

# Navigating Your Way To Greater **TEAM SUCCESS**



The 9 Secrets Great Leaders Know About  
Guiding People to High-Performance



# Hi,



Over the last **17 years of coaching and training grown up businesses** to scale to new heights I can tell you one thing with absolute certainty.

In today's economy your competitive advantage is less and less about your product or service, its features and benefits, and more about the quality of the teams you recruit, retain and develop to bring your vision and products to the market.

The myth of the self made man or woman has caught out many who thought they could do it on their own. You can't!

To win at the game of business, as in sport **it's the best team** with the right talent, energy, abilities and motivation that wins.

We set up **Team Dynamic Global** to help business harness the 5 step formula I unlocked that's guaranteed to build you a winning team.

This ebook is designed to introduce you to the really opportunity you have in front of you right now hidden inside your current people.

I'll even show you how to maximise your peoples contribution and returns by sharing with you the amazing tool we use, **The Contribution Compass**.

If you have ever felt frustrated that people were just too hard or confusing to work with, this book holds the answers you've been looking for. Enjoy!







**Paul Avins**



CEO of Team Dynamics

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# The True Cost of Getting it Wrong



Have you ever found yourself thinking “I wish I could get my team to take more ownership?” or perhaps wondering why you can’t find people who are as committed as you? Does it feel like some of your people always seem to want to block the new ideas or innovations you have which frustrates you? Or even worse, the growth of your business is stalled because you still have to do everything yourself as you don’t have the right people around you?!

What if you then discovered that **your current team was operating at less than 50% of their full potential?** Pause and think about that for a moment... it’s a modern-day epidemic of poor productivity and lost profits that is costing companies millions. Why? Let me explain... **for most businesses the single biggest expense line is their people which means potentially half of your monthly salary bill is being wasted!** We know how hard you have to work every month to make that money and not getting the maximum return on it is such a waste! Especially when it can be so simple to fix and for a lot less than you’ll pay to replace just one team member.



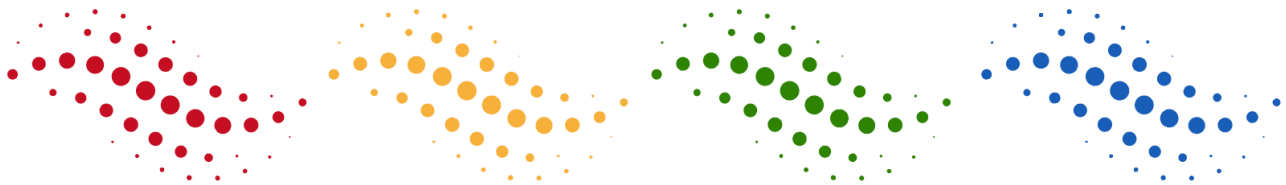
The good news is that **you can achieve 10x more Sales, Growth and Profits than you have. Simply learn how to Recruit and Build High Performing Teams** and the even better news is that it’s a skillset that can be learned. This ebook is the start of your journey to more fulfilment, flow and financial success in your company and your life.



- ✓ Productivity goes up by as much as 300%
- ✓ Profits increase by 17% when a team is engaged
- ✓ Staff Sickness goes down by 30%
- ✓ Team retention goes up 87%
- ✓ Business growth goes up 19%

\* Data based on research from KPMG

# Why Understanding Natural Energies is Key



Understanding your natural energy is the first step in finding your personal flow as it shapes the way that you naturally think, communicate and operate. The state of flow, or the “Zone” as it is sometimes referred to in sports, is where there is little, or no resistance and our lives unfold in a way that moves us forward without friction and struggle.

Your flow comes from following your natural path or energy. This is most often observed in critical moments, when you respond from this dominant energy or frequency. A critical or defining moment is frequently a point of intense pressure or turning point, in which the decisions you make or the actions you take dramatically impact your journey and your results either positively or negatively.

This report is designed to help you develop a deep understanding of your own natural energy so you can start asking the right questions at the right time and find the “flow zone” more easily. This space is found between anxiety and boredom (as shown) and is a state where you feel fully immersed in the activity at hand.

Some people are naturally innovative and intuitively drive concepts, projects and activity forward, despite all odds. Other people wait for the right time to make a decision or take action based on their sense of the market, their team or their clients. Some people will always be focused on who is affected by a decision and who they can connect with, whereas others will naturally think of the process or the system first and how that should operate.

The concept of natural energy and flow does not suggest that any of these approaches are right or wrong. It simply acknowledges that they exist, and therefore different people will naturally be more effective at different roles within a business. The ace in the finance department would struggle if moved into a sales role, while a successful salesperson will often be the wrong person to lead a long detailed delivery project.

## **Why is it Important for you and for the team you either operate inside of or lead?**

Successful companies are great at identifying, recruiting and retaining talent that adds the right kind of value to their customers and company, and then leveraging that contribution for maximum returns. It requires that you have a deep understanding of your natural energy and that you actively seek to utilise that natural energy to create, build and deliver value – for yourself and others inside the organisation. When there is a balance of natural energy around a boardroom table, in a management team or across the operational and front-line teams, the stronger team dynamics creates greater personal flow, customer flow and profit flow as a result.

On a personal level, maturing your understanding and application of your natural energy is critical for your development and to maximise the opportunities available to you both personally and professionally. This understanding will also add huge value to your family and home environment as it does to the team or business that you are part of.

# Harnessing the Four Energies in Your Team



**Activating energy (North)** creates a vivid vision combined with ideas and innovations that pull the team and company forward.

**Inspiring energy (East)** ignites the spark in others, rallying the team to support the shared vision while striving to excel.

**Sustaining energy (South)** brings others' ideas to life through the implementation of those ideas and the nurturing of their growth.

**Refining energy (West)** brings a sharp eye for data driven improvements, simplified systems and profitable processes.



While we all have the ability to develop a broad range of skills and learnt behaviours, in a critical moment we tend to respond in a particular way. In the Contribution Compass there are four natural energies that combine in varying degrees for every person, thereby providing a unique profile that highlights how that person is likely to respond in a critical moment.

For example, if the executive directors are what we call 'Activating' profiles, being innovators and ground-breakers, in a critical moment they will create new ideas and solutions, sometimes creating new problems to which they then have to find solutions. Adding more of the same will result in a multitude of new projects being started and not finished.

Bringing in grounded 'Sustaining' profiles will balance out this high-action dynamic and attune the business to more appropriate cycles and timing, ultimately enabling it to build a much stronger, long-term, sustainable enterprise. An 'Inspiring' profile will inherently understand the needs of the team and

external stakeholders and actively engage with them, which balances a 'Refining' profile that is analytical and data-driven.

Over and above the natural energies of team members and the balanced perspective they bring, it is also important to take into account the stage of growth that the business is in. For example, consider what would happen if you appointed 'Refining' profiles to a board or team where there was a significant underlying requirement to drive sales – an activity that necessitates 'Inspiring' and 'Activating' profiles. Even if the appointees were highly capable, the kinds of questions and focus being driven through the board or team would be very different from what the business would actually require. This would delay the board or team in delivering the much-needed value that could have been provided faster had the right profiles been in place. Getting the balance of profiles right along with the most appropriate business stage match is a critical part of successful appointments at any level.

# Find Your Leadership Flow and See Your Team Grow



A successful business succeeds with emotionally intelligent leaders who understand how to balance their teams energies with their own. They engage consciously with different energies to maximise the contributions from each profile within the team, even from those who are directly opposite to their own natural energy.

As leaders, strong **Activating Profiles** (Calibrator, Catalyst, Champion) drive a team with a high-energy and action orientation style focused on getting results and hitting targets.

- Their leadership style is visionary, unconventional, driven, demanding and commanding yet inclusive with people who see their vision, buy into it and want to help make it a reality.
- They can drive a team too hard and too fast which can overwhelm high Sustaining energy profiles who find their style exhausting and too fast paced, leaving them insufficient time to complete tasks or projects to their exacting standards
- They are visionary and their ability to see a bigger and better opportunity in the market will often be ahead of the curve, leading to frustration with current unfinished projects or tasks.
- They can have a tendency to be quick to hire and quick to fire people who they perceive to be no longer delivering results or getting up to speed fast enough based on their high expectations.
- It's key for a high Activating leader to make sure they see and value the contribution and balance that Sustaining and Refining profiles can bring to the team and the business performance over all and into the future.



As leaders, strong **Inspiring profiles** (Champion, Coach, Connector) get results by building relationships and motivating their teams through passion, commitment and loyalty.

- Inspiring energy leaders are often loved by their team as they play the roles of motivator, coach and cheerleader. They are often followed from company to company by their loyal supporters and fans.
- The Inspiring leader who really understands their own energy is able to give team members direct feedback and still hold that person's loyalty and respect. They understand who on the team has the right profile, skills and experience to deliver the required contribution to maximise returns.
- They inspire others to work together for the greater good while having fun along the way, coaching them to evolve and grow as individuals and as a group.
- They build close relationships with the people they work with, but can have a problem saying "no" and getting focused. For this reason, it's good for Inspiring leaders to have some Refining energy team members to focus on the data, details and Sustaining energy to keep them on track with the plan and targets.



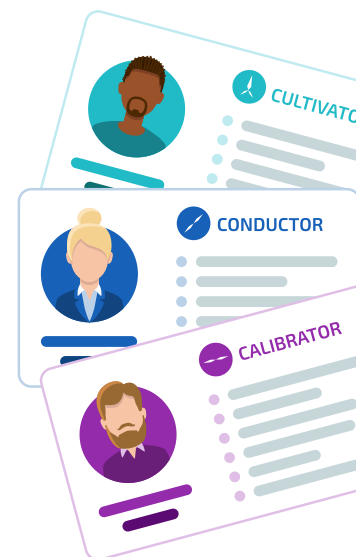
As leaders, strong **Sustaining profiles** (Connector, Custodian, Cultivator) drive a team through both nurturing and completing projects and tasks while building sustainable relationships that grow trust.

- When leading, this energy can feel conflicted by having to balance the people and practical perspectives of a project to deliver a profit for the company.
- They inspire others to plan accurately and to be diligent, and they instil confidence in their team through their calm nature, practical approach and empathetic people skills.
- They will seldom entertain drama or rash action, preferring to approach any challenge by solving it one step at a time. This works well as their energy is the most grounded of the natural energies and they frequently sense a problem or opportunity long before other leadership styles pick up on it.
- They have the ability to focus on the ‘where and when’, ensuring the right interactions are happening at the right time. They can risk being overly cautious and resistant to change or innovation.
- It’s important for them to have profiles with plenty of Activating energy around to spot new opportunities or ideas they could miss out on. They may also sometimes over-rely on what they ‘feel’ is going on and not look for supporting and solid research or data-driven analysis from which to make better decisions.



As leaders, strong **Refining Profiles** (Cultivator, Conductor, Calibrator) often drive a team in a factual, logic-based way measuring and monitoring performance at every step.

- Their leadership style is viewed as detailed and decisive, sometimes very challenging, along with being commanding and deliberate. They do everything with a very clear intention and attention to detail.
- This brings the team certainty, focus and a clear view of how they are performing and how they need to improve to get the returns Refiners are always looking for.
- They can become micro-managers with too much focus on just the data and not enough human connection and collaboration as these leaders like to work alone, away from the noise and distractions.
- They get jobs done and bring an industrious energy to their team through their focus on answering ‘how’ problems should be solved or obstacles tackled.
- In their quest for operational excellence and ‘zero defects’ they may appear cold, cynical and insensitive and are not the best at boosting morale as they can see the engagement and appreciation ‘stuff’ as a waste of time.
- This is why it’s key they have profiles that have the Inspiring energy around to make that contribution to the team, while harnessing activating energy ensures they don’t lose sight of the big picture and vision.



*“Wow! This makes so much sense. It amazes me at how close this profile really is to who I am.”*

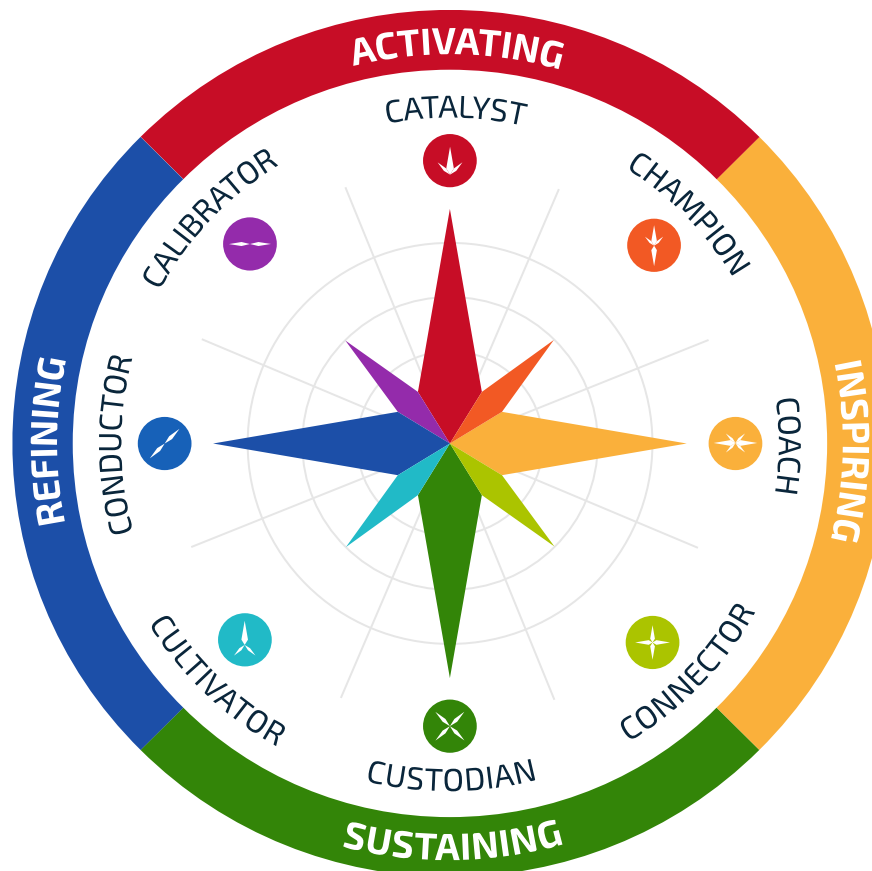
ROANNE DOYLE, FINANCIAL CONSULTANT



# Introducing the 8 Contribution Compass Profiles



**Completed entirely online**, each Contribution Compass report takes around 15 minutes to complete. By answering a series of 24 questions, an advanced algorithm identifies **one of 8 profile types based on a person's natural energy**. The report produced explains in detail the characteristics and highest area of contribution that person makes. It also provides an overview of a person's secondary profiles, so they can see how they can contribute more widely to a team and a business.



*"Using this Profiling Tool has been a Game Changer  
for our business"*



GRAHAM BROWN, FORCES RECRUITMENT





## CATALYST

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### Accelerating Change

A **Catalyst** is a person who naturally brings change through accelerating a reaction or interaction, getting raw substance to interact in a vibrant and new way. Catalysts are dynamic, stimulating, driven and inciting. Their dynamic energy means they are often found starting new businesses, leading a new project or taking an existing project into its next big step. They easily plug into the world of ideas and into a vision of the future. Naturally innovative, they bring new ideas and creative approaches into any team.



## CHAMPION

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### Blazing a Trail

A **Champion** is a person who, like a thunderbolt or a strike of lightning, shakes up the status quo and stirs up people to pay attention to the message they herald. Using their personal credibility, Champions shine light on the cause they rally for and incite others to join them. They are vibrant and exciting, and the call they make to pay attention is hard to resist. They excel at taking a proven idea and broadcasting its value to a wide audience, garnering support and enthusiasm.



## COACH

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### Igniting Greatness

A **Coach** is a person who ignites the fire and passion of others to work together as a team focused on bringing a central idea to life. Coaches bring warmth, energy and inspiration, which lights up the path for others so that they may strive for personal excellence and team success. They excel at understanding people deeply and being tuned to their emotions and what their team really need in order to overcome challenges.



## CONNECTOR

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### Building Bridges

A **Connector** is a person who brings people, ideas and resources together, and like a lake into which all rivers flow, they have a special gift that can unite the right people at the right time and place. This ability to connect is driven from a combined understanding of what people really need and the resources and opportunities available that may best serve those needs. They excel in communication and being able to talk through ideas, challenges and solutions to create a collective way forward.



## CUSTODIAN

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### Honouring the Promise

A **Custodian** is a person who has the ability to nurture and support the ideas of others and bring them to life, while guarding and protecting the assets and resources under their care. Their gentle and supportive energy is grounded in their understanding of reality, resources, timing and practical considerations. They excel in their ability to get tasks done, maintain routines and honour commitments and deadlines, while ensuring that the right activity delivers tangible results.



## CULTIVATOR

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### Nurturing Growth

A **Cultivator** is a person who guides and shapes the growth of a team, project or enterprise through a subtle influence that seeks to adjust, refine and develop. Just as a plant grows and strengthens through a flexible response to its environment, so too does a Cultivator make incremental adjustments in their environment to achieve long-term, sustainable growth. They excel in their ability to manage complex projects and deliverables, while making sure that resources are carefully managed and risk is mitigated in a timely manner.



## CONDUCTOR

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### Optimising the Performance

A **Conductor** is a person who, just like the conductor of an orchestra, uses their focused and efficient energy to direct the singular instruments of the orchestra into a unified and optimised collective. With the wave of a baton, the conductor keeps the whole orchestra in rhythm and in tune. So too does a Conductor excel at making sure a process or function runs optimally and efficiently. With a natural affinity for analysis and data, a Conductor is able to find meaningful insights through information and the analysis thereof.



## CALIBRATOR

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### Fine-tuning the Instruments

A **Calibrator** is a person who ensures that the instruments used to create value are continuously refined and adjusted where necessary. These instruments could include the business model, the systems or technologies, the methodologies utilised or any kind of tool required or applied in the delivery of the promise. This kind of energy is relentless in its pursuit of continuous improvement and incremental refinement. Calibrators excel when they can tinker with how the system works and experiment with new approaches to old problems.

## Quick Guide to Boosting People's Performance

Profile	Energy	✓ Do's	✗ Don'ts
 <p><b>CATALYST</b></p>	<b>ACTIVATING</b>	<ul style="list-style-type: none"> <li>✓ Allow space for lots of ideas and creativity</li> <li>✓ Involve in the big picture and planning</li> <li>✓ Speak quickly and succinctly to them</li> <li>✓ Let them lead change</li> <li>✓ Let them inspire others with their new ideas</li> </ul>	<ul style="list-style-type: none"> <li>✗ Shut down ideas by asking "How" too early</li> <li>✗ Give detailed, mundane and repetitive tasks</li> <li>✗ Give too much time – short deadlines best</li> <li>✗ Keep them in the office</li> <li>✗ Forget they are usually ahead of the market</li> </ul>
 <p><b>CHAMPION</b></p>	<b>ACTIVATING INSPIRING</b>	<ul style="list-style-type: none"> <li>✓ Keep them involved in promotional activities</li> <li>✓ Praise a lot in person</li> <li>✓ Inspire with a big vision</li> <li>✓ Provide opportunities to think on their feet</li> <li>✓ Ask them to monitor the market for opportunities</li> </ul>	<ul style="list-style-type: none"> <li>✗ Just leave them to it, short deadlines are best</li> <li>✗ Forget to smile at them</li> <li>✗ Keep them in the dark</li> <li>✗ Expect them to follow detailed plans</li> <li>✗ Forget they thrive in group situations</li> </ul>
 <p><b>COACH</b></p>	<b>INSPIRING</b>	<ul style="list-style-type: none"> <li>✓ Be present, give them your time and attention</li> <li>✓ Build connection and trust by telling stories</li> <li>✓ Value their values</li> <li>✓ Invest time to listen deeply to their concerns</li> <li>✓ Use to promote team harmony and fun</li> </ul>	<ul style="list-style-type: none"> <li>✗ Ignore need for face to face communication</li> <li>✗ Assume their silence is also their agreement</li> <li>✗ Isolate them from other people or team</li> <li>✗ Underuse their relationship skills</li> <li>✗ Lose their trust in you</li> </ul>
 <p><b>CONNECTOR</b></p>	<b>INSPIRING SUSTAINING</b>	<ul style="list-style-type: none"> <li>✓ Ask them "who" when problem solving</li> <li>✓ Use in negotiations or long sales cycles</li> <li>✓ Let them spend time on the phone with others</li> <li>✓ Allow them to resolve their own issues</li> <li>✓ Use their large network</li> </ul>	<ul style="list-style-type: none"> <li>✗ Forget 121 meetings and socialising time</li> <li>✗ Put them in the spot light in front of others</li> <li>✗ Give vague tasks without details or steps</li> <li>✗ Let issues go unresolved</li> <li>✗ Underestimate their ability to reach anybody</li> </ul>

## Quick Guide to Boosting People's Performance

Profile	Energy	✓ Do's	✗ Don'ts
 <b>CUSTODIAN</b>	<b>SUSTAINING</b>	<ul style="list-style-type: none"> <li>✓ Delegate negotiation to them with structure</li> <li>✓ Be clear about tasks and when you want them ticked off by</li> <li>✓ Let them organize things in their own way</li> <li>✓ Be logical, methodical and fair to all parties</li> </ul>	<ul style="list-style-type: none"> <li>✗ Give them (unpleasant) surprises or changes</li> <li>✗ Ask for things impulsively without detail or planning time</li> <li>✗ Expect action if you are unclear or vague</li> <li>✗ Be inconsistent or unfair</li> <li>✗ Ignore agreed processes or deadlines</li> </ul>
 <b>CULTIVATOR</b>	<b>SUSTAINING REFINING</b>	<ul style="list-style-type: none"> <li>✓ Encourage research and analytical tasks</li> <li>✓ Have them proof read marketing copy</li> <li>✓ Be considered &amp; formal</li> <li>✓ Keep to agreed deadlines and plans</li> <li>✓ Give them time to get up to speed in new roles</li> </ul>	<ul style="list-style-type: none"> <li>✗ Surprise them with last minute tasks or jobs</li> <li>✗ Openly criticise them for being "slow" or negative</li> <li>✗ Be too impulsive or unstructured with tasks</li> <li>✗ Expect a quick answer</li> <li>✗ Expect lots of chat</li> </ul>
 <b>CONDUCTOR</b>	<b>REFINING</b>	<ul style="list-style-type: none"> <li>✓ Use their analytical and detailed skills</li> <li>✓ Give them projects and processes to simplify</li> <li>✓ Let them Manage costs</li> <li>✓ Give clear deadlines</li> <li>✓ Remember they hate to waste time or money</li> </ul>	<ul style="list-style-type: none"> <li>✗ Ignore their objections</li> <li>✗ Forget they are often correct as act on fact</li> <li>✗ Expect high levels of rapport or chit chat</li> <li>✗ Under-estimate their need for details and data</li> <li>✗ Move on too quickly</li> </ul>
 <b>CALIBRATOR</b>	<b>REFINING ACTIVATING</b>	<ul style="list-style-type: none"> <li>✓ Let them "fix" and solve problems or processes</li> <li>✓ Make time for detailed proposals</li> <li>✓ Have them Mentor other team members</li> <li>✓ Remember they will always see ways to improve products</li> <li>✓ Get them to share with team before it's perfect</li> </ul>	<ul style="list-style-type: none"> <li>✗ Give them freedom to change things unchecked</li> <li>✗ Forget to give them clear deadlines and details</li> <li>✗ Just leave them to it without checking in</li> <li>✗ Miss opportunities to praise their intellect</li> <li>✗ Let them overcomplicate things</li> </ul>

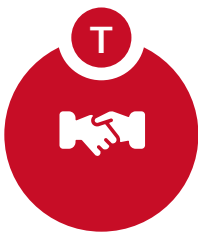
## The Four Steps to TEAM Performance



Every business is made up of people. People are the heart and soul that create the energy, activity and flow that is the lifeblood of any organisation. The magic that is achieved when you have a truly passionate, proactive and productive team is unmistakable. In applying this principle, you must ensure that your team is flowing and growing, and that people are in positions that harness their individual natural energy. No matter how hard you try to follow recruitment processes to identify the ideal

candidate for a position, to review and confirm their experiences and to consider their cultural fit in your organisation, if an individual is put into a role that does not leverage their own individual natural energy, they will not be a star player on your team.

The approach to creating an effective team can be broken down into 4 areas that make up our TEAM system.



### TRUST

Step one in building a high performing team is for everybody on that team to trust each other. This starts with understanding how each person contributes value to the team, the customers and the business overall. Of course, this profile makes that far easier and with individual or group debriefs people can quickly understand the value they each add and how to trust each other more when leveraging their natural energy in a role.



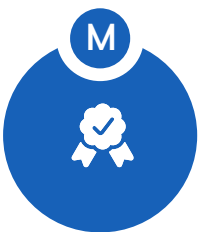
### ENGAGEMENT

Research from the accountants KPMG shows that companies that have an engaged team increase profits by 17% while reducing sick days by almost 30%! It's hard to understand how to put people in a position or role that will engage them without a map or a guide to help. That's what this profile does, measuring 96 points of data to give you detailed results you can quickly map a person's engagement energy and their job to significantly reduce the risk of making a bad or costly wrong hire.



### ALIGNMENT

For a team to be 'high performing', everybody needs to be pulling in the same direction towards the same agreed goals and targets with progress towards these visible to all. This is why it's critical to get clear on company strategy and quarterly goal setting, so that everybody can be briefed as to their own roles and goals, ensuring the whole team is aligned to company objectives. Business flow only happens when everybody is in alignment, with the vision, values and quarterly targets that drive growth.



### MASTERY

Great teams understand that performance comes from being brilliant at the basics. Mastery is about understand what these are for your team and then making sure that these are measured on a consistent basis. A key skill to developing mastery include holding meaningful meetings built on clear communication, with the right people with the right contribution profiles attending. This enables the right people to take ownership for agreed actions and creates a positive culture of accountable for results that everybody is happy to sign up to.

# Your Most Important Questions Answered



## WHY

Should We Trust You?

?

Two words - track record! Since we started helping companies like yours to tap the talents in their teams we have profiled over 3,500 people, certified 47 Managing Directors, business owners, HR Managers and Business Coaches and taken 9 people through our Master Trainer Program. Our trainings have been delivered in countries around the world and in several languages.

## WHAT

Results Can You Expect?

?

The truth is that results differ from company to company as every team has their own blend of Talents and Skills. However, over many years we've come to see a pattern of success with teams we train, including, 30% increase in productivity in 90 days, higher trust levels, reduced mistakes, lower staff turnover, sales increases of 30/40% and increased order values.

## WHO

Will Our Training Work For?

?

If you are a business that works with people then our team training will work for you! If you sell to customers and want to contact, connect and convert more of them, then our Trusted Selling system will work for you. If you are a growing company looking to recruit and retain top talent in a competitive market our certification and coaching programmes will support you as you scale up.

## WHEN

Should You Profile People?

?

There are many different time when using a profiling tool can add value to your recruitment and retention strategy. Over the years our clients have used it at second interview stage to go deeper with the candidate. When they needed to set up a project team to deliver a product on time and on budget. Some use our tools as part of a talent development coaching session. We always profile every team before we train them as this guarantees best results.

## HOW

Will My Current Team React?

?

This is a questions we get a lot and we understand why. People are afraid of being "labeled" or "put in a box". In our experience you only get negative feedback when the VALUE of the profiling training to the team is not explained or positioned correctly before hand. This is why we have a comprehensive success set up system, including e-mail templates, explainer videos you can send out and helpful FAQ sheets you can send to the detail loving people.

# Start Unlocking Your Peoples Potential Today



Change It To



OUT OF FLOW

## If Your Team:

- ✗ Lacks trust in each other
- ✗ Struggles to communicate
- ✗ Is regularly stressed out
- ✗ Doesn't take ownership
- ✗ Is constantly off sick
- ✗ Constantly missing deadlines



IN FLOW

## If You Want:

- ✓ Positive proactive people
- ✓ Clear communication across teams
- ✓ High team retention levels
- ✓ People taking responsibility
- ✓ Happy customers and growing sales and profits

Claim Your Limited Time Special Offer at

[www.ContributionCompass.co.uk/specialoffer](http://www.ContributionCompass.co.uk/specialoffer)