



Strengths Profile

White Paper

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I'm delighted to be sharing more about the strengths approach with you to help you on your strengths development journey. Our mission at Capp is to 'Strengthen the World' and we passionately believe that means enabling others to understand strengths and be their best self. We've taken our many years of experience and developed Profiles and Toolkits to help you firstly recognise the strengths of others and then take practical steps to develop them.

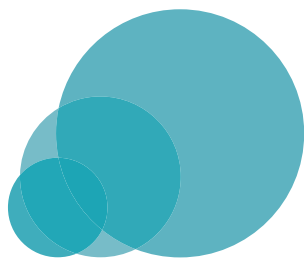
We've seen strengths achieve many great things but for me, there is nothing more satisfying than helping others to enjoy their role more or have the confidence to talk about their strengths. Small steps can lead to great achievements in the world of strengths so don't forget to understand your own strengths too!

Trudy Bateman
Head of Strengths Profile

What is a Strength?

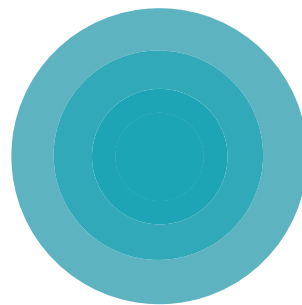
A strength is something you do regularly, you do well, and energises you when doing it

This is how we define a *Strength* at Capp, and before we start analysing the supporting evidence for their use, it is important to be clear on the 3 core elements. A strength isn't simply something you are good at or capable of doing well, it also gives you energy when you are performing it. This is the critical part as being motivated and energised by the activity you are carrying out is what leads to associated benefits for individuals, teams, and organisations.



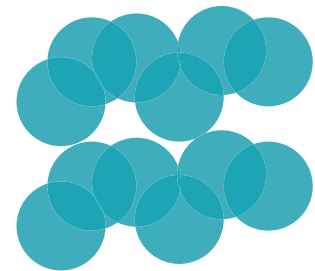
Performance

How well you perform when using these strengths



Energy

How energised you are by using these strengths



Use

How often you use these strengths

After completing a strengths assessment, receiving strengths-based coaching, or attending a strengths-based team development session, 100% of delegates agreed or strongly agreed that understanding their strengths would be helpful to them in their work

(Capp, 2014)

Why use Strengths?

An organisation's greatest assets are its people's strengths. However, not everyone is clear about what their strengths are or how to make the most of them.

The strengths approach is a clear and positive route to enhancing employees' contribution and engagement. Bringing teams together to help them to learn more about themselves, each other, and how to apply strengths is the key to successful strengths development. It also makes the complex and often neglected tasks of people management significantly easier and more attractive.

Getting people on board with why you should use strengths is an important and crucial first step.

Feel Happier

People who used their strengths in new and different ways reported higher levels of happiness and lower levels of depression.

(Seligman, Steen, Park and Peterson, 2005)



Have Higher Self-Esteem

People who used their strengths more reported higher levels of self-esteem.

(Proctor, Maltby and Linley, 2011)



Have Higher Confidence

People who used their strengths more reported higher levels of self-efficacy - the belief that we can achieve the things we want to achieve.

(Govindji and Linley, 2011)



Have More Energy

The use of strengths is associated with high levels of psychological vitality, including feelings of positive energy and buzz.

(Govindji and Linley, 2007)



Why use Strengths?

Build Resilience

Exercising our strengths can help us to overcome obstacles that have previously impeded your use of strengths.

(Elson and Boniwell, 2011)



Feel Less Stress

Increased use of strengths correlates with mindfulness which can help control stress and counter depression.

(Jarden, Jose, Kashdan, Simpson, McLachlan and Mackenzie, 2012)



Achieve Goals

Strengths alignment increases the setting of personally meaningful goals.

(Madden, Green and Grant, 2011)



Learn Faster

Utilising our strengths can help us improve faster on areas where we are strong as opposed to areas we are weak.

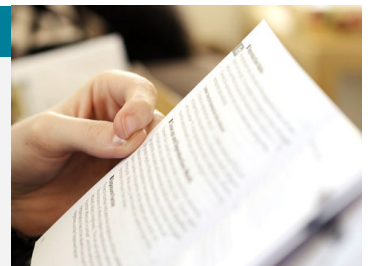
(Sheldon, Kasser, Smith and Share, 2002)



More Engaged

Strengths use is a good predictor of workplace engagement and people who use their strengths at work are six times more engaged.

(Harter, Schmidt and Hayes, 2002, and Gallup, 2012)



Did you know?...

Strengths with Performance and Productivity

- **42%** of the high performers say their managers talk with them about their strengths, versus **24%** of the national sample
- **33%** of high performers say they do what they really like to do at work for “most of the time,” as compared to only **14%** of the national sample
- People who use their strengths more perform better at work
- Strengths use at work can yield performance benefits in terms of task performance
- **60%** of respondents agreed or strongly agreed that focusing on their strengths has helped them to be more productive
- Learning their strengths makes employees **7.8%** more productive
- Teams that focus on strengths every day have **12.5%** greater productivity

I had an opportunity to complete Strengths Profile as part of an off-site team development day. It was great getting to know everyone's strengths and talk about mine. My realised strengths in Service, Empathic and Emotional Awareness didn't come as a surprise to anyone in the team! I'm always nurturing others and feel at my best when I've made someone feel special or really cared and gone above and beyond for them.

I met with a coach and it turned out I was great at playing to my strengths at work, but not applying them to myself! I realised my Work Ethic and Compassion were currently draining me, as I was so busy looking after everyone else. I have since reduced my hours and now still get to do the job I love, with the people I care about, but with a bit of down time for me. If it wasn't for Strengths Profile, I probably would've given up on this job, now I'm managing a team and I'm looking forward to the future.

Carol - Strengths Profile Delegate

Spotting Strengths

Identifying strengths in others is the first step to embedding a strengths-based approach with your team. It is a skill that can be learnt, as it is demonstrated through body language and vocal cues during communication. In any interaction with your team members, notice how they talk about certain things. Do you notice any of the signs below in how they are behaving or speaking? Consider these signs in your own behaviour too when you are next using a strength. This will provide you with a deeper level of self-awareness, as well as examples to use with your team.



Motivated

Team members are willing to volunteer, show enthusiasm and there is a genuine sense of a forward momentum towards the actions they are describing or taking. They contribute just for the love of doing it.



Language

They use colourful visual language that paints a picture and is descriptive. They frame what they say in a positive way using adjectives in their descriptions. Do you hear them say 'I love to....' or 'It is just great when.....'?



Authentic

Their communication is genuine, reflecting their true beliefs and values. We see the 'real person' as there is a tone of humility, honesty, and trustworthiness in the way they speak.



Body Language

Their body language exudes confidence, they sit upright or lean into the conversation. They make eye contact with you.



Attention

They are fully absorbed in what they are communicating and find it easy to focus.



Tone of Voice

Their tone of voice and pitch will have variety throughout the conversation. The volume may change from soft to loud, the speed may increase as they become more animated.



Energised

They hit the ground running fast with learning at pace, often. The activities seem to come easily to them compared to others.



Childhood Memories

Frequently they will easily cite childhood memories especially if prompted for examples because strengths will originate from our early lives.



Rapid Learning

They hit the ground running fast with learning at pace, often. The activities seem to come easily to them compared to others.



To-Do List

What do they do without needing to be reminded or always get done first? Frequently the sign of a strength is something gets done that never makes it onto a 'to-do' list.

Why use Strengths in your Business?

Tap into unused talent throughout the organisation

To the extent that the strengths of employees are not being harnessed, there is untapped talent and energy in the organisation. Much time and resource is spent in attempting to improve performance, but little of that is directed at getting the best out of people.



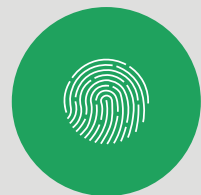
Attract and retain more of the people it needs

People like to use their strengths: doing so reinforces and re-energises them. A strengths-based organisation will be more attractive in the employment market, especially to Generation Y. Without the opportunity to use their abilities, many people leave.



Improve individual performance

Individual performance is significantly improved by a focus on strengths, and undermined by a focus on rectifying weaknesses. The traditional approach of molding individuals to jobs and focusing development effort on correcting weaknesses have proved unsuccessful.



Build Employee Engagement

Use of strengths is one of the key drivers of employee engagement, which itself is linked to improved employee retention, discretionary effort, quality, customer satisfaction and loyalty, sales, profitability, shareholder return and business growth.



Develop Flexibility

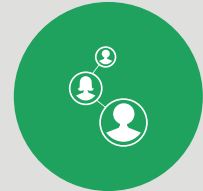
Selected and deployed on the basis of strengths – less on the basis of what they 'have done', and more on the basis of what they 'could do' in a variety of future roles – employees are more willing and able to accept changes in role and organisation.



Why use Strengths in your Business?

Improve teamwork

A focus on strengths in teams allows for the efficient allocation of tasks and, with greater role flexibility, encourages co-operation. The positive emotions generated by the use of strengths enable social integration.



Increase diversity and positive inclusion

An understanding of strengths encourages people to value difference. The person who appears so alien to me has a vital role to play and may absolve me from my non preferred tasks. Teams made up of people who differ tend to be more creative and to perform better.



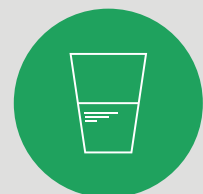
Increase openness to change and ability to deal with change

The use of strengths generates positive emotions which facilitate performance by broadening people's mindsets, encouraging them to discover new ways of thinking and acting, building resilience and the ability to deal with the after-effects of negative events.



Deal more positively with redundancy

A strengths perspective supports the understanding of redundancy as a mismatch, rather than an absence, of talent. A redundant employee leaving with a better knowledge of themselves and what they do best is more likely to find work that suits him or her in the future.



Contribute to happiness and fulfilment of employees

Apart from being more likely to achieve their goals, people who use their strengths experience higher levels of energy, wellbeing, and authenticity. This combination of organisational and individual benefits helps create a culture of high performance and engaged employees.



Did you know?...

Strengths with Teams and Development

- **55%** of the high performing teams believe that building on their strengths is the best way to succeed, as compared to **37%** of the national sample
- Using strengths in organisations leads to improved relationships and communication
- Following a strengths-based team working session, a greater understanding, communication, and level of trust was developing amongst teams and individuals who were using the strengths approach
- A strengths-based organisational development project enabled people to work together more effectively to achieve their goals and objectives
- When managers emphasised performance strengths, performance was **36.4%** higher, compared to a **26.8%** decline when emphasising weaknesses
- New recruits complete induction training **50%** faster when recruited for strengths

I had a job in marketing for a large management consultant. I had always wanted to work for this organisation for as long as I can remember and was very grateful to be here. However, after a while I started to question whether this was the right role for me. I went into marketing as I love working with people and collaborating with others, but I seemed to be stuck behind a desk all day chasing people for information.

My manager suggested I work with a coach to take my role to the next level in marketing and they introduced me to Strengths Profile. When I saw my results and we talked these through in relation to my role there was a sense of relief as I finally understood my frustration. It turned out that I was de-energised in getting things done even though I have always been someone who really loves to organise, plan and drive things forward. So when a job came up in the organisation for an events coordinator, I snapped it up and I could talk through my passion for being an **Organiser and Planner**. These soon became my realised strengths once again.

Kim - Strengths Profile Delegate

Strengths Profile Tool

The Strengths Profile tool is a simple assessment that provides in-depth insights based on an individual's performance, energy, and use. This results in individuals and teams becoming more aware of their passions and abilities, and also gives an awareness of whether they are using them effectively.

Strengths Profile not only helps you become more aware of your passions and abilities, but gives you an awareness of whether you are using them effectively. We have identified 60 key strengths to give you a more detailed analysis, resulting in a unique Profile that feels like a true representation of who you are.

You will probably recognise some of your strengths, but you're also likely to discover much more hidden talent! Strengths Profile helps you to understand what you love to do, what drains you and what to avoid, using our Model of Development.



Positive Results

Profile focuses on what we love to do, leading to a happy outcome for your clients



Development Path

The Profile identifies a clear path to development that you can work on with your clients



Backed by Science

The Profile has been developed by psychologists and is backed by research



Appreciate Diversity

The Profile brings out the uniqueness of your people



Great Team Results

The Team Profile brings out the best in your teams



Scalable Business

The Profile, along with our toolkits, can be used to strengthen your entire organisation

The Strengths Profiles

There are four types of Strengths Profiles available:

Individual Profiles



Introductory

This presents an individual's top seven realised and unrealised strengths, top four learned behaviours and top three weaknesses displayed within the Quadrant Profile. It gives a description and practical advice for each item, depending where it falls within the Quadrant. Ideal for self-awareness and discovery.



Expert

By identifying all your team's strengths according to their realised and unrealised strengths, learned behaviours and weaknesses, this reveals all 60 strengths with descriptions and practical advice for each, depending where it falls within the Quadrant. It also reveals the five Strengths Families of Being, Communicating, Motivating, Relating and Thinking to help you discover the patterns that exist within your strengths. Ideal for deeper insights, coaching and team development.

Group Profiles



Team

Using individuals' Expert Strengths Profiles, the Team Strengths Profile incorporates the same unique and holistic feel as the Introductory and Expert Profiles. By identifying all your team's strengths according to their realised and unrealised strengths, learned behaviours and weaknesses, you can nurture a culture where the right things are worked on at the right time. Please note, you will need to purchase an Expert Strengths Profile for each team member, in addition to the Team Strengths Profile.



Manager Insights

With each team member's top two realised and unrealised strengths revealed, managers can focus their development conversations for each person in one simple Profile. The Profile offers generic advice for managing learned behaviours and weaknesses in your people. Please note, you will need to purchase an Introductory or Expert Strengths Profile for each team member in addition to the Manager Insights Profile. When using the Manager Insights Profile remember that each team member will have their own, more detailed, individual Profile.

Strengths Tools

Toolkits



Team Toolkit

Features all the resources you need to run a strengths workshop for your group or team. Designed for coaches and organisations who want to run workshops that enables their people to have a greater understanding of their own, and others, strengths and weaknesses. Embed a rewarding culture by bringing people together to share and develop their strengths. The toolkit includes:

- Best practice on strengths and running a successful your workshop
- Tips and guides on debriefing Team Profiles
- Facilitator guide and workshop slides for over 30 strengths development exercises, including leadership, goal achievement, and self-awareness



Manager Toolkit

We've taken some of the hard work out of management by giving managers tools to get the best out of their people through understanding and applying strengths in their roles. Ideal for managers and organisations who want to embed the strengths culture to have transformational conversations with their people. The toolkit includes:

- Understanding your own strengths and how these relate to your management
- Practical suggestions to apply strengths daily in your team
- Templates and conversations for informal and formal strengths conversations



Coaching Toolkit

Ideal for coaches and managers who want to apply the results of Strengths Profile in all their 1-2-1 coaching conversations with confidence. Focussing on strengths in your conversations can provide an easy and positive solution to rewarding and challenging life and management situations. The toolkit includes:-

- Best practice strengths coaching
- Templates and worksheets for over 20 strengths coaching conversations
- Coaching questions and tips on your own coaching strengths

Training



Accreditation Programme

Learn how to coach others to maximise their Strengths, whilst minimising their Weaknesses using our action-based Model of Development. We take you through a deep understanding of the tool and how to unlock people's potential through coaching around the four categories. Our Accreditation can be delivered immediately online or in-house at your organisation.

The Model of Development

The three areas are used to divide results into four quadrants – realised strengths, unrealised strengths, learned behaviours and weaknesses. Each quadrant is given action advice, allowing you to see exactly where you are now and where you can develop in the future.

REALISED STRENGTHS
Strengths you use and enjoy

Perform well Energising Higher use

Use wisely

UNREALISED STRENGTHS
Strengths you don't use as often

Perform well Energising Lower use

Use more

LEARNED BEHAVIOURS
Things you've learned to do but may not enjoy

Perform well De-energising Variable use

Use when needed

WEAKNESSES
Things you find hard and don't enjoy

Perform poorly De-energising Variable use

Use less

Realised Strengths

You've probably become well known for some of these strengths and they have served you well in your life. These are things that drive you to get out of bed in the morning and keep you motivated during the day.

Use wisely

Use your realised strengths wisely by dialling them up or down depending on the task.

Unrealised Strengths

We call these your hidden talents, but don't store them away for too long! Some of these may be really useful in your daily life to help you achieve your goals.

Use more

Find opportunities in and out of work to use your unrealised strengths more.

Learned Behaviours

You may have even thought these were your strengths as you are good at these things. It is essential to identify these so that you can continue to use them, but perhaps with caution.

Use when needed

Use your learned behaviours only when they are needed in order to keep you energised.

Weaknesses

We all have them, honest! By identifying and talking about these you can understand whether they have an impact on you. If not, don't use them and if they do, use your strengths to compensate.

Use less

Use your weaknesses less to avoid any impact they have on you or those around you.

Did you know?...

Strengths with Happiness and Wellbeing

- People who used their strengths more reported higher levels of happiness and fulfilment
- Aligning your strengths with your work creates more positive work experiences, increasing your happiness
- Using our strengths in new ways increases happiness and decreases depression
- Under-use of our strengths can have a negative effect on our happiness and life success
- Gratitude and strengths-based interventions can reduce depressive symptoms
- Strengths use was associated with subjective wellbeing and psychological wellbeing
- Those people who use their strengths more reported lower levels of stress over both 3 and 6 month periods
- People who exercise their strengths experience better physical and mental health and wellbeing

I was happy enough doing what I've always done in a role that I had been in for many years. Or so I thought. After our strengths coaching session I realised that I had a lot of unrealised strengths, so there was a lot of things I was motivated to do but wasn't doing. We talked through some of these strengths, Enabler, Esteem Builder and Service. I had never considered these before, although I was pleased to see them as I do use them in my personal life with the kids. I had never thought about looking for opportunities to use them at work as I usually work on my own.

I set up a mentoring service for the new joiners within a few months to teach them some of my skills and I am delighted at how this is going. I get to feel like I've contributed more as I watch them take on new responsibilities with more confidence.

Peter - Strengths Profile Delegate

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