritize top themes/ideas from team member comments to action in the next 90 days.
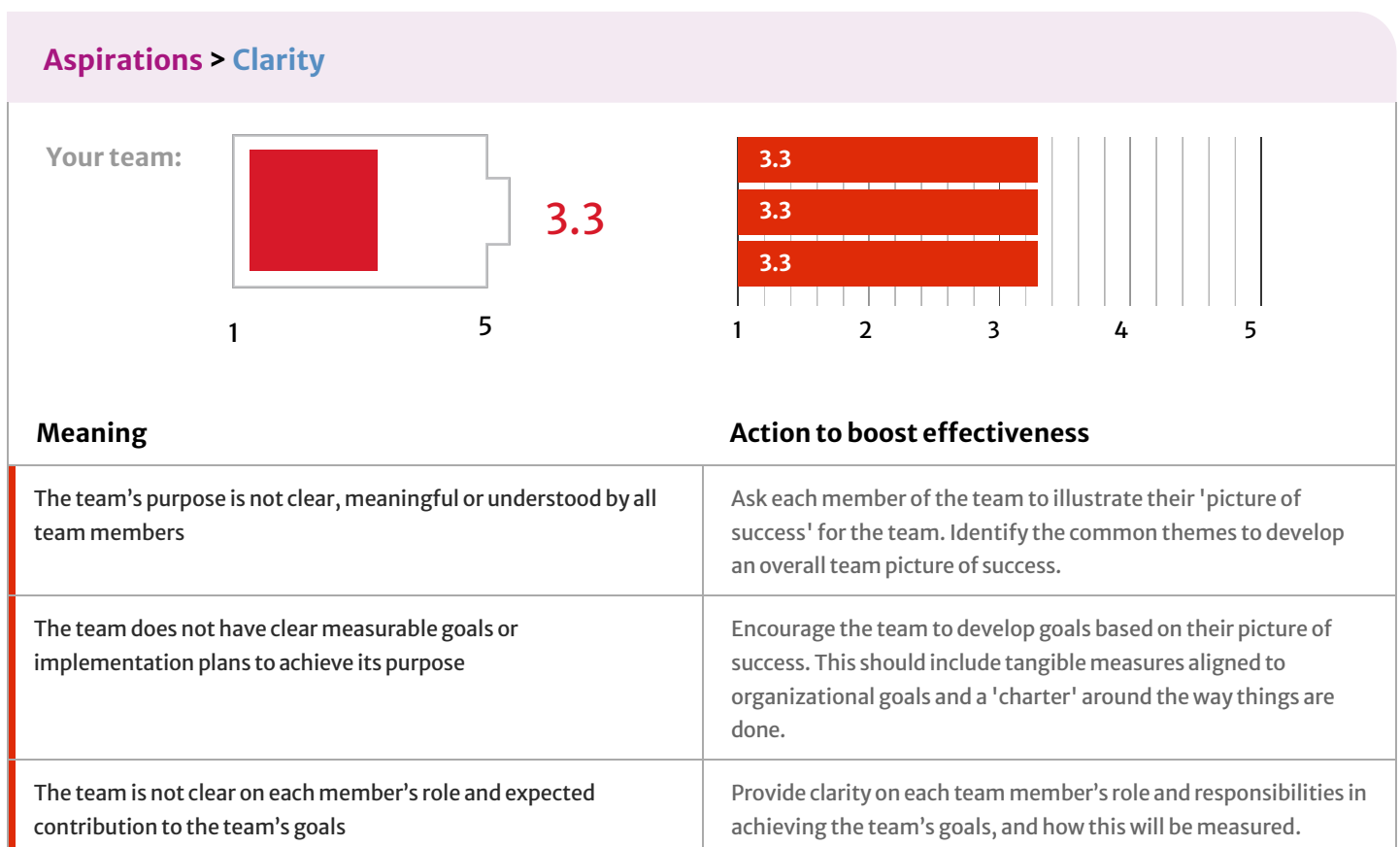
8. Developing the team's productive habits

Members of a peak performing team have learned to develop their effectiveness by strengthening their own performance, as well as learning more effective ways of working with other team members. By recognizing their strengths, potential energy drainers and untapped potential, they learn to adapt and improve continuously to maintain peak performance.
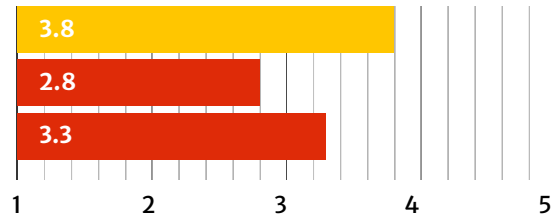
The most effective teams:

- Have clarity of goals, roles and responsibilities for the team

- Gain an awareness of where the team's strengths and performance risks lie to build trust

- Take action to draw on each other's strengths and ideas to reach clear decisions and ensure a high degree of accountability

- Develop agility to deal positively with change and develop change readiness

- Celebrate the team's achievements and take action to review and strengthen performance, ensuring continuous stretch and improvement

● **Enabler** ● **Neutral** ● **Blocker**

Aspirations > Clarity

Your team:

3.3

| 3.3 |
| 3.3 |
| 3.3 |

Meaning	Action to boost effectiveness
The team's purpose is not clear, meaningful or understood by all team members	Ask each member of the team to illustrate their 'picture of success' for the team. Identify the common themes to develop an overall team picture of success.
The team does not have clear measurable goals or implementation plans to achieve its purpose	Encourage the team to develop goals based on their picture of success. This should include tangible measures aligned to organizational goals and a 'charter' around the way things are done.
The team is not clear on each member's role and expected contribution to the team's goals	Provide clarity on each team member's role and responsibilities in achieving the team's goals, and how this will be measured.

● Enabler   ● Neutral   ● Blocker

Awareness > Trust

Your team:

3.3

1   5

| 3.8 |
| 2.8 |
| 3.3 |

1   2   3   4   5
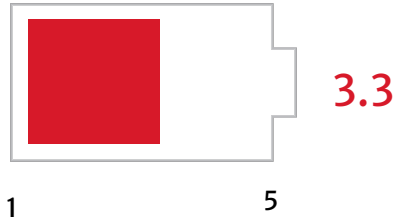
Meaning	Action to boost effectiveness
Team members are sometimes able to share their ideas and views openly and honestly at team meetings	Undertake a review of team meetings as they run currently. Ensure that meetings are chaired to ensure appropriate airtime for everyone and check in with those less vocal regularly.
Team members do not understand or trust each other's strengths and competence	Find an engaging and easily accessible way to make team member strengths and skills visible and use this in team meetings to make decisions on how to utilize each other's strengths and skills to achieve objectives.
Team members rarely call on each other for help and support to get the job done	Compile a table of each team member's 3 Standout strengths and what they would like other members of the team to 'call on them' for to help them achieve team goals.

Action > Accountability

Your team:

3
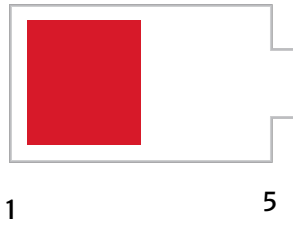
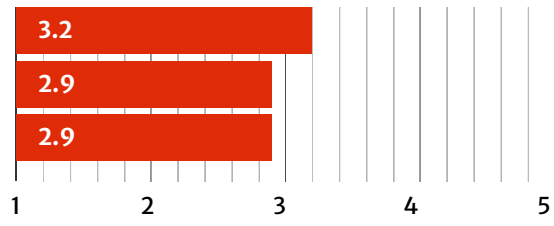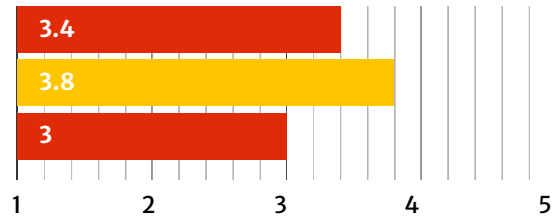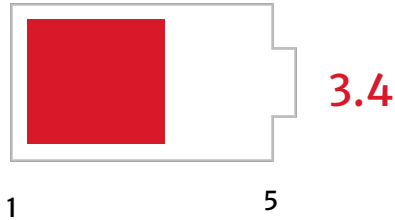| Meaning	Action to boost effectiveness
Team members are not committed to achieving the highest standards as they do not take ownership of their actions and results	Ensure that individual accountabilities are documented and reviewed regularly alongside progress against agreed goals.
Team members are not called to account when work is not delivered or agreed standards are not met	Ensure that a strong performance management process exists related to goal achievement, which also explains consequences for shortfalls.
Team members are not at all confident that other team members will implement agreed decisions, even if agreement was hard to reach	Make sure that decisions are discussed sufficiently to ensure buy in by all team members. Ensure all concerns are resolved fully so that genuine commitment to action is agreed.

● **Enabler**   ● **Neutral**   ● **Blocker**

Agility > Change readiness

Your team:

3.4

	3.4
	3.8
	3

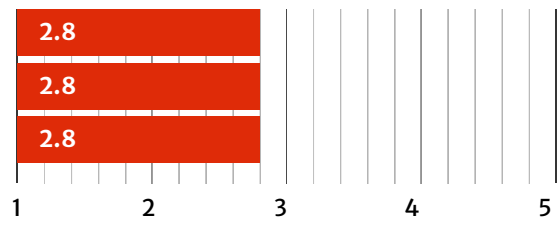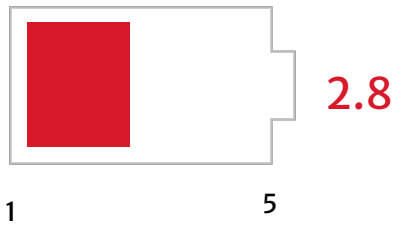| Meaning	Action to boost effectiveness
Team members focus more on problems than on solutions when faced with challenges and uncertainty	Introduce the team to 'FLIP' thinking and ask them to refer frequently to the 'Path of possibility' model to ensure that they stay solutions–focused
The team is fairly vigilant to changes in its operating environment and how it can best deal with these	Run 'PESTLE' analysis to identify upcoming changes which may present threats or opportunities to the team and create a plan which reflects this.
Team members rarely try to understand or engage people who have concerns about or resist changes needed by the team	Learn effective influencing and negotiation skills as a team. Use both 'advocacy' and 'inquiry' behaviours when trying to influence.

Achievement > Stretch

Your team:

2.8

1   5

2.8
2.8
2.8

1   2   3   4   5

Meaning	Action to boost effectiveness
Team members do not take time together to recognise and share successes and milestones	Create opportunities to communicate and celebrate progress. Capture success stories from the team's key stakeholders/customers and communicate these.
The team does not seek feedback on its performance from its most important customers/stakeholders	Help the team to develop a simple framework for capturing and assessing customer/stakeholder feedback. Use this data to continuously improve the team's offering by better meeting customer requirements.
Team members rarely provide each other with constructive feedback to ensure actions and approaches are continuously improved	Create a forum in which team members feel comfortable to provide each other, and the team overall, with constructive feedback to stretch performance. Take forward the best ideas for improvement.

9. Who completed the report?

This is the report for ATS Euromaster – 2023, with the following team members having completed Strengthscope®:

- Antonia Lamb
- Claire Howells
- David Robson
- Grahame Wright
- Iain Hayes
- Jason Chamberlain

- Mark Holland
- Nick Harley
- Olivier Becker
- Rachel Brutton
- Richard Martin
- Richard Wood

10. Individual Significant 7 strengths

The table below shows each team member's Significant 7 strengths across the four clusters. It can be used as a quick guide to see who has which strengths, when action planning, problem-solving or reviewing as a team.

Cluster	Strength	Antonia Lamb	Claire Howells	David Robson	Grahame Wright	Iain Hayes	Jason Chamberlain	Mark Holland	Nick Harley	Olivier Becker	Rachel Brutton	Richard Martin	Richard Wood	Total Frequency
EMOTIONAL	Courage				●						●	●	●	4
EMOTIONAL	Emotional control	●		●	●				●		●		●	6
EMOTIONAL	Enthusiasm					●								1
EMOTIONAL	Optimism							●		●				2
EMOTIONAL	Resilience	●	●		●	●		●	●	●	●		●	9
EMOTIONAL	Self-confidence						●		●					2
RELATIONAL	Collaboration				●	●		●						3
RELATIONAL	Compassion													0
RELATIONAL	Developing others						●			●				2
RELATIONAL	Empathy	●	●										●	3
RELATIONAL	Leading		●	●		●	●		●				●	6
RELATIONAL	Persuasiveness					●	●	●		●		●		5
RELATIONAL	Relationship building	●						●						2
EXECUTION	Decisiveness		●	●					●		●	●		5
EXECUTION	Efficiency			●				●	●		●	●		5
EXECUTION	Flexibility		●	●					●		●			4
EXECUTION	Initiative		●									●		2
EXECUTION	Results focus												●	1
EXECUTION	Self-improvement					●	●			●				3
THINKING	Common sense	●	●	●				●		●				5
THINKING	Creativity	●			●									2
THINKING	Critical thinking	●		●	●		●				●	●	●	7
THINKING	Detail orientation													0
THINKING	Strategic mindedness				●	●	●			●		●		5

11. The 24 Strengthscope® strengths

⚡ Emotional

Courage:
Taking on challenges and facing risks by standing up for what you believe

Emotional control:
Being aware of your emotional 'triggers' and how to control these to ensure you remain calm and productive

Enthusiasm:
Demonstrating passion and energy when communicating goals, beliefs, interests or ideas you feel strongly about

Optimism:
Remaining positive and upbeat about the future and your ability to influence it to your advantage

Resilience:
Dealing effectively with setbacks and enjoying overcoming difficult challenges.

Self-confidence:
Having a strong belief in yourself and your abilities to accomplish tasks and goals

⚡ Relational

Collaboration:
Working cooperatively with others to overcome conflict and build towards a common goal

Compassion:
Demonstrating a deep and genuine concern for the well-being and welfare of others

Developing others:
Promoting other people's learning and development to help them achieve their goals and fulfil their potential

Empathy:
Readily identifying with other people's situations seeing things clearly from their perspective

Leading:
Taking responsibility for influencing and motivating others to contribute to the goals and success of their group and organization

Persuasiveness:
Being able to win agreement and support for a position or desired outcome

Relationship building:
Taking steps to build networks of contacts and acting as a 'hub' between people that you know

⚡ Execution

Decisiveness:
Making quick, confident, and clear decisions, even when faced with limited information

Efficiency:
Taking a well-ordered and methodical approach to tasks to achieve planned outcomes

Flexibility:
Remaining adaptable and flexible in the face of unfamiliar or changing situations

Initiative:
Taking independent action to make things happen and achieve goals

Results focus:
Maintaining a strong sense of focus on results, driving tasks and projects to completion

Self-improvement:
Drawing on a wide range of people and resources in the pursuit of self-development and learning

⚡ Thinking

Common sense:
Making pragmatic judgments based on practical thinking and previous experience

Creativity:
Generating new ideas and original solutions to move things forward

Critical thinking:
Approaching problems and arguments by breaking them down systematically and evaluating them objectively

Detail orientation:
Paying attention to detail in order to produce high quality output, no matter what the pressures

Strategic mindedness:
Focusing on the future and taking a strategic perspective on issues and challenges

Tools to optimize your performance

Want to find out more about your performance at work? Why not take:

Strengthscope360™

Strengthscope360™ is a quick and simple multi-rater assessment which builds on the initial Strengthscope® self-report, plugging in other people's feedback (e.g. co-workers)

StrengthscopeLeader™

This report allows leaders to discover what it is that makes them truly unique, and provides valuable feedback on how to bring their authentic style into their leadership role

StrengthscopeEngage™

StrengthscopeEngage™ is split into two reports: StrengthscopeEngage™ Baseline and StrengthscopeEngage™ Progress and together they measure changes in staff engagement and productive use of strengths following on from development initiatives.

For additional resources to optimize your strengths and reduce performance risks, visit
www.strengthscope.com