

## STRENGTHS · PROFILE

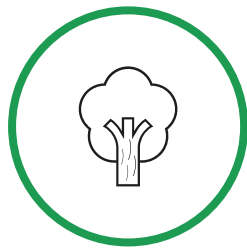
**Sample**

20 September 2024



# Leader Profile

MY TOP STRENGTHS



Legacy



Humour



Enabler

## How To Use this Profile

This report will tell you how you can be a better leader by learning which of your skills are strengths, the things you do well and enjoy, and help you to develop these even further.

### Why Strengths

Self-awareness is essential to your success – it's what all great leaders have. Leadership development starts with learning about yourself, and using this knowledge to be the best leader you can be. Self-aware leaders powerfully help others to contribute their best selves by encouraging a culture of trust where people feel safe and inspired to innovate and be themselves.

When you know which skills are your strengths and weaknesses, you can understand your leadership style and how this impacts you and those you lead. You can use the insights to focus on your uniqueness as a leader and to develop your career success.

### Applying your Strengths

- **Leading Yourself** - Use the realised strengths descriptions to get to know yourself and to understand your leadership style. Build better relationships with others by allowing them to get to know the authentic you. Use the unrealised strengths suggestions to stretch yourself and develop your career by setting goals that motivate you.
- **Leading Others** - Use the advice to develop teams where people feel safe, enabled and engaged. Learn how you can help your teams to be successful by improving the way you work together and gain ideas on applying your unrealised strengths further in your team environment.
- **Leading the Organisation** - The strengths suggestions will help you identify ways you can lead a positive culture at work where people and stakeholders feel valued and appreciated. Learn how you can make a difference in helping people to thrive at work.
- **Hidden Risks** - We all have areas we can't see or perhaps don't want to see about how we are. Learn how your strengths could be overplayed and the impact this might have on you and your success –and how others might interpret this.
- **Learned Behaviours and Weaknesses** - Use the advice to understand how these could impact your leadership style and how they may show up for others. Use the suggestions to take the relevant action to improve your effectiveness.
- **The Strengths Families** - Review how each of the 60 strengths show up for you across the 5 Families. Use the reflections and tips to understand your preferences and energy within each Strength Family and review any gaps. Use the coaching questions to develop your effectiveness within the Families.

### Further Resources

The Leader Profile works alongside your Expert Profile, revealing general advice for all 60 skills across the 4 quadrants, allowing you to go beyond the key data.


## Unique Quadrant Profile


Welcome to the self-insights that will help you become a better leader. Strengths Profile assesses 60 skills and classifies them as realised strengths, unrealised strengths, learned behaviours and weaknesses, as your leader report shows.


By understanding how your strengths show up in your leadership style, you can capitalise on your uniqueness as a leader. Use these insights to develop your career success while taking your team and organisation’s performance to the next level.

Make time to go through the advice, focusing on developing your realised and unrealised strengths further to increase your leadership confidence and outcomes.

**REALISED STRENGTHS**  
Skills you use and enjoy

 Perform well

 Energising

 Higher use

Use wisely

1 Legacy

2 Humour

3 Enabler


4 Persuasion


5 Drive


6 Counterpoint

7 Personal Responsibility

**UNREALISED STRENGTHS**  
Skills you don't use as often

 Perform well

 Energising

 Lower use

Use more

1 Empathic

2 Innovation

3 Unconditionality


4 Self-awareness


5 Compassion


6 Explainer

7 Organiser

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

 Perform well

 De-energising

 Variable use

Use when needed


1 Resilience


2 Planner


3 Adventure

4 Bounceback

**WEAKNESSES**  
Things you find hard and don't enjoy

 Perform poorly

 De-energising

 Variable use

Use less

1 Adherence

2 Persistence

## Realised Strengths - Use Wisely

### 1 Legacy

**You want to create things that will outlast you, delivering a sustainable positive impact within your leadership.**

 Being Family

#### Leading Self

- You are passionate about having a long-lasting influence with whatever projects you or your teams are involved in. This includes reviewing the impact you'll all have well into the future.
- You enjoy putting policies and procedures in place that will stand the test of time and benefit the organisation, and your customers, for the long term – even after team members have moved on.
- When under pressure, you make strategic decisions that will have a positive long-term impact on the organisation. You are keen to make decisions that will be remembered for their future success.

#### Leading Others

- You care deeply about team members and wish to be a guiding figure in their careers. You take great interest in their aspirations and seek opportunities to support them with achieving their future goals.
- You like to challenge your teams to exceed expectations, ensuring their achievements live long in the memory. You strive for the team to be known for high levels of innovation and performance that will be recognised for years to come.

#### Leading the Organisation

- You would rather make the right decision for the long term than the right decision for right now. This motivates you to ensure your organisation's vision is implemented and people have a strategic view.
- You like to challenge your teams to exceed expectations, ensuring their achievements live long in the memory. You strive for the team to be known for high levels of innovation and performance that will be recognised for years to come.

#### Hidden Risks

- You don't always need to think about what's best for your teams long term. Take opportunities to contemplate what may be best for them right now to avoid missing out on immediate changes.
- You may find it difficult to appreciate your small leadership successes. Acknowledge that these successes all contribute to your leadership Legacy and celebrate them with your teams.

### 2 Humour

**You see the funny side of almost everything that happens – and enjoy making a joke with those you lead and connect with.**

 Communicating Family

#### Leading Self

- You love being the person who can make light of situations. Others can rely on you to put people at ease and lighten the mood quickly, often by laughing at yourself.
- You enjoy breaking down barriers with people by not taking everything or yourself too seriously. You build new relationships through a shared love of Humour.
- You pride yourself on being able to find the Humour in even the most mundane situations. You can refocus colleagues' attention and shift the mood when you need to.

#### Leading Others

- You can effortlessly build trust and boost morale in your teams through your ability to defuse tension in meetings with a well-timed bit of Humour. You give permission to enjoy work.
- You relish showing your teams that things are under control enough that they can spend time on fun and banter. This can be precious respite when teams are feeling under pressure.

#### Leading the Organisation

- You know that emotions are contagious. By having fun and encouraging laughter in your organisation, you can create a culture where employees are engaged, motivated and happy.
- You recognise that serious things can be done without everyone taking themselves seriously all the time. Using your Humour injects energy and fosters stronger connections between people at all levels.

#### Hidden Risks

- Watch out for situations where your usual Humour might not have the impact you expect. Recognise when you are working in unfamiliar situations with different cultural norms, or when building new relationships.
- Others may see joking about certain things in certain situations as petty or even disrespectful. Read the mood and recognise when Humour is unhelpful or detracts from important matters in hand.

## Realised Strengths - Use Wisely

### 3 Enabler

**You create the conditions for people to grow and develop for themselves in your team.**



#### Leading Self

- You understand the importance for leaders to create the conditions for others to grow and develop, allowing you freedom to be strategic and focus on other priorities.
- You ask questions and coach when communicating and giving feedback, allowing others to think and take responsibility for their own personal development.
- You encourage and role model to your teams how important it is to keep learning within the industry and your own talent specialism. You know that knowledge shapes our actions and interactions.

#### Leading Others

- You appreciate that an informed and knowledgeable team will make better decisions. You relish supporting new learnings, experimenting and encouraging feedback with others.
- You love to set your teams challenges that confidently allow them to stretch themselves outside their comfort zone, through acknowledging and developing their strengths and skills.

#### Leading the Organisation

- You encourage organisational learning, enabling everyone to move their career forward and achieve their goals through increased self-awareness and skill-based knowledge.
- You know the importance of creating the right conditions and environment to enable employees to thrive. You revisit this based on the priorities, trends and changing strategies within your organisation.

#### Hidden Risks

- Don't expect that everyone can learn at the same pace or will thrive with your learning suggestions for them. Pay attention to what they love to do to ensure they maintain momentum.
- Allow people to find their own stretch point – gently nudge, don't push. Check in regularly and mentor or coach team members as they progress with new learnings.

### 4 Persuasion

**You enjoy bringing those you lead and your stakeholders around to your way of thinking, to win agreement from them.**



#### Leading Self

- You enjoy making tough decisions yourself, bringing others around to your leadership view through balanced and considered discussions.
- You relish using passionate and persuasive language to get those you lead on your side, knowing just what to say, how to say it and who to say it to.
- You love the challenge of convincing others about difficult change or risk projects, putting forward exactly the right argument for your audience so they feel safe and informed.

#### Leading Others

- You support team members to stretch themselves by sharing the benefits, outcomes and positive evidence in tasks, enabling them to feel more comfortable taking on projects where they may be challenged.
- You gain trust in the team with your persuasive arguments that are confidently put forward and researched. The team instinctively follow and support you.

#### Leading the Organisation

- You love to share with your stakeholders and customers your organisation's vision, effectively influencing them and taking them on the journey with you.
- You successfully get involved in numerous change or strategy debates with your peers and stakeholders, influencing their thoughts and opinions using convincing arguments and facts.

#### Hidden Risks

- In your attempt to win an argument, be aware of discounting other options or opinions, as this may impact your ability to make more informed decisions.
- Don't persuade your teams for the sake of it. There may be situations where it is OK for everyone to have a different opinion. Winning every argument could come across as lacking in judgement or aggressive.

## Realised Strengths - Use Wisely

### 5 Drive

**You are a self-motivated leader and push yourself hard to achieve what you want out of life.**

★  
Motivating Family

#### Leading Self

- You love to set yourself challenges, working hard to be successful. It appears to others that you have an endless appetite for getting things done.
- You take pride in being a self-starter and are energised when moving forward and progressing in situations where others may hesitate. You feel inspired breaking new ground.
- You flourish when set goals that stretch you and push you on to achieve more, knowing you usually find a way to meet them. You drive yourself to achieve more than you were previously able to.

#### Leading Others

- You enjoy motivating people by setting demanding objectives for them that push them outside their comfort zone, and by providing fresh goals and objectives for them to achieve.
- Your leadership style strongly encourages your teams to grasp opportunities, make quick decisions and get things done. Those you lead often value the experience they gain in a short space of time with you.

#### Leading the Organisation

- Your leadership style strongly encourages your teams to grasp opportunities, make quick decisions and get things done. Those you lead often value the experience they gain in a short space of time with you.
- You are energised by opportunities to set up and lead your own projects, especially where you and your teams have a high degree of autonomy. You role model success that comes from progress not perfection.

#### Hidden Risks

- Your strong self-motivation may mean that you don't know when to stop. Recognise the benefits of relaxing and investing in your relationships. Learn how to regularly pause, not just for yourself but also to avoid team members being overworked.
- Your Drive to do things can prevent you delegating effectively. You may prefer to do things yourself or be impatient when your teams are slow to deliver. Give people time and space to deliver and show your trust in them.

### 6 Counterpoint

**You always bring a different viewpoint from others, whatever the situation, within your leadership.**

💬  
Communicating Family

#### Leading Self

- You love being the leader who looks at things through a different lens. You know that taking a new perspective can help you generate fresh ideas or solve difficult problems.
- You thrive on being the person in the room who asks the question that no one else is prepared or brave enough to ask. You help people to think differently and question reasoning behind approaches.
- Your willingness to put forward a range of options and possibilities means that you're known for challenging the status quo. You can be relied upon to present an alternative view to most things.

#### Leading Others

- You are prepared to ask questions that others may be fearful of asking. This helps create a climate of openness and trust for your teams where they feel confident in raising concerns and opinions.
- You relish questioning other people and their solutions or recommendations. Your team members can expect you to challenge their thinking and encourage them to consider unconventional approaches.

#### Leading the Organisation

- Your ability to think differently enables you to detect opportunities to improve how the organisation operates. You tend not to settle for the easy approach or what has always worked.
- You like to take risks by challenging conventional wisdom. You know this can result in improved business results for the organisation and enables you to get to the heart of important matters.

#### Hidden Risks

- You may come across as dismissive or reluctant to accept the ideas of others. Listen carefully to your teams and peers before offering your own views to ensure you've considered all perspectives.
- Know when to put forward your feedback and when to accept the viewpoints of the majority. Recognise when too much opinion can derail meetings and tasks, moving on once the decision is made.

Realised Strengths - Use Wisely

7

Personal Responsibility

You take ownership of your decisions and hold yourself accountable for your leadership promises.

Being Family

Leading Self

- You commit to do what you’ve promised. If you don’t know an answer or direction, you’ll do whatever it takes to resolve it. Letting people down is not an option for you as a leader.
- When you make decisions, you do so knowing that you must deliver on that commitment. Failure to deliver is not an option and this is what drives you to success.
- You don’t look to blame others if a project is faltering. You will gladly accept accountability and get to work putting it right immediately.

Leading Others

- When you make a commitment to your teams, you make sure that you complete the task. You believe that holding yourself accountable builds trust and credibility in you as a leader.
- You enjoy role modelling accountability to the team. You help to support team members by giving advice about how they can be more autonomous in tasks assigned to them.

Leading the Organisation

- You have a reputation in the organisation as a leader who’ll deliver on challenging projects. Peers trust that once you’ve accepted a task, it will get done.
- You accept that tough decisions need to be made, in order for your organisation to thrive. You embrace these decisions and ensure that you and your teams contribute to success and profitability.

Hidden Risks

- Be mindful of taking on too much. Learn how to delegate tasks to the team, to avoid burning yourself out. This can also be an opportunity for team members to grow and gain more experience.
- Overplaying your Personal Responsibility may mean that you spend too much time on your own tasks. Balance this with supporting the team with their challenges and leading the bigger picture within a project.

## Unrealised Strengths - Use More

### 1 Empathic

You tend to have a natural connection with other people in your teams.



#### Leading Self

- What people or groups would you love to spend more time with? Try being a mentor or coach for those new to your function or working groups of interest across the business that support forward thinking.
- Think about a leader who embodies a leadership characteristic you'd like to develop. Put yourself in their shoes to experience their emotions as they successfully demonstrate the characteristic.
- Bring your empathy to your decision-making. Review the likely impact for your peers and teams. How would they react and what would be their challenges and joy about the decision?

#### Leading Others

- Check in with your teams on challenging tasks or projects to review how they're feeling and how you can help. You may not always have the answers, but listening is a great starting point so that people feel valued.
- Those you lead will always remember how you made them feel as a leader. Be attentive to wellbeing, what went well and what they enjoy. Share in their successes.

#### Leading the Organisation

- Consider the different services and products you lead and how they reach your customers. Review existing processes to ensure you've identified any challenges they face or sought out their perspectives on future products or services.
- Review how your customers feel about your organisation's brand and values. Consider what else could be done to ensure these are up to date with trends and challenges, and to show that you care.

### 2 Innovation

You tend to want to invent things that are better than what has been done before to support ideas and strategy.



#### Leading Self

- You like being asked to come up with ideas, solutions and applications. What focused areas can you get involved in to highlight your Innovation where you're already successful and leading the way?
- Reflect on innovations that have helped bring you success. Note down your own 'playbook' for Innovation, such as how to generate ideas, spot opportunities or handle failure.
- Review an area of the business in need of a fresh perspective. Look at it from the view of your customers or stakeholders. Share your new ideas to set yourself apart from your competitors.

#### Leading Others

- Encourage experimenting in the team. Build time into meetings or plan a session to work on new products or solutions. Help the team define the problem and challenge each other to generate as many ideas as possible.
- Provide opportunities for professional growth for each person you lead. Identify something they're passionate about or intrigued by. Then provide them with time, tools or support to work on it alongside their existing duties.

#### Leading the Organisation

- What latest ideas could you pilot in your division? Talk to others and let them know you're interested in testing out new systems, processes, products or services for your people or stakeholders.
- Inspire a senior colleague to take a risk or be bolder in their approach to leadership or strategy. Help them discover new possibilities and support them to put those ideas into practice.

## Unrealised Strengths - Use More

### 3 Unconditionality

You are genuinely able to accept and respect people for who they are as a leader, without ever judging them.

 Being Family

#### Leading Self

- If you make a mistake, take ownership of it and avoid being too hard on yourself, in private or publicly. Take it as a lesson learned and focus on rectifying the situation.
- Consider those you lead and the qualities they bring to your teams. Communicate to individuals what you value about their contribution to the team. Ask them to do this for each other too.
- Ask colleagues to provide you with honest feedback about your leadership skills. Stress that you're looking for authentic feedback to help them, and that they won't be judged for their opinions.

#### Leading Others

- In conflict situations, appreciate that behaviours may differ from normal and look for the underlying issues of each party, so as to reach an amicable solution.
- Empower those you lead to be authentic and foster a working environment built on trust and respect for each other. This will help unite your teams and make them feel safe in supporting each other.

#### Leading the Organisation

- Encourage a culture of diversity where everyone is accepted for who they are and feels valued for the contributions they make to the success of the organisation.
- When a senior stakeholder acts out of character, consider that there may be reasons for this that may not be directly related to you. Accept their behaviour and see what you can do to help.

### 4 Self-awareness

You tend to enjoy spending time and focusing effort on understanding your leadership behaviour and emotions.

 Being Family

#### Leading Self

- Allocate time each week to look back on your performance. Make notes on how your emotions and behaviour have positively and negatively impacted you. Consider what you could do differently.
- When the next high-pressure situation arises, notice your emotions. Which ones are helpful to you or your teams, and which could introduce unease or uncertainty?
- Use your understanding of yourself to take on a new leadership challenge or solve a current problem. What would have the biggest impact on your career if you dialled up an existing strength?

#### Leading Others

- In conflict scenarios, think about the behaviours you'll need to ensure both parties feel respected and treated fairly by you. Reflect on how your actions are perceived and how you can adapt your approach further.
- Ask your teams which style of leadership that you use is working well and what they need you to do differently to best support them to excel.

#### Leading the Organisation

- Consider your organisation's vision and how you can contribute to embedding this in the culture. What behaviours will be important for you to role model to your teams to make the vision a daily reality?
- Reflect on how you can further promote inclusivity. How can you champion and celebrate everyone to feel appreciated for the uniqueness they bring to projects?

## Unrealised Strengths - Use More

### 5 Compassion

You want the best for everyone and offer sympathy and support to others in your teams and peer groups.



#### Leading Self

- Advocate self-compassion, role modelling its important benefits to wellbeing. Keep a check on your hours and be deliberate not to backfill every personal appointment to set examples.
- Reflect on a current tough decision you need to make. Review the pros and cons for the individuals, teams, organisation and your community to consider everyone's interests.
- Catch your language and that of your team members to avoid self-criticism. Encourage a culture where you look for solutions, everything is learning and you celebrate successes.

#### Leading Others

- Encourage Compassion in 1-2-1s and team meetings. Arrange coffees, gratitude sessions or regular feedback to listen and show appreciation. Enable teams to support each other through good habits.
- Which of your key working relationships would benefit from your support and warmth? Try something new, an outside-of-work activity, lunch or tackling a problem together.

#### Leading the Organisation

- Get your organisation involved with more corporate responsibility initiatives. Gather from your teams the causes they're passionate about and share ideas to get involved on a regular basis.
- Review the current support systems and their impact for either your customers or employees. Offer additional training – for example, mental health or coaching.

### 6 Explainer

You like to simplify things so that those you lead and work with can easily understand them.



#### Leading Self

- Pick an idea that you're interested in but unclear about exactly what it is or how it works, such as a new industry innovation. Explain the concept to your teams to gauge if you want to invest further in it.
- Identify a concept or solution that you want to get people to buy into. Think about the needs of different audience members/groups and build in analogies, stories and examples to help explain it.
- Review an area of your solution or service where you meet the most challenges or user complaints from customers. Instigate easy to use help guides, videos or materials to support the customer journey.

#### Leading Others

- In your next team meeting, interpret an organisation or industry announcement. Prepare how you want to get your message across, as well as how you'll know that all team members have understood.
- Work one-to-one with a team member who's struggling with a problem or technique. Pinpoint what they're struggling with and break things down for them. Encourage them to ask questions and test their understanding.

#### Leading the Organisation

- Volunteer to be a speaker at an industry conference, customer forum or all-staff meeting. Choose a topic you'll find energising and can make into an interesting and memorable talk for the audience.
- Become a mentor for an individual or group of people who want to learn from you. Bring together your experiences, stories and knowledge into a coherent set of materials or sessions that help build knowledge over time.

## Unrealised Strengths - Use More

7

### Organiser

You like being well organised, where possible, in your leadership responsibilities.



#### Leading Self

- Reflect on recent examples of where being more organised would have helped you be more successful in a project or decision. What's the first step you could take?
- What two activities could you organise or champion to challenge your leadership growth? It could be a team or peer activity, new client project or industry event to get started.
- List out areas where you feel your work or the team are disorganised. Share with the team and come up with solutions to find better ways. Delegate each area according to strengths.

#### Leading Others

- Work with team members to get more organised as a whole. Share tips and examples they can learn from, but listen to what works for them and their ideas before voting on a few immediate ways forward.
- Set aside time with your team to review a recent event or project. Discuss where things were organised well, and where they could have been better. Allocate actions to team members to work on based on their strengths.

#### Leading the Organisation

- Set up a time with your customers or stakeholders to prepare for an upcoming busy period, product launch or project. Work with them to identify the most important things to organise in advance and any potential problems.
- What internal focus often slips? Perhaps a CSR focus, L&D initiative, or rewards and team activities. How could you support the relevant teams to get going again and follow a process for success?

## Learned Behaviours - Use When Needed

### 1 Resilience

**You have the ability to overcome adversity and can take setbacks in your stride within your leadership.**

★  
Motivating Family

#### Impact on your Leadership

- You are able to push ahead after knockbacks, but you can find them draining to deal with. Others may not appreciate this and continue giving you more work, which requires you to be ever-more resilient.
- You are not daunted or discouraged by setbacks. However, relying on simply picking yourself up and going again may impact your work performance or your personal wellbeing over time.
- You have learned to navigate most obstacles that are thrown in your way but may find eventually that your strategy is just not going to work. These are crucial moments to invite feedback, reflect and try a new approach.

#### Use When Needed

- Discuss your own motivational needs and what you're most proud of with your teams and your leader. Describe what Resilience means to you and when you have found it draining to overcome challenges.
- Vary your approach and adjust your plans when faced with rejection or repeated difficulties. Learn to be agile as well as relentless to maximise your chances of success.
- Build alliances to share the work of influencing others or achieving great results, reducing reliance on your personal resolve to be successful.

### 2 Planner

**You have the ability to plan and prepare for your leadership responsibilities, taking a systematic approach to what you do.**

☁  
Thinking Family

#### Impact on your Leadership

- You have learned how to successfully make plans for your team. However, you may find it challenging if they rely on you for managing and organising everything.
- You can plan work well but may not appreciate the value that some stakeholders put on having absolute clarity about the future or how you'll be prepared for change.
- Your appetite for planning may become strained if you're leading very detailed plans and charts which are complex or extend too far into the future.

#### Use When Needed

- Ensure that every team member takes responsibility for planning their individual work, rather than relying on you. Get them to share plans with the rest of the team so you all know what's being done.
- Use standard templates or processes for project scoping and updates so your teams or stakeholders can easily build their own plans.
- Check in with project sponsors to understand what they really need from a plan – and how often. Clarity will mean time will be efficiently spent.

### 3 Adventure

**You quite like the risk of the untried within your leadership and are able to be outside your comfort zone when required.**

★  
Motivating Family

#### Impact on your Leadership

- You have learned to handle situations outside your comfort zone but may find them draining, especially if you don't give yourself time to fully recover.
- You are able to push the boundaries of your teams, looking for the next challenge. However, this pace-setting style may risk exhaustion or disengagement within others who are risk-averse.
- You can competently test yourself but may miss important personal insights and learning if you move on too quickly without reflecting on the success.

#### Use When Needed

- Prioritise your own recovery time after completing a challenge. This may mean saying no to the next stretching piece of work, negotiating the boundaries or getting others to support.
- Take stock of your leadership objectives and development goals. Have a mix of both routine and more stretching activities and ensure your plans don't compromise your health and relationships.
- Look out for signs of weariness or reluctance to push ahead in colleagues. Take notice and be prepared to adjust your plans to include others.

Learned Behaviours - Use When Needed

4 Bounceback

Whatever the setback or disappointment you come up against within your leadership, it can make you more determined to succeed.

★  
Motivating Family

Impact on your Leadership

- You have learned to overcome setbacks in your life, but you can find them draining to deal with. Others may not notice this, relying on you to support them to rebound from disappointments.
- You can find motivation and courage in adversity, but it may impact your work performance or your personal wellbeing when you rely on it too much.
- You are able to competently overcome most leadership obstacles encountered. However, those that are especially tough on you personally and professionally may take more time.

Use When Needed

- Recognise where things aren't working out in the moment and when it's time to move on. Get a sense check from team members.
- Do a 'pre-mortem' review of what might go wrong before it does go wrong. Anticipating setbacks may help you feel more prepared and more able to recover from them when they happen.
- Give yourself the time and space you need to recover from a big setback, or a period of many, on your own terms. Don't feel compelled to always dust yourself off immediately.

## Weaknesses - Use Less

### 1 Adherence

**You aren't motivated by carefully following guidelines and rules for yourself or your stakeholders.**



#### Impact on your Leadership

- You may find it challenging when you must follow strict processes or rules, or enforce protocols within your teams, especially when under pressure.
- You prefer to enforce standards through 'light-touch' guidelines and principles, which may leave too much room for interpretation by others. There could be risks to achieving your goals or this could impact quality.
- You may underestimate other people's need for instructions or guidelines, leaving people unclear of what is expected. It may be more difficult to manage the performance of your team.

#### Use Less

- You may benefit from delegating aspects of procedure control or compliance to others in your team. Use systems and technology to remain consistent in your approach.
- Involve colleagues in setting up clear processes with instructions that can be easily followed by all team members. Provide clarity on each step to avoid ambiguity.
- Set up a system of peer review to avoid becoming the main person in the team who monitors quality and compliance. Encourage collective responsibility for processes being adhered to.

### 2 Persistence

**You may find it hard to keep going when faced with difficult challenges for you or your teams.**



#### Impact on your Leadership

- You may find it hard to keep yourself or your teams going when facing tough challenges. Others will be relying on you to get the job done despite unexpected setbacks.
- You may prefer to pause when faced with tough challenges, choosing to take stock of the situation rather than press ahead. Team members may perceive this as having lack of confidence in their capability, little faith in the plan or difficulty finding inspiration.
- You may struggle to motivate yourself in the face of adversity. Your motivation may drop when you hit a seemingly insurmountable problem, or you may lose sight of the purpose behind what you're doing.

#### Use Less

- Find a compelling purpose for what you're doing and use this as a source of motivation for yourself and others. By clarifying the 'why' as well as the 'what' and 'how', you can put challenges into perspective.
- Work with your team members to anticipate and plan for difficulties so you're all better prepared for them. Discuss how you'll respond to specific scenarios so everyone is clear about what they'll need to do to respond.
- Establish clear principles or rules about when to give up and when to press ahead. Work out how you'll know that you need to pause or stop altogether and make this clear to your teams.

## Strengths Families - Introduction

The 5 Strengths Families below are conceptual groupings of the 60 strengths. Each Strengths Family contains a set of strengths that share related characteristics. They are designed to provide a framework that helps you understand the patterns of strengths in your Profile that influence your leadership style. Below is the list of strengths that are included in each of the 5 Strengths Families.

### 14 Strengths

#### BEING

#### Our way of being in the world

Authenticity	Gratitude	Moral Compass	Service
Centred	Humility	Personal Responsibility	Unconditionality
Courage	Legacy	Pride	
Curiosity	Mission	Self-awareness	

### 8 Strengths

#### COMMUNICATING

#### How we give and receive information

Counterpoint	Humour	Spotlight
Explainer	Listener	Writer
Feedback	Narrator	

### 13 Strengths

#### MOTIVATING

#### Our drive towards action

Action	Change Agent	Improver	Work Ethic
Adventure	Competitive	Persistence	
Bounceback	Drive	Resilience	
Catalyst	Growth	Self-belief	

### 11 Strengths

#### RELATING

#### How we relate to others

Compassion	Empathic	Esteem Builder	Rapport Builder
Connector	Enabler	Personalisation	Relationship Deepener
Emotional Awareness	Equality	Persuasion	

### 14 Strengths

#### THINKING

#### Our approach to situations

Adaptable	Incubator	Organiser	Strategic Awareness
Adherence	Innovation	Planner	Time Optimiser
Creativity	Judgement	Prevention	
Detail	Optimism	Resolver	

Strengths Families - Your Full 60

Your unique Profile across 60 strengths, including the Strengths Families

REALISED STRENGTHS			UNREALISED STRENGTHS			LEARNED BEHAVIOURS			WEAKNESSES		
1	Legacy	Being	21	Action	Motivating	9	Curiosity	Being			
2	Humour	Communicating	22	Change Agent	Motivating	10	Rapport Builder	Relating			
3	Enabler	Relating	23	Service	Being	11	Time Optimiser	Thinking			
4	Persuasion	Relating	24	Creativity	Thinking	12	Personalisation	Relating			
5	Drive	Motivating	25	Improver	Motivating	13	Resolver	Thinking			
6	Counterpoint	Communicating	1	Empathic	Relating	14	Courage	Being			
7	Personal Responsibility	Being	2	Innovation	Thinking	15	Pride	Being			
8	Relationship Deepener	Relating	3	Unconditionality	Being	16	Catalyst	Motivating			
9	Growth	Motivating	4	Self-awareness	Being	17	Humility	Being			
10	Mission	Being	5	Compassion	Relating	18	Emotional Awareness	Relating			
11	Esteem Builder	Relating	6	Explainer	Communicating	19	Work Ethic	Motivating			
12	Judgement	Thinking	7	Organiser	Thinking	20	Optimism	Thinking			
13	Narrator	Communicating	1	Resilience	Motivating	21	Prevention	Thinking			
14	Writer	Communicating	2	Planner	Thinking	22	Competitive	Motivating			
15	Adaptable	Thinking	3	Adventure	Motivating	23	Detail	Thinking			
16	Authenticity	Being	4	Bounceback	Motivating	24	Incubator	Thinking			
17	Moral Compass	Being	5	Centred	Being	25	Self-belief	Motivating			
18	Strategic Awareness	Thinking	6	Equality	Relating	26	Gratitude	Being			
19	Spotlight	Communicating	7	Listener	Communicating	1	Adherence	Thinking			
20	Feedback	Communicating	8	Connector	Relating	2	Persistence	Motivating			

Strengths Families - Your Ranked Distribution

Below is the distribution of your 60 strengths across the Families, ranked in order by top results.

● REALISED STRENGTHS    ● UNREALISED STRENGTHS    ● LEARNED BEHAVIOURS    ● WEAKNESSES



1 Communicating	<div><div></div> Humour - Counterpoint - Narrator - Writer - Spotlight - Feedback</div> <div><div></div> Explainer</div> <div><div></div> Listener</div> <div><div></div></div>
2 Being	<div><div></div> Legacy - Personal Responsibility - Mission - Authenticity - Moral Compass - Service</div> <div><div></div> Unconditionality - Self-awareness</div> <div><div></div> Centred - Curiosity - Courage - Pride - Humility - Gratitude</div> <div><div></div></div>
3 Relating	<div><div></div> Enabler - Persuasion - Relationship Deepener - Esteem Builder</div> <div><div></div> Empathic - Compassion</div> <div><div></div> Equality - Connector - Rapport Builder - Personalisation - Emotional Awareness</div> <div><div></div></div>
4 Motivating	<div><div></div> Drive - Growth - Action - Change Agent - Improver</div> <div><div></div></div> <div><div></div> Resilience - Adventure - Bounceback - Catalyst - Work Ethic - Competitive - Self-belief</div> <div><div></div> Persistence</div>
5 Thinking	<div><div></div> Judgement - Adaptable - Strategic Awareness - Creativity</div> <div><div></div> Innovation - Organiser</div> <div><div></div> Planner - Time Optimiser - Resolver - Optimism - Prevention - Detail - Incubator</div> <div><div></div> Adherence</div>

## Strengths Families - How to Apply Them to your Leadership

### Summary



1. There is no ideal ranking of the Families. Knowing **which** strengths you have in each Family is the key to being a successful leader. Draw on each Family as needed.
2. There is no right or wrong in terms of the percentages – it’s **how** you use them that counts. Review your skills distribution of the quadrants within each Family below to lead effectively.
3. If your distribution is split across all 4 areas within a Family, note what you love doing and what drains you within each. Focus on where you will have maximum impact and delegate where necessary.
4. If you don’t have many or any strengths in a Family, use your unrealised strengths further or your learned behaviours as needed.

### Distribution Tips

Realised Strengths	<ul style="list-style-type: none"><li>• Know your preferences and energy within each Family. Understand how they serve you, your people and your organisation and develop them further.</li><li>• Understand any strengths gaps within the Families and any impact this has. Address this using other strengths, development or people.</li><li>• If you have a high percentage of strengths in one Family, reflect on any areas you may overplay, at the detriment of not revealing other Families.</li></ul>
Unrealised Strengths	<ul style="list-style-type: none"><li>• We have fewer unrealised strengths, so learn more about your potential in each Family and align them with your future goals or problem-solving.</li><li>• If you have high percentages of unrealised strengths, reflect on what restricts you from using this Family and how you can use these further.</li><li>• Use them to support any realised strengths gaps within a Family.</li></ul>
Learned Behaviours	<ul style="list-style-type: none"><li>• Having many learned behaviours is common, so some Families may have higher percentages. The key is to only use them when needed.</li><li>• Consider which learned behaviours in each Family drain you the most and why. Reflect on which strengths from the same Family could help.</li><li>• If you have high percentages in any Family, consider whether you overuse them and how you could take a break from them.</li></ul>
Weaknesses	<ul style="list-style-type: none"><li>• Look through the lens of each Family and think about how any gaps impact you or might be perceived by others.</li><li>• Consider the future impact. Use your other strengths within the same Family to support you and delegate where you can.</li><li>• You may need to accept that you’ll have to get to ‘good enough’ in critical areas to be effective.</li></ul>

Strengths Families - Coaching Questions

Review each Family and make an action plan to develop your unique leadership strengths further. The questions relate to the ranked order they appear in.

Today	Future
1. Communicating 	
How do your Communicating strengths support you to be a successful leader?	Which Communicating strengths will support your future goals? What action could you take now?
2. Being 	
Which Being strengths support others the most? How do they do this?	Which Being strengths do you need to allow more time for? How will you do this?
3. Relating 	
Which Relating strengths do others know you for? Do these strengths serve you?	Which Relating strengths would you like to be further known for? How could you do this?
4. Motivating 	
Which Motivating strengths drain you and which excite you?	Which learned behaviours or weaknesses within Motivating will you delegate so you can focus on energising tasks?
5. Thinking 	
Are there any critical learned behaviours or weaknesses within your Thinking strengths? What strengths could help?	How might any gaps in your Thinking strengths impact your goals? What unrealised strengths could support you?

## Leading Others - Embedding Strengths in Your Teams and Culture

Great organisations enable everyone to play to their strengths so that both the people and the organisation can thrive. Use the tips below to embed strengths in all areas of your culture.

### Leadership teams

The embedding of strengths is most impactful when it's adopted and endorsed at the top of the organisation. Encourage all leaders to role model the approach.

### Support managers

Encourage managers to use the Strengths Profile Team Manager Profile and Toolkit so managers can embed increased performance and engagement in their teams.

### Strengthspot

Teach people to spot strengths in action. Be specific on what you saw and how this resulted in success – and name the strength. It will encourage people to continue using their strengths.

### Unlock potential

What would colleagues or team members love to do further? What additional responsibilities could they take on? How can the culture support this development and action in everyone?

### Be a role model

Encourage everyone to be vocal about strengths. Employees should be confident to mitigate weaknesses and build further on their successes. Ensure leadership practises this approach.

### Embed strengths in teams

Understand what each team's collective strengths are. Together, people can direct their strengths towards their goals, understand any draining team cultures and mitigate any gaps identified.

### Strengths conversations

Weave strengths into conversations. What did people love about their week? What are they looking forward to working on? How can they build on this success further? Help people get to know each other better and collaborate.

### Values

Consider how the strengths culture gets weaved into your organisational values or performance conversations to gain traction and action. What processes may need to change to embed strengths?

### Be inclusive

Enable everyone in the organisation to understand their strengths. Use your strengths understanding to create different teams and encourage diverse contributions of thoughts and views.

### Keep reviewing

Our strengths change over time, so any intervention needs to be revisited. Making it part of the culture means bringing all these tips together and doing them regularly.

## Leading Others - Managing Learned Behaviours and Weaknesses

To enable your people to play to their strengths each day, you'll need to support them to use their learned behaviours when needed and their weaknesses less. Each Profile suggests individual support to manage these areas and, as a leader, you can support the organisation to adopt a culture of different ways of working.

### Learned Behaviours

**Learned behaviours are a great resource as your people perform these tasks well, but they may not enjoy them. Help individuals and teams to use their learned behaviours only when needed:**

1. **Review the use:** The impact of each person's learned behaviours will manifest itself differently but will be unsustainable if overplayed. Uncover the ones that are most draining and try to understand the causes of any impact.
2. **Review the culture:** Often, if a team share similar learned behaviours, there could be a process or task causing this. Investigate how ways of working or systems could be evaluated in the team to alleviate any pain points.
3. **Encourage openness:** Explore what drains your teams, as people can be good at hiding their feelings. Encourage conversations about what each person wants to be known for and what they would rather do less of.
4. **Encourage teamwork:** Encourage people to play to their strengths and, where possible, collaborate and help each other to compensate for their weaknesses.
5. **Sandwich for success:** For tasks people find draining, what other strengths could support them? On days or hours when people have most energy, encourage them to sandwich draining tasks between ones they find energising to make them more manageable.

### Weaknesses

**Everyone has weaknesses and we recommend you and your teams use them less and play to strengths instead.**

1. **Honesty is key:** Enable a culture of trust so people can share what they find challenging. Share your principles of 'using weaknesses less' and 'using strengths more' so everyone is confident to gain support.
2. **Share your weaknesses:** Ask for help across your teams with your own weaknesses to create more open relationships, and give others opportunities to work on different tasks with their strengths. When all team members undertake this approach, no one becomes too overloaded.
3. **Use strengths to compensate:** Occasionally, using a weakness might seem unavoidable. As a leader, help people align their other strengths to compensate and achieve their goal. For example, a strength in 'Pride' or 'Organiser' could compensate for a weakness in 'Time Optimiser'.
4. **Address the impact:** Understand exactly how the weakness reveals itself within each person or the team. Address the impact, not the whole weakness, to be successful in gaining the outcome that's needed.
5. **Get good enough:** If you do feel the team or individual need to perform the weakness to a level of competence, then focus on them being 'good enough'. It's unlikely to be a strength for them and will require considerable effort.

## What Next?



### Become a Strengths Coach

Transform your coachees' or employees' development and potential by upskilling with our Cappfinity's Accreditation, Master and Leader Training Programmes. Through these programs, people are equipped to improve the performance of their people, and organisations will drive improved retention and culture, and boost engagement.

[Find out more](#)

### Team and Manager Profiles

Crucial for leaders looking to develop the strengths of their people and teams and build better relationships. Our Team and Manager Profiles are additional tools to gain a deep understanding as to how your teams work and more importantly how to increase performance and engage them.

[Find out more](#)

### Toolkits

Our toolkits are out-of-the-box resources supporting the development of coaching and management skills. We have compiled all our knowledge and experience into these easily digestible interactive downloads that give clear direction so you can hit the ground running. Coaching, Teams, Manager and Career Toolkits are available.

[Find out more](#)

### Cappfinity

Cappfinity is an expert in talent hiring and talent mobility. Talk to us about our full range of talent management, retention and mobility solutions.

[Find out more](#)

## Strengths Definitions



### Action ★

You feel compelled to act immediately and decisively, being happy to learn as you go.



### Adaptable ☁

You love to meet changing demands and find the best fit for your needs.



### Adherence ☁

You love to follow processes, operating firmly within rules and guidelines.



### Adventure ★

You love to take risks and stretch yourself outside your comfort zone.



### Authenticity 👤

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



### Bounceback ★

You use setbacks as springboards to go on and achieve even more.



### Catalyst ★

You love to motivate and inspire others to make things happen.



### Centred 👤

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



### Change Agent ★

You are constantly involved with change by advocating and making it happen.



### Compassion 🧡

You really care about others, doing all you can to help and sympathise.



### Competitive ★

You are constantly competing to win, wanting to perform better than others.



### Connector 🧡

You make connections between people, instinctively making links and introductions.



### Counterpoint 🗨

You always bring a different viewpoint to others, whatever the situation or context.



### Courage 👤

You overcome your fears and do what you want to do in spite of them.



### Creativity ☁

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



### Curiosity 👤

You are interested in everything, constantly seeking out new information and learning more.



### Detail ☁

You naturally focus on the small things that others easily miss, ensuring accuracy.



### Drive ★

You are self motivated and push yourself hard to achieve what you want out of life.



### Emotional Awareness 🧡

You are acutely aware of the emotions and feelings of others.



### Empathic 🧡

You feel connected to others through your ability to understand what others are feeling.



### Enabler 🧡

You create the conditions for people to grow and develop for themselves.



### Equality 🧡

You ensure that everyone is treated equally and pay attention to fairness.



### Esteem Builder 🧡

You help others to believe in themselves and see what they are capable of achieving.



### Explainer 🗨

You are able to simplify things so that others can understand.



### Feedback 🗨

You provide fair and accurate feedback to others to help them develop.



### Gratitude 👤

You are constantly thankful for the positive things in your life.



### Growth ★

You are always looking for ways to grow and develop, whatever you are doing.



### Humility 👤

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



### Humour 🗨

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



### Improver ★

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

## Strengths Definitions



### Incubator

You love to think deeply about things to arrive at the best conclusion.



### Innovation

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



### Judgement

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



### Legacy

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



### Listener

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



### Mission

You pursue things which give you a sense of meaning and purpose in your life.



### Moral Compass

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



### Narrator

You love to tell stories and see the power of them to convey insights.



### Optimism

You always maintain a positive attitude and outlook on life.



### Organiser

You are exceptionally well organised in everything you do.



### Persistence

You achieve success by keeping going even when things are difficult.



### Personal Responsibility

You take ownership of your decisions and hold yourself accountable for your promises.



### Personalisation

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



### Persuasion

You enjoy bringing others round to your way of thinking, to win agreement from them.



### Planner

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



### Prevention

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



### Pride

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



### Rapport Builder

You establish rapport and relationships with others quickly and easily.



### Relationship Deepener

You have a natural ability to form deep, long lasting relationships with people.



### Resilience

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



### Resolver

You love to solve problems, the more difficult the better.



### Self-awareness

You know yourself well, understanding your own emotions and behaviour.



### Self-belief

You are confident in your own abilities, knowing that you can achieve your goals.



### Service

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



### Spotlight

You love to be the focus of everyone's attention by speaking up.



### Strategic Awareness

You pay attention to the wider factors and bigger picture to inform your decisions.



### Time Optimiser

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



### Unconditionality

You accept people for who and what they are, without ever needing to judge them.



### Work Ethic

You are very hard working putting a lot of effort into everything you do.



### Writer

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