

STRENGTHS-PROFILE

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# Manager Toolkit

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

- ✓ UNDERSTAND STRENGTHS
- ✓ DEVELOP YOUR STRENGTHS
- ✓ DEVELOP YOUR TEAM'S STRENGTHS

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#beyourbestself



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**The number one driver of engagement for all employees is the relationship that they have with you, their manager. Hence, the key to your success will be helping your teams love what they do**

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 organization.

Packed with tools, templates and practical applications, this Toolkit will help you to get the best from yourself and your people, supported by the Strengths Profile tool.

**This toolkit is signposted using three key sections:**

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 realizing, appreciating, and developing your people's uniqueness. You help each team member do what they love to do each day and watch the rewards of their growing confidence and achievement.

Good managers are self-aware, so understanding how your own uniqueness helps and hinders your management style is critical. Using the strengths approach for your own development will ensure you feel confident applying this approach with your own team. It will help you lead by example every day in how you go about managing your team.

This Toolkit will help you, as a manager, adopt a strengths approach in the management of your people. It will support you to bring strengths conversations and activities to the forefront of your management with all your people, especially emerging talent.



**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 behavior 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. It will help if you learn the strengths definitions in the Profiles.



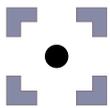
### Motivated

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 would contribute just for the love of doing it.



### 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.



### Attention

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



### Energized

They show vigor and enthusiasm in their interaction. Their body language is animated and 'lights up' as they are talking.



### Rapid Learning

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



### Language

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



### Body Language

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



### 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.



### Childhood Memories

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



### 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 on to a 'to-do' list.

Consider how your strengths interact with your individual team member's strength. Transfer over your top seven **realized strengths** and reflect on the relationship between yourself and each person in your team. Ask for their perspective in your 1-2-1 meetings

My Top 7 realized strengths	's Top 7 realized strengths

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



**Strengths are only transformational if they are being used! Try out these tips to bring strengths into your every day management**

**1.**  
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**Strengthspotting:** Find ways to develop your people further through helping them to use their strengths daily. When are your team most energized and engaged at work? What specifically are they doing at that moment? What do you never need to remind them to do? What never makes it onto their to-do list as it gets done automatically? See pages 12-14 for more strengthspotting tips.



**Activity:** Pay attention to energy from your team members, and what gets done and what always seems to slip. Discuss in their 1-2-1s and how it reflects their Strengths Profile. Use this intelligence to delegate tasks.

**2.**  
—

**Feedback on Strengths**

When you observe one of your team using a strength – tell them. Explain the impact on the wider environment and the team in real time.



**Activity:** Create a visual reminder of your own strengths near your desk and encourage your team to do the same. If your team is virtual, create a montage of everyone's strengths and encourage each office/person to display it.

**3.**  
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**Build High Performance**

Does your team have any common weaknesses that are business critical? Discuss the impact these will have on your collective goals. What team strengths could help the team compensate? Give permission to work in this way.



**Activity:** Sharing Profiles, ask everyone to reflect on who could be the best complementary partner to support each other. Encourage paired discussions on how this partnership will work.

**4.**  
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**Onboarding Conversations**

Each time someone new joins your team, discuss their strengths in their first 1-2-1 and how they could hit the ground running in their role.



**Activity:** Add them into the Team Profile if you have one. How does their arrival change the team results? Reinforce any strengths they display in their early days quickly by feeding back to them to boost their confidence.

**5.**  
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**Team Meetings**

Team meetings are a great opportunity to understand the team dynamics and discuss leveraging the collective strengths. Look at the Team Profile and reflect on how they may behave in team meetings. Who will speak up versus who will need to reflect on decisions? Who is likely to take action versus consider the impact?



**Activity:** Start your regular team meeting going around the room asking each person to share a brief story of how they have used one of their strengths this week and to describe the impact.



Shape each team member's strengths development plan. Use the questions in the first column to help your team member explore their Strengths Profile and use the second to record your reflections

Team Member	Manager Reflections and Actions
What activities bring out your strengths in your role? [Text Area]	What did you resonate with? [Text Area]
Which strength are you most proud of? Why? [Text Area]	How have you seen this strength in action? [Text Area]
What should I know about how you like to work? [Text Area]	How will you manage your relationship? [Text Area]
Are there any strengths you would like to use less of? [Text Area]	How could they dial this down in their role? [Text Area]
Which <b>unrealized strength</b> would you love to use more? [Text Area]	What opportunities are there to use this more? [Text Area]
Which <b>learned behaviors</b> are the most draining? Why? [Text Area]	How could they only use these only when needed? [Text Area]
Do any current tasks bring out your <b>weaknesses</b> ? [Text Area]	Could they do these activities less? [Text Area]
How do you need support around your <b>weaknesses</b> ? [Text Area]	Which strengths can support them? Who else in the team can they partner with? [Text Area]



**Effective managers spend more time coaching, planning and ensuring their team are achieving results. You don't need to do everything yourself, just ensure everything gets done, giving you more time to focus on leadership**

Delegation is a perfect opportunity for managers to help their teams develop and use their strengths further. Use the five steps below to assign tasks that encourage strengths-based team working.



### Delegation Tips

- 1.** Pay attention to energy and 'what gets done' – you will soon notice some tasks happen almost immediately, whilst others are constantly put off.
- 2.** Pay attention to what always seems to slip – your team may not even be aware themselves until you reflect back on what you notice.
- 3.** Check in with your team on energy/interest levels – if you aren't sure, ask them.
- 4.** Experiment with allocating work according to energy – using positive delegation shows you are thinking about their strengths. You can also think simply about energy – what do you think may help them feel energized?
- 5.** Discuss with people what they think they bring – if you have spent time debriefing their Strengths Profile or the insights you have about them from the Managers Profile, you may not need to do this explicitly.
- 6.** Identify the 'go to' people for different activities – knowing who you can trust with a piece of work is crucial.
- 7.** Keep the right balance – ensure you don't end up picking the same people for tasks because the task suits their strengths. Make sure you keep looking for opportunities to stretch and develop your team.
- 8.** Delegate tasks that are not your own area of strength – be honest about the parts of your work that you find more challenging or draining. Consider whether there is someone in the team who could support you as well.



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