

STRENGTHS · PROFILE

Manager Profile

Team Manager Profile · 11 January 2021



Your team's realised strengths

Use daily for high performance

Your team's unrealised strengths

Set engaging objectives

Your team's learned behaviours

A great resource when needed

Your team's weaknesses

Use strengths to compensate

Your Team

The people listed below are included in this profile.

Manager 01

Manager 02

Manager 03

Manager 04

Welcome to your Team Manager Profile

When you allow your team to play to their strengths, everyone wins. Your team gets to be more engaged and to do what they love to do. You get to see them perform better in their roles and contribute to a more positive working environment.

In this profile we have shared, for each member of your team, their top 2 realised strengths (things they are energised by, do well and do often) and their top 2 unrealised strengths (things they are energised by and do well, but do less). We have included individual tips focused on managing each person according to their strengths.

As a manager, you can use this profile, in conjunction with the team manager toolkit, in:



1.	Strengthspotting: Spot opportunities to develop people further. Discover their unrealised strengths.
2.	Reminding people about their strengths: It's helpful to have a constant reminder - put the team's strengths up on the wall, create a montage, have a ready reminder on your desk, or set up a screensaver with your strengths.
3.	Building a high performing team: What team weaknesses do you need to compensate for? How could you dial up the strengths of team members, so that they help each other out?
4.	On-boarding conversations: Getting to know your new team members and what they do best.
5.	Team meetings: Understand how the team dynamics work. Who will speak up? Who needs to reflect? Who takes action quickly?
6.	Team days or team workshops: Ask your team to share their strengths and how they would like to use them more. Get your team to learn more about each other. Learn more about team workshops with our Strengths Profile team expert toolkit.
7.	Objective setting: Work with your team to set the right objectives, aligning people's strengths to their work.
8.	Performance conversations: What strengths helped them to achieve tasks that went well? Were they drawing on any learned behaviours or weaknesses when things went less well?
9.	Regular 1-to-1s: How often is this person getting the opportunity to use their strengths? How can you see the world through their eyes, and help them resolve issues themselves by using their strengths?
10.	Objective setting: Working with your team to set the right objectives. Get the whole team working from their strengths.

Two final points of note:

Each individual in your team will have their own, individual Profile, which has many more of their realised and unrealised strengths. This may be a useful reference in your conversations with them.



In addition, each individual's Profile will also include learned behaviours and weaknesses. We have not included individualised team manager profiles on these in this profile. Instead, we've included information on managing learned behaviours and weaknesses on a more general basis.



Manager 01

Manager 01's #1 realised strength		Manager 01's #2 realised strength	
1	DETAIL 	2	GRATITUDE 
<ul style="list-style-type: none"> • They naturally focus on the small things that others easily miss, ensuring accuracy. <p>Managing Manager 01</p> <ul style="list-style-type: none"> • Don't make mistakes in your correspondence! Encourage a focus on the content, as well as the detail of their work, to ensure that it's of a high quality overall. <p>Developing Manager 01</p> <ul style="list-style-type: none"> • Ask them to create clear, structured guidelines to support others in understanding the importance of detail, accuracy, and error-free work. • Encourage them to act as a proof-reader on important documents or projects, to champion high quality results across the team. 		<ul style="list-style-type: none"> • They are constantly thankful for the positive things in their life. <p>Managing Manager 01</p> <ul style="list-style-type: none"> • Take the time to recognise their contributions, past and present. They will benefit from knowing exactly what they are valued for within the team. <p>Developing Manager 01</p> <ul style="list-style-type: none"> • Explore new and creative ways with them to recognise success and commitment in the team, to ensure individuals feel valued. • Resource them onto projects where there are numerous challenges to overcome. They will try to focus on the positive aspects while managing setbacks. 	
<p>Watch out for...</p> <ul style="list-style-type: none"> • Them becoming too focused on the detail of certain tasks and losing sight of the bigger picture. Discuss the task's wider context within the team and business. 		<p>Watch out for...</p> <ul style="list-style-type: none"> • Their constant show of gratitude, which may lead others to think they are insincere. Help them to review when the best time is to show their appreciation. 	



Manager 01's #1 unrealised strength		Manager 01's #2 unrealised strength	
1	PRIDE 	2	LISTENER 
<ul style="list-style-type: none"> • They like to produce work that is of the highest standard and quality. <p>Managing Manager 01</p> <ul style="list-style-type: none"> • Share with them your expectations of high-quality work, and how they can achieve this. Give them examples and templates of exemplary work to follow. <p>Developing Manager 01</p> <ul style="list-style-type: none"> • Make it clear to them before they begin a difficult task, what a high-quality piece of work would look like in the time available. Share examples of previous outcomes. • Ask them to share their insights by generating guidelines detailing the best way to deliver quality and high standards. Consider tasks, projects, or customer interactions. 		<ul style="list-style-type: none"> • They tend to listen intently to and focus on what people say. <p>Managing Manager 01</p> <ul style="list-style-type: none"> • Allow time for them to reflect upon what you've shared. Arrange follow-up meetings to discuss the topic further and to understand their thoughts. <p>Developing Manager 01</p> <ul style="list-style-type: none"> • In critical group discussions, ask them to notice if everyone has had the chance to contribute. This will ensure all opinions are heard before making decisions. • Encourage them to develop a deeper understanding of others. Whether customers or the team, focus on relationships where there may be complex needs. 	
<p>Watch out for...</p> <ul style="list-style-type: none"> • Their opinions on others' work. Discuss when it might be necessary to compromise quality, and when you need their support to deliver the highest standards. 		<p>Watch out for...</p> <ul style="list-style-type: none"> • Signs of intense focus during some topics or situations. When is this and how can it be applied further in group situations, or when finding out more information? 	



Manager 02

Manager 02's #1 realised strength		Manager 02's #2 realised strength	
1	SERVICE 	2	COMPASSION 
<ul style="list-style-type: none"> • They are constantly looking for ways to help and serve others. <p>Managing Manager 02</p> <ul style="list-style-type: none"> • Share your personal and business drivers so they can support you further. Be clear on their role expectations, guiding them on who to support and how to spend time. <p>Developing Manager 02</p> <ul style="list-style-type: none"> • Give them the opportunity to lead on a project involving customer feedback or experiences. Devise a strategy together to improve the service provided. • Ask them to identify places where meeting the needs of team members or customers could add value to your team or organisation. How could they support this? 		<ul style="list-style-type: none"> • They really care about others, doing all they can to help and sympathise. <p>Managing Manager 02</p> <ul style="list-style-type: none"> • Affirm how their care contributes to the team and the business, so it is not taken for granted. Protect their time by prioritising who they offer support to. <p>Developing Manager 02</p> <ul style="list-style-type: none"> • They could take an active role in designing initiatives that will improve well-being across the business, which will add value in the long-term. • Suggest they organise quarterly fundraising events, such as a raffle or sponsored bike ride, to enable the whole team to support others. 	
<p>Watch out for...</p> <ul style="list-style-type: none"> • Their focus on others' needs at the expense of their own. Encourage them to take time to rest, and to serve their own needs as well. 		<p>Watch out for...</p> <ul style="list-style-type: none"> • The offer of their Compassion to those who don't want it. Help them to recognise when to be proactive and when to allow others to come to them. 	

SP's #1 unrealised strength		SP's #2 unrealised strength	
1	COUNTERPOINT 	2	COMPETITIVE 
<ul style="list-style-type: none"> • They often bring a different viewpoint to others, whatever the situation or context. <p>Managing Manager 02</p> <ul style="list-style-type: none"> • Offer them regular opportunities to share their thoughts and opinions. Share your own thoughts too, creating an open environment to combine ideas. <p>Developing Manager 02</p> <ul style="list-style-type: none"> • Encourage them to challenge people's ideas constructively at the ideas stage, to make sure each option has been fully considered. • Suggest they build in extra time at the end of project meetings to explore alternative options, asking everyone to contribute. 		<ul style="list-style-type: none"> • They sometimes compete to win, wanting to perform better and be the best. <p>Managing Manager 02</p> <ul style="list-style-type: none"> • Nurture their competitive side by discussing what their performance goals are regularly. Encourage a bigger stretch for them to achieve in their projects. <p>Developing Manager 02</p> <ul style="list-style-type: none"> • Introduce a peer recognition system. Specify criteria that ensure areas crucial to business success receive the most attention. • Explore their competitive side. Are they competitive for themselves, the team, or their customers? What have they done outside of work? 	
<p>Watch out for...</p> <ul style="list-style-type: none"> • Them wanting to share their ideas, but lacking confidence to do so. Create regular opportunities and guidance, while giving feedback on their great ideas. 		<p>Watch out for...</p> <ul style="list-style-type: none"> • When their winning streak comes alive. Encourage healthy competition when you see it. 	

Manager 03

Manager 03's #1 realised strength		Manager 03's #2 realised strength	
1	RESILIENCE 	2	RAPPORT BUILDER 
<ul style="list-style-type: none"> • They take setbacks in their stride, recovering quickly and getting on with things again. <p>Managing Manager 03</p> <ul style="list-style-type: none"> • Discuss what challenges they have recently faced. Explore how they are feeling, what they learned, and what could be done differently next time. How can you help? <p>Developing Manager 03</p> <ul style="list-style-type: none"> • Involve them in taking the lead in developing relationships with customers or senior stakeholders that have proven particularly difficult. They will respond well. • When have they shown their best resilience? Stretch this with placing them in similar situations, but with higher risks, more senior stakeholders, and tighter timeframes. 		<ul style="list-style-type: none"> • They establish rapport and relationships with others quickly and easily. <p>Managing Manager 03</p> <ul style="list-style-type: none"> • They will find it interesting to move between teams, across situations, or meet with new customers regularly. Discuss ways to bring more of this to their role. <p>Developing Manager 03</p> <ul style="list-style-type: none"> • Suggest they build relationships with clients and teams beyond their immediate business, allowing for people’s overall needs and priority areas to be understood. • Stretch them with involvement in the formation of new project teams, building mutual understanding and effective working through fast and strong connections. 	
<p>Watch out for...</p> <ul style="list-style-type: none"> • Them appearing too tough. Encourage them to have time to recover from situations. Ask questions to determine how they could manage similar things in future. 		<p>Watch out for...</p> <ul style="list-style-type: none"> • Others seeing them as inauthentic. Help them to recognise that people build relationships at different speeds, and the need to take a slower approach at times. 	

Manager 03's #1 unrealised strength		Manager 03's #2 unrealised strength	
1	PLANNER 	2	OPTIMISM 
<ul style="list-style-type: none"> • They tend to make plans for most things they do, covering most eventualities. <p>Managing Manager 03</p> <ul style="list-style-type: none"> • Set aside time for them to plan their week before taking action. Discuss and develop strategies to ensure their work is completed within set deadlines. <p>Developing Manager 03</p> <ul style="list-style-type: none"> • Involve them in managing the team’s productivity on a project. They can increase the team’s awareness of the overall plan, ensuring tasks are efficient. • Encourage them to take the lead in the design and implementation stages of more complex and longer-term projects. What did they learn and enjoy? 		<ul style="list-style-type: none"> • They tend to maintain a positive attitude and outlook on life. <p>Managing Manager 03</p> <ul style="list-style-type: none"> • Try to be naturally optimistic in your meetings. Discuss current projects and the practical ways around any issues they face, drawing on their positive perspective. <p>Developing Manager 03</p> <ul style="list-style-type: none"> • At the end of a task, ask them to list the most significant things they have learned from the situation, that could help others to keep a positive outlook in the future. • Ask them to be a sounding board during challenges. They will be able to provide a balanced way of thinking and generate ideas that may have been missed. 	
<p>Watch out for...</p> <ul style="list-style-type: none"> • Hesitation in starting a project without a plan. Encourage them to take the time to get prepared, but to ask others if they have a ready-made plan to speed things up. 		<p>Watch out for...</p> <ul style="list-style-type: none"> • Situations when the rest of the team can’t seem to focus beyond what could go wrong. Get them to draw up a list of what could go right, too. 	

Manager 04

Manager 04's #1 realised strength		Manager 04's #2 realised strength	
1	DETAIL	2	INCUBATOR
<ul style="list-style-type: none"> • They naturally focus on the small things that others easily miss, ensuring accuracy. <p>Managing Manager 04</p> <ul style="list-style-type: none"> • Don't make mistakes in your correspondence! Encourage a focus on the content, as well as the detail of their work, to ensure that it's of a high quality overall. <p>Developing Manager 04</p> <ul style="list-style-type: none"> • Ask them to create clear, structured guidelines to support others in understanding the importance of detail, accuracy, and error-free work. • Encourage them to act as a proof-reader on important documents or projects, to champion high quality results across the team. 		<ul style="list-style-type: none"> • They love to think deeply about things, to arrive at the best conclusion. <p>Managing Manager 04</p> <ul style="list-style-type: none"> • After sharing information or feedback with them, give them time to reflect and arrange to revisit the topic or feedback at a later date. <p>Developing Manager 04</p> <ul style="list-style-type: none"> • Give permission for them to create thinking time to reflect within their day. This is essential if they are working towards an important decision or complex goal. • Offer them as much information as possible in advance before a meeting or discussion, so that they can reflect and come prepared with their ideas. 	
<p>Watch out for...</p> <ul style="list-style-type: none"> • Them becoming too focused on the detail of certain tasks and losing sight of the bigger picture. Discuss the task's wider context within the team and business. 		<p>Watch out for...</p> <ul style="list-style-type: none"> • The risk of others viewing them as slow or unresponsive. Share their preferred style with others, while ensuring they know when a quick decision is necessary. 	

Manager 04's #1 unrealised strength		Manager 04's #2 unrealised strength	
1	COURAGE	2	AUTHENTICITY
<ul style="list-style-type: none"> • They generally overcome their fears and do what they want to do despite them. <p>Managing Manager 04</p> <ul style="list-style-type: none"> • Explore what might limit their ability to take on riskier projects. What support can you offer? Build their confidence by finding the right stretching tasks. <p>Developing Manager 04</p> <ul style="list-style-type: none"> • Who on the team is very courageous? Can they shadow this person in riskier moments, to learn their strategies and approaches? • Identify the situations they find particularly challenging. Find ways together to overcome these and create additional exposure to stretch their Courage. 		<ul style="list-style-type: none"> • They tend to be true to themselves, even in the face of pressure from others. <p>Managing Manager 04</p> <ul style="list-style-type: none"> • Help them to feel comfortable voicing any concerns they have, by creating an open and honest style of communication in your team. <p>Developing Manager 04</p> <ul style="list-style-type: none"> • Reassure them it is okay for their beliefs to differ from others. Encourage them to share their opinions when they feel challenged. • Support them in championing the company values and challenging those who don't stand up for what the company believes in. 	
<p>Watch out for...</p> <ul style="list-style-type: none"> • Activities that the team may shy away from, but they don't. Try to expose them to more of these situations to stretch their sense of Courage. 		<p>Watch out for...</p> <ul style="list-style-type: none"> • Inauthentic behaviour in their work. Explore their beliefs and views, and encourage them to get involved in projects that align more deeply with their values. 	



Managing your team’s learned behaviours

We want you to focus on managing for strengths, but your team members’ individual Profiles, also include learned behaviours and weaknesses. As learned behaviours are something your team can do well (but may not enjoy), they are a great resource to draw on when needed, but they could become draining if used regularly. Use these tips to support the team around using their learned behaviours only when needed:

1.	Recognise the impact of each person’s learned behaviours and think about how this manifests itself. Focus on the learned behaviours that might appear the most draining for people and understand why this is.
2.	Encourage your team members to use frequently used learned behaviours only when needed, as there is a risk of burnout.
3.	Consider any ways you could rely on a specific person less for these tasks. Remember, you may have previously recognised these as strengths, since this person demonstrates good performance in the learned behaviour.
4.	Can you find someone else on the team who has this as a strength, to support with these tasks?
5.	Does the individual have strengths that they could use more, to support their own learned behaviours?
6.	Is there an opportunity to re-organise team members’ roles, so that they use their learned behaviours less frequently?
7.	Consider tasks, objectives and responsibilities according to people’s strengths , not just their role. Give the team permission to swap tasks amongst each other.
8.	Ask the team to manage their own time around their weekly activities depending on their energy levels. Working on draining tasks at 8am might work for some, but not for others!
9.	Sandwich the activities that drain the team between the activities that play to their strengths.
10.	Consider what it might take to make the learned behaviour less draining . Ensure the team have access to the right resources or the possibility of using a learned behaviour in a different context.



Managing your team’s weaknesses

Everyone has weaknesses and the chances are that no amount of development is going to improve our performance in them significantly. Use the following tips to keep the team playing to their strengths and using their weaknesses less:

1.	Some weaknesses simply may not be relevant to a person’s role. Start by understanding any critical weaknesses that undermine a person’s performance and focus on these. Don’t pay attention to any other weaknesses unless necessary.
2.	Encourage a culture of honesty around weaknesses. Reassure the team that no one is good at everything, and that performance comes from using your strengths.
3.	Run a strengths workshop to highlight the team’s strengths Encourage a safe environment for the team to share their weaknesses and to ask for help from other team members.
4.	Share your own weaknesses and ask for help across your team. This will not only create more open relationships, but give others’ opportunities to work on different tasks and reveal their unrealised strengths.
5.	Consider how you could re-organise team members’ roles so that they avoid using their weaknesses completely.
6.	Give the team the ownership to delegate or work closely with someone who has this as a strength, particularly if the weakness is critical. This works best when all team members undertake the approach, so that no-one becomes too overloaded.
7.	Consider what strengths individual team members might have that would support their weakness. You may need to look at the individual’s Profile to see a fuller list of their realised and unrealised strengths.
8.	Help individuals to focus on the outcome of their goals, rather than the process. Look at which strengths might get them there instead.
9.	Understand exactly how the weakness manifests itself within each person. It could be that it reveals itself in certain contexts only. For example, they could enjoy certain types of writing, but not others.
10.	If you will continue to need this person to perform the weakness to a level of competence, then focus on them being ‘good enough’ . Remember, it is never going to be a strength for them and will require considerable effort.

What Next?

For Individuals

The Strengths Profile Book

An in-depth guide helping you to explore the language, coaching questions and development advice for each of the 60 strengths.

Upgrade to Expert

Build a complete picture of all sixty of your strengths, revealing each feature within the four categories and the five Strengths Families.



For Coaches



Coaching Toolkit

An invaluable coaching resource featuring 18 strengths conversations including improving Confidence, Wellbeing, Leadership and Careers.

Accreditation

Explore the theory and best practice behind coaching with strengths that will help you develop the self-assurance to coach and develop individuals.

For Educators

Career Development Toolkit

Worksheets and workshop slides for 13 different career coaching conversations to make applying the strengths-based approach to your students easy.

Best SELF

Free online resources designed to help individuals become their best SELF, by realising and developing their strengths further to get the most from their career.



For Organisations




Team Profile


Revealing your team's top realised and unrealised strengths, learned behaviours and weaknesses, it will identify hidden talents, opportunities and risks within the team.


Team Toolkit


Tips, best practices and a team facilitator guide with over 30 strengths development exercises for workshops – with topics such as leadership, goal achievement, and complementary partnering.


Strength Definitions


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Action *Motivating*
You feel compelled to act immediately and decisively, being keen to learn as you go.
- 


Adaptable *Thinking*
You juggle things to meet changing demands and find the best fit for your needs.
- 


Adherence *Thinking*
You love to follow processes, operating firmly within rules and guidelines.
- 


Adventure *Motivating*
You love to take risks and stretch yourself outside your comfort zone.
- 


Authenticity *Being*
You are always true to yourself, even in the face of pressure from others.
- 


Bounceback *Motivating*
You use setbacks as springboards to go on and achieve even more.
- 


Catalyst *Motivating*
You love to motivate and inspire others to make things happen.
- 


Centred *Being*
You have an inner composure and self-assurance, whatever the situation.
- 


Change Agent *Motivating*
You are constantly involved with change by advocating and making it happen.
- 


Compassion *Relating*
You really care about others, doing all you can to help and sympathise.
- 


Competitive *Motivating*
You are constantly competing to win, wanting to perform better and be the best.
- 


Connector *Relating*
You make connections between people, instinctively making links and introductions.
- 


Counterpoint *Communicating*
You always bring a different viewpoint to others, whatever the situation or context.
- 


Courage *Being*
You overcome your fears and do what you want to do in spite of them.
- 


Creativity *Thinking*
You strive to produce work that is original by creating and combining things in imaginative ways.
- 


Curiosity *Being*
You are interested in everything, constantly seeking out new information and learning more.
- 


Detail *Thinking*
You naturally focus on the small things that others easily miss, ensuring accuracy.
- 


Drive *Motivating*
You are very self-motivated, pushing yourself hard to achieve what you want out of life.
- 


Emotional Awareness *Relating*
You are acutely aware of the emotions and feelings of others.
- 


Empathic *Relating*
You feel connected to others through your ability to understand what they are feeling.
- 


Enabler *Relating*
You create the conditions for people to grow and develop for themselves.
- 


Equality *Relating*
You ensure that everyone is treated equally, paying close attention to issues of fairness.
- 


Esteem Builder *Relating*
You help others to believe in themselves and see what they are capable of achieving.
- 


Explainer *Communicating*
You are able to simplify things so that others can understand.
- 

Feedback *Communicating*
You provide fair and accurate feedback to others to help them develop.
- 

Gratitude *Being*
You are constantly thankful for the positive things in your life.
- 


Growth *Motivating*
You are always looking for ways to grow and develop, whatever you are doing.
- 


Humility *Being*
You are happy to stay in the background, giving others credit for your contributions.
- 


Humour *Communicating*
You see the funny side of almost everything that happens - and make a joke of it.
- 


Improver *Motivating*
You constantly look for better ways of doing things and how things can be improved.


Strength Definitions


- 


Incubator Thinking
You love to think deeply about things, to arrive at the best conclusion.
- 


Innovation Thinking
You approach things in ingenious ways, coming up with new and different approaches.
- 


Judgement Thinking
You enjoy making decisions and are able to make the right decision quickly and easily.
- 


Legacy Being
You want to create things that will outlast you, delivering a positive and sustainable impact.
- 


Listener Communicating
You are able to listen intently to and focus on what people say.
- 


Mission Being
You pursue things that give you a sense of meaning and purpose in your life.
- 


Moral Compass Being
You have a strong ethical code, always acting in accordance with what you believe is right.
- 


Narrator Communicating
You love to tell stories and see the power of these stories to convey insights.
- 


Optimism Thinking
You always maintain a positive attitude and outlook on life.
- 


Organiser Thinking
You are exceptionally well-organised in everything you do.
- 


Persistence Motivating
You achieve success by keeping going, particularly when things are difficult.
- 


Personal Responsibility Being
You take ownership of your decisions and hold yourself accountable for your promises.
- 


Personalisation Relating
You recognise everyone as a unique individual, noticing their subtle differences.
- 


Persuasion Relating
You enjoy bringing others round to your way of thinking and winning their agreement.
- 


Planner Thinking
You make plans for everything you do, covering all eventualities.
- 


Prevention Thinking
You think ahead, to anticipate and prevent problems before they happen.
- 


Pride Being
You strive to produce work that is of the highest standard and quality.
- 


Rapport Builder Relating
You establish rapport and relationships with others quickly and easily.
- 


Relationship Deepener Relating
You have a natural ability to form deep, long-lasting relationships with people.
- 


Resilience Motivating
You take hardships in your stride, recovering quickly and getting on with things again.
- 


Resolver Thinking
You love to solve problems, the more difficult the better.
- 


Self-awareness Being
You know yourself well, understanding your own emotions and behaviour.
- 


Self-belief Motivating
You are confident in your own abilities, knowing that you can achieve your goals.
- 


Service Being
You are constantly looking for ways to help and serve others.
- 

Spotlight Communicating
You love to be the focus of everyone's attention.
- 

Strategic Awareness Thinking
You pay attention to the wider context and bigger picture to inform your decisions.
- 

Time Optimiser Thinking
You maximise your time, to get the most out of whatever time you have available.
- 

Unconditionality Being
You accept people for who and what they are, without ever judging them.
- 

Work Ethic Motivating
You are very hard working putting a lot of effort into everything you do.
- 

Writer Communicating
You love to write, conveying your thoughts and ideas through the written word.