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# Coaching Toolkit

Enable others to be their Best SELF by helping people to understand, appreciate and develop their strengths through coaching conversations

- ✔ STRENGTHS APPROACH
- ✔ COACHING CONVERSATIONS
- ✔ STRENGTHS CARD EXERCISES

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# Business Case for Strengths

The strengths approach is a proven and positive way to improve contribution and engagement. We've included a range of research to help you share the benefits with others.

**THE BENEFITS OF STRENGTHS**

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

- 42%** of the high performers use their strengths to make their work more meaningful.
- 24%** of high performers use their strengths to help them succeed in their work.
- 7.8%** of high performers use their strengths to help them succeed in their work.

**People who use their strengths more...**

- ...are more self-aware
- ...have more positive energy and focus
- ...reported higher levels of well-being
- ...have more positive energy and focus

**THE WORLD'S MOST POPULAR STRENGTHS**

Before we go on to talk about the strengths of women, here is a reminder of the World's Most Popular Strengths (our previous White Paper), as revealed through the Strengths Profile Quadrant.

Realized Strengths	Workable Strengths	Universal Strengths	Problematic Strengths
1. Pride	3. Reacher	1. Mission	1. Self-Defiant
2. Humility	4. Drive	2. True Optimist	2. Invention
3. Moral Compass	5. Relationship Developer	3. Legacy	3. Persuasion
4. Helper		4. Resilience	

**Learned Behaviours**

Work Ethic	Personation	Workplaces	Workplaces
1. Work Ethic	1. Personation	1. Change	1. Adherence
2. Detail	2. Empathic	2. Competitive	

**Strengths Profile Quadrant**

Builder	Gratitude	Organiser	Relationship Developer
8%	45%	46%	51%
6%	57%	44%	51%
2%	53%	49%	51%

## The People Research

When people play to their strengths they are rewarded with being:

- ✓ Happier
- ✓ More confident
- ✓ Higher levels of self-esteem
- ✓ Higher levels of energy and vitality
- ✓ Less stressed
- ✓ More resilient
- ✓ More likely to achieve their goals
- ✓ Able to perform better at work
- ✓ More engaged at work
- ✓ More effective at developing and growing

“  
**98% of employees want their employer to recognise their strengths**  
”

## The Business Research

Managers and teams will also want to understand how taking time to develop strengths will benefit the organisation:

- ◆ Strengths use improves relationships, communication and teamwork
- ◆ People who use their strengths every day are **six times** more likely to be engaged in their work, meaning they get more satisfaction and feel more committed
- ◆ When leadership fails to focus on individual strengths, the odds of an employee being engaged are 9%, but when they focus on strengths it rises to **73%**
- ◆ Engaged employees use their strengths at work around **70%** of the time – that’s 6½ hours a day!
- ◆ People who use their strengths are **38%** more likely to be productive
- ◆ When performance conversations with managers focus on weaknesses, performance can decrease by 26%, but when individuals speak about their strengths it increases by **36%**

## Strengths debrief tips

### 1. Starting

Be positive and enthusiastic. Confirm the agenda, confidentiality and context of the session, as well as agreeing on any outcomes at the start. If you are taking notes, ask permission.

### 2. Context

Gather some background questions to help you understand your coachee further. Learn more about their role, organisation and their current challenges.

### 3. The Model

Describe the Strengths Profile and its Model of Development in every first coaching session. Bring this to life by adding your own examples and expand on the language.

### 4. Questions

Open the debrief with reflective questions so you know where to focus, like “What was your initial reaction?” Ask open questions initially, leading on to more direct questions about their strengths. Ask permission to hypothesise and remember any insight you offer is just your theory. Reflect back any hypothesis so they can either agree or direct you elsewhere in the Profile.

### 5. Actions and goals

As you work through the Model, take notes of any potential actions. Encourage your coachee to be honest in each quadrant so you can ask the right questions and give guidance. If the session is goal orientated, use the Model to look for opportunities throughout the quadrants to stretch them.

### 6. Strengthspotting

Affirm and enthuse the positive before moving on to the next strength. Try Strengthspotting when energy is high or low; this can be a powerful moment in the session.

### 7. Understanding

An \* in any quadrant means the tool has populated the ‘next best thing’, as your coachee did not rate themselves high or low enough for an attribute to appear in that quadrant.

### 8. Closing

Do it with energy so that your coachee feels uplifted and positive. Ask them to summarise the session and confirm their actions. Ensure these are clear and they are committed to timeframes. Strengthspot the energy in their action plan! Agree how you will follow up with any timescales.

### 9. Profile fit

Profiles are usually right for your coachee’s context, however, if the report doesn’t feel right for them once you’ve explored it, you could ask your coachee to retake it.

### 10. After the debrief

Connect soon after to confirm and support any follow up actions and timescales. Consider which other coaching sessions in this Toolkit you will use to ensure strengths are part of their development plan and life.



SECTION 2

# Coaching Conversations

STRENGTHS · PROFILE



**Gain a deeper understanding of your Strengths Profile quadrants and the strengths language to set some initial actions**

 **Name:** \_\_\_\_\_

**Realised strengths**

- 1. Which **realised strengths** could you not be without? Why is this?
- 2. How are you using your strengths currently in your role?
- 3. Which strengths make you proud? Why?
- 4. Which of your strengths do you combine to achieve something?
- 5. Do you overplay any? If so, what is the impact?

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**Learned behaviours**

- 1. How do you feel about your **learned behaviours**?
- 2. How reliant are you on your top four to perform your role well?
- 3. Which ones have become de-energising? Why is this?
- 4. How could your strengths support these **learned behaviours**?
- 5. How might you enlist support from others?

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### Weaknesses

1.

How do you feel about your **weaknesses**?

2.

What is the current impact of them?

3.

Are any **weaknesses** essential in delivering your current objectives?

4.

Who do you know who has this as a strength that could help you?

5.

How might you use your strengths to compensate?

### Unrealised strengths

1.

Which **unrealised strengths** would you love to dial up?

2.

What might you need to change for you to do that?

3.

What target could you set that would enable you to use them more?

4.

Reorder them with the ones that you value the most at the top – what does this look like?

5.

How might you share them with others? How can they support you to use them more?



 Name: \_\_\_\_\_

What current or future situation requires you to be resilient?  
\_\_\_\_\_

### Your resilience toolkit

**1.** Which of your **realised strengths** supports you to be resilient?

\_\_\_\_\_

**2.** What action could you take to draw on these further?

\_\_\_\_\_

**3.** Which strengths give you a more optimistic outlook?

\_\_\_\_\_

**4.** Which strengths challenge your resilience when overplayed?

\_\_\_\_\_

### Learning from the past

**1.** When have you been at your most resilient?

\_\_\_\_\_

**2.** What strengths were you using?

\_\_\_\_\_

**3.** How could you apply this learning to your current situation?

\_\_\_\_\_



### Challenges to overcome

1. Which of your **learned behaviours** or **weaknesses** impact your ability to be resilient? How so?

2. How could you use these less in the situation?

3. Which strengths could help you overcome these **learned behaviours** or **weaknesses**?

4. What strengths do you need that you don't have? Who has these that you could learn from or ask to help you?

### Taking action

1. How might your **unrealised strengths** support your resilience?

2. What would it take for you to use these more?

3. What action will you take in order to become more resilient?

“Strengths use naturally builds resilience as we perform better and get to do what we love”



**Increase performance by leading and working on the right things at the right time**



Name: \_\_\_\_\_

**RS Strengths**

**Reflection**   
How do your realised strengths help you in doing great work? Which strengths give you the most energy when using them?

**Action**   
How can you use even more of your realised strengths in what you do?

What action will you take?

**US Opportunities**

**Reflection**   
Which unrealised strengths would support you the most in your role? Which unrealised strengths would you love to use more of?

**Action**   
Which unrealised strengths could you use more of to meet your goals?

What can you do to make this happen?

**LB Threats**

**Reflection**   
Which learned behaviours drain you? What is the impact of any overplayed realised strengths?

**Action**   
How can your strengths support your learned behaviours?

Who else can take on any areas of overplayed strengths?

**WK Weaknesses**

**Reflection**   
What is the impact of your weaknesses on your role? How could this affect your next 12 months?

**Action**   
How will you address any critical weaknesses to your role?

Who else can help you?



**Got an interview? Great! Review your Strengths Profile and use the language in demonstrating you're the best person for the job**



Name: \_\_\_\_\_

1.

When are you at your best?

2.

What makes a really good day for you?

3.

Name two achievements you are proud of

4.

How did you achieve them?

5.

What do you enjoy about your existing role (**realised strengths**)?

6.

What are the things you are passionate about achieving in the next 2-3 years?



7.

What are your career aspirations in the next 5-10 years?

8.

What do your friends and family know you for?

9.

What do others come to you for?

10.

How do you prefer to work?

11.

What activities don't you enjoy? Why is this?

12.

What has been a challenge you have overcome?



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