

STRENGTHS-PROFILE

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Team Toolkit

Understand the strengths of your team and facilitate engaging team sessions in 3 easy steps

- ✓ UNDERSTAND STRENGTHS
- ✓ PREPARE YOUR TEAM SESSION
- ✓ FACILITATE YOUR TEAM SESSION

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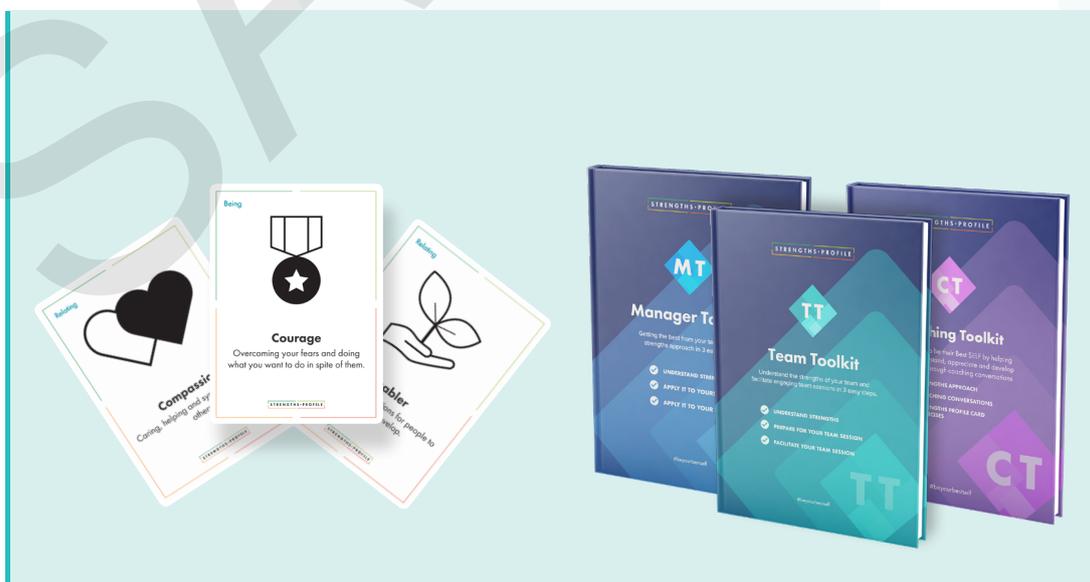
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Introduction

Welcome to your journey in strengthening teams! Follow our best practice to deliver a successful strengths workshop that helps teams be up to 6 times more engaged at work.



This Toolkit will support you to do this by giving you three steps to follow.

There is no one size fits all when running a strengths session. You or the manager may want to bring a team together to focus on strengths to:

1

Understand Strengths

Know the benefits of strengths, more about Strengths Profile, and your own strengths in preparation for your session.

2

Prepare your Team Session

Get to know the team and what the Team Profile is telling you. Use this data and your understanding of the team to select the exercises that will benefit them.

3

Facilitate your Team Session

Use the exercises and facilitator notes to put together a selection of strengths exercises that will see your team motivated to achieve their goals.

- ✓ GET TO KNOW EACH OTHER BETTER
- ✓ CONSIDER THE STRATEGY AND THE INDIVIDUAL CONTRIBUTION
- ✓ CELEBRATE EACH OTHER AND YOUR YEAR
- ✓ PUT TOGETHER A PROJECT TEAM
- ✓ WORK TOWARDS A COMMON GOAL
- ✓ UNDERSTAND AND APPRECIATE DIFFERENCES
- ✓ RESOLVE A CHALLENGE

This toolkit allows you to 'pick n mix' the exercises according to the needs of the team. First, let's take a look at best practice approaches to team development and the Strengths Profile tool.



Whether you are the facilitator or the team's manager, it is essential you understand the objectives of the session and more about the team and their context. Use these questions as a starting point.



Team Name:

Outcomes and Logistics

- ◆ What would be an ideal outcome of this session?
- ◆ What would you like to see as a result of the session? For example, a strategy for next year's objectives or an improved way of working.
- ◆ Is this a one-off team building session or part of a longer development process for your team?
- ◆ Is this a session just for this team or across multiple teams?
- ◆ Is this a half or whole day strengths session?
- ◆ Would it be helpful to focus on individual and collective strengths of the team?

Team Performance and Dynamics

- ◆ How would you describe this team?
- ◆ How well do the team members currently perform?
- ◆ How engaged are the team members currently?
- ◆ How strong are the relationships between team members?
- ◆ How well do the team communicate?
- ◆ What are the teams learning preferences? How will they feel about taking part in this session?
- ◆ What experiences of team building have they had in the past?
- ◆ To what degree are roles open to evolving and change?
- ◆ Are there any challenges in the team currently?
- ◆ What would success look like for this?
- ◆ What would you like to change about the team?



Team Structure

- ◆ What is the team structure like? Do they have an organisation or team chart they can share that shows who manages who and any sub-teams?
- ◆ How do they work well together? Are they global, virtual, or a group rather than a team?
- ◆ How well do the team members know each other?
- ◆ How long have the team been together? Are there any new team members?
- ◆ Do the team have shared goals? What are they?
- ◆ Would it be helpful to focus on these during the collective strengths part of the session?
- ◆ If they don't have shared goals, what are some of the individual goals? Would it be helpful to stay looking at individual strengths to deliver these rather than collective strengths?

Evaluation and Follow-up

- ◆ It is important that strengths become part of the team's everyday language. How do you see strengths being used in the team following on from the event?
- ◆ What impact would you like to evaluate from the session? For example, evaluating strengths awareness, communication, or trust. Link these to the session objectives.
- ◆ What will need to be done to make this impact sustainable?

Debriefing realised strengths

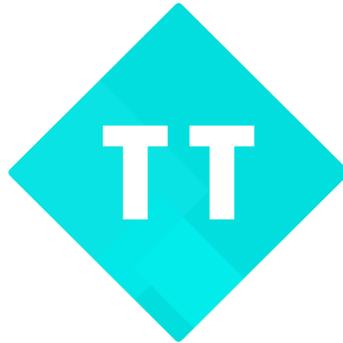
- ◆ How are these **realised strengths** being used currently?
- ◆ What might be the team’s greatest areas for growth?
- ◆ Which can they align to the current and future goals of the team?
- ◆ Could any be overplayed and be contributing to their **learned behaviours** or **weaknesses** such as the table below?

Strengths Overplayed	Learned Behaviours or Weaknesses	Outcome
Action	Incubator or Creativity	Too quick to move forward and generate new ideas!
Drive or Growth	Personal Responsibility	May take on too much at any given time
Organiser or Planner	Creativity or Growth	Not enough flexibility or room for spontaneity
Pride	Time Optimiser	Everything needing to be perfect may result in execution being limited

Using realised strengths wisely

The Strengths Model of Development guides us to use our **realised strengths** wisely. Focus the team on dialling them up and down, depending on their context and situation. Develop them even further by asking:

- ◆ How can the team use these strengths more productively to achieve their objectives?
- ◆ Which strengths could the team combine to reach their goals?
- ◆ Which **unrealised strengths** would enable them to use any overplayed **realised strengths** less?
- ◆ Who on the team has different **realised strengths** to the quadrant, which could bring diversity to the team?
- ◆ Which **realised strengths** will support the team’s **weaknesses** or **learned behaviours**? Who has these?



SECTION 3

Facilitate your Team Session

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Reasons to include:

To start the session with positive energy. An icebreaker enables people to be ready to learn, more open minded, and receptive to new information.

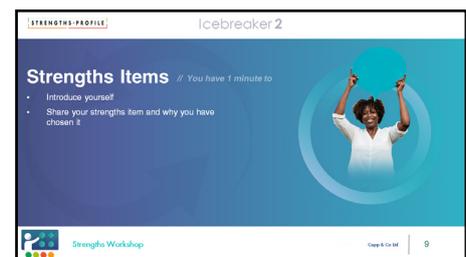
To encourage people to use their voice straight away. This leads to more engagement during the session.

Ref.	Slide 8 – Appendix p.76
Exercise	One Good Thing Icebreaker 1



Facilitator Notes	
How	1-2-4 exercise
Equipment	A timer
Activity	<ul style="list-style-type: none"> Share the questions on the slide. Ask delegates to spend 1 minute considering the questions alone. After the minute ask them to pair up and spend 2 minutes discussing their thoughts. After these 2 minutes stop them and ask the pairs to join up with another pair to make four. They should then spend 4 minutes discussing what their topics had in common with each other. After this time is up, ask a couple of groups to share the highlights of their conversations. If space allows, ask the groups to speak whilst standing to keep energy high and keep you to time.
Time	10 minutes

Ref.	Slide 9 – Appendix p.76
Exercise	Strengths Items Icebreaker 2



Facilitator Notes	
How	Whole group or sub-teams
Equipment	In advance of the team session, ask delegates to bring in an item that represents their top strength(s)
Activity	<ul style="list-style-type: none"> Ask everyone to introduce themselves, showing their item and explaining why they have chosen it and why this is important to them.
Time	1 minute per delegate, will depend on group size

Reasons to include:

For all sessions, however short or long, it is helpful to ground people in recalling the feedback from their own Strengths Profile before moving on to collective activities.

For individuals to be able to engage in hearing about others, discussing team roles, or exploring the future, they need to be able to identify their own strengths and consider what this means.

Ref.	Slide 31 – Appendix p.80
Exercise	Your First Impression! Own Strengths 1



Facilitator Notes	
How	Paired discussion
Equipment	A Strengths Profile
Activity	<ul style="list-style-type: none"> • Invite partners to discuss first impressions of their quadrant on page 2 of their Profiles with each other using the questions on the slide. • Ask the group for some feedback and reactions to their Profiles they would be happy to share.
Time	10 minutes

Ref.	Slide 32 – Appendix p.80
Exercise	Understanding Your Profile Own Strengths 2



Facilitator Notes	
How	Paired discussion
Equipment	A Strengths Profile
Activity	<ul style="list-style-type: none"> • Discuss in pairs the questions in relation to the quadrant profile on page 2 of your Profiles. • You will need to go around the pairs during this exercise to ensure they are on track and understand the model fully. • Follow with a whole group debrief at the end to hear any learning that was achieved.
Time	25 minutes – 20 minutes discussion and 5 minutes group debrief

Reasons to include:

To increase disclosure and build trust.
To find new ways of collaborating.

To understand difference and diversity within the team.



Ref.	Slide 39-40 – Appendix p.81
Exercise	Personal Poster Team Member Strengths 1

Facilitator Notes	
How	Individuals, whole group or sub-team sharing
Equipment	A3 paper/flipchart paper, pens, Strengths Profiles
Activity	<ul style="list-style-type: none"> • “For 10 minutes you should work individually to draw up a summary of your Profile. You may wish to use pictures, words, or a combination. Place your most significant strengths on the sheet (the ones you feel are most like you) and finish the two sentences.” • Share the example on slide 40 or preferably use your own as a demonstration. • Share the poster with either the whole group or sub-team depending on group size. The team should offer quick feedback or questions on their poster.
Time	10 minutes



Ref.	Slide 41 – Appendix p.81
Exercise	Sharing Key Strengths Team Member Strengths 2

Facilitator Notes	
How	Mingle exercise
Equipment	Post-It notes, pens and Strengths Profiles
Activity	<ul style="list-style-type: none"> • Ask the group to look at their Profile and select their two key realised and unrealised strengths. These should be ones that feel significant and that they want to be known for. Write all four on separate Post-It notes. Stick realised strengths on your left arm and unrealised on your right arm. Ask them to walk around the room and bump into someone asking them the questions on the slide. • Encourage them to mingle and speak with at least three people. Whilst standing hold a quick group debrief by asking them to share a few good examples with you.
Time	20 minutes



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