

## STRENGTHS • PROFILE

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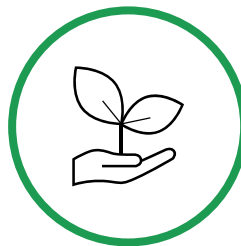


# Leader Profile

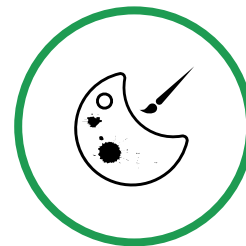
## MY TOP STRENGTHS



Competitive



Enabler



Creativity

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## How To Use this Profile

This report won't tell you what model you need to follow to be a good leader. It will tell you how you can be a better leader by learning what you already do well and enjoy – your strengths – and doing it with even more skill.

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### 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 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.

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### 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.
  - **Blind Spots** - 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.
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### Further Resources

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

## Unique Quadrant Profile

Strengths Profile assesses 60 strengths. Your most significant results are included within your unique Quadrant Profile below. This reveals, in ranked order, up to 7 realised strengths, up to 7 unrealised strengths, up to 4 learned behaviours and up to 3 weaknesses. If you have fewer in any of your quadrants, it means that your responses were more aligned with the other quadrants.

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.

### REALISED STRENGTHS

Strengths you use and enjoy

Perform well    Energising    Higher use

Use wisely

- |               |             |
|---------------|-------------|
| 1 Competitive | 5 Curiosity |
| 2 Enabler     | 6 Resolver  |
| 3 Creativity  | 7 Legacy    |
| 4 Improver    |             |

### UNREALISED STRENGTHS

Strengths you don't use as often

Perform well    Energising    Lower use

Use more

- |             |              |
|-------------|--------------|
| 1 Drive     | 5 Planner    |
| 2 Feedback  | 6 Humility   |
| 3 Action    | 7 Persuasion |
| 4 Adherence |              |

### LEARNED BEHAVIOURS

Things you've learned to do but may not enjoy

Perform well    De-energising    Variable use

Use when needed

- |               |                   |
|---------------|-------------------|
| 1 Narrator    | 3 Pride           |
| 2 Self-belief | 4 Personalisation |

### WEAKNESSES

Things you find hard and don't enjoy

Perform poorly    De-energising    Variable use

Use less

- |                |              |
|----------------|--------------|
| 1 Change Agent | 3 Compassion |
| 2 Writer       |              |

## Realised Strengths - Use Wisely

### 1 Competitive

**You are constantly competing to win, wanting to perform better than others, for yourself and those you lead.**

★  
Motivating Family

#### Leading Self

- You are really motivated when your performance can be successfully compared against others. You'll do everything you can to avoid being second best.
- You love to set risky or challenging tasks for yourself, reviewing the competition, profits and recent learnings. You then thrive on doing things better.
- You enjoy finding ways to progress and improve your performance, often using goals to clearly measure your own success. Any win is classed as a win for you.

#### Leading Others

- You push your teams to achieve extraordinary things, sometimes beyond their own expectations and comfort zone. As a leader, you help people believe in themselves and what they can achieve.
- You recognise high performance and reward achievement with those you lead, instilling a culture with a clear definition of current and future success.

#### Leading the Organisation

- You enjoy comparing yourself, your teams and your service against competitors and external benchmarks to drive performance, knowing just how to stay ahead.
- You help the organisation think differently, pursuing opportunities that others may consider too risky, expensive or not in line with the current strategy.

#### Blind Spots

- Competitiveness can lead to an unhealthy or unsafe culture where people are pushed to their limit: short-term and individual success are put ahead of future-oriented collective success. Keep a close eye on team climate and provide support and encourage camaraderie.
- A 'win at all costs' approach to motivation might work for some but can be hard to sustain, especially when results don't go your way. Uncover the unique motivators of each person.

### 2 Enabler

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

🔗  
Relating Family

#### 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.

#### Blind Spots

- 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.

## Realised Strengths - Use Wisely

### 3 Creativity

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



#### Leading Self

- You love coming up with diverse ways to solve problems and are confident to take risks and try out new approaches to do so. You know there's usually another way.
- You are always on the lookout for ways to bring the latest ideas to life, preferring to collaborate imaginatively with customers and stakeholders. This brings about creative change.
- You relish the challenge of producing fresh ideas or taking on work where you can really express yourself. You love starting projects through a unique lens with your team.

#### Leading Others

- You thrive in situations where you can support teams to think differently and generate novel ideas to solutions and initial concepts. You enable others to have the freedom to come up with new possibilities.
- People appreciate your ability to come up with original ideas to problem-solving and are likely to see you as a breath of fresh air and a catalyst for change.

#### Leading the Organisation

- You love to combine things that others have done and create something new. You bring different people together to collaborate and apply their Creativity to things that matter most.
- You have a passion for spotting and producing new products and services. You'll work best with colleagues who love executing so your combined strengths will deliver Creativity on time.

#### Blind Spots

- Not every problem needs a creative solution. Sometimes 'boring' ideas that work can be just as valuable as novel approaches, especially when there are tight deadlines.
- Others may not understand or see the need for new perspectives, perceiving you as coming with ideas 'for ideas sake'. Link your creative outputs to a clear purpose, aspiration or problem.

### 4 Improver

**You constantly look for better ways of doing things and how things can be improved for yourself and your leadership.**



#### Leading Self

- You get excited when you see opportunities to improve the effectiveness and efficiency of something and are energised when making improvements.
- You can't help yourself but spot potential improvements. You take pride in continually improving your own processes and finding ways to be a better leader.
- You don't often accept that the current way is the best way. You always strive for better ways of doing things, even after others have given up and accepted the status quo.

#### Leading Others

- You always look for ways to get your team members to improve things. You encourage people to challenge the way things are done and look out for things they can improve, however small.
- Your leadership style focuses on making those you lead as productive as possible. You spend time on making processes more efficient, optimising your resources and adjusting things to make 'marginal gains'.

#### Leading the Organisation

- You love putting forward suggestions, ideas or proposals to increase the organisation's productivity, and you regularly review your customers' experiences of your services.
- You relish the opportunity to take on an existing process or way of doing something. You can be relied upon to ask great questions to stakeholders to find ways they can work better.

#### Blind Spots

- You can find it hard to stop adjusting things. Your team members may be unsure about the standards they're working towards or feel like their work is never quite good enough. Be wary of adjusting other people's work without their permission.
- You may upset people or create resistance to change if you fail to recognise the effort and investment that people have made in their current practices. Take time to appreciate what's working well and your team's contribution to this.

## Realised Strengths - Use Wisely

### 5 Curiosity

**You are interested in everything, constantly seeking out new information and learning more to be an effective leader.**

 Being Family

#### Leading Self

- You are interested in learning more about how you can be a better leader. You actively request feedback about your leadership style and how you can improve it.
- You are an effective problem-solver. It's important for you to gather as much information as possible so that you can make an informed decision about resolution.
- You are a beacon of knowledge about most things. People seem to come to you for information, even when others are probably more of an expert. If you don't know the answer, you love the challenge of finding out and topping up your knowledge bank.

#### Leading Others

- You enjoy talking to your teams and finding out information about them. You feel that by understanding them personally, you'll be better able to motivate those you lead.
- You are actively interested in finding new ways of working so that those you lead can be more effective and projects can be delivered more successfully.

#### Leading the Organisation

- You like to ask questions so that you fully understand the organisation's mission and strategy. Once understood, you're then able to convey the vision to the team.
- You love to find out more about other teams and departments, gaining a greater insight into their objectives and challenges. This enables you to work more cohesively with the rest of the organisation.

#### Blind Spots

- Overplaying your Curiosity can lead to you gathering too much information, resulting in confusion when making important decisions. Learn to know when you've collated sufficient information to proceed.
- Be mindful that asking too many questions about team members may appear intrusive and make people uncomfortable. Clarify why you are asking questions and provide any reassurance necessary.

### 6 Resolver

**You love to solve problems in your projects and teams – the more difficult, the better.**

 Thinking Family

#### Leading Self

- You love getting involved in solving problems that people present to you. You enjoy taking the lead on tasks where you can help resolve a pressing issue.
- You relish working on difficult problems. Those you lead may notice that you become more energised and resourceful as the level of challenge or complexity increases.
- You are at your best when working on hard-to-solve problems where you can investigate and get deeper into the issues, without too many distractions from others.

#### Leading Others

- You love collaborating with people to find solutions to their problems. Your teams come to you confidently, an approach that avoids delays and enables them to move forward at pace with immediate issues.
- You enjoy getting to the root of a problem to help team members understand and frame it. This gives clarity about what to prevent and what to focus on in the future.

#### Leading the Organisation

- You enjoy solving problems others are unable to and getting involved in finding the source of issues that could impact critical decisions around strategy, financial or people.
- You are willing to tackle persistent problems in the business, no matter how difficult or complex. You encourage colleagues to learn from issues and get involved in building solutions for the future.

#### Blind Spots

- Not every problem can be fixed – or is even worth fixing. Learn to recognise problems that are overly complex or dynamic and may need to be managed rather than fixed.
- Beware of stepping in to fix other people's problems too often. Support your teams to become more autonomous in resolving their issues to encourage shared personal responsibility in the team.

## Realised Strengths - Use Wisely

### 7 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.

#### Blind Spots

- 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.

## Unrealised Strengths - Use More

### 1 Drive

You can be self-motivated with an inner Drive that pushes you on to achieve more as a leader.

★  
Motivating Family

#### Leading Self

- Grasp the next opportunity to get going with something important, in either your personal or professional life. Rather than ask for permission, ask for forgiveness and share the learning!
- Work with your manager to identify a stretch opportunity in line with your career aspirations. Remove distractions and make this project a priority so you can make progress at pace.
- Consider your wellbeing goals. Prioritise these wellness activities alongside your work goals and hold yourself accountable to deliver on them, so that you are full of vitality to achieve even more.

#### Leading Others

- Work with each member of your team to establish a challenging objective or stretch development goal. Ensure it's in line with their own aspirations and highly motivating for them.
- Gather your team members together to discuss what gives them a feeling of satisfaction and achievement at work. Note any strengths involved and use the information to create a motivational team motto.

#### Leading the Organisation

- Get support from your manager or a senior stakeholder to work on something new. Agree boundaries such as budget or resources up front so you can go for it without needing to get further approvals along the way.
- Find a team that want to improve their performance or staff engagement. Work with them to identify and tap into their personal and team motivation, purpose or aspirations to achieve more.

### 2 Feedback

You like giving people both positive and negative Feedback to enable them to be successful in your teams and organisation.

💬  
Communicating Family

#### Leading Self

- Investigate a tool or framework for sharing your observations as a leader. Practise giving your thoughts and opinions to a trusted colleague or friend to hone your technique.
- Identify a situation or person that would benefit from your Feedback. Relay your thoughts with constructive and evidence based observations. Spot strengths and weaknesses to support this.
- Practise tailoring your Feedback to meet the needs, emotions and likely reactions of others. Be mindful of your strengths in delivering a positive and professional outcome.

#### Leading Others

- Encourage your teams to give Feedback to each other. List the key aspects of constructive Feedback and discuss what can hold people back from giving their opinion. Role model the approach by inviting opinions from others as well as offering it.
- Use your upcoming 1-2-1s to do a Feedback exchange with your team members. Share what you admire most about the other person and one thing they can do to improve. Discuss your reflections together in a safe space.

#### Leading the Organisation

- Share Feedback after important meetings. Approach the meeting chair or leading contributor to offer your thoughts while it's fresh. Use the reactions and climate of the room as a starting point.
- Encourage a Feedback culture by inviting team members to share their perspectives of others using three words that describe each person 'at their best'. Ask everyone to review the words from their colleagues and share what surprised them the most.



## Unrealised Strengths - Use More

### 3 Action

You may sometimes feel the need to act immediately and decisively as a leader.

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Motivating Family

#### Leading Self

- Act on your instincts to make things happen, starting with causes close to your heart. Find a project that would benefit from quicker, more decisive actions and get involved.
- Reflect on what is holding you back or causing hesitation. Pinpoint a specific personal aspiration that has stalled and identify a first step to get going. What strengths would help?
- Select an area of your leadership you'd like to develop and start building your knowledge or practical skills. Set small milestones and seek help from others to maintain the forward momentum.

#### Leading Others

- Support those you lead to take action on their personal development. Build a plan together that helps them overcome inexperience, low confidence, lack of information or limited resources.
- With your teams, discuss where you're lacking pace or responsiveness to clients or stakeholders. Ask them what they need from you to speed up activities.

#### Leading the Organisation

- Identify where a key process or service to a client needs improvement. Get them involved to establish their expectations and agree immediate and future actions to improve things. Consider a Service Level Agreement (SLA) to measure progress.
- Trial new ways of enabling projects to happen at pace. Bring senior stakeholders together to 'unblock' issues through steering groups or project meetings to offer new solutions to problems.

### 4 Adherence

You tend to focus on following the right guidelines for yourself and others.

☁  
Thinking Family

#### Leading Self

- Focus on applying a more methodical approach to a challenging project that others are struggling with to provide a framework for decision-making.
- Try creating a few steps and procedures to help you create habits to manage areas of conflict. These could be workload, anticipating future challenges or dealing with ambiguity.
- Review how you or your teams make decisions under pressure to meet client or stakeholder demands. Come up with a process to review problem-solving that covers both the short and long term.

#### Leading Others

- Build confidence and capability in your teams using useful guidelines or processes. By establishing clear operating procedures, you can empower others to set and achieve standards of excellence.
- Where are those you lead unclear about expectations or lacking practical guidelines? Work with them to co-design instructions and procedures which everyone can easily follow and understand.

#### Leading the Organisation

- Are there organisational standards that are not being followed, or that might represent a risk to the business? Advocate for stronger guidelines or rules to avoid a specific future problem here.
- Identify a gap or opportunity in the way the organisation services stakeholders or its people that can be addressed through better process or procedure.

## Unrealised Strengths - Use More

### 5 Planner

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

 Thinking Family

#### Leading Self

- Be deliberate about giving yourself space to plan. Set out standards or a schedule that helps you protect your own planning time. Ensure others know what input they need to provide and when.
- Build a plan for a professional goal. Set yourself a timeframe and clear milestones, and consider the resources you'll need to achieve this. Identify who can actively support you to make it happen.
- Review a recent project and the way it was planned. Consider the processes, people, timescales, resources or constraints that got in the way of planning. Make a plan to overcome key issues.

#### Leading Others

- Invest time to upskill your teams on planning. Use tried-and-tested templates and share examples of successful projects or planning techniques. Guide teams through building their own plan for an upcoming piece of work, event or busy period.
- Use 1-2-1 discussions with others to scope out and review their own work. Consider how you might support them with plans for work projects, individual development plans or work-based community activities.

#### Leading the Organisation

- Review the organisation's goals and aspirations for the next few months. Schedule time with the stakeholders to support the implementation and project plan, helping to kick-start its success.
- Pick a persistent customer problem or unmet stakeholder need. Collaborate with a colleague, perhaps from another team, to build a plan to solve the problem. Share your learning with your teams on the principles that worked.

### 6 Humility

**You tend to be a humble person, never allowing yourself to be big-headed or boastful about your leadership success.**

 Being Family

#### Leading Self

- Think about how you can delegate tasks according to strengths. Use it as an opportunity to show your teams in the best light to stakeholders.
- The next time you receive personal praise, highlight the contributions of those you lead and your appreciation that it was a team effort.
- Share your mistakes with others and describe how you'll rectify them. Being open about your own failings can help to build trust and loyalty in you.

#### Leading Others

- Accept you may not have all the answers and invite team members to propose solutions. This will make it a team effort to resolve an issue which is slowing down a project.
- In a crisis, guide your teams through challenging times and be satisfied with a job well done, rather than needing to receive recognition.

#### Leading the Organisation

- When reporting to senior stakeholders, highlight the excellent milestones achieved to date. Make the point that the accomplishments were the result of a collective effort.
- Explain to team members the importance of delivering on the organisation's vision more than individual plaudits. Point out that the group is stronger collectively.

## Unrealised Strengths - Use More

### 7 Persuasion

**You can be effective at convincing your teams and decision makers and bringing them around to your point of view.**



#### Leading Self

- What new idea or concept do you want to sell into a team currently? Share the benefits and the impact of not taking the idea forward. Do your research.
- Observe how your peers or stakeholders, or good salespeople, persuade others. Be open to using their techniques. Ask people what else would support their decision-making.
- What other strengths support you to build trust and get people on your side? Combine your approach so persuading feels more natural to you and you remain authentic.

#### Leading Others

- Challenge your team members to push themselves outside their comfort zones on occasions. Share the evidence of your confidence in them and your pride in their achievements.
- Be a steady and confident leader in times of change or uncertainty. Let people know the benefits and rationale behind decisions so they feel involved and committed as well as safe.

#### Leading the Organisation

- Be an advocate for supporting riskier product or service decisions, taking the time to get to know the facts and build a credible business case – perhaps from an outsider's point of view?
- What are the biggest challenges your organisation currently faces? Get involved with research on the impact and solutions, choosing the right words for your audience to present back your findings.

## Learned Behaviours - Use When Needed

### 1 Narrator

**Telling stories tends to come naturally to you and you like to convey leadership insights through them.**

 Communicating Family

#### Impact on your Leadership

- You have learned to tell stories to your clients to get your message across. You may miss opportunities to expand on them, sharing the added value working with your organisation will bring to their brand.
- You understand that stories can inspire your teams to achieve peak performance. You can find it draining having to come up with different stories to motivate others.
- You can use stories as a way of getting a message across to peers about how your teams have managed to navigate challenges. They may lack clarity, or you may find you lose the point in the story.

#### Use when needed

- Prior to a key meeting with a stakeholder, think about the message you want to get across and then come up with stories that will complement the message and make it compelling.
- Think about some of the people who've inspired you. Write down and share their journeys to success with your teams as a way of motivating them.
- Keep a document of when your teams overcome a difficult challenge so you can relay the story to your peers as a practical example of how it was achieved.

### 2 Self-belief

**You can be confident and self-assured, with a good belief in your own abilities as a leader.**

 Motivating Family

#### Impact on your Leadership

- You have learned to back yourself to be successful, but you still have regular moments when you lack the Self-belief that others appear to have.
- You are accustomed to convincing yourself and others that you have everything under control. However, you may feel that this confident picture doesn't tell the real story about the internal challenges you face.
- You can competently use your confidence to convince others but may find it challenging to deliver on the promises you've made to them if you overcommit regularly.

#### Use when needed

- We tend to have faith in our beliefs. Challenge your own and other people's inner thoughts to be more productive and evidence based. Reflect on when confidence appears and when self-doubt creeps in.
- Don't put too much pressure on yourself with short deadlines. Negotiate goals to give yourself the resources and time you need to realistically achieve things.
- Rather than a 'fake it till you make it' approach, be open with your teams, sharing the advantages of being a leader who focuses on agility and rapid learning too.

### 3 Pride

**You like to take Pride in what you do in your leadership responsibilities.**

 Being Family

#### Impact on your Leadership

- You can drive your colleagues to maintain high standards. By pushing them too hard, you may not spot the negative impact on their wellbeing, missing signs of stress and burnout.
- You strive to be the best leader you can. Consistently seeking to be better can be de-energising and take the enjoyment out of personal development or tasks.
- Others may rely on you too heavily to guide them on standards, missing opportunities for you to delegate to them and for your teams to work autonomously.

#### Use when needed

- Remember to celebrate the high-quality work you've produced, helping you and your teams consistently commit to delivering great results.
- Maintaining high standards is as important as ensuring the wellbeing and engagement of those you lead. Check in to see how they're doing and how you can support them.
- Set realistic leadership development goals so that you've got the sustainable energy to be a better leader. Learn from any mistakes – avoid beating yourself up.

## Learned Behaviours - Use When Needed

4

### Personalisation

You tend to notice the subtle differences in those you lead and relate to them as unique individuals.



Relating Family

#### Impact on your Leadership

- You may find you don't always put together the right project teams, reducing the capability to be creative and able to see things from different perspectives.
- You may feel it can consume too much time getting to know everyone's preferences, preferring to focus on getting the work done and your critical leadership responsibilities.
- Others may feel like you don't know them well enough or appreciate what they bring, too quickly glossing over why tasks were successful or challenging for them.

#### Use when needed

- Balance when it is helpful to highlight differences in teams and when it is more important to focus on what people have in common.
- Don't leave it to judgement – ask team members about their preferences, and make notes ready for your next performance conversation.
- Buddy up those who complement each other's strengths and weaknesses for projects to ensure successful collaboration and end result.

## Weaknesses - Use Less

### 1 Change Agent

**Change for you or your teams does not tend to be something that energises you.**

★  
Motivating Family

#### Impact on your Leadership

- You struggle with change and your teams may find they lack the information, context or motivation required to respond to the evolving needs of customers and stakeholders.
- As a leader, you may prefer well-established routines and ways of managing your teams. Others may see you as resistant or negative to new approaches or slow to implement change with others.
- You may find it challenging to confidently lead change in your teams, preferring to delay implementation, get others to take the lead or see how things play out.

#### Use less

- Review your teams' performance regularly and invite critical feedback from clients and colleagues. This will help you to proactively identify improvements you can make as a team, and positively respond to change.
- Invest time talking to stakeholders about potential changes that may impact your team. Try to anticipate change where you can, raise any concerns early, and get support from others to deliver it.
- Assign team members to try out new ideas and pilot changes on a small scale to build confidence and familiarity with new things. Delaying change can make the inevitable learning curve much steeper.

### 2 Writer

**You may not enjoy writing things for your peers, teams or clients to read and it doesn't come naturally to you.**

💬  
Communicating Family

#### Impact on your Leadership

- You don't find it easy to write clear and informative messages for your teams. It can mean that they don't fully understand your communication or what you expect from them.
- You find it challenging putting together written documents for clients. The process can be awkward and time-consuming for you, as your writing doesn't flow naturally.
- You struggle to put time and thought into your emails. Rushing your written communication can lead to errors, which can look unprofessional to key stakeholders.

#### Use less

- Rather than always using written communication with your teams, call a meeting instead so that you can talk through the message you wish to convey. Ask someone else to take notes.
- Delegate written communication for clients to a team member who enjoys crafting documents and is able to convey information clearly and succinctly. Give them your summary to get started.
- Ask a colleague to review important emails you need to send to key stakeholders. Ensure that they flow in a natural order and any critical messages are addressed.

### 3 Compassion

**Demonstrating your ability to deeply care for your team doesn't come naturally to you.**

👤  
Relating Family

#### Impact on your Leadership

- A lack of authentic Compassion may act as a barrier to building good relationships and trust with those you lead, as it may look like you don't care.
- You may overlook something important with others that could impact your judgement or sound decision-making on people matters.
- You may create an inaccurate perception of you as a leader, as others may judge you for what you do and say, not for what you feel inside.

#### Use less

- Ask others how you can authentically demonstrate your Compassion towards them. What are their needs and challenges?
- Encourage the use of buddy systems and communication channels so teams have each other and develop habits that encourage time out of routine tasks for sharing and caring.
- Consider using your other strengths that show you care in different and meaningful ways. Listen, share advice or knowledge, or do something for those you lead.

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



## Strengths Families - Your Ranked Distribution

Below we've ranked in order the 5 Strengths Families, taking into consideration all 60 of your strengths and which quadrant they appear in. They reveal the percentages in each quadrant for each Family, providing insights into your leadership style.

● REALISED STRENGTHS

● UNREALISED STRENGTHS

● LEARNED BEHAVIOURS

● WEAKNESSES



1 Motivating	<ul style="list-style-type: none"> <li>Competitive, Improver, Work Ethic, Persistence</li> <li>Drive, Action, Resilience, Adventure, Growth, Catalyst</li> <li>Self-belief, Bounceback</li> <li>Change Agent</li> </ul>
2 Thinking	<ul style="list-style-type: none"> <li>Creativity, Resolver, Organiser, Time Optimiser</li> <li>Adherence, Planner, Adaptable, Optimism, Innovation</li> <li>Prevention, Judgement, Detail, Strategic Awareness, Incubator</li> <li></li> </ul>
3 Being	<ul style="list-style-type: none"> <li>Curiosity, Legacy, Mission, Authenticity, Moral Compass</li> <li>Humility, Service, Personal Responsibility</li> <li>Pride, Centred, Unconditionality, Gratitude, Self-awareness</li> <li>Courage</li> </ul>
4 Relating	<ul style="list-style-type: none"> <li>Enabler, Rapport Builder</li> <li>Persuasion, Empathic, Connector, Esteem Builder</li> <li>Personalisation, Equality, Relationship Deepener</li> <li>Compassion, Emotional Awareness</li> </ul>
5 Communicating	<ul style="list-style-type: none"> <li>Explainer</li> <li>Feedback, Listener, Spotlight</li> <li>Narrator, Humour, Counterpoint</li> <li>Writer</li> </ul>

## 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 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 Reflections

<b>Realised Strengths</b>	<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>
<b>Unrealised Strengths</b>	<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>
<b>Learned Behaviour</b>	<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>
<b>Weaknesses</b>	<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
<b>1. Motivating ★</b>	
How do your Motivating strengths support you to be a successful leader?	Which Motivating strengths will support your future goals? What action could you take now?
<b>2. Thinking ☁</b>	
Which Thinking strengths support others the most? How do they do this?	Which Thinking strengths do you need to allow more time for? How will you do this?
<b>3. Being 👤</b>	
Which Being strengths do others know you for? Do these strengths serve you?	Which Being strengths would you like to be further known for? How could you do this?
<b>4. Relating 🧩</b>	
Which Relating strengths drain you and which excite you?	Which learned behaviours or weaknesses within Relating will you delegate so you can focus on energising tasks?
<b>5. Communicating 💬</b>	
Are there any critical learned behaviours or weaknesses within your Communicating strengths? What strengths could help?	How might any gaps in your Communicating 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.

## Strengths Definitions

 <b>Action</b> ★ You feel compelled to act immediately and decisively, being keen to learn as you go.	 <b>Curiosity</b> 👤 You are interested in everything, constantly seeking out new information and learning more.
 <b>Adaptable</b> ☁️ You juggle things to meet changing demands and find the best fit for your needs.	 <b>Detail</b> ☁️ You naturally focus on the small things that others easily miss, ensuring accuracy.
 <b>Adherence</b> ☁️ You love to follow processes, operating firmly within rules and guidelines.	 <b>Drive</b> ★ You are very self-motivated, pushing yourself hard to achieve what you want out of life.
 <b>Adventure</b> ★ You love to take risks and stretch yourself outside your comfort zone.	 <b>Emotional Awareness</b> 🧩 You are acutely aware of the emotions and feelings of others.
 <b>Authenticity</b> 👤 You are always true to yourself, even in the face of pressure from others.	 <b>Empathic</b> 🧩 You feel connected to others through your ability to understand what they are feeling.
 <b>Bounceback</b> ★ You use setbacks as springboards to go on and achieve even more.	 <b>Enabler</b> 🧩 You create the conditions for people to grow and develop for themselves.
 <b>Catalyst</b> ★ You love to motivate and inspire others to make things happen.	 <b>Equality</b> 🧩 You ensure that everyone is treated equally, paying close attention to issues of fairness.
 <b>Centred</b> 👤 You have an inner composure and self-assurance, whatever the situation.	 <b>Esteem Builder</b> 🧩 You help others to believe in themselves and see what they are capable of achieving.
 <b>Change Agent</b> ★ You are constantly involved with change by advocating and making it happen.	 <b>Explainer</b> 💬 You are able to simplify things so that others can understand.
 <b>Compassion</b> 🧩 You really care about others, doing all you can to help and sympathise.	 <b>Feedback</b> 💬 You provide fair and accurate feedback to others to help them develop.
 <b>Competitive</b> ★ You are constantly competing to win, wanting to perform better and be the best.	 <b>Gratitude</b> 👤 You are constantly thankful for the positive things in your life.
 <b>Connector</b> 🧩 You make connections between people, instinctively making links and introductions.	 <b>Growth</b> ★ You are always looking for ways to grow and develop, whatever you are doing.
 <b>Counterpoint</b> 💬 You always bring a different viewpoint to others, whatever the situation or context.	 <b>Humility</b> 👤 You are happy to stay in the background, giving others credit for your contributions.
 <b>Courage</b> 👤 You overcome your fears and do what you want to do in spite of them.	 <b>Humour</b> 💬 You see the funny side of almost everything that happens - and make a joke of it.
 <b>Creativity</b> ☁️ You strive to produce work that is original by creating and combining things in imaginative ways.	 <b>Improver</b> ★ You constantly look for better ways of doing things and how things can be improved.

## Strengths Definitions

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|--|--|
| <p> <b>Incubator</b> <br/>You love to think deeply about things, to arrive at the best conclusion.</p> <p> <b>Innovation</b> <br/>You approach things in ingenious ways, coming up with new and different approaches.</p> <p> <b>Judgement</b> <br/>You enjoy making decisions and are able to make the right decision quickly and easily.</p> <p> <b>Legacy</b> <br/>You want to create things that will outlast you, delivering a positive and sustainable impact.</p> <p> <b>Listener</b> <br/>You are able to listen intently to and focus on what people say.</p> <p> <b>Mission</b> <br/>You pursue things that give you a sense of meaning and purpose in your life.</p> <p> <b>Moral Compass</b> <br/>You have a strong ethical code, always acting in accordance with what you believe is right.</p> <p> <b>Narrator</b> <br/>You love to tell stories and see the power of these stories to convey insights.</p> <p> <b>Optimism</b> <br/>You always maintain a positive attitude and outlook on life.</p> <p> <b>Organiser</b> <br/>You are exceptionally well-organised in everything you do.</p> <p> <b>Persistence</b> <br/>You achieve success by keeping going, particularly when things are difficult.</p> <p> <b>Personal Responsibility</b> <br/>You take ownership of your decisions and hold yourself accountable for your promises.</p> <p> <b>Personalisation</b> <br/>You recognise everyone as a unique individual, noticing their subtle differences.</p> <p> <b>Persuasion</b> <br/>You enjoy bringing others round to your way of thinking and winning their agreement.</p> <p> <b>Planner</b> <br/>You make plans for everything you do, covering all eventualities.</p> | <p> <b>Prevention</b> <br/>You think ahead, to anticipate and prevent problems before they happen.</p> <p> <b>Pride</b> <br/>You strive to produce work that is of the highest standard and quality.</p> <p> <b>Rapport Builder</b> <br/>You establish rapport and relationships with others quickly and easily.</p> <p> <b>Relationship Deepener</b> <br/>You have a natural ability to form deep, long-lasting relationships with people.</p> <p> <b>Resilience</b> <br/>You take hardships in your stride, recovering quickly and getting on with things again.</p> <p> <b>Resolver</b> <br/>You love to solve problems, the more difficult the better.</p> <p> <b>Self-awareness</b> <br/>You know yourself well, understanding your own emotions and behaviour.</p> <p> <b>Self-belief</b> <br/>You are confident in your own abilities, knowing that you can achieve your goals.</p> <p> <b>Service</b> <br/>You are constantly looking for ways to help and serve others.</p> <p> <b>Spotlight</b> <br/>You love to be the focus of everyone's attention.</p> <p> <b>Strategic Awareness</b> <br/>You pay attention to the wider context and bigger picture to inform your decisions.</p> <p> <b>Time Optimiser</b> <br/>You maximise your time, to get the most out of whatever time you have available.</p> <p> <b>Unconditionality</b> <br/>You accept people for who and what they are, without ever judging them.</p> <p> <b>Work Ethic</b> <br/>You are very hard working putting a lot of effort into everything you do.</p> <p> <b>Writer</b> <br/>You love to write, conveying your thoughts and ideas through the written word.</p> |
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## What Next?



### Become a Strengths Coach

Transform your coachees' or employees' development and potential by upskilling with Cappfinity's Accreditation and Master Training Programmes. Through these programmes, people are equipped with skills crucial for their performance, 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](#)