

# Manager

Getting the best from your team using  
a strengths approach in 3 easy steps

Understand Strengths

Apply It To Yourself

Apply It To Your Team





## Understand Strengths

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## Apply it to yourself

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## Apply it to your team

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# Understanding Strengths

Introduction



As a manager you are not just responsible for your own performance, but a whole heap of other things too - each team member's performance, the team's performance, the management team's performance, as well as the business strategy side of things.

The number one driver of engagement for all employees is the relationship that an employee has with you, their manager. Hence, the key to your success will be helping your teams increase their engagement. When people and teams are engaged, great things happen, including more productivity. Focusing on engagement means ensuring your people look forward to coming to work, achieve their goals and know that their contribution is valued in the organisation. When individuals focus on using their strengths, they are six times more likely to be engaged at work.

That's where you come in, as a lot of people do not know what their strengths are and find it difficult to talk about them. The strengths approach is a clear and positive route for managers to spot, harness, and develop the strengths of their employees. When you manage for strengths, you are realising, appreciating, and developing your people's uniqueness. You work to help each team member do what they love to do each day and watch the rewards of their growing confidence and achievement.

You will find this toolkit essential in supporting you to bring these conversations and activities to the forefront of your management with all your people, especially emerging talent.

Part of the journey we will take you on is to help you understand your own strengths further. Good managers are self-aware, so understanding how your own uniqueness helps and hinders your management style is critical. Whilst developing your team's strengths, you will also need to take responsibility for developing your own strengths!

This toolkit will help you, as a manager, adopt a strengths approach in the management of your people. Packed with tools, templates and practical application, it will help you to get the best from yourself and your people, supported by the Strengths Profile tool.



1. A strength is something you perform well at, are energised by doing, and use often

2. Individuals Profiles are made up of realised and unrealised strengths, learned behaviours and weaknesses

3. The Manager Insights Profile is made up of the top two realised and unrealised strengths

4. The Strengths Profile Model of Development advises you to use your realised strengths wisely, your unrealised strengths more, your learned behaviours only when needed and your weaknesses less

5. When strengthspotting pay attention to detailed descriptions, motivation, tone of voice and body language



# Apply It To Yourself

Myself and my team



It is helpful as a manager to not only consider how your strengths help you to be a better manager, but also how they interact with your individual team member's strengths. Use this template for each team member to transfer over your top seven realised strengths and plot the relationship between yourself and individuals in your team. Ask for their perspective in your 1-2-1 meetings.

## My Top 7 realised strengths

1	
2	
3	
4	
5	
6	
7	

## Team Member's Top 7 realised strengths

1	
2	
3	
4	
5	
6	
7	



# Apply It To Yourself

My manager strengths



Consider for your relationship with each team member:

Are there any similarities?	
How will these similarities impact our working	
What are the key differences between our strengths?	
How will these differences impact our working	
How might you support each other?	
What more can I do to help them use their strengths further?	



# Apply It To Your Team



## Feedback ladder for giving praise

To deliver a strong message to your team member, you need to remember to include all the steps on this ladder. We suggest you use this to help prepare for the conversation and think about the points you need to make. We do not suggest you follow this step by step in the conversation, but instead let the conversation flow naturally ensuring you cover all the steps in the ladder.

**1. INTRODUCTION** - TO THE SITUATION

**2. SPECIFY** - WHAT YOU HAVE OBSERVED AND FOCUS ON BEHAVIOURS

**3. IMPACT** - AND BENEFITS ON THE WIDER ENVIRONMENT AND TEAM

**4. REINFORCE** - THEIR STRENGTHS TO ACCENTUATE THE POSITIVE

**5. CLOSE** - CONGRATULATE AND SAY HOW YOU HOPE TO SEE THE BEHAVIOUR AGAIN



## Apply It To Your Team



1. Introduce the five steps in the feedback ladder in your conversations

2. Ensure you give feedback in real time, not in performance conversations

3. Share other feedback from team members regularly

4. Reinforce strengths, stating which strengths and how they used them

5. Don't sandwich negative feedback with positive feedback - do them separately





# Apply It To Your Team

Strengths-based performance conversation



## Strengths-based performance conversations

All of the strengths conversations we have included so far could be used as part of your performance conversations. Use the previous sections to help you prepare for giving feedback and setting the right objectives for the coming year.

WHEN YOU SIT DOWN WITH YOUR TEAM MEMBER TO REVIEW THEIR PERFORMANCE, IT IS IMPORTANT THAT YOU PREPARE FOR THE CONVERSATION AND THINK ABOUT FEEDBACK YOU HAVE RECEIVED THROUGHOUT THE YEAR. USE THE TIPS AND QUESTIONS TO HELP YOU HAVE PRODUCTIVE CONVERSATIONS:

1.

### LOOK BACK

Reflect on the successes and challenges of the past quarter/year. Use the Feedback Ladder model on <pg xx> to provide examples of great performance, as well as areas where they may need to improve.

2.

### STRENGTHS SPOT

Listen and observe strengths before the review and as they arise through the conversation. Reflect back where you see their energy and enthusiasm for their work.

3.

### CHAMPION CHALLENGE

Seek to strengthen high performing employees and address poor performance. Draw on the Strengths Profile Model of Development and the Feedback Ladder Model to help you.

4.

### CHECK MOTIVATION

Understand how you can aid motivation and keep performance on track. What more can you do to support them? Use the template on the next page.