

# Inspiring Scotland

## Link Up - Worker's personal resources and assets

Quine Time  
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# Executive summary

## Introduction

Link Up has been operational for over three years across ten of Scotland's most challenged communities. The evidence from this experience has demonstrated that creating the right conditions for change, working with what's good in a community and using social activities to build relationships between local people, can deliver material positive change for individuals and increasingly, the community.

## Purpose of this study

Recent evaluations have highlighted the significant contribution made by the local Link Up workers to this success. In recognition of this, Inspiring Scotland is seeking a deeper understanding of the personal factors which make a Link Up worker effective. This information will be used to support the delivery of three key programme objectives:

1. Improve worker recruitment processes.
2. Improve the quality of support to workers.
3. Contribute evidence in support of increased citizen-led change.

Quine Time was commissioned to help provide an understanding of what enables a local Link Up worker to operate effectively. Are there, for example, distinct values, behaviours, and or strengths which assist them in their roles?

## Approach

The study started from the premise that all Link Up workers are effective and that each person has personal 'resources and assets' which they deploy in their role. The project was to search for these resources and assets to find which (if any) were consistently represented across the Link Up worker community.

To achieve this a positive diagnostic approach was used. This provides a holistic view of all that is going well with a Link Up worker over multiple areas of positive human functioning. The six areas explored through a range of diagnostic assessment tools were:

- Well-being - How one is feeling in the moment and with life in general
- Values - Beliefs and ideals which guide our decisions
- Personality - A person's characteristic thoughts, feelings and behaviours

- Capacities - Personal strengths and accessible support
- Situational - Knowledge of optimal work conditions
- Future Orientation - Our level of hope and curiosity

In total fifteen Link Up workers (13 current and 2 ex-workers) participated in the diagnostic assessment. These were completed manually and online. In addition, one to one interviews were undertaken with each worker to build a qualitative understanding of that worker's lived experiences. The aim of this aspect of the work was to explore how that lived experience was aligned to or may have shaped the worker's responses to the diagnostics.

## Key Findings - Link Up worker personal resources and assets

Link Up workers are focused on the long term, they know there are inequalities in society and they want to actively play a part in addressing this situation. Their preference is to do that with a certain amount of freedom and independent thought. They recognise it takes effort, self-discipline, energy and social skills to achieve progress. They do not accept the status quo, they want to be instrumental in exploring and creating the future. They look for alternatives, for the community and for themselves. Workers are naturally inquisitive, asking questions in new and existing situations. It's part of the way they continually learn.

Workers are calm and cooperative, which means they are approachable to new members of the community and provide an environment where people can relax and be themselves. They value relationships, those close to them and the ones they build within the community. The strengths which energise them and where they perform well have a strong alignment to their psychological well-being. Their strengths focus on how a person relates to and builds relationships with others, complemented by strengths which provide a sense of meaning in life.

They enjoy life and its simple pleasures. Overall they appreciate their life experience and have the ability to reflect and take responsibility for the choices they make.

# Executive summary (cont'd)

## Recognising a Link Up worker

Effective Link Up workers flourish through the use of a number of personal resources and assets covering diverse areas of positive human functioning. Table 1 summaries the core resources and assets of a Link Up worker.

Table 1 Summary of Link Up worker core resources and assets

Area	Core resource and asset - summary
Well-being	Workers have a strong sense of what is important to them: family, relationships, engagement in activities which contribute to the community. An appreciation of life and the simple things it has to offer.
Values	You would notice workers: <ul style="list-style-type: none"> <li>• address social inequalities, doing so from within the group;</li> <li>• create, explore and make choices independently, whilst caring for others;</li> <li>• take pleasure in life ; and</li> <li>• personally grow through the above activities.</li> </ul> <p>You would not see workers use social status and prestige, control or dominance over people and resources.</p>
Personality	Workers are: <ul style="list-style-type: none"> <li>• Calm, confident, secure, stable, content and not easily stressed; and</li> <li>• Cooperative, trusting, supportive and considerate of others feelings</li> </ul>
Capacities: Strengths	It is very likely you will notice that workers actions are focused on activities for the long term, and those actions have meaning and impact. Activities involve connecting with people and inspiring them to develop.
Capacities: Personal support	Energy/passion, social skills and self-discipline are very relevant to a Link Up worker's role. As is past experience and family support.
Situational	Workers have knowledge of their optimum physical environment and time of day which enables them to be most productive.
Future orientation: Hope	Workers are hopeful you will notice they set themselves goals and when presented with a problem they persevere and try a number of different approaches.
Future orientation: Curiosity	Workers are curious, they will ask questions in new situations, they explore and listen. They don't sit still, they continually grow and learn.
Life experience	Worker's personal journeys resonated with the results of the diagnostics: their longterm view of the future and desire to work alongside the community is reflected in their values, strengths and psychological well-being diagnostics. They are not individuals who accept the status quo, they are self-aware, and they relish the opportunity to explore and develop themselves and community members.

## Recommendations

It is anticipated that the results of this study will be of interest and wider value to those individuals and organisations seeking to enable increased citizen-led change. However, for the purposes of the Link Up programme, it was expected that the output from the study would contribute to enhanced support arrangements for Link Up workers and improved recruitment processes. To these ends four broad recommendations have been made as follows:

### 1. Link Up worker

To enable each person to gain as much from their personal responses, it is recommended each Link Up worker reflects and creates a summary of their positive diagnosis. Knowledge of their personal positive functioning areas leads to discussions on how to conserve it, increase its use or use it more optimally.

### 2. Link Up community

In parallel Link Up can build and develop its knowledge and understanding of the overall groups' resources and assets by discussing the results of the positive diagnosis with current Link Up workers. With this knowledge comes an appreciation of the groups' similarities and differences, which brings an opportunity to learn from each other and deepen working relationships within and between locations.

### 3. Link Up performance advisors

Inspiring Scotland now has a broad overview of the positive resources and assets inherent in today's Link Up Worker. With this knowledge Inspiring Scotland have the opportunity to enhance the support mechanisms for workers, including:

- Identifying ways to increase and sustain the high energy levels required for the role.
- Creating a check list of effective working conditions for new Link Up locations.
- Sharing realised strengths for specific tasks.
- Employing unrealised strengths to assist the Link Up community.
- Adopting a modified set of questions to confirm community member strengths.
- Gaining different perspectives during team development sessions.

### 4. Recruitment

The Link Up worker assets and resources can be reviewed and incorporated into two aspects of recruitment. Firstly, the description of the role can be modified to reflect the characteristics, of the resources and assets, which are core to Link Up workers. Secondly, the underlying concepts of the positive diagnosis assessment can be included in the interview process and questions.

# 1. Introduction

## Context

For decades, and despite millions of pounds of investment, Governments and public agencies have struggled to change the experience of many people living in Scotland's most disadvantaged communities. Problems of low life expectancy, high crime, low levels of employment and educational attainment persist. Link Up set-out to prove that creating the right conditions for change and the seemingly simple steps of working with what's good in a community and using social activities (e.g. gardening, cooking, arts, crafts, sport, music) to build relationships between local people, could start to turn this intractable position around.

Three years on, and drawing on the experience from across ten communities and three independent evaluations, Inspiring Scotland concluded in November 2014 that:

- Link Up creates new social networks, improves the health and well-being of local people and gives them the confidence, motivation and skills to effect positive change for themselves and increasingly, their community.
- Link Up is highly cost-effective.
- Link Up is contributing towards key Scottish Government policy objectives including safer communities, regeneration, public health and public sector reform.
- Link Up can deliver sustainable change at a wider scale.

As a result of the above factors Inspiring Scotland is seeking to expand the scale of the Link Up programme through: increased resources in the existing areas; increased collaboration with local partners; and, an exploration of new delivery models involving personnel from public and third sector organisations.

Further information on the model and approach adopted by Link Up, and its impact, can be found at: [Inspiring Scotland](#)

## Purpose of this study

Inspiring Scotland and two independent evaluations have highlighted that the most significant contributory factor to the success of Link Up has been the quality of the local Link Up worker. In recognition of this, Inspiring Scotland is seeking a deeper understanding of the personal factors which make a Link Up worker effective. This is the primary purpose of the current study; however, the output will be used to support the delivery of three key programme objectives:

- **Improve worker recruitment processes** – finding the 'right' type of local worker for a Link Up project is challenging. Consequently, Inspiring Scotland is seeking to improve the quality and robustness of its worker selection process in order to increase the likelihood of selecting the 'right' candidate. This will be materially important as the programme seeks to expand and explore new delivery models with new partners.
- **Improve the quality of support to workers** – the role of a local Link Up worker is extremely challenging; being physically, emotionally and mentally draining. Therefore, the level and nature of the support provided to workers is critical in helping them function effectively, be resilient and ensure continuity. Inspiring Scotland has recognised it needs to enhance these support mechanisms.
- **Contribute evidence to support the growing call for an enabling of increased citizen-led change** – a range of Scottish Government policy objectives and national organisations are calling for renewed investment in public and third sector workers capable of facilitating citizen-led change. Inspiring Scotland supports this aspiration and believes it can contribute further learning through a deeper analysis of its own workers.

To achieve the above, Quine Time was commissioned to help provide an understanding of what enables a local Link Up worker to operate effectively. Are there, for example, distinct values, behaviours, and or strengths which assist them in their roles?

# 2. Approach

The study worked from the premise that all Link Up workers are effective and that each person has personal 'resources and assets' which they consciously and subconsciously apply in the delivery of their role. Research has shown that when an individual works with their own personal resources and assets, their emotions are likely to be positive. Positive emotions allow an individual's body to heal, improve their immune system, and help them deal better with adverse/stressful situations. Positive emotions also help an individual to engage with others and strengthens relationships.

The project's aim was to identify the resources and assets of each worker and to establish the degree of commonality across those participating in the study. To achieve this a positive diagnostic approach was used which mirrored in conceptual terms the asset based approach employed by the Link Up Programme.

## A positive diagnostic approach

The positive diagnosis applied in this project drew on work by Robert Biswas-Diener, a practising positive psychology coach and psychologist. He created a "multi-dimensional" approach to diagnose different aspects of positive human functioning, seeking to answer the question, "what is going right with this individual".

A positive diagnosis does not rely on one aspect in isolation it provides a holistic view of an individual. It looks at the different dimensions or areas of an individual: well-being, values, capacities, situation and future orientation. The positive diagnostic approach therefore provides a broad view of multiple areas of functioning and presents an holistic picture of what is going well with an individual.

This positive assessment is typically used by coaches, educators and change agents working one to one with clients over a number of months and years. Its use was adapted for this project to discover the common and core resources and assets across the Link Up worker community.

## Positive diagnostic areas and measurement tools

Inspiring Scotland personnel closely involved in the design and operation of the Link Up programme reviewed the proposed areas and assessment tools, those selected are detailed in Table 2 below.

Each area of the positive diagnosis represents a well-researched aspect of positive functioning with the potential to influence a worker's performance. Whilst there is interaction between areas, each area is substantively different from the others.

Table 2 - Positive Diagnostic Areas and Tools

Area	Focus	Measurement tool
Well-being	Knowledge of how one is faring in the moment and in life in general	Psychological well-being scale Satisfaction with life scale
Values	Beliefs and ideals which guide our decisions	Schwartz values survey
Personality*	Identification of human personality domains	Five factor model
Capacities	Categorisation and identification of strengths Knowledge of our personal support	Realise 2 Support checklist
Situational	Knowledge of optimal work situations	Situational benefactors scale
Future orientation	Understand how we feel/view the future Determine our overall level of curiosity*	The adult hope/future scale Trait curiosity and exploration inventory II

Note - Although strictly not an aspect of positive human functioning, personality\* was assessed to discover commonality across Link Up workers. Curiosity\* was also added to Biswas-Diener's original list under 'Future Orientation' in order to balance the other assessments which focus on the past and the present.

In addition to the above, one to one qualitative interviews were undertaken with each worker to overlay the output from the diagnostics with qualitative information on the worker's lived experience and learning.

# 2. Approach (cont'd)

## Method

In total 15 Link Up workers participated in the study: 13 current workers and 2 workers who had recently left the role. The fieldwork was undertaken in April and May 2015.

The study was completed in four stages:

1. Initial worker briefing – introduction to the study, its rationale and approach.
2. Completion of diagnostic tools – workers completed six tools manually and three tools on-line.
3. One-to-one interviews – following completion of their diagnostic assessments workers had a one-to-one interview with the supporting consultant. This provided a walkthrough of specific results and an exploration of how their lived experience may have shaped their response.
4. Group validation – a sense check of the final aggregated results was undertaken with a sub-section of the worker community.

## Definition

As stated previously, a key aim of the study was to identify the extent to which the results illustrated areas of similarity across the worker community. With such a small sample size and the high degree of variability in potential responses to the diagnostic tools, this was not straight forward. Consequently, to support this aspect of the analysis, where similar areas were identified they were organised into two distinct categories as follows:

- **'Core'** - Refers to those results which received at least 11 responses out of 15 in the top two (*agree or strongly agree*) or bottom two (*disagree or strongly disagree*) response categories. The term 'majority' is also used to indicate a core result.
- **'Common'** - Represents the average or mean response for each positive diagnostic. This is our composite Link Up worker, and provides a view of commonly held assets.

## Use of this document

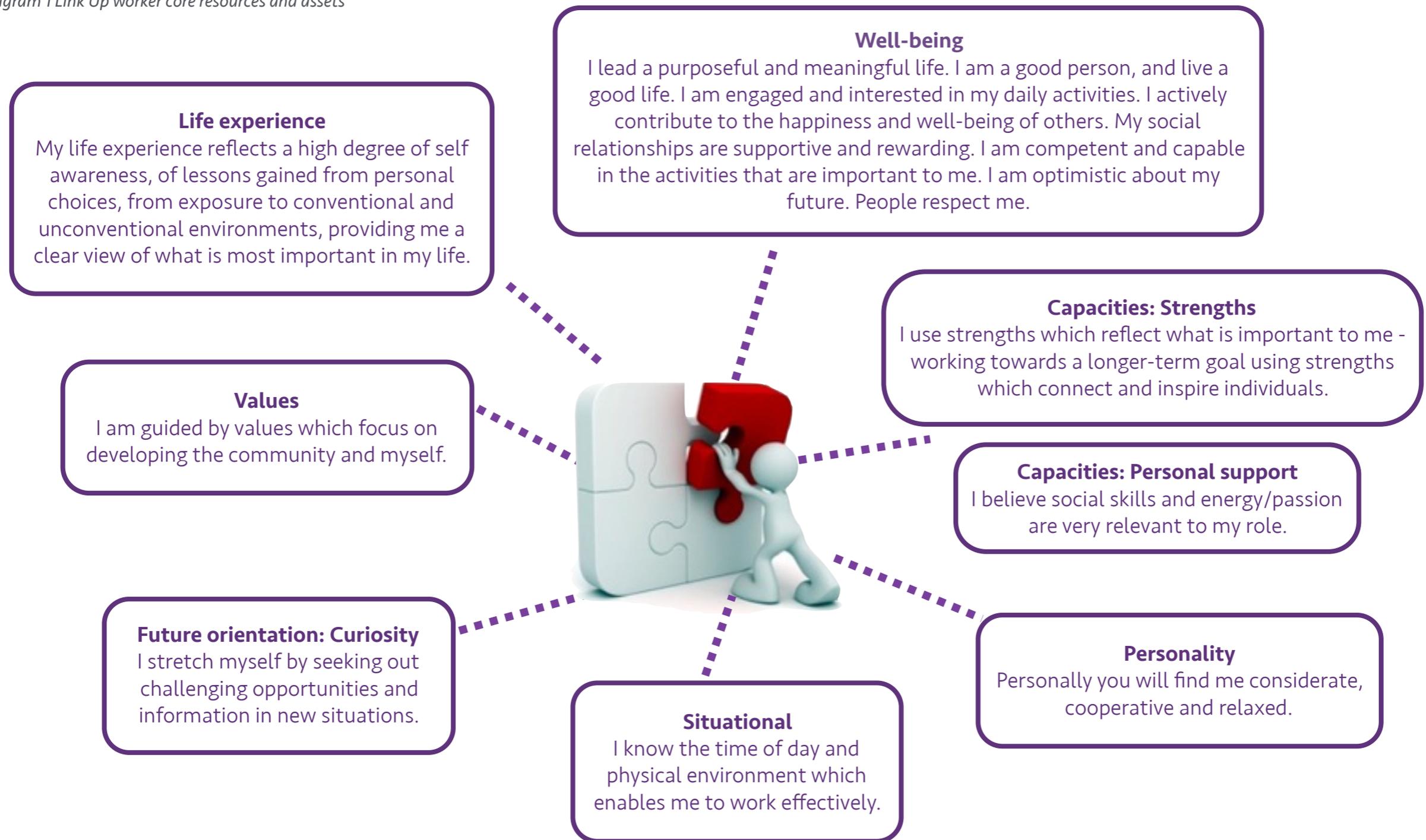
The remainder of this report is structured as follows:

- Section 3 provides an overview of the key findings as well as an extract from the qualitative one-to-one interviews with each worker. As stated earlier, the latter seeks to provide an insight into how the lived experience of the workers may have shaped their responses to the diagnostic assessments.
- Section 4 highlights the key findings noting the extent to which there are areas of similarity in the results from across the various diagnostic tools covering: well-being, values, personality, capacities, situational and future orientation. This section also presents the findings from the one-to-one qualitative interviews on the life experiences of workers.
- Section 5 provides recommendations on how the results can be used to enhance mechanisms to improve support to workers and recruitment procedures.
- The appendices to the report present the specific results from each diagnostic and provide guidance on how to interpret the data. For each key finding in Section 4 there is a hyper link (at the foot of the page) to the relevant appendix.

# 3. Overview - Link Up worker's core resources and assets

Diagram 1 below provides an overview of the most significant resources and assets (as categorised in Table 2 page 6) that contribute to the effective operation of a local Link Up worker.

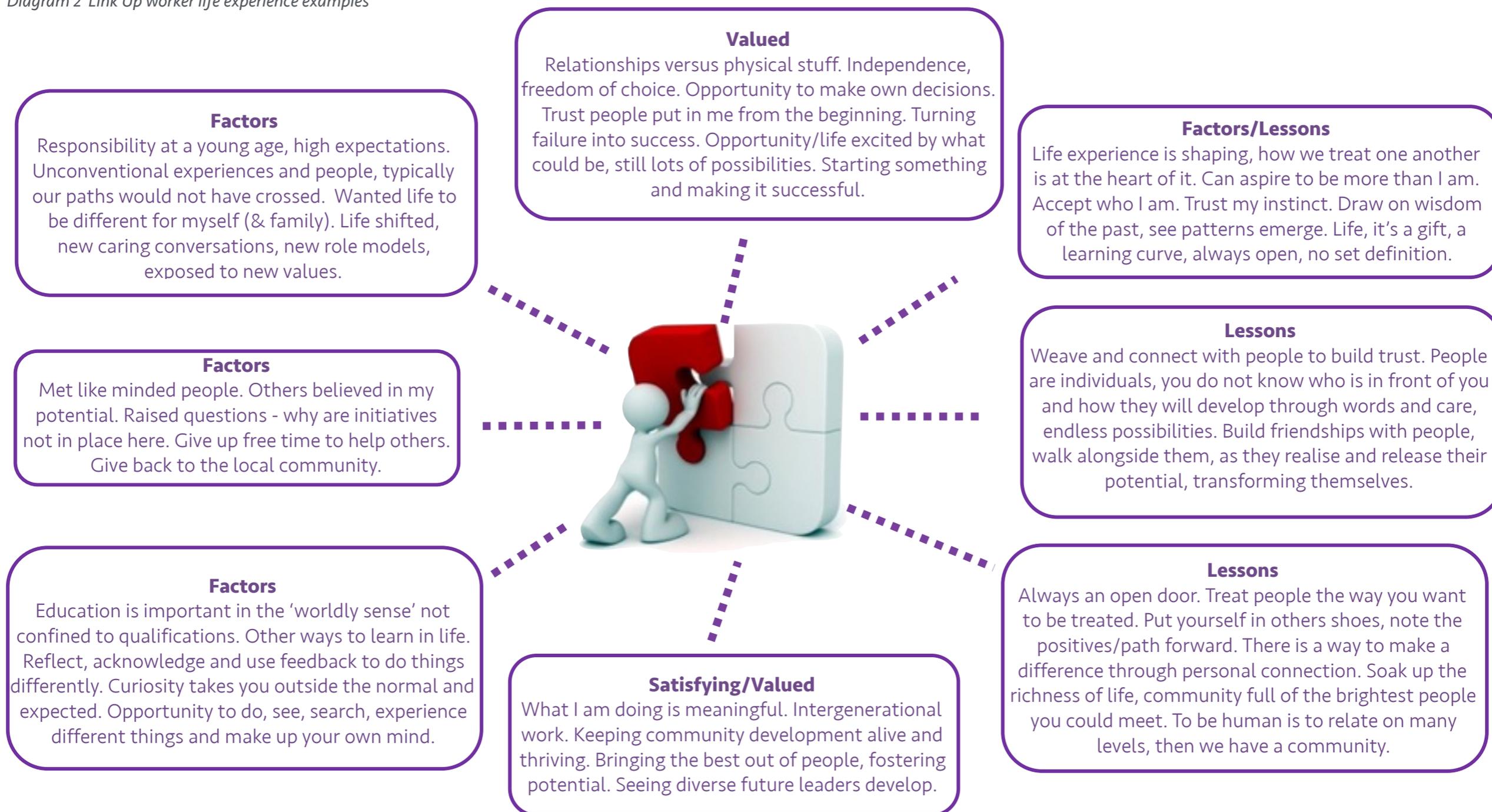
Diagram 1 Link Up worker core resources and assets



# 3. Overview - Life experiences that shape a Link Up worker's way of working

Through the one-to-one interviews workers were asked to respond to 5 questions: What was ideal in their life?; What 'Factors' had contributed to this ideal?; Describe aspects they found 'Satisfying'; Describe the aspects they 'Valued', and, Describe the 'Lessons' that guide them. Responses covered events, goals, work, education and people that had played a part in their personal journey. Diagram 2 below illustrates, in their own words, the common elements to materialise from the Link Up worker's lived experience.

Diagram 2 Link Up worker life experience examples



# 4. Key findings - Well-being

## Definition and measurement

Well-being refers to the aspects of our life which enable us to flourish. They comprise a mixture of subjective and psychological elements which together inform us of how we are faring in the moment and in life in general.

For the purposes of this exercise, well-being was measured in two ways:

- **Psychological Well-being (PWB) Assessment** - psychological well-being refers to the sense of meaning and fulfilment we get from life. It often connects the past, present and future and has a focus on others. Meaning in this case is something we create, not something that just appears. Our sense of meaning is important to us flourishing.

Recent research has given us clues about the factors which influence how we achieve a greater sense of meaning and fulfilment in life: achievement, relationships, altruism, spirituality, and justice. For many a strong sense of meaning comes from being aligned with oneself, one's values and one's goals.

- **Satisfaction With Life Scale (SWLS)** - Is a measure of subjective well-being. Subjective well-being is more about happiness. Typically it refers to being happy in the moment, and often is focused on self versus others. SWLS measures how satisfied a person is with their present state of affairs.

## Core 'Well-being' assets of Link Up workers

Link Up workers display high psychological well-being. This is illustrated by a strong sense amongst the workers that they:

- lead a purposeful and meaningful life;
- are engaged and interested in their daily activities;
- have social relationships which are supportive and rewarding;
- actively contribute to the happiness and well-being of others;
- are competent and capable in the activities that are important to them;
- are a good person, live a good life;
- are optimistic about their future; and
- receive respect from people.

The majority of one to one qualitative discussions with Link Up workers reinforced this strong sense of meaning and purpose. Their comments highlighted the aspects they value in life:

- autonomy to make decisions;
- relationships with loved ones;
- continual personal growth; and
- contributing to and being part of a developing community.

Many have reflected on their personal experience and in doing so gained clarity on what is important to them. Additionally, they have taken action and made decisions which reinforces this.

The psychological well-being result for those in the role for more than a year is slightly higher than those with less than one year's experience. This may be indicative that the environment of the Link Up programme supports psychological well-being. This marginal positive increase was matched by anecdotal comments on the effective working environment Inspiring Scotland seeks to achieve.

## Common 'Well-being' assets for Link Up workers

The results of the SWLS (subjective well-being measure) indicate that most people are 'moderately satisfied with life'. However, variations in the responses given by workers were evident and appear to be due to the differences in a worker's interpretation of the standard they were judging themselves against. For example a personal view of 'ideal' and 'excellent conditions' was potentially influenced by age, stage of life, recent/current experiences and future expectations.

# 4. Key findings - Values

## Definition and measurement

Values refer to the guiding principles by which we live our lives. They influence our behaviour through the way we make choices and decisions. They are the product of our genetics, our family upbringing, the culture in which we were raised and the unique life experiences we encounter.

Values are grounded in one or more of three universal requirements of a functioning society:

1. To promote and commit to supportive positive relations among primary group members.
2. To perform productive work, to solve problems and generate new solutions.
3. To allow gratification of self-oriented needs as long as it does not undermine group goals.

The study assessed workers values via The Schwartz Value survey. Researcher Shalom Schwartz identified ten 'Value Themes' (Table 3) which meet the above three requirements. Shalom organised the value themes into a coherent system to help explain an individual's decision making, attitudes and behaviour. The ten value themes differ in the 'Motivation or Goal' they seek to accomplish (column 2).

In addition Schwartz noted similarities in the ten values and grouped them according to their 'Shared Underlying Motivation'. For example the values 'Universalism' and 'Benevolence' focus on the welfare of others as a priority rather than self. These values are known collectively as 'self-transcendence'. He describes four such groupings (column 3) noting their shared motivation to:

- express 'openness to change' or
- 'conservation' of the status quo or
- promote self-improvement ('self-enhancement') or
- improvement in the service of others ('self-transcendence').

Ultimately these values are 'super' grouped according to their 'Shared Interest' in either promoting growth and self-expansion or anxiety-avoidance and self-protection (column 4) where:

- Growth = Self-transcendence + Openness to change.
- Protection = Self-enhancement + Conservation.

The Schwartz survey scores each value theme, resulting in a list of ten values ordered from greatest to least importance for a worker. These results were first used to determine if the order of importance was core i.e. held by the majority of Link Up workers.

This was looked at from three perspectives: individual motivation, shared underlying motivation and shared interest. Secondly the average worker results were looked at and compared to the typical order of importance found across societies.

Table 3 Values themes and underlying motivational goals

Value Theme	Description of individual goal or motivation	Shared underlying motivation	Shared interest
Universalism	The universalist seeks social justice, understanding and tolerance for all. Concerned for the welfare of all people and for nature.	Self-transcendence	Growth and self-expansion
Benevolence	Those who are benevolent are very giving, seeking to help others and enhance the general welfare of those within their group.	Concern for the welfare and interests of others, over self	
Self-direction	Those who seek self-direction enjoy being independent and outside the control of others. They prefer freedom and may be creative.	Openness to change	
Stimulation	The need for stimulation is close to hedonism. Pleasure here is specifically from excitement and thrills, novelty and challenge in life.	Independence of thought, action, feelings and readiness for change	Anxiety-avoidance and self-protection
Hedonism	Hedonists simply enjoy themselves. They seek pleasure above all things.		
Achievement	Value comes from setting goals and achieving them. More challenge, equals a greater sense of achievement and more status.	Self-enhancement	Anxiety-avoidance and self-protection
Power	Social status and prestige is important and is actively sought through dominance of others and control over resources.	Pursuit of ones own interests and relative success. Dominance over others	
Tradition	The traditionalist respects and accepts customs and ideas from traditional culture or religion. They preserve current practice.	Conservation	
Conformity	The person who values conformity seeks obedience to clear rules and structures. They restrain action likely to upset or harm others.		
Security	Those who seek security seek health and safety more than others. This promotes harmony, stability of society and relationships.	Emphasise order, self-restriction, preservation of the past and resistance to change	



# 4. Key findings - Values (cont'd)

## Core 'Value' assets of Link Up workers

### Values by individual motivation or goal

The majority of Link Up workers listed 'Power' as their lowest value. This indicates social status and prestige, control or dominance over people and resources is of least influence to Link Up workers.

In contrast, 12 of the 15 workers rated 'Universalism' or 'Benevolence' as their most important value signalling the importance to workers of giving to and supporting the welfare of others.

### Values by shared underlying motivation

The focus on the wider social group is further evidenced when we examine the results from the perspective of the four shared motivation groupings. 'Self-transcendence' is consistently the second highest motivational group for the majority of Link Up workers emphasising their concern for and improvement of the welfare of others.

### Values by shared interest

Results considered from this collective perspective show the majority of Link Up workers are guided by values focused on growth and self-expansion.

This is realised through:

- independent thought and action;
- freedom to explore and create;
- enjoying the pleasures of life;
- seeking social justice for all; and
- nurturing others in the group.

## Common 'Value' assets of Link Up workers

Whilst individuals vary in the order in which they place the importance of the ten values, Schwartz found there is consensus, across societies, regarding the hierarchical order of the values. Table 4 shows the typical ranking Schwartz found and the average ranking across Link Up workers.

Table 4 Values hierarchy

Typical ranking	Link Up average
Benevolence	Benevolence
Universalism	Universalism
Self-direction	Self-direction
Security	Hedonism
Conformity	Stimulation
Hedonism	Achievement
Achievement	Security
Tradition	Conformity
Stimulation	Tradition
Power	Power

Link Up workers, on average, give almost equal weighting to hedonism, stimulation, achievement and security. These four values focus on pleasure and excitement for oneself and achievement of personal competence followed by harmony and stability of the wider group.

The greatest disparity between Link Up workers average ranking and the typical societal one is in the relative position of 'Stimulation' and 'Conformity'. Link Up workers rank the former significantly higher, suggesting they place greater value on activity that challenges them, generates excitement and novelty versus obediently following or requiring rules to guide them. Whilst the position of 'Security' looks significantly lower the difference in numerical value is insignificant.

Therefore on average a Link Up worker would be guided first by the values which:

- promote and improve services to others, making changes with one's own judgement (Benevolence, Universalism, Self-direction); experiencing
- pleasurable and exciting activities (Hedonism, Stimulation); followed closely by values which;
- enable them to improve personally (Achievement); and keep the wider group in harmony (Security); followed by
- conserving the group norms (Conformity, Tradition); and lastly
- dominate others or control resources (Power).

# 4. Key findings -Personality

## Definition and measurement

Personality consists of traits which reflect an individual’s characteristic patterns of thoughts, feelings and behaviours. They are formed through many factors and influence the way an individual reacts and interacts with others. The most widely used system of personality traits is called the Five Factor Model (Table 5) commonly referred to as the Big 5 or OCEAN . It describes five broad traits of personality known as personality dimensions: Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism. Each person is a combination of these five dimensions. They differ from one another in terms of where they stand on a low to high continuum for each dimension.

The five factor model provided each Link Up worker with a rating for each of the personality dimensions.

Table 5 Personality dimensions

Dimension	Low	High
Openness	Conventional, find comfort in the familiar, down to earth, traditional, practical	Intellectually curious, creative, open to unusual ideas, unconventional beliefs, willing to try new things
Conscientiousness	Distracted, disorganised, easy going, unreliable, careless	Responsible, organised, dependable, persistent, thorough
Extraversion	Quiet, timid, reserved, lower social engagement, low key	Assertive, outgoing, talkative, sociable, gregarious, cheerful
Agreeableness	Cold, unfriendly, distant, less likely to extend themselves to other people, antagonistic	Value getting along with others, considerate, trusting, cooperative, appreciative
Neuroticism	Calm, confident, secure, stable, content, not easily stressed	Nervous, insecure, depressed, fearful, tense, easily stressed

## Core ‘Personality’ assets of Link Up workers

The majority of Link Up workers are high in ‘Agreeableness’ and low in ‘Neuroticism’.

The latter points to individuals who are:

- Calm, confident, secure, stable, content and not easily stressed.
- Emotionally stable and give support to others and form strong relationships.
- Able to reduce tension for themselves and others and enable optimal working.

The high in ‘Agreeableness’ suggests Link Up workers are:

- Cooperative, trusting, supportive and consider the feelings of others.
- People who help others at work consistently (this helping behaviour is not dependent on being in a good mood).
- Empathetic and give people the benefit of the doubt.
- People who create a fair environment.
- Potentially less likely to engage in change, if this creates conflict.

In addition, the majority of Link Up workers who have been with the organisation less than a year are high in ‘Extraversion’. People high in ‘Extraversion’ are:

- Assertive, outgoing, talkative, open, sociable, gregarious, cheerful.
- Engaged in a broad variety of activities.
- They actively seek information, feedback and build relationships.

## Common ‘Personality’ assets of Link Up workers

On average a Link Up worker is ‘Agreeable’, not ‘Neurotic’ (relaxed), ‘Conscientious’ and ‘Extravert’. They also on average display a level of ‘Openness’ (middle of the range) associated with a personality trait that seeks a practical down to earth approach.

A comparison of the results for the values ‘Stimulation’ and ‘Self-direction’, with the personality trait ‘Openness’ appear to show a contradiction. The results for ‘Stimulation’ and ‘Openness’ suggest workers are typically less willing to embrace new challenges, whereas the results in relation to the value ‘Self-direction’ suggest otherwise.

An interpretation of this apparent contradiction is that Link Up workers are most inclined to be open to change they initiate themselves (higher average ‘Self-direction’) and less so in seeking out exciting unpredictable events (medium average ‘Stimulation’ and middling ‘Openness’).

# 4. Key findings - Capacities: Strengths

This category ('Capacities'), broadly defined, refers to our innate potential. It consists of our 'Strengths' plus the 'Personal support' we have developed and can draw on to help us in our role. Both aspects are considered here.

## Definition and measurement (Strengths)

Alex Linley defines a strength as a "pre-existing capacity for a particular way of behaving, thinking or feeling that is authentic and energising to the user. It enables optimal functioning, development and performance". Put simply, strengths are the things we are good at and provide us with energy.

By applying our strengths we achieve our goals faster, have less down time between tasks, build energy rather than expend it. When engaging our strengths with others and assisting them to use theirs, we build stronger and more co-operative relationships, enabling greater collaboration and harmony.

The understanding and mindful implementation of our strengths has some of the most positive benefits to both our performance and overall well-being. People who use their strengths more:

- Are happier
- Are more confident
- Are more resilient
- Are more engaged at work
- Are more effective at developing themselves and growing as individuals
- Have higher levels of self-esteem
- Have higher levels of energy and vitality
- Are more likely to achieve their goals
- Perform better at work

A supporting study by the Corporate Leadership Council showed that correct identification and purposeful application of strengths enhances performance by up to 36%. In contrast, emphasising weaknesses led to a 26.8% decline.

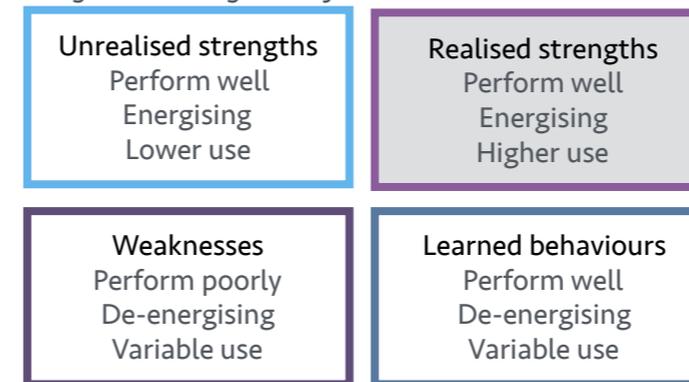
The Realise 2 assessment tool, from the Centre of Applied Positive Psychology (CAPP) was selected for this study. This instrument measures three dimensions of strengths (energy, performance and use) and categorises them as realised, a learned behaviour, a weakness or, unrealised.

There are sixty strengths defined by CAPP grouped into five families:

- **Being** strengths are about our way of being in the world.
- **Relating** strengths are about how we relate to others.
- **Motivating** strengths are about the things that drive us toward action.
- **Thinking** strengths are about what we pay attention to and how we approach situations.
- **Communicating** strengths are about how we give and receive information.

The results of the diagnostic provide each worker with a maximum of 21 strengths described as: realised, a learned behaviour, a weakness or, unrealised. The characteristics of each category are displayed in Diagram 3 below.

Diagram 3 Strengths Profile



This study confined its findings to the 'Realised strengths' for each Link Up worker. These are strengths you would notice workers use on a regular basis, which they perform well and find personally energising.

## Core 'Strengths' resources of a Link Up worker

Identifying a core asset for strengths is challenging where the sample size is small (as is the case here) and the assessment tool has a significant number of variables (to reflect the full spectrum of individual strengths one would expect to see in a population).

Arguably, the results suggest the strengths of 'Mission' and 'Legacy' are potentially core resources for Link Up workers as, 10 out of 15 have one or both as 'realised' strengths (see Table 6 and 7 overleaf). These strengths focus on the longterm, either creating or pursuing activities which have meaning or impact.

# 4. Key findings - Capacities: Strengths (cont'd)

## Common 'Strengths' resources of Link Up workers

A Link Up worker's strength report typically provided 7 realised strengths placed in order of dominance of use. By focusing on the top 3 realised strengths (Table 6) and the most frequently occurring strengths (Table 7) for all workers, it is apparent that Link Up workers use many strengths from the **Being** and **Relating** family.

Strengths within these families suggest Link Up workers are focused on the long term, they want to create or pursue things which outlast them (*legacy, mission, moral compass*). Workers are also accepting of people (*unconditionality*) and instinctively make connections with and between the people they meet (*connector*) with some connecting through their understanding of how a person feels (*empathic connection*).

Workers do realise strengths from the other families, motivating and inspiring others to make things happen (*catalyst*). This is a strength almost half of the Link Up workers use on a regular basis. This comes from the third most frequently used strengths family, **Motivating**. Link Up workers also reflect and consider things deeply (*incubation*) a strength from the **Thinking** family.

The above findings are reflected across the community of Link Up workers; however, one strength (*catalyst*) is more prevalent amongst workers who have been in the role for less than one year. This corresponds to this groups' predisposition towards the personality trait of extroversion. For Link Up workers in the role for greater than one year, two strengths come to the fore (*unconditionality and equality*); this emphasises that everyone be treated equally and without judgement.

The predominance of strengths from the **Being** family (*mission, moral compass, gratitude and legacy*), **Relating** family (*connector, empathic connection*) and **Motivating** family (*catalyst*) mirror and align with the Link Up workers' strong response to the psychological well-being diagnostic. Specifically, leading a purposeful and meaningful life, having social relationships which are supportive, and being engaged and interested in their daily activities.

Table 6 Realised strengths - used in order of frequency - taken from top 3 across each Link Up worker

Family	Strength	fz	Description
Being	Legacy	x5	I want to create things that will outlast me, delivering a sustainable positive impact after I have gone
Being	Unconditionality	x4	I accept people for who and what they are, without ever needing to judge them
Relating	Connector	x4	I make connections between people, instinctively making links and introductions
Motivating	Catalyst	x3	I motivate and inspire others to make things happen
Being	Mission	x3	I pursue things which give me a sense of meaning and purpose, always working toward a longer-term goal
Being	Gratitude	x2	I am constantly thankful for the positive things in my life
Being	Moral Compass	x2	I am guided by my strong ethical code, always making decisions in accordance with what I believe is right
Relating	Empathic connection	x2	I feel connected to others through my ability to sense and understand what other people are feeling

Table 7 Realised strengths - most frequently occurring across all Link Up

Family	Strength	fz	Description
Being	Mission	x7	I pursue things which give me a sense of meaning and purpose, always working toward a longer-term goal
Motivating	Catalyst	x7	I motivate and inspire others to make things happen
Being	Legacy	x6	I want to create things that will outlast me, delivering a sustainable positive impact after I have gone
Being	Unconditionality	x6	I accept people for who and what they are, without ever needing to judge them
Relating	Connector	x6	I make connections between people, instinctively making links and introductions
Being	Gratitude	x5	I am constantly thankful for the positive things in my life
Relating	Empathic connection	x4	I feel connected to others through my ability to sense and understand what other people are feeling
Thinking	Incubator	x4	I love to think deeply about things over time, pondering and reflecting to arrive at the best conclusion

# 4. Key findings - Capacities: Personal support

## Definition and measurement (Personal support)

Individuals deploy a wide range of personal resources to assist them in their daily lives and help them achieve personal plans. Some are skills-based and others relate to the social connections the individual forms. The assessment used in this study explored these support items and resources from the perspective of the Link Up worker. The personal support items used were:

- Family support
- Energy / Passion
- Confidence
- Influential connections
- Past experience
- Health
- Money
- Expert knowledge
- Available mentor
- Assertiveness
- Intelligence
- Position of authority
- Public speaking
- Self-discipline
- Social skills
- Emotional self-control

This study explored two questions with the Link Up workers:

- how **satisfied** the worker was with the listed support items in their life?; and,
- how **relevant** each item was for the Link Up worker role?

## 'Personal support' resources of Link Up workers

It was determined that differentiating between 'core' and 'common' resources would be unhelpful for this aspect of the study. Of greater significance is the extent to which those personal support resources deemed most relevant by workers correlate with those they are most satisfied with. A disparity between the two lists is likely to highlight areas requiring developmental support.

The following table details the most frequently scored resources from across all Link Up workers from both a 'satisfaction' and 'relevance' perspective.

Table 8 Top five personal support resources by Satisfaction and Relevance

Top five personal support resources	
Satisfaction	Relevance
Social skills	Energy / Passion
Self-discipline	Social skills
Family support	Self-discipline
Past experience	Confidence
Energy / Passion	Emotional self-control

The majority of Link Up workers rated *energy/passion*, *social skills* and *self-discipline* as the most relevant resources for their role. These resources were also rated highly in terms of worker satisfaction with the exception of *energy/passion* (lower satisfaction cf higher relevance). This disparity between satisfaction and relevance for *energy/passion* highlights an area for development with workers i.e. how better to support workers to maintain or increase energy levels? This result corresponds with observations made by Inspiring Scotland Performance Advisors on Link Up about the demanding nature of the role: being physically, emotionally and mentally draining.

The top five listed resources for satisfaction also reflect the qualitative responses given through the one-to-one interviews. For many workers their *family* was central to their ideal life. Additionally, their *self-discipline* was evidently material with many commenting upon the importance of setting goals, taking decisions, working for and creating opportunities. Workers could follow the thread of their *past experience* and connect that to what they were involved in today. Their *social skills* and *passion* were also emphasised when they spoke of their connection to the community and the people within it.

Finally, it is notable that a common result from across the sample, was the fact that *position of authority* was ranked markedly lower in relevance terms than all other resources. This is consistent with the low rating of the value 'Power' discussed earlier.

# 4. Key findings - Situational

## Definition and measurement

Situational refers to our personal knowledge of the type of situations in which we produce our most successful work. Knowledge of our work environment and people who are available to help us be successful is a crucial step in understanding and ultimately realising our personal potential. Greater self knowledge also reduces uncertainty about where one can best be employed or which opportunities are most worthwhile to pursue.

The diagnostic, situational benefactors scale, surveyed worker's knowledge of what assists them work optimally and helps them to succeed in their role. It covered:

- time of day;
- physical workspace; and
- social support.

## Core 'Situational' resources of Link Up workers

The majority of workers demonstrated they have an understanding of:

- When they are at their best.
- The physical environment that is most conducive to working effectively.
- The time of day they tend to be most productive.

This personal knowledge is unique to each worker and is valuable to them as it helps them to operate more effectively and in doing so realise their potential and ultimately deliver success for the Link Up programme.

This high degree of self-awareness can also be used to support community members who the worker may be assisting - helping them to understand what situations and/or social support best supports them to realise their personal potential.

## Common 'Situational' resources of Link Up workers

In addition to their core resource - knowledge of themselves at work - Link Up workers on average have a reasonably high level of 'benefits' that they can draw on to support them in their role.

Critical in this respect is the support workers receive from others and in particular their partner/spouse(where applicable). This was also reflected in the one-to-one discussions, emphasising the key role others play in supporting workers in their role. This is also a key part of helping them to realise their potential.

Additionally, Link Up workers on average display a relatively high level of understanding regarding the opportunities that are available to them. A Link Up worker could view opportunities as: resources they can draw on to assist in the performance of their role or different scenarios to use their skills successfully. Understanding these opportunities increases the workers likelihood of being effective in the role.

# 4. Key findings - Future orientation: Hope

How a Link Up worker views and feels about the future was felt to be a relevant factor in how they perform. For example are workers hopeful or doubtful about the future? Are they curious about alternatives, and/or likely to expose themselves to uncertainty?

In an effort to understand the significance of this future orientation for workers, two diagnostic tools were utilised: the Adult Hope/Future Scale and the Trait Curiosity and Exploration Inventory II. The results from both are considered below.

## Definition and measurement (Hope)

An individual's ability to shape their future, according to the Hope theory expert Rick Snyder, is determined by two factors:

- Will Power - This is a person's will to shape their future.
- Way Power- This is a person's ability to see ways to shape their future.

Snyder represented hope as an ability to conceptualise goals, find pathways (way power) to these goals despite obstacles and have the motivation (will power) to use those pathways i.e. 'where there's a will, there's a way'. Put simply, an individual feels hope if they know what they want and can think of a range of ways to get there and start and keep on going.

The degree to which a person experiences hope is shaped by these two types of thinking, more formally known, and measured, as agency and pathway:

- **'Agency' thinking.** This relates to individuals who believe themselves to be capable and in control - at least partially - of future outcomes. (I am able to do X - Will power).
- **'Pathway' thinking.** This means that an individual can think of alternative solutions if they are blocked or experience a set back. (I can see how to do X - Way power).

Individuals who exhibit 'Agency' thinking are far more likely to take risks and persevere. People high in 'Pathway' thinking are creative and are focused on the goal rather than a specific way to achieve it. Adding Agency and Pathway results together provides an overall measure of Hope.

## Core 'Hope' assets of Link Up workers

The results of the diagnostic did not highlight any preponderance towards either 'Agency' or 'Pathway' thinking amongst Link Up workers. However, at a more granular level, they illustrate two aspects of Hope where workers' responses appear to be highly consistent and in keeping with the definition of a core asset. The two aspects are:

- I meet the goals that I set for myself (agency).
- I think there are lots of ways around any problem (pathway).

This suggests that Link Up workers set personal goals and follow through on these personal objectives. The second statement indicates a degree of flexible thinking, of not accepting the first response to a problem.

## Common 'Hope' assets of Link Up workers

On average (nine of the fifteen participants), Link Up workers are hopeful and are equally able to shape their future with agency or pathway thinking i.e. these workers are capable of setting goals and thinking of options to achieve them.

Of the remaining workers, three demonstrated a propensity for 'Pathway' thinking and are more inclined to shape their future through pursuing different 'ways' to achieve their goal. Creativity is to the fore for this group.

The remaining three are much more likely to identify and energetically pursue their goals as a means of shaping their future (i.e. Agency). Perseverance might feature more obviously in this instance.

# 4. Key findings - Future orientation: Curiosity

## Definition and measurement (Curiosity)

Curiosity captures an individual's propensity to stretch their capabilities. When people feel curious, they devote more attention to an activity, process information more deeply, remember information better, and are more likely to persist on tasks until goals are met.

Research has shown a positive correlation between curiosity and personal growth, openness to experience, autonomy, purpose in life, self-acceptance, psychological flexibility, positive affect, and positive social relations, among others.

For the purposes of this study, the approach taken by Todd Kashdan et al to measure curiosity was adopted. This measures curiosity in two ways:

- Stretching - The motivation to seek out knowledge and new experiences.
- Embracing - A willingness to embrace the novel, uncertain, and unpredictable nature of everyday life.

## Core 'Curiosity' resources of Link Up workers

The majority of Link Up workers express curiosity and exploration by stretching themselves. Specifically the majority of Link Up workers rated themselves as either quite likely or extremely likely to:

- Actively seek information in new situations.
- Be at their best when they do something that is complex and challenging.
- View challenging situations as an opportunity to grow and learn.
- Frequently seek out opportunities to challenge themselves and grow as a person.

In the context of Link Up, Inspiring Scotland Performance Advisors have noted that workers proactively engage new community participants to improve their understanding of the person and their situation. This also has the benefit of making the community member feel acknowledged and that their views and opinions count. This would appear to be consistent with the first bullet above.

Additionally, the role of the worker can be complex in that they will be simultaneously balancing the delivery of activities with close one-to-one or one-to-many support for local people and managing a complex web of relationships with local people and other local agencies. This is consistent with the other three elements above.

## Common 'Curiosity' resources of Link Up workers

An average Link Up worker is quite likely to have the motivation to seek out knowledge and new experiences (stretching) with moderate willingness to embrace the novel, uncertain, and unpredictable nature of everyday life (embracing).

At a more granular level the results show us that:

- Nine of the fifteen workers will show their curiosity equally through seeking out knowledge (stretching) and uncertainty (embracing).
- Four workers are more inclined to grow and learn through opportunities, seeking these out (high stretching) versus enjoying the uncertainty of everyday (embracing).
- Two workers are extremely likely to enjoy the unpredictable and uncertainty of each day (high embracing) as this is their highest element of curiosity.

There are similarities in the descriptors for the 'Embracing' element of curiosity and the value 'Stimulation' (defined as pleasure from excitement and thrills, novelty and challenge in life). It is of note therefore, that there is reasonable synergy between the results for both these aspects: workers who scored high, medium or low in (Stimulation) did so in a similar way for (Curiosity/embracing).

# 4. Key findings - Life experience

## Definition and measurement

Whilst the various diagnostic tools provided insights to the resources and assets of Link Up workers, the lived experience of workers was also recognised as being a material factor in influencing how they perform. Therefore, one-to-one interviews were held with each worker to overlay the output from the diagnostics with qualitative reflections on the life experiences and learning of that worker. Each person responded to 5 questions:

- what was ideal in their life;
- what factors had contributed to this ideal;
- a description of the aspects they found satisfying;
- the aspects they valued and;
- the lessons that guide them now.

Responses covered events, goals, work, education and people that had played a part in their personal journey.

The rich and qualitative nature of the output from this work made it impractical to differentiate between core and common results. Consequently, only the key findings are presented below.

## Key findings

The output from the one-to-one interviews strongly corroborated many of the findings from the diagnostics on well-being, values and strengths. This suggests workers have high levels of self awareness. The interviews also highlight a commonality in workers' propensity to action and reflection, of lessons gained from previous personal choices.

The majority positioned family as the focus of their ideal life and in particular the support they give and receive.

All workers have a respect for the individual, and take on responsibility to be part of the wider community and support its development; noting the ability to make a difference through personal connection. They also welcome the opportunity to continuously learn and try out different approaches. They appreciate what life has to offer and do not take it for granted.

## Alignment with psychological well-being

The qualitative interviews provide insight to the life experiences which may be influential in driving the high psychological well-being in workers:

### *I lead a purposeful and meaningful life*

What I am doing is meaningful. Intergenerational work. Keeping community development alive and thriving. Seek opportunities that are aligned to personal values.

Purpose, not just here to look after ourself, purpose is to help others - child, partner, colleagues, community - reach their potential.

### *I am engaged and interested in daily activities*

Fortunate to experience first hand, life as a member of the community. Build friendships with people, walk alongside them, as they realise and release their potential, transforming themselves.

### *I have social relationships which are engaging and rewarding*

Life is precious, fortunate close family are here. Relationships provide support, connection, recognition and meaning. Friends know and understand you, you gain something different from each relationship. Life experience is shaping, how we treat one another is at the heart of it. At the essence is love and kindness for our fellow man. Core of our being is to be in a relationship.

### *I actively contribute to the happiness and well-being of others*

Bringing the best out of people, fostering potential. Seeing diverse future leaders develop. Opportunity to be involved with community members in something that is lasting. Community becomes empowered, growing in confidence and skills.

### *I am a good person and live a good life*

My skills and knowledge, understanding of people. Creativity, expression through art, food, things that nourish the soul and connect people. Learning process, personal awareness, knowing self. Compassion towards self. Accept who I am. Trust my instinct.

### *I am optimistic about the future*

Can aspire to be more than I am. Constant support from parents who showed possibility by breaking the 'normal' cycle. Choose not to live in the shadow of negativity. Draw on wisdom of the past, see patterns emerge. Life, its a gift, a learning curve, always open, no set definition.

# 4. Key findings - Life experience(cont'd)

## Alignment with psychological well-being (cont'd)

### *People respect me*

Trust people put in me from the beginning. Learning with a diverse group of people. Others believed in my potential.

## Alignment with values

A range of personal responses by workers showed strong alignment with the diagnostic results associated with values. A selection of examples are provided below:

### *Benevolence and Universalism*

To be human is to relate on many levels, then we have a community. Respond to people, person to person, relate as a human being. People are individuals, you do not know who is in front of you and how they will develop through words and care, endless possibilities. Equality, being fair, non judgemental.

Raised questions - why are initiatives not in place here. You can change your environment. Give up free time to help others. Give back to the local community.

Treat people the way you want to be treated. Put yourself in others shoes, note the positives/path forward. There is a way to make a difference through personal connection.

Soak up the richness of life, community full of the brightest people you could meet. Community is in your blood, in my heart. Weave and connect with people to enable trust.

### *Self-direction (predominantly), Stimulation and Hedonism*

Do what you want to do. Be your own person, have your own thoughts, you can do it. Make your own decisions. Self-determination to stay and influence my future. Confidence, self belief. What happens to you is your responsibility.

Wanted life to be different for myself (& family). Work for and create opportunities, they are not given. I can make a difference, decision is which route to choose.

Freedom to tease out ideas, work across community and build partnership. Enjoy not knowing what will be generated next by the community.

### *Self-direction (predominantly), Stimulation and Hedonism (cont'd)*

Education is important in the 'worldly sense' not confined to qualifications. Other ways to learn in life.

Independence, freedom of choice. Opportunity to make own decisions. Opportunity/life excited by what could be, still lots of possibilities. Starting something and making it successful.

### *Conformity, Tradition, Security*

Be organised, work to a daily routine, otherwise chaos. Sense of belonging. Bringing up family, watching them develop. Aware of financial reality and mortality.

### *Achievement, Power*

Responsibility at a young age, high expectations. Strive to be the best. Work hard you reap the benefits. Set goals it works. Turning failure into success. Authority complicit in decline of area/community.

## Alignment with future orientation

A range of personal responses by workers showed alignment with the diagnostic results associated with future orientation.

### *I am motivated to seek out knowledge and new experiences (Stretching)*

Opportunity to do, see, search, experience different things and make up your own mind. Curiosity takes you outside the normal and expected.

Active family life. Provided strong foundation, freedom to explore.

Unconventional experiences and people, typically our paths would not have crossed.

Ability to grow and develop all the time. Reflect, acknowledge and use feedback to do things differently.

# 5. Recommendations

Through the positive diagnostic approach employed in this study a number of core and common resources and assets were confirmed for Link Up workers across a range of positive human functioning areas. Use of these positive resources and assets contribute to the overall success of the Link Up programme. This in turn supports better outcomes for individuals and the communities Link Up operates within.

This is based on the knowledge that when individuals use their positive resources and assets: things go well, their physical well-being improves, their outlook broadens, they are more observant, they make more connections and nurture personal relationships. Overall they are more effective and productive.

The detailed recommendations below seek to achieve two things:

- Promote the understanding and use of the Link Up workers' resources and assets to gain more of the benefits mentioned above; which in turn
- Supports the delivery of the key objectives for the Link Up programme.

## Recommendations (Improve the quality of support to workers)

### 1. Consolidate and maintain currency of personal knowledge - Link Up worker

To enable each person to gain as much from their personal responses, it is recommended each Link Up worker reflects and creates a summary of their positive diagnosis. Knowledge of personal positive functioning areas leads to discussions on how to conserve it, increase its use or use it more optimally.

To help structure their thinking individuals can respond to the following questions:

- How will you use \_\_\_\_\_ more effectively - personally?
- How can you build on, or evolve \_\_\_\_\_ ?
- How will you use \_\_\_\_\_ in your work/location?
- What learning will you share with others?

Each worker would have the option to share this with their Inspiring Scotland performance advisor and to explore how their personal profile supports and assists community members today and how their positive attributes could be used in the future.

### 2. Understand the groups' positive aspects - Link Up community

Consolidate the group's knowledge and understanding of their personal resources by discussing the results of the positive diagnosis collectively with current Link Up workers to:

- Appreciate the similarities across the cohort.
- Learn from each other.
- Strengthen connections and deepen relationships between (a) those working in the same Link Up location (b) those working in different locations.

This is particularly relevant for those working together. With an understanding of each person's strengths, you are more aware of how you can complement each other or how you can divide the tasks based on each person's strengths.

In addition to this holistic view of the diagnostic results Link Up can choose one of the diagnostics they want to pursue in depth (for example values) and make that the focus of a monthly or quarterly meeting.

### 3. Develop enhanced support mechanisms - Link Up performance advisors

The positive diagnostic responses have provided Inspiring Scotland with a broad overview of the positive resources and assets inherent in today's Link Up worker. With this knowledge Inspiring Scotland have the opportunity to enhance the support mechanisms for workers, including:

- The ability to use the Personal support responses on relevance and satisfaction to identify the most appropriate action. For example, seek ideas and methods to increase and sustain the energy levels across the Link Up community to lift the satisfaction level to parity with its relevance.
- Review and share the 'situational' knowledge each person has of themselves and their optimal working environment. Create a best practice checklist for new Link Up locations.

# 5. Recommendations (cont'd)

## 3. Develop enhanced support mechanisms (cont'd)

- Confirm which realised strengths could be useful to other group members. Discuss cross training or calling on that person's strength for specific situations. For example, individuals strong in communication could assist in raising the profile of the programme and in sharing the learning with interested parties.
- Consideration should also be given to learned behaviours, weaknesses and unrealised strengths. For example, there is an opportunity to employ a workers' unrealised strength which would have a positive effect for the worker and the overall Link Up programme. It would therefore be of benefit to identify how and when worker's unrealised strengths could be used within the programme.
- Take the concept of identifying strengths into the community. Rather than use the formal assessment tool, create and trial an abbreviated version of the questions using a suitable (informal conversation) style with community members.
- Refer to the responses from the 'future orientation: hope' assessment and employ the 'agency' and 'pathway' thinking during team development and/or planning sessions. For example, team members strong in pathway thinking could explore ways to overcome barriers and challenges to a new strategy.

## Recommendations (recruitment)

### 4. Description of the role

There is an opportunity to review the description of the Link Up worker and modify it to reflect the characteristics which are core to Link Up workers. This would assist in clarifying the role for those interested and potentially help people to self select.

Modifications could be made for example to emphasise:

- Values - the focus on fostering and building a community through empowerment of individuals, the required comfort with autonomy and receptiveness to new information.
- Strengths - There are a number of strengths which show how workers relate to people and what they focus on. The language used to describe the most frequently used strengths can be used to modify and enhance the current role description.

### 5. Recruitment process

None of the diagnostic tools used are designed nor recommended in their current format for recruitment. Instead the underlying concept can be included in the interview process and questions. For example:

- Strengths - ask specific questions to test for energy, performance and use. The aim is to identify potential Link Up workers who know their strengths and can see how these can be used frequently in the role.
- Well-being - add or modify existing questions to understand what individuals find meaningful in life, what makes them happy and satisfied.
- Observe when individuals energy levels are high or low during the group interview process. Is it related to certain activities or questions. Add this to the interview checklist and ask questions to verify in the one-to-one interview.

Overall look for a high level of self-awareness and alignment between an applicant's values, their view on life, knowledge of their strengths and how these could be applied.

# Appendices

Appendices		Measurement tool	References	Page
1	Well-being	Psychological well being scale	Robert Biswas-Diener, 2010, Practicing Positive Psychology Coaching, published by John Wiley & Sons Inc.	25
2		Satisfaction with life scale	Ed Diener, Robert A. Emmons, Randy J. Lar.Sem, and Sharon Griffin 1985, Satisfaction with Life Scale, Journal of Personality Assessment, 49,1.	26
3	Values	Schwartz values survey	Shalom H Schwartz, 2012. An Overview of the Schwartz Theory of Basic Values. Online Readings in Psychology and Culture, 2(1). <a href="http://dx.doi.org/10.9707/2307-0919.1116">http://dx.doi.org/10.9707/2307-0919.1116</a> .	27
4	Personality	Five factor model	The Five Factor Model for Personality emerged from research conducted by Goldberg, 1990; McCrae & John 1992; McCrae & Costa, 1987.	28
5	Capacities	Strengths - Realise 2	Alex Linley, 2008, Average to A+: Realising Strengths in Yourself and Others, published by CAPP Press.	29
6		Personal support	Robert Biswas-Diener, 2010, Practicing Positive Psychology Coaching, published by John Wiley & Sons Inc.	30
7	Situational	Situational benefactors scale	Robert Biswas-Diener, 2010, Practicing Positive Psychology Coaching, published by John Wiley & Sons Inc.	31
8	Future orientation	Hope: The adult hope scale	Rick. Snyder, Harris et al. Extract from The Journal of Personality and Social Psychology, (c) 1991, vol. 60, p. 585.	32
9		Curiosity: Trait curiosity and exploration inventory II	Todd B. Kashdan, Matthew W. Gallagher, Paul J. Silvia, Beate P. Winterstein, William E. Breen, Daniel Terher, Michael F. Steger. The curiosity and exploration inventory-II: Development, factor structure, and psychometrics Journal of Research in Personality 43 (2009) 987-998.	33
10	Life Experience	Link Up workers qualitative comments	Qualitative questions Robert Biswas-Diener, 2010, Practicing Positive Psychology Coaching, published by John Wiley & Sons Inc. Graphic, Adapted from The Grove Consultants International 1996.	34

# Appendix 1 - Psychological well-being - PWB

## Definition and measurement

Psychological Well-being refers to our sense of meaning and fulfilment with life. Meaning in this case is something we create, not something that just appears. Our sense of meaning may be related to: achievement, relationships, altruism, spirituality, and justice. Meaning is important to our ability to flourish.

PWB scores range from 8 to 56, with higher scores representing higher overall well-being.

Overall Link Up workers have high psychological well-being.

## Core 'PWB' assets of Link Up worker

The majority of Link Up workers agreed/strongly agreed that they lead a purposeful and meaningful life, are engaged and interested in their daily activities, actively contribute to the happiness and well-being of others. Are competent and capable in the activities that are important to them, are a good person, live a good life, are optimistic about their future and receive respect from people.

## Common 'PWB' assets of Link Up workers

The average PWB for Link Up workers is 49.2, with eight individuals equal to or above 49 indicating they agree or strongly agree in their responses to each statement. From the detailed responses, the highest average is in response to 'I actively contribute to the happiness and well-being of others'.

Diagram 4 Detailed Link Up worker results for PWB

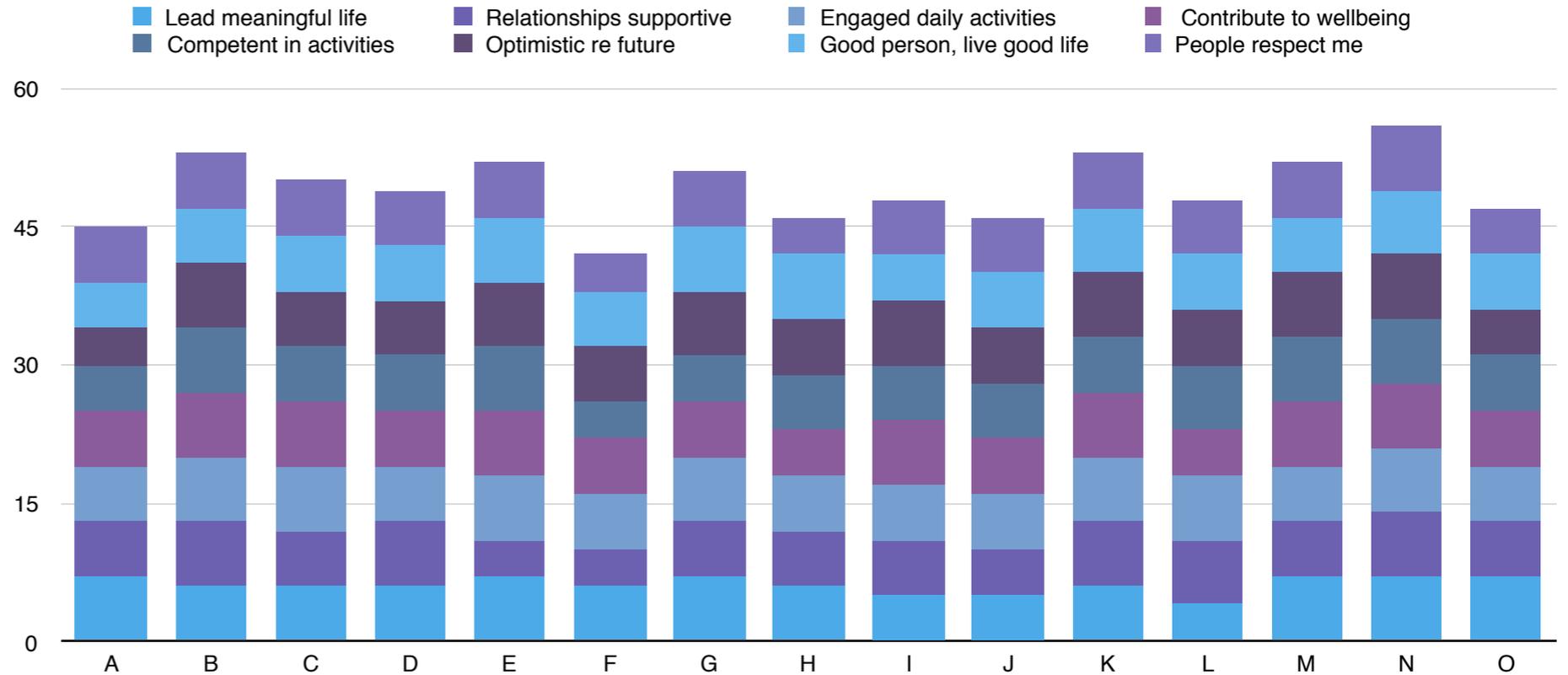


Table 9 Detailed Link Up worker results for PWB

Strongly disagree (1) to Strongly agree (7)	Link Up worker	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	Mean
<b>I lead a purposeful and meaningful life</b>		7	6	6	6	7	6	7	6	5	5	6	4	7	7	7	6.1
<b>My social relationships are supportive and rewarding</b>		6	7	6	7	4	4	6	6	6	5	7	7	6	7	6	6.0
<b>I am engaged and interested in my daily activities</b>		6	7	7	6	7	6	7	6	6	6	7	7	6	7	6	6.5
<b>I actively contribute to the happiness and well-being of others</b>		6	7	7	6	7	6	6	5	7	6	7	5	7	7	6	6.3
<b>I am competent and capable in the activities that are important to me</b>		5	7	6	6	7	4	5	6	6	6	6	7	7	7	6	6.1
<b>I am a good person and live a good life</b>		4	7	6	6	7	6	7	6	7	6	7	6	7	7	5	6.3
<b>I am optimistic about my future</b>		5	6	6	6	7	6	7	7	5	6	7	6	6	7	6	6.2
<b>People respect me</b>		6	6	6	6	6	4	6	4	6	6	6	6	6	7	5	5.7
Range 8 to 56	<b>Level of psychological well-being</b>	45	53	50	49	52	42	51	46	48	46	53	48	52	56	47	<b>49.2</b>

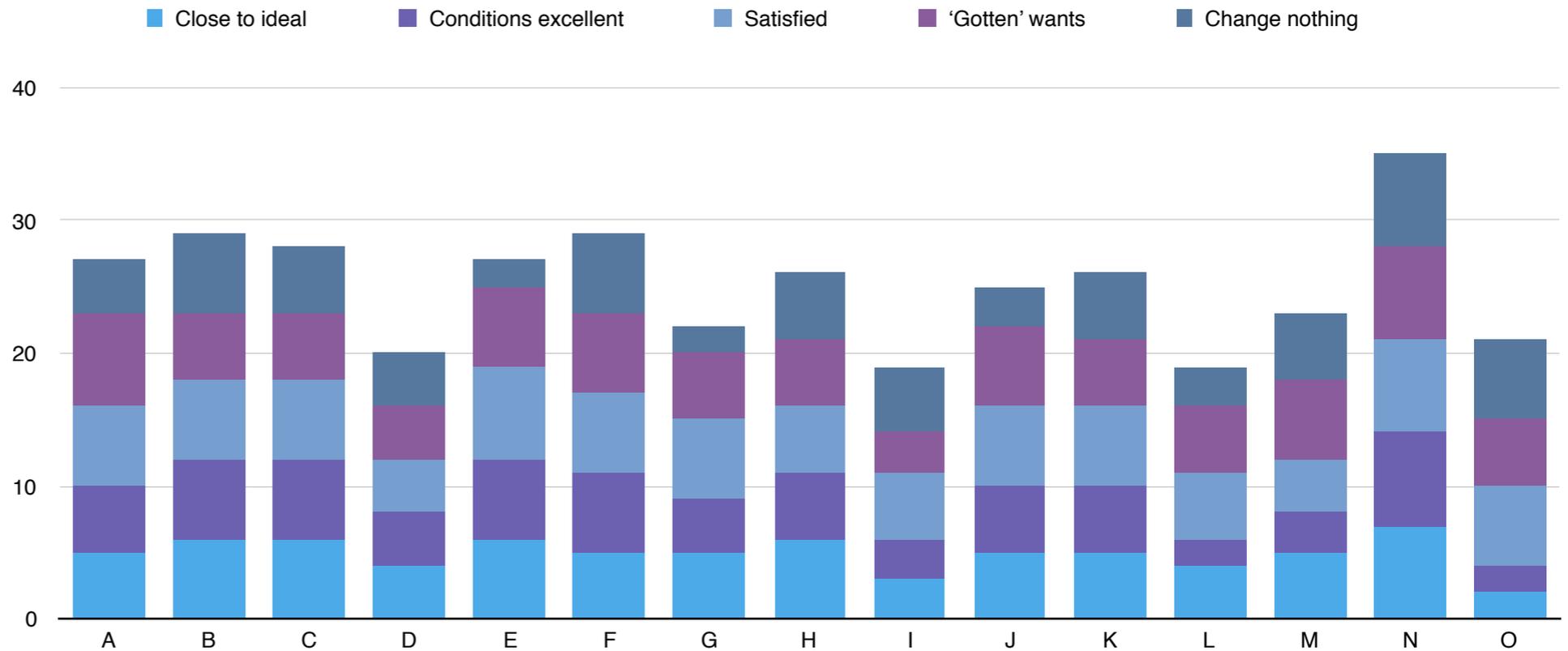
# Appendix 2 - Satisfaction with life scale - SWLS

## Definition and measurement

Life satisfaction is one element of subjective well-being and refers to a cognitive judgemental process. It is a global assessment of a person's quality of life according to a person's chosen criteria. How satisfied people are with their present state of affairs is based on a standard which each individual sets for themselves; it is not externally imposed.

A score on the Satisfaction with Life Scale above 20 shows individuals are increasingly satisfied with their life. "Normal" scores on the SWLS range from 21-25, indicating that most people are mildly satisfied with their lives.

Diagram 5 Detailed Link Up worker results for SWLS



## Common 'SWLS' assets of Link Up workers

The average Satisfaction With Life Scale (SWLS) for Link Up workers is 25.1. This is above the 'normal' average. This is noted as moderately satisfied with life which is greater than the term mildly. From the detailed responses, the most consistent and highest average is in response to 'I am satisfied with my life'. The greatest range in responses was to the question 'I would change almost nothing'. Variation is due to the subjective interpretation of 'ideal' and 'excellent'.

Table 10 Detailed Link Up worker results for SWLS

Strongly disagree (1) to Strongly agree (7)	Link Up worker	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	Mean
<b>In most ways my life is close to the ideal</b>		5	6	6	4	6	5	5	6	3	5	5	4	5	7	2	4.9
<b>The conditions of my life are excellent</b>		5	6	6	4	6	6	4	5	3	5	5	2	3	7	2	4.6
<b>I am satisfied with my life</b>		6	6	6	4	7	6	6	5	5	6	6	5	4	7	6	5.7
<b>So far, I have 'gotten' the things I want in life</b>		7	5	5	4	6	6	5	5	3	6	5	5	6	7	5	5.3
<b>If I could live my life over I would change almost nothing</b>		4	6	5	4	2	6	2	5	5	3	5	3	5	7	6	4.5
Range 5-35	<b>Level of satisfaction with life</b>	27	29	28	20	27	29	22	26	19	25	26	19	23	35	21	<b>25.1</b>

# Appendix 3 - Schwartz values survey

## Definition and measurement

Values refer to the guiding principles by which we live our lives. They influence our behaviour through the way we make choices and decisions. Shalom Schwartz identified ten value themes each value focused on a motivation or goal. Values closer together in the circle share the same broad motivation or goal. The further apart the more antagonistic these are. Each value is assigned a score, the higher the score the more important this value is as a guiding principle.

## Core 'Value' assets of Link Up workers

The majority of Link Up worker responses listed Power as their lowest value. Of note was the position of Universalism and Benevolence. One of these values was rated of most importance by 12 of the 15 workers.

The responses showed the majority of Link Up workers have concern and improvement for the welfare of others (self-transcendence) as their second highest shared motivational group. Ultimately the majority of Link Up workers are guided by values which share an interest and focus on 'self-expansion and growth'.

## Common 'Value' asset of Link Up workers

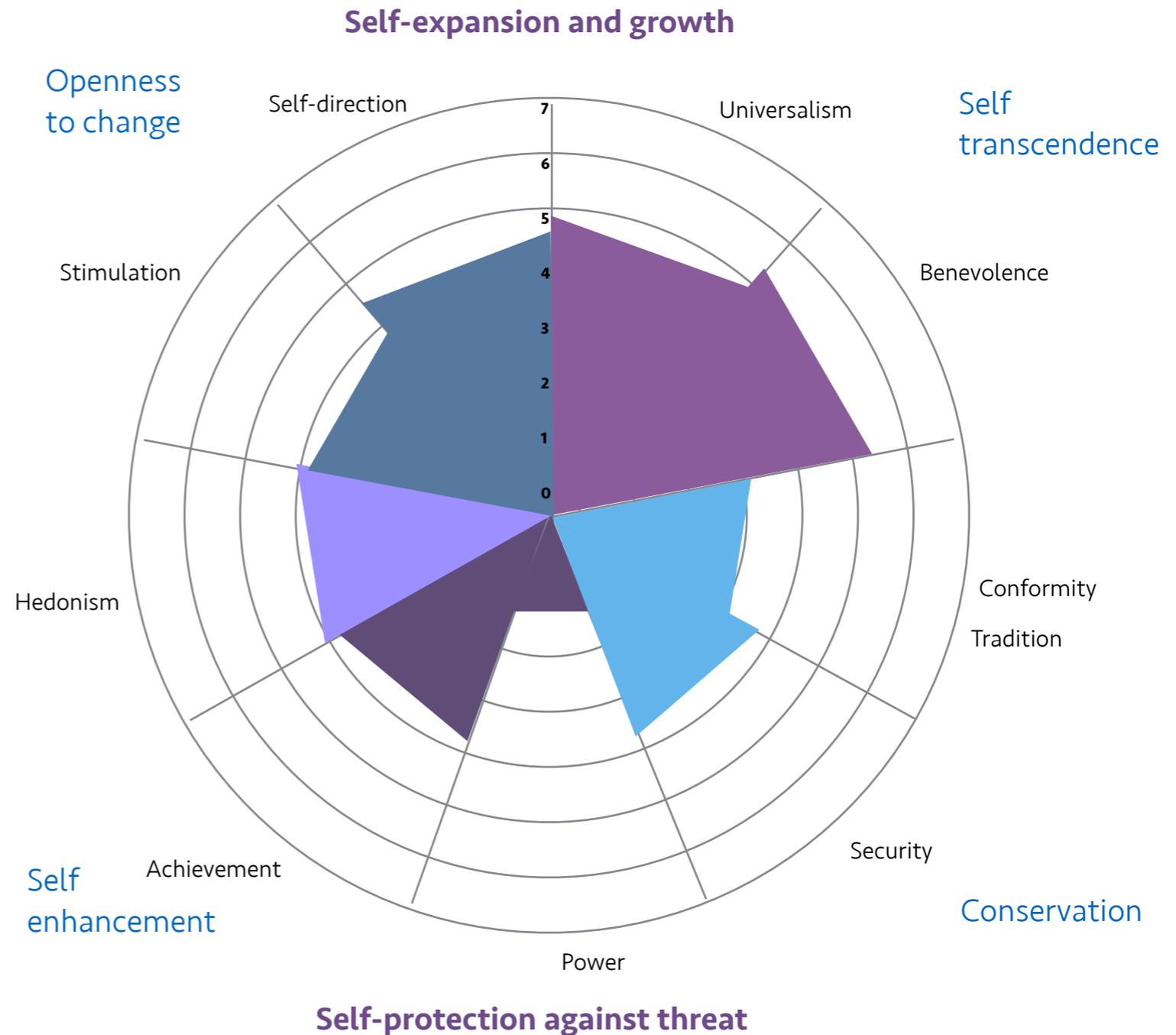
On average a Link Up worker would, in order of priority, be guided by the values which:

- Promote and improve services to others, making changes with ones own judgement.
- Experience pleasurable and exciting activities.
- Improve personally and keep the wider group in harmony.
- Conserve the group norms.
- Dominate others or control resources.

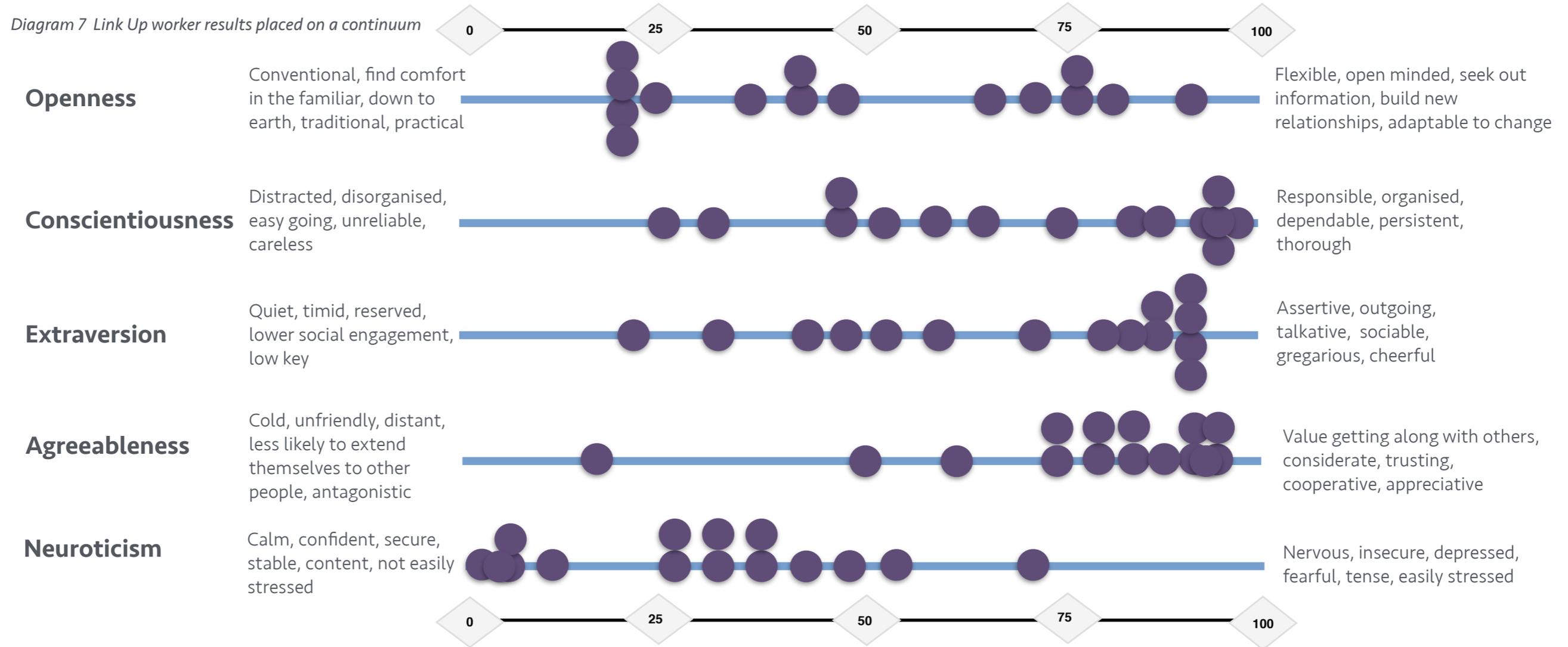
Table 11 Link Up worker average Value results

Value Themes	Universalism	Benevolence	Conformity /Tradition	Security	Power	Achievement	Hedonism	Stimulation	Self-direction
Mean	4.8	5.1	2.9	3.7	1.2	3.8	4	3.9	4.7

Diagram 6 Link Up worker average Value results



# Appendix 4 - Personality - Five factor model



## Definition and measurement

Personality consists of traits which reflect people's characteristic patterns of thoughts, feelings and behaviours. The Five Factor Model describes five broad traits: Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism. These are described on a continuum, individuals range from low to high on each dimension.

## Core 'Personality' assets of Link Up workers

The majority of Link Up workers are considerate and relaxed, shown by the consistent high and low corresponding responses to Agreeableness and Neuroticism.

## Common 'Personality' assets of Link Up workers

On average a Link Up worker personality is conscientious, agreeable, extravert, relaxed, with a level of openness (middle) typical of a practical down to earth approach.

Table 12 Link Up worker results by personality dimension

Dimension	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	Mean
<b>Openness</b>	80	20	20	20	90	76	65	35	47	41	20	24	41	76	70	<b>48</b>
<b>Conscientiousness</b>	58	97	83	74	30	25	52	92	64	94	46	86	94	94	46	<b>69</b>
<b>Extraversion</b>	86	86	31	59	42	22	74	89	53	79	89	89	89	83	48	<b>68</b>
<b>Agreeableness</b>	90	94	83	83	79	74	17	90	74	50	79	87	93	94	63	<b>79</b>
<b>Neuroticism</b>	32	4	43	37	1	49	55	27	32	37	4	27	3	11	71	<b>29</b>

# Appendix 5 - Realised strengths

## Definition and measurement

A strength is defined as the pre-existing capacity for a particular way of behaving, thinking, or feeling that is authentic and energising to the user, and enables optimal functioning, development and performance. The realise 2 diagnostic provides four categories of strengths (Realised, Learned behaviours, Weaknesses, Unrealised) based on the level of performance, frequency of use and the energy it provides us with.

The key findings focus on Realised Strengths. These are strengths workers use on a regular basis, they perform well and find personally energising. The results are displayed by strengths family and by Link Up worker. Each worker has between 1-7 realised strengths.

## Common 'Strengths' resources of Link Up workers

The greatest volume of strengths used by the Link Up community come for the **Being** and **Relating** family.

Of note are the strengths of Legacy and Mission both of which focus on the longterm, either creating or pursuing activities which have meaning or impact.

Table 13 Link Up worker Realised Strengths results by Strengths family

Being		Relating		Motivating		Thinking		Communicating	
Strengths of <b>Being</b> are about our way of being in the world		Strengths of <b>Relating</b> are how we relate to others		Strengths of <b>Motivating</b> are about the things that drive us toward action		Strengths of <b>Thinking</b> are about what we pay attention to and how we approach situations		Strengths of <b>Communicating</b> are about how we give and receive information	
Authenticity	2	Compassion	1	Action	1	Adherence	0	Counterpoint	2
Centred	0	<b>Connector</b>	<b>6</b>	Adventure	1	Creativity	2	Explainer	1
Courage	0	Emotional Awareness	0	Bounceback	0	Detail	0	Feedback	1
Curiosity	1	<b>Empathic Connection</b>	<b>4</b>	<b>Catalyst</b>	<b>7</b>	<b>Incubator</b>	<b>4</b>	Humour	1
<b>Gratitude</b>	<b>5</b>	Enabler	1	Change Agent	2	Innovation	0	Listener	1
Humility	2	Equality	3	Competitive	0	Judgement	0	Narrator	1
<b>Legacy</b>	<b>6</b>	Esteem Builder	2	Drive	2	Optimism	2	Scribe	2
<b>Mission</b>	<b>7</b>	Personalisation	2	Efficacy	0	Order	3	Spotlight	0
Moral Compass	2	Persuasion	0	Growth	2	Planful	2		
Personal Responsibility	2	Rapport Builder	1	Improver	2	Prevention	1		
Pride	1	Relationship Deepener	1	Persistence	0	Reconfiguration	1		
Self Awareness	1			Resilience	1	Resolver	0		
Service	1			Work Ethic	0	Strategic Awareness	1		
<b>Unconditionality</b>	<b>6</b>					Time Optimiser	1		

Table 14 Realised Strength results for each Link Up worker

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Mission	Unconditionality	Unconditionality	Unconditionality	Humour	Strategic Awareness	Legacy	Order	Legacy	Catalyst	Connector	Legacy	Relationship deepener	Mission	Incubator
Moral Compass	Personal responsibility	Gratitude	Legacy	Narrator	Counterpoint	Connector	Planful	Connector	Drive	Gratitude	Authenticity	Time Optimiser	Legacy	Improver
Empathic connection	Empathic connection	Self awareness	Listener	Moral Compass	Scribe	Catalyst	Unconditionality	Catalyst	Pride	Compassion	Humility	Planful	Connector	Mission
Incubator	Enabler	Personal responsibility	Connector	Explainer	Incubator	Esteem builder	Prevention	Change agent		Empathic connection	Catalyst	Action	Gratitude	Reconfiguration
Curiosity	Connector	Incubator	Equality	Scribe	Equality	Mission	Catalyst	Esteem builder		Optimism	Mission	Catalyst	Humility	Drive
Gratitude	Equality	Mission	Optimism	Mission	Creativity	Gratitude	Growth	Adventure		Service	Rapport Builder	Order	Unconditionality	Personalisation
Authenticity	Catalyst	Personalisation	Counterpoint	Feedback	Improver	Order	Change agent	Unconditionality		Resilience	Growth	Legacy	Empathic connection	Creativity

# Appendix 6 - Personal support summary results

Diagram 8 Average Satisfaction and Relevance of personal support items

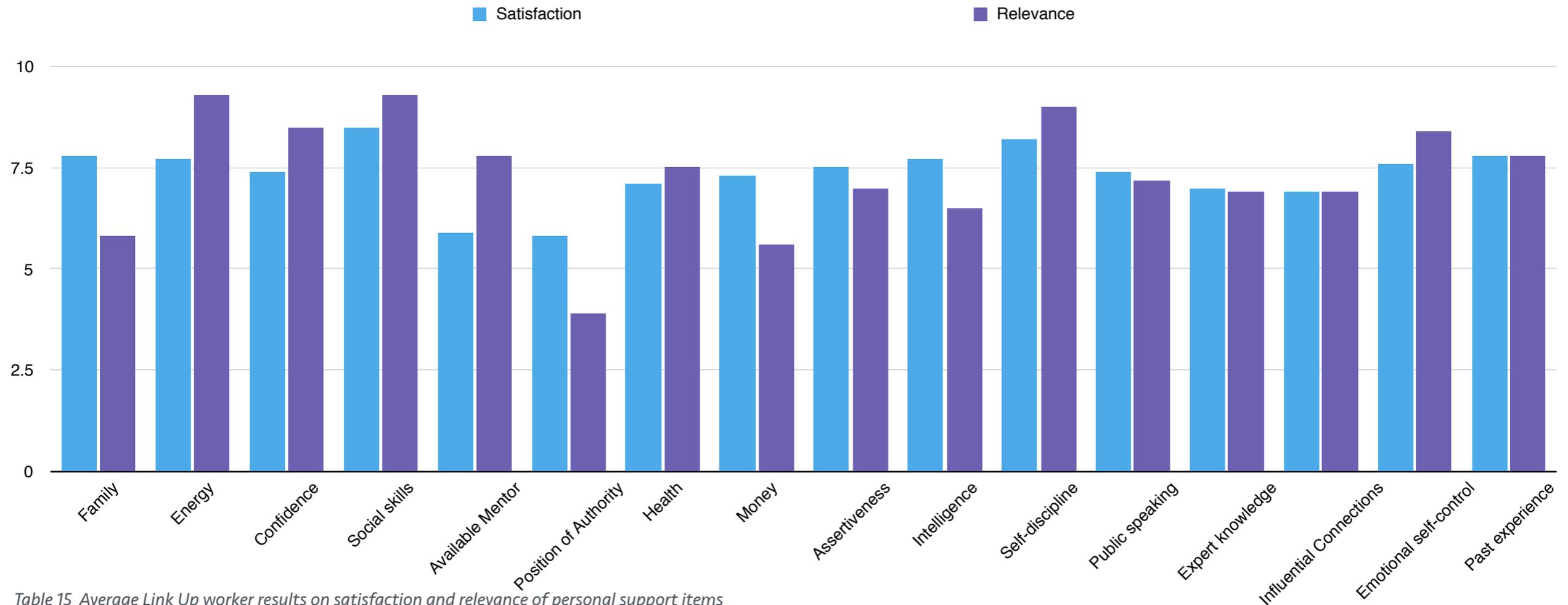


Table 15 Average Link Up worker results on satisfaction and relevance of personal support items

Support item	Family	Energy/passion	Confidence	Social skills	Available Mentor	Position of Authority	Health	Influential Connections	Money	Assertiveness	Intelligence	Self-discipline	Public speaking	Expert knowledge	Emotional self-control	Past experience
<b>Satisfaction</b>	7.8	7.7	7.4	8.5	5.9	5.8	7.1	6.9	7.3	7.5	7.7	8.2	7.4	7.0	7.6	7.8
<b>Relevance</b>	5.8	9.3	8.5	9.3	7.8	3.9	7.5	6.9	5.6	7.0	6.5	9.0	7.2	6.9	8.4	7.8

## Definition and measurement

This is a structured assessment of a wide range of potential support items which assist individuals to achieve personal plans. Each Link Up worker was asked to use a scale of 1 to 10 to report how satisfied they were with X item in their life. In addition they rated how relevant each was for the role of Link Up worker.

## No core or common asset distinction

It was determined that it was more beneficial to understand the disparity between items of satisfaction and relevance than differentiate between 'core' and 'common' resources. Of note was the ranked difference for energy/passion between satisfaction and relevance.

# Appendix 7 - Situational benefactors scale

## Definition and measurement

The situational benefactors scale could be viewed as an assessment of our external personal resources. 'Benefits' include knowledge of our preferred work style, the environment we work best in and the support we can call upon from others.

The higher the score the greater the number of 'benefits' an individual can call on to help them be effective and personally successful.

## Core Support resources of Link Up workers

The majority of workers have personal knowledge of:

- When they are at their best
- The physical environment that is most conducive to working effectively
- The time of day they tend to be most productive

## Common Support resources of Link Up workers

12 of 15 workers with a minimum of 38 just below the average result of 39.7. This demonstrates a reasonably high level of 'benefits' a Link Up worker can call upon.

Therefore on average Link Up workers have sound knowledge of themselves, can draw on support from others and are aware of the wider environment and therefore available opportunities.

Diagram 9 Detailed Link Up worker results for the Situational Benefactor scale

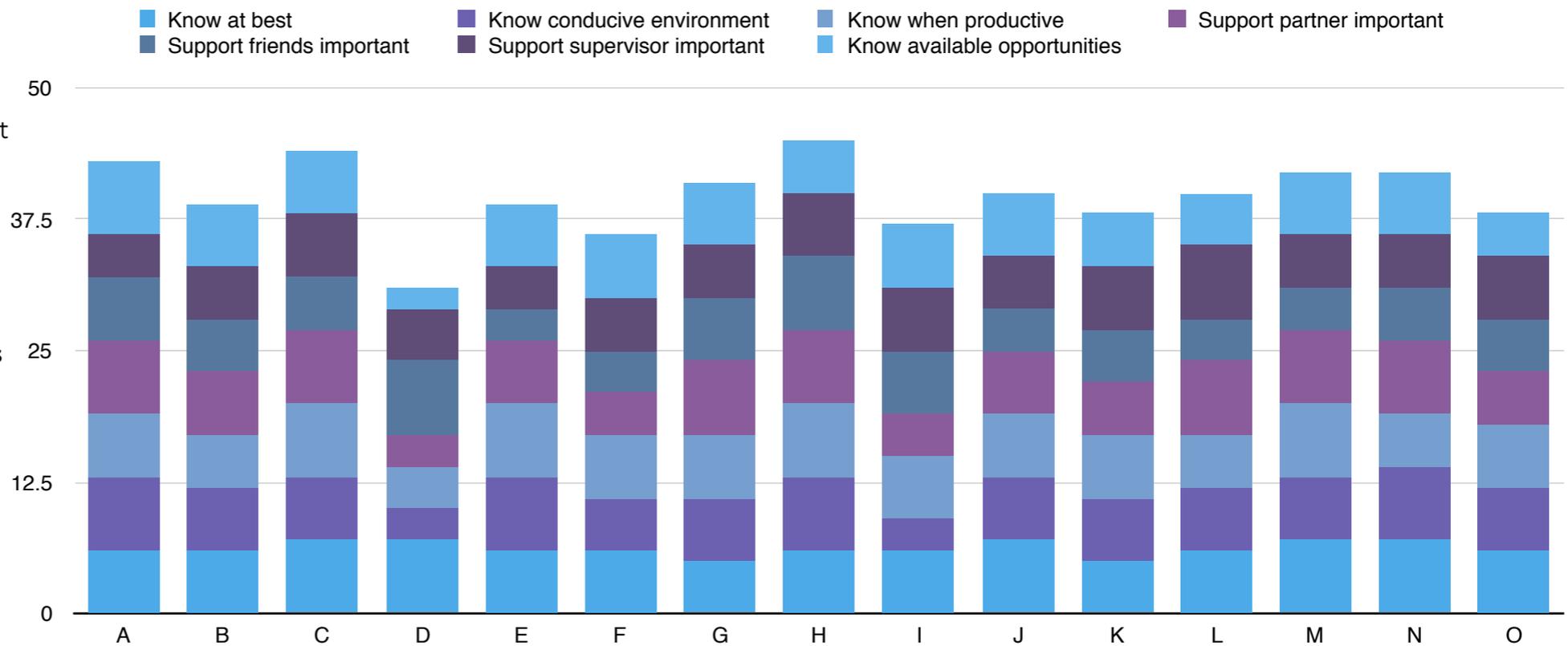


Table 16 Detailed Link Up worker results for the Situational Benefactor scale

Strongly disagree (1) to strongly agree (7)	Link Up worker	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	Mean
<b>I know when I am at my best</b>		6	6	7	7	6	6	5	6	6	7	5	6	7	7	6	6.2
<b>I know the physical environment that is most conducive to my working effectively</b>		7	6	6	3	7	5	6	7	3	6	6	6	6	7	6	5.8
<b>I know when during the day I tend to be my most productive</b>		6	5	7	4	7	6	6	7	6	6	6	5	7	5	6	5.9
<b>The support I receive from my spouse/partner is an important part of my success</b>		7	6	7	3	6	4	7	7	4	6	5	7	7	7	5	5.9
<b>The support I receive from my friends is an important part of my success</b>		6	5	5	7	3	4	6	7	6	4	5	4	4	5	5	5.1
<b>The support I receive from my supervisor is an important part of my success</b>		4	5	6	5	4	5	5	6	6	5	6	7	5	5	6	5.3
<b>I can easily name opportunities available to me at this time</b>		7	6	6	2	6	6	6	5	6	6	5	5	6	6	4	5.5
Range 7 - 49	<b>Scale of Situational Benefactors</b>	43	39	44	31	39	36	41	45	37	40	38	40	42	42	38	<b>39.7</b>

# Appendix 8 - Future orientation: Hope summary results

## Definition and measurement

Our ability to shape our future, involves achieving our goals. To do that successfully concerns two aspects, our 'will' power and our 'way' power. Where way refers to the alternative ways we can achieve our goals.

We measure the level of Hope through these two types of thinking, formally known as:

- **Agency thinking**- individuals who believe themselves to be capable and in control - at least partially - of future outcomes. (Will power).
- **Pathway thinking** - individuals who can think of alternative solutions if they are blocked or experience a set back. (Way power).

## Results

The Agency Sub scale is added to the Pathway Sub scale to provide the Hope Scale for each Individual. The higher the overall score the more hopeful an individual is about the future.

A score of:

- 64 would indicate definitely true.
- 56 would indicate mostly true.
- 48 would indicate somewhat true.
- 40 would indicate slightly true.

## Core 'Hope' resources of Link Up workers

The highest consistent score for Link Up workers indicates that many know they meet the goals that they set for themselves (**agency**) and that there are lots of ways around any problem (**pathway**).

Diagram 10 Displays Link Up Worker Hope score based on Agency + Pathway results

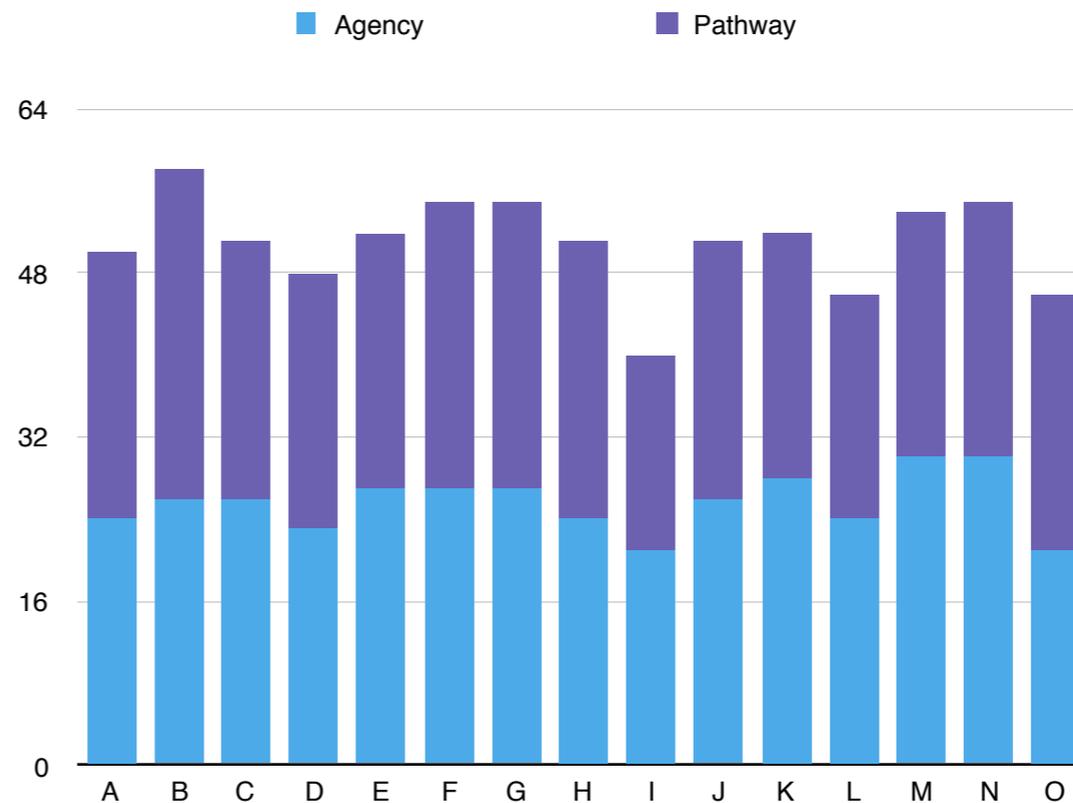


Table 17 Link Up Worker Hope score based on Agency + Pathway results

Link Up worker	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	Mean
<b>Agency thinking</b>	24	26	26	23	27	27	27	24	21	26	28	24	30	30	21	25.6
<b>Pathway thinking</b>	26	32	25	25	25	28	28	27	19	25	24	22	24	25	25	25.3
<i>Range 8-64</i>	<b>Hope scale</b>															<b>50.9</b>

## Common 'Hope' resources of Link Up workers

With an average score of 50.9 Link Up workers are overall hopeful for the future. They have on average equal belief (somewhat true) they are capable and in control of future outcomes (agency) and able to think of alternative solutions if blocked (pathway).

# Appendix 9 - Future orientation: Curiosity summary results

## Definition and measurement

Curiosity captures people's propensity to stretch their capabilities. When people feel curious, they devote more attention to an activity, process information more deeply, remember information better, and are more likely to persist on tasks until goals are met.

Curiosity is measured in two ways:

- Stretching - The motivation to seek out knowledge and new experiences.
- Embracing - A willingness to embrace the novel, uncertain, and unpredictable nature of everyday life.

## Results

The higher the score the more likely a person is to 'Stretch' themselves or 'Embrace' uncertainty.

A score of:

- 25 would indicate extremely likely.
- 20 would indicate quite likely.
- 15 would indicate moderately.
- 10 would indicate a little.

## Core 'Curiosity' resources of Link Up workers

Link Up workers express curiosity and exploration by **stretching** themselves. The majority of Link Up workers rated themselves as either quite likely or extremely likely to:

- Actively seek information in new situations.
- Be at their best when they do something that is complex and challenging.
- View challenging situations as an opportunity to grow and learn.
- Frequently seek out opportunities to challenge themselves and grow as a person.

Diagram 11 Curiosity displayed as components Stretching and Embracing

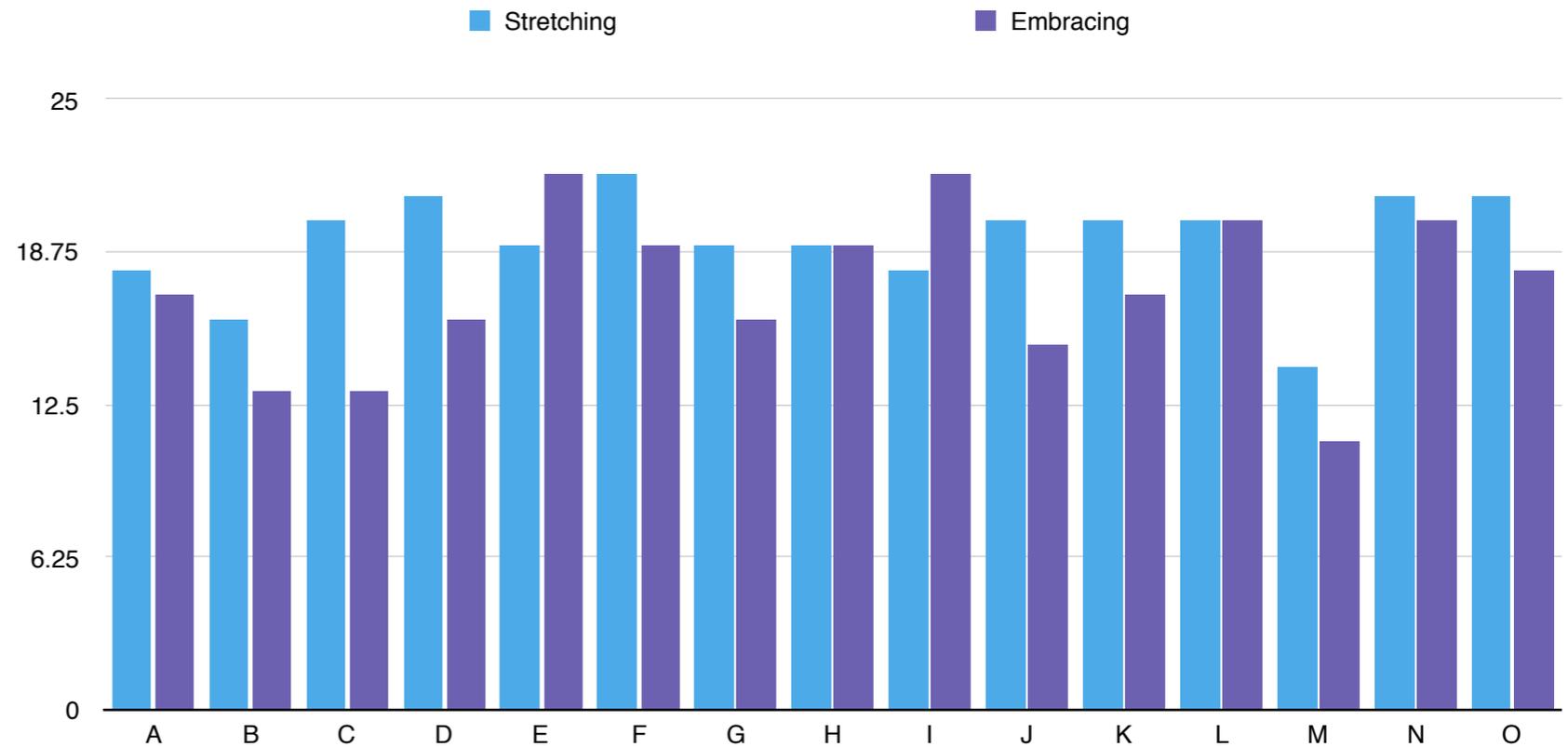


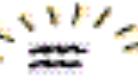
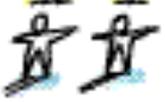
Table 18 Link Up worker results for Stretching and Embracing

Range 5-25	Link Up worker	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	Mean
Tendency to seek out novel experiences	<b>Stretching</b>	18	16	20	21	19	22	19	19	18	20	20	20	14	21	21	<b>19.2</b>
Ability to face novel and uncertain events	<b>Embracing</b>	17	13	13	16	22	19	16	19	22	15	17	20	11	20	18	<b>17.2</b>

## Common 'Curiosity' resource of Link Up workers

An average Link Up worker is quite likely to seek out novel experiences (stretching) with moderate willingness to face novel and uncertain events (embracing).

# Appendix 10 - Life experience, qualitative comments

-  **Goals**
-  **Roles**
-  **Events**
-  **People**
-  **Education**
-  **Learnings**
-  **Timeline**

**Factors.** Responsibility at a young age, high expectations. Unconventional experiences and people, typically our paths would not have crossed. Wanted life to be different for myself (& family). Life shifted, new caring conversations, new role models, exposed to new values. Met like minded people. Others believed in my potential. Self-determination to stay and influence my future. Fortunate to experience first hand life as a member of the community. Authority complicit in decline of area/community. Raised questions - why are initiatives not in place here. You can change your environment. Give up free time to help others. Give back to the local community. Education is important in the 'worldly sense' not confined to qualifications. Other ways to learn in life. Reflect, acknowledge and use feedback to do things differently. Curiosity takes you outside the normal and expected. Opportunity to do, see, search, experience different things and make up your own mind.

**Ideal/Factors.** Active family life. Provided strong foundation, freedom to explore. Constant support from parents who showed possibility by breaking the 'normal' cycle. Do what you want to do. Be your own person, have your own thoughts, you can do it. Make your own decisions. Aware of financial reality and mortality.



**Satisfied/Value.** My skills and knowledge, understanding of people. Creativity, expression through art, food, things that nourish the soul and connect people. Learning process, personal awareness, knowing self. Ability to grow and develop all the time. Draw on wisdom of the past, see patterns emerge. Learning with a diverse group of people. Life, its a gift, a learning curve, always open, no set definition.

**Satisfied/Value.** Life is precious, fortunate close family are here. Having a wonderful friend to share life with. Sense of belonging. Relationships, they provide support, connection, meaning, recognition. Friends know and understand you, you gain something different from each relationship. Bringing up family, watching them develop.

**Factors/Lessons.** Confidence, self belief. What happens to you is your responsibility. Be organised, work to a daily routine, otherwise chaos. Strive to be the best. Work hard you reap the benefits. Set goals it works. Work for and create opportunities, they are not given. Can aspire to be more than I am. I can make a difference, decision is which route to choose. Choose not to live in the shadow of negativity. Compassion towards self. Accept who I am. Trust my instinct. Seek opportunities that are aligned to personal values.



**Value.** Relationships versus physical stuff. Self. Independence, freedom of choice. Opportunity to make own decisions. Trust people put in me from the beginning. Turning failure into success. Opportunity/life excited by what could be, still lots of possibilities. Starting something and making it successful.

**Ideal/factors.** Always an open door. Treat people the way you want to be treated. Put yourself in others shoes, note the positives/path forward. There is a way to make a difference through personal connection. Soak up the richness of life, community full of the brightest people you could meet. To be human is to relate on many levels, then we have a community. Community is in your blood, in my heart. Weave and connect with people to enable trust. People are individuals, you do not know who is in front of you and how they will develop through words and care, endless possibilities. Build friendships with people, walk alongside them, as they realise and release their potential, transforming themselves.



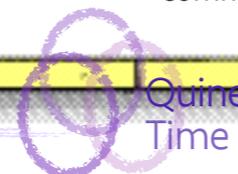
**Satisfied/Value.** What I am doing is meaningful. Intergenerational work. Keeping community development alive and thriving. Bringing the best out of people, fostering potential. Seeing diverse future leaders develop. Freedom to tease out ideas, work across community and build partnership. Opportunity to be involved with community members in something that is lasting. Community becomes empowered, growing in confidence and skills. Enjoy not knowing what will be generated next by the community.

**Factors/Lessons**

Grateful for life I have. Life experience is shaping, how we treat one another is at the heart of it. At the essence is love and kindness for our fellow man. Core of our being is to be in a relationship. Respond to people, person to person, relate as a human being.

**Value.**

People for who they are - unique - everyone has something to give. Equality, being fair, non judgemental. Purpose, not just here to look after ourself, purpose is to help others - child, partner, colleagues, community - reach their potential





Quine  
Time