

STRENGTHS · PROFILE

Manager Profile Sample

Team Manager Profile · 14 March 2023



Your team's realised strengths

Use daily for high performance

Your team's unrealised strengths

Set engaging objectives

Your team's learned behaviours

A great resource when needed

Your team's weaknesses

Use strengths to compensate

Your Team

The people listed below are included in this profile.

Mandeep Kaur

Lakshmi Patel

Daisy Pettri

Ali Jones

Ryan Daley

Angelina Harriman

Elfa Morazio

Welcome to your Team Manager Profile

When you allow your team to play to their strengths, everyone wins. Your team gets to be more engaged and to do what they love to do. You get to see them perform better in their roles and contribute to a more positive working environment.

In this profile we have shared, for each member of your team, their top 2 realised strengths (things they are energised by, do well and do often) and their top 2 unrealised strengths (things they are energised by and do well, but do less). We have included individual tips focused on managing each person according to their strengths.

As a manager, you can use this profile, in conjunction with the team manager toolkit, in:



1.	Strengthspotting: Spot opportunities to develop people further. Discover their unrealised strengths.
2.	Reminding people about their strengths: It’s helpful to have a constant reminder - put the team’s strengths up on the wall, create a montage, have a ready reminder on your desk, or set up a screensaver with your strengths.
3.	Building a high performing team: What team weaknesses do you need to compensate for? How could you dial up the strengths of team members, so that they help each other out?
4.	On-boarding conversations: Getting to know your new team members and what they do best.
5.	Team meetings: Understand how the team dynamics work. Who will speak up? Who needs to reflect? Who takes action quickly?
6.	Team days or team workshops: Ask your team to share their strengths and how they would like to use them more. Get your team to learn more about each other. Learn more about team workshops with our Strengths Profile team expert toolkit.
7.	Objective setting: Work with your team to set the right objectives, aligning people’s strengths to their work.
8.	Performance conversations: What strengths helped them to achieve tasks that went well? Were they drawing on any learned behaviours or weaknesses when things went less well?
9.	Regular 1-to-1s: How often is this person getting the opportunity to use their strengths? How can you see the world through their eyes, and help them resolve issues themselves by using their strengths?
10.	Objective setting: Working with your team to set the right objectives. Get the whole team working from their strengths.



Two final points of note:

Each individual in your team will have their own, individual Profile, which has many more of their realised and unrealised strengths. This may be a useful reference in your conversations with them.

In addition, each individual’s Profile will also include learned behaviours and weaknesses. We have not included individualised team manager profiles on these in this profile. Instead, we’ve included information on managing learned behaviours and weaknesses on a more general basis.

Mandeep Kaur

Mandeep's #1 realised strength		Mandeep's #2 realised strength	
1	CATALYST 	2	SERVICE 
<ul style="list-style-type: none"> • They love to motivate and inspire others to make things happen. <p>Managing Mandeep</p> <ul style="list-style-type: none"> • Help identify who the most relevant people are to support their ideas and actions. Question their motives and strategy so they focus on activities that add value. <p>Developing Mandeep</p> <ul style="list-style-type: none"> • Ask them to create a dream list of ideas to implement in the organisation. What couple of ideas could they begin the groundwork on or start to implement? • Encourage them to take the lead on moving forward a stalled project. What have others avoided taking forward? 		<ul style="list-style-type: none"> • They are constantly looking for ways to help and serve others. <p>Managing Mandeep</p> <ul style="list-style-type: none"> • Share your personal and business drivers so they can support you further. Be clear on their role expectations, guiding them on who to support and how to spend time. <p>Developing Mandeep</p> <ul style="list-style-type: none"> • Give them the opportunity to lead on a project involving customer feedback or experiences. Devise a strategy together to improve the service provided. • Ask them to identify places where meeting the needs of team members or customers could add value to your team or organisation. How could they support this? 	
<p>Watch out for...</p> <ul style="list-style-type: none"> • When their current tasks should take priority. Help them to be aware when it is appropriate to get involved in new projects. 		<p>Watch out for...</p> <ul style="list-style-type: none"> • Their focus on others' needs at the expense of their own. Encourage them to take time to rest, and to serve their own needs as well. 	

Mandeep's #1 unrealised strength		Mandeep's #2 unrealised strength	
1	RESILIENCE 	2	COMPASSION 
<ul style="list-style-type: none"> • They tend to take setbacks in their stride, recovering quickly and getting on with things again. <p>Managing Mandeep</p> <ul style="list-style-type: none"> • When they experience a disappointment, discuss the best way to move on. What do they need to do? What can you do to help them get there a little quicker? <p>Developing Mandeep</p> <ul style="list-style-type: none"> • Suggest they support the team in overcoming adversity by becoming the point of contact during conflict. They could advise and share strategies to keep going. • What tasks or projects have been shelved as the idea was initially knocked back? Assuming it still adds value, offer them the chance to find a way to move it forward. 		<ul style="list-style-type: none"> • They care about others, trying to do all they can to help and sympathise. <p>Managing Mandeep</p> <ul style="list-style-type: none"> • Help them see the business case for caring and its value. Be specific and give feedback on the impact it has on the team when you see it in action. <p>Developing Mandeep</p> <ul style="list-style-type: none"> • Ask them to take a key role during disagreements. They will help others to see beyond the immediate conflict, providing guidance for the resolution. • Encourage them to become a point of contact for team members going through difficult periods, both in and outside of work. 	
<p>Watch out for...</p> <ul style="list-style-type: none"> • Signs of them moving on considerably quicker than others. Discuss their strategies and how they can learn from the situation in the event of similar issues. 		<p>Watch out for...</p> <ul style="list-style-type: none"> • Them feeling that they don't have permission to take time out to care for others. Be explicit in your communications. 	

Ali Jones

Ali's #1 realised strength

1
WORK ETHIC

- They are very hard working, putting a lot of effort into everything they do.

Managing Ali

- Encourage working smarter by being clear on how long tasks should take. Identify where they should focus their efforts and how to work more efficiently.

Developing Ali

- Give them a key role in a project that needs to be completed in a short timeframe. They will put in the extra hours that are needed to ensure success.
- Ask them to get involved with longer-term or more challenging projects, as they will give whatever it takes to see things through to the end.

Watch out for...

- Them being able to recognise when they have worked hard enough and need to slow down, to avoid a negative impact on their well-being.

Ali's #1 unrealised strength

1
COURAGE

- They generally overcome their fears and do what they want to do despite them.

Managing Ali

- Explore what might limit their ability to take on riskier projects. What support can you offer? Build their confidence by finding the right stretching tasks.

Developing Ali

- Who on the team is very courageous? Can they shadow this person in riskier moments, to learn their strategies and approaches?
- Identify the situations they find particularly challenging. Find ways together to overcome these and create additional exposure to stretch their Courage.

Watch out for...

- Activities that the team may shy away from, but they don't. Try to expose them to more of these situations to stretch their sense of Courage.

Ali's #2 unrealised strength

2
RELATIONSHIP DEEPENER

- They enjoy forming deep, long-lasting relationships with people.

Managing Ali

- Discuss the relationships it would be worth building across the business that would benefit them and the team. Make the introductions necessary to start them off.

Developing Ali

- Review their current relationships and encourage their development of a broader network, reaching out to the wider business and more senior management team.
- Consider their involvement in long-term projects where they can support the development of relationships over time, encouraging positive team working.

Watch out for...

- An interest in spending time only with select customers or team members. Help them to ensure the right balance of relationships into which they invest time and effort.

Angelina Harriman

Angelina 's #1 realised strength		Angelina's #2 realised strength	
1	HUMILITY	2	MISSION
<ul style="list-style-type: none"> • They are happy to stay in the background, giving others credit for their contributions. <p>Managing Angelina</p> <ul style="list-style-type: none"> • They may shy away from recognition. Discuss its importance and explore different methods of individual recognition to find the approach they respond best to. <p>Developing Angelina</p> <ul style="list-style-type: none"> • Encourage them to become a champion for team collaboration. Use the team’s strengths to recognise the importance of diverse individuals to achieve success. • Are there any teams or individuals who are the unsung heroes of the business? Ask them to find subtle ways to bring their successes into the open. 		<ul style="list-style-type: none"> • They pursue things that give them a sense of meaning and purpose in their life. <p>Managing Angelina</p> <ul style="list-style-type: none"> • Help them to identify their long-term individual goals and then align these with the wider business objectives. Consider what they need to achieve this. <p>Developing Angelina</p> <ul style="list-style-type: none"> • Use their sense of passion to support others to buy in and be engaged with longer-term projects, or those projects that are currently more complex and challenging. • Involve them in being a strong, purposeful voice for the organisation. Consider written and verbal communication, as well as messaging to clients and key internal people. 	
<p>Watch out for...</p> <ul style="list-style-type: none"> • Team members who are comfortable with recognition taking advantage. They may need to balance their humility, to ensure they don’t risk career opportunities. 		<p>Watch out for...</p> <ul style="list-style-type: none"> • A tendency to neglect smaller, everyday tasks in favour of more meaningful work. Highlight how smaller projects contribute to the organisation’s overall mission as well. 	

Angelina's #1 unrealised strength		Angelina's #2 unrealised strength	
1	LISTENER	2	EQUALITY
<ul style="list-style-type: none"> • They tend to listen intently to and focus on what people say. <p>Managing Angelina</p> <ul style="list-style-type: none"> • Allow time for them to reflect upon what you’ve shared. Arrange follow-up meetings to discuss the topic further and to understand their thoughts. <p>Developing Angelina</p> <ul style="list-style-type: none"> • In critical group discussions, ask them to notice if everyone has had the chance to contribute. This will ensure all opinions are heard before making decisions. • Encourage them to develop a deeper understanding of others. Whether customers or the team, focus on relationships where there may be complex needs. 		<ul style="list-style-type: none"> • They are likely to ensure that everyone is treated equally, paying close attention to issues of fairness. <p>Managing Angelina</p> <ul style="list-style-type: none"> • Make sure they feel comfortable and confident to speak up if they believe a decision is not fair. This may allow them to see issues you have overlooked. <p>Developing Angelina</p> <ul style="list-style-type: none"> • Involve them in acting as a facilitator during team discussions, to ensure everyone has the opportunity to share their opinions, whatever they are. • Ask them to review decision making in the team or business with a view to fairness. Consider distribution of work or line manager processes. 	
<p>Watch out for...</p> <ul style="list-style-type: none"> • Signs of intense focus during some topics or situations. When is this and how can it be applied further in group situations, or when finding out more information? 		<p>Watch out for...</p> <ul style="list-style-type: none"> • The times when they may challenge a situation. What was their passion behind speaking up? Discuss ways to build on this and act on it appropriately. 	

Lakshmi Patel

Lakshmi's #1 realised strength		Lakshmi's #2 realised strength	
1	IMPROVER	2	AUTHENTICITY
<ul style="list-style-type: none"> They constantly look for better ways of doing things and how things can be improved. <p>Managing Lakshmi</p> <ul style="list-style-type: none"> Be open to their ideas of how to improve the way things work. Explore where they can add value, ensuring they aren't just for the sake of change. <p>Developing Lakshmi</p> <ul style="list-style-type: none"> Ask them to examine performance and efficiency in their work, focusing on a broader overview rather than specific tasks. Invite them to conduct a critical analysis of the ideas put forward by the team, understanding both the short- and long-term benefits. 		<ul style="list-style-type: none"> They are always true to themselves, even in the face of pressure from others. <p>Managing Lakshmi</p> <ul style="list-style-type: none"> Be open and honest, sharing what you believe in and more about yourself. Be open to their perspective, which may be different to your own. <p>Developing Lakshmi</p> <ul style="list-style-type: none"> They could review team approaches and suggest actions based on what they feel is the right thing to do, and not necessarily what is best for the business. Can they support new starters by quickly ensuring they are open about the challenges you face, as well as the positives? 	
<p>Watch out for...</p> <ul style="list-style-type: none"> An inability to not know when to leave things as they are. Help them to accept when to improve things, and when working methods are fine as they are. 		<p>Watch out for...</p> <ul style="list-style-type: none"> Their inability to consider the broader context of tasks they may not agree with. Help them understand that flexibility can be beneficial. 	



Lakshmi's #1 unrealised strength		Lakshmi's #2 unrealised strength	
1	ADAPTABLE	2	UNCONDITIONALITY
<ul style="list-style-type: none"> They like juggling things to meet changing demands and find the best fit for their needs. <p>Managing Lakshmi</p> <ul style="list-style-type: none"> When flexibility is required, provide clear direction on changing deadlines and priorities, so that they can focus their attention in the right areas. <p>Developing Lakshmi</p> <ul style="list-style-type: none"> Place them in fast-paced situations where change is likely. Meet regularly to check on their approaches or give guidelines upfront. Ask them to interview key members of the team and create an approach / checklist to deal with changing demands. 		<ul style="list-style-type: none"> They try to accept people for who and what they are, without ever judging them. <p>Managing Lakshmi</p> <ul style="list-style-type: none"> Encourage their views on situations and people, to open up your own and the team's broader view of things. Ask questions to explore their opinions further. <p>Developing Lakshmi</p> <ul style="list-style-type: none"> Involve them in challenging negotiations. Their unbiased view will see the interests of all parties being represented equally. Encourage them to speak up during team meetings if they feel someone is being judged or not accepted. Others may follow suit and help to shift the culture positively. 	
<p>Watch out for...</p> <ul style="list-style-type: none"> Them not sharing their suggestions when prioritising their tasks. Discuss ways they may be able to action these. 		<p>Watch out for...</p> <ul style="list-style-type: none"> Making sure they feel comfortable and confident in expressing their opinions and speaking out, regardless of whether others share their views or will agree with them. 	



Ryan Daley

Ryan's #1 realised strength		Ryan's #2 realised strength	
1	TIME OPTIMISER	2	EMOTIONAL AWARENESS
<ul style="list-style-type: none"> • They maximise their time, to get the most out of whatever time they have available. <p>Managing Ryan</p> <ul style="list-style-type: none"> • Ensure they focus their time on valuable projects, as opposed to just being busy. In busy periods, check they are not at risk of burnout. <p>Developing Ryan</p> <ul style="list-style-type: none"> • Ask them to review existing processes and procedures. Pay particular attention to areas they feel could benefit from better time management. • Discuss what helps them to be so effective. What strategies could support other team members or even yourself? 		<ul style="list-style-type: none"> • They are acutely aware of the emotions and feelings of others. <p>Managing Ryan</p> <ul style="list-style-type: none"> • Encourage them to give feedback on the emotional well-being of the team. Discuss ideas and strategies to address and improve any negative feelings. <p>Developing Ryan</p> <ul style="list-style-type: none"> • Ask them to act as lead or mentor on tasks. By exploring the right themes and questions, they will be able to get to the root of problems quickly. • Involve them in projects where tensions may be high. They will find the most productive way forward that suits the team. 	
<p>Watch out for...</p> <ul style="list-style-type: none"> • Burnout. Encourage them to relax during quieter periods. Remind them that when they are well-rested, they will be more productive in the longer-term. 		<p>Watch out for...</p> <ul style="list-style-type: none"> • Them assessing emotions constantly, as it could interfere with their natural interaction and spontaneity with team members. Encourage them to switch off sometimes. 	



Ryan's #1 unrealised strength		Ryan's #2 unrealised strength	
1	EXPLAINER	2	ENABLER
<ul style="list-style-type: none"> • They like to simplify things so that others can understand. <p>Managing Ryan</p> <ul style="list-style-type: none"> • Encourage lots of questions so they understand key messages. Be clear about what you are asking them to do and the results you are looking for in tasks. <p>Developing Ryan</p> <ul style="list-style-type: none"> • Ask them to review induction information for new starters, to ensure this is easy to understand from day one in the business. • Consider communications outside of their role. Do marketing materials get to the point? Is the information shared with customers straightforward and accessible? 		<ul style="list-style-type: none"> • They like creating the conditions for people to grow and develop for themselves. <p>Managing Ryan</p> <ul style="list-style-type: none"> • Encourage them to talk about what actions they take in their own development. Discuss how these could then be applied to fit the needs of others. <p>Developing Ryan</p> <ul style="list-style-type: none"> • Ask them to allocate tasks within a team project, based on who would benefit from developing the associated skills, and the capability of the whole team. • Involve them in developing a culture of sharing knowledge and skills within team environments. Facilitate team learning sessions after projects. 	
<p>Watch out for...</p> <ul style="list-style-type: none"> • The ways they share different types of information. Demonstrate the balance between being concise and not sacrificing essential detail. 		<p>Watch out for...</p> <ul style="list-style-type: none"> • Whether they support others to take a risk. Discuss how they approached the situation. Did they share experience or provide a resource? 	



Elfa Morazio

Elfa 's #1 realised strength		Elfa's #2 realised strength	
1	WORK ETHIC 	2	EQUALITY 
<ul style="list-style-type: none"> • They are very hard working, putting a lot of effort into everything they do. <p>Managing Elfa</p> <ul style="list-style-type: none"> • Encourage working smarter by being clear on how long tasks should take. Identify where they should focus their efforts and how to work more efficiently. <p>Developing Elfa</p> <ul style="list-style-type: none"> • Give them a key role in a project that needs to be completed in a short timeframe. They will put in the extra hours that are needed to ensure success. • Ask them to get involved with longer-term or more challenging projects, as they will give whatever it takes to see things through to the end. 		<ul style="list-style-type: none"> • They ensure that everyone is treated equally, paying close attention to issues of fairness. <p>Managing Elfa</p> <ul style="list-style-type: none"> • They will want to see that a plan is fair and in the interests of the whole team. Share your rationale when communicating decisions that will impact others. <p>Developing Elfa</p> <ul style="list-style-type: none"> • Involve them in situations where there is likely to be conflict. They will ensure everyone is listened to and will do their utmost to obtain a fair outcome for all parties. • Ask them to resource the allocation of popular projects or tasks that may cause friction in the team, allowing for everyone’s involvement. 	
<p>Watch out for...</p> <ul style="list-style-type: none"> • Them being able to recognise when they have worked hard enough and need to slow down, to avoid a negative impact on their well-being. 		<p>Watch out for...</p> <ul style="list-style-type: none"> • Where they can’t always treat everyone equally. Help them to identify which situations it is best to challenge and which should be accepted. 	

Elfa's #1 unrealised strength		Elfa's #2 unrealised strength	
1	MORAL COMPASS 	2	JUDGEMENT 
<ul style="list-style-type: none"> • They have a good ethical code, acting in accordance with what they believe is right. <p>Managing Elfa</p> <ul style="list-style-type: none"> • Support them in exploring and developing their own views and ethical code. Discuss what they feel is the ‘right’ course of action to take on new initiatives. <p>Developing Elfa</p> <ul style="list-style-type: none"> • Involve them in drawing up a shared code of conduct. This will encourage the whole team to share their values and give consideration to personal views too. • Involve them in the resolution of a disagreement, whether interpersonal or work-based. Use their independent viewpoint to recommend the fairest solution. 		<ul style="list-style-type: none"> • They like making decisions and can make the right decision quickly and easily. <p>Managing Elfa</p> <ul style="list-style-type: none"> • Encourage them to talk through their swifter or more important decisions before implementing them, so you can understand their view and reasoning. <p>Developing Elfa</p> <ul style="list-style-type: none"> • Invite them to contribute to projects that are time-sensitive. They can make quick and accurate decisions, and explain how they arrived at their conclusion. • Ask them to share their process with the team during complex decision making. They could include a checklist of things to consider, to help others make quicker decisions. 	
<p>Watch out for...</p> <ul style="list-style-type: none"> • Strong opinions on topics. Question their views and encourage them to think about what is right, not just for an individual, but for the team and business overall. 		<p>Watch out for...</p> <ul style="list-style-type: none"> • Signs of frustration when it takes too long to move forward. Encourage them to present the reasoning behind the decision and the benefits it will bring. 	

Daisy Pettri

Daisy 's #1 realised strength		Daisy's #2 realised strength	
1 EMOTIONAL AWARENESS 	<ul style="list-style-type: none"> • They are acutely aware of the emotions and feelings of others. <p>Managing Daisy</p> <ul style="list-style-type: none"> • Encourage them to give feedback on the emotional well-being of the team. Discuss ideas and strategies to address and improve any negative feelings. <p>Developing Daisy</p> <ul style="list-style-type: none"> • Ask them to act as lead or mentor on tasks. By exploring the right themes and questions, they will be able to get to the root of problems quickly. • Involve them in projects where tensions may be high. They will find the most productive way forward that suits the team. 	2 ADHERENCE 	<ul style="list-style-type: none"> • They love to follow processes, operating firmly within rules and guidelines. <p>Managing Daisy</p> <ul style="list-style-type: none"> • They appreciate you giving clear instructions and work best this way. Be clear if flexibility is required, as it may not come naturally. <p>Developing Daisy</p> <ul style="list-style-type: none"> • Involve them in the implementation of new policies or processes. Ask them to present any changes to the team and to monitor their progress. • Ask them to review existing processes. What improvements would they make to develop a more efficient way of working?
<p>Watch out for...</p> <ul style="list-style-type: none"> • Them assessing emotions constantly, as it could interfere with their natural interaction and spontaneity with team members. Encourage them to switch off sometimes. 		<p>Watch out for...</p> <ul style="list-style-type: none"> • Their inability to view unstructured situations as opportunities to develop innovative solutions and ways forward. 	

Daisy's #1 unrealised strength		Daisy's #2 unrealised strength	
1 PERSONALISATION 	<ul style="list-style-type: none"> • They tend to recognise everyone as a unique individual, noticing their subtle differences. <p>Managing Daisy</p> <ul style="list-style-type: none"> • Encourage them to get to know the team through casual lunches or on team building days. Spend time recognising the uniqueness of each team member. <p>Developing Daisy</p> <ul style="list-style-type: none"> • Involve them in mentoring new starters. They can share this connection with the rest of the team, enabling others to get to know them on a more personal level. • Ask them to identify learning and development requirements in the team or review engagement needs. Their unique approach could increase the long-term impact. 	2 ACTION 	<ul style="list-style-type: none"> • They sometimes feel compelled to act immediately and decisively, being keen to learn as they go. <p>Managing Daisy</p> <ul style="list-style-type: none"> • Ensure they know where to find the resources they need and understand the deadlines, so that they can move forward quickly. <p>Developing Daisy</p> <ul style="list-style-type: none"> • Place them on tasks where there are tight deadlines or time constraints. • Allow them to take the lead on deciding on the best course of action for a task and implementing it. Note what worked well and what could be improved.
<p>Watch out for...</p> <ul style="list-style-type: none"> • When they notice something subtle in someone, that you had missed. Consider situations with them when spotting the strengths of the team would be beneficial. 		<p>Watch out for...</p> <ul style="list-style-type: none"> • Their desire to act without hesitation, as it could result in the wrong decision being made. Talk through issues to encourage reflection time. 	



Managing your team’s learned behaviours

We want you to focus on managing for strengths, but your team members’ individual Profiles, also include learned behaviours and weaknesses. As learned behaviours are something your team can do well (but may not enjoy), they are a great resource to draw on when needed, but they could become draining if used regularly. Use these tips to support the team around using their learned behaviours only when needed:

1.	Recognise the impact of each person’s learned behaviours and think about how this manifests itself. Focus on the learned behaviours that might appear the most draining for people and understand why this is.
2.	Encourage your team members to use frequently used learned behaviours only when needed, as there is a risk of burnout.
3.	Consider any ways you could rely on a specific person less for these tasks. Remember, you may have previously recognised these as strengths, since this person demonstrates good performance in the learned behaviour.
4.	Can you find someone else on the team who has this as a strength, to support with these tasks?
5.	Does the individual have strengths that they could use more, to support their own learned behaviours?
6.	Is there an opportunity to re-organise team members’ roles, so that they use their learned behaviours less frequently?
7.	Consider tasks, objectives and responsibilities according to people’s strengths , not just their role. Give the team permission to swap tasks amongst each other.
8.	Ask the team to manage their own time around their weekly activities depending on their energy levels. Working on draining tasks at 8am might work for some, but not for others!
9.	Sandwich the activities that drain the team between the activities that play to their strengths.
10.	Consider what it might take to make the learned behaviour less draining . Ensure the team have access to the right resources or the possibility of using a learned behaviour in a different context.



Managing your team’s weaknesses

Everyone has weaknesses and the chances are that no amount of development is going to improve our performance in them significantly. Use the following tips to keep the team playing to their strengths and using their weaknesses less:

1.	Some weaknesses simply may not be relevant to a person’s role. Start by understanding any critical weaknesses that undermine a person’s performance and focus on these. Don’t pay attention to any other weaknesses unless necessary.
2.	Encourage a culture of honesty around weaknesses. Reassure the team that no one is good at everything, and that performance comes from using your strengths.
3.	Run a strengths workshop to highlight the team’s strengths Encourage a safe environment for the team to share their weaknesses and to ask for help from other team members.
4.	Share your own weaknesses and ask for help across your team. This will not only create more open relationships, but give others’ opportunities to work on different tasks and reveal their unrealised strengths.
5.	Consider how you could re-organise team members’ roles so that they avoid using their weaknesses completely.
6.	Give the team the ownership to delegate or work closely with someone who has this as a strength, particularly if the weakness is critical. This works best when all team members undertake the approach, so that no-one becomes too overloaded.
7.	Consider what strengths individual team members might have that would support their weakness. You may need to look at the individual’s Profile to see a fuller list of their realised and unrealised strengths.
8.	Help individuals to focus on the outcome of their goals, rather than the process. Look at which strengths might get them there instead.
9.	Understand exactly how the weakness manifests itself within each person. It could be that it reveals itself in certain contexts only. For example, they could enjoy certain types of writing, but not others.
10.	If you will continue to need this person to perform the weakness to a level of competence, then focus on them being ‘good enough’ . Remember, it is never going to be a strength for them and will require considerable effort.

What Next?

For Individuals

The Strengths Profile Book

An in-depth guide helping you to explore the language, coaching questions and development advice for each of the 60 strengths.

Upgrade to Expert

Build a complete picture of all sixty of your strengths, revealing each feature within the four categories and the five Strengths Families.



For Coaches



Coaching Toolkit

An invaluable coaching resource featuring 18 strengths conversations including improving Confidence, Wellbeing, Leadership and Careers.

Accreditation

Explore the theory and best practice behind coaching with strengths that will help you develop the self-assurance to coach and develop individuals.

For Educators

Career Development Toolkit

Worksheets and workshop slides for 13 different career coaching conversations to make applying the strengths-based approach to your students easy.

Best SELF

Free online resources designed to help individuals become their best SELF, by realising and developing their strengths further to get the most from their career.



For Organisations




Team Profiles


Revealing your team's top realised and unrealised strengths, learned behaviours and weaknesses, it will identify hidden talents, opportunities and risks within the team.


Team Toolkit


Tips, best practices and a team facilitator guide with over 30 strengths development exercises for workshops – with topics such as leadership, goal achievement, and complementary partnering.


Strength Definitions


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Action *Motivating*
You feel compelled to act immediately and decisively, being keen to learn as you go.
- 


Adaptable *Thinking*
You juggle things to meet changing demands and find the best fit for your needs.
- 


Adherence *Thinking*
You love to follow processes, operating firmly within rules and guidelines.
- 


Adventure *Motivating*
You love to take risks and stretch yourself outside your comfort zone.
- 


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


Bounceback *Motivating*
You use setbacks as springboards to go on and achieve even more.
- 


Catalyst *Motivating*
You love to motivate and inspire others to make things happen.
- 


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


Change Agent *Motivating*
You are constantly involved with change by advocating and making it happen.
- 


Compassion *Relating*
You really care about others, doing all you can to help and sympathise.
- 


Competitive *Motivating*
You are constantly competing to win, wanting to perform better and be the best.
- 


Connector *Relating*
You make connections between people, instinctively making links and introductions.
- 


Counterpoint *Communicating*
You always bring a different viewpoint to others, whatever the situation or context.
- 


Courage *Being*
You overcome your fears and do what you want to do in spite of them.
- 


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


Curiosity *Being*
You are interested in everything, constantly seeking out new information and learning more.
- 


Detail *Thinking*
You naturally focus on the small things that others easily miss, ensuring accuracy.
- 


Drive *Motivating*
You are very self-motivated, pushing yourself hard to achieve what you want out of life.
- 


Emotional Awareness *Relating*
You are acutely aware of the emotions and feelings of others.
- 


Empathic *Relating*
You feel connected to others through your ability to understand what they are feeling.
- 


Enabler *Relating*
You create the conditions for people to grow and develop for themselves.
- 


Equality *Relating*
You ensure that everyone is treated equally, paying close attention to issues of fairness.
- 


Esteem Builder *Relating*
You help others to believe in themselves and see what they are capable of achieving.
- 


Explainer *Communicating*
You are able to simplify things so that others can understand.
- 

Feedback *Communicating*
You provide fair and accurate feedback to others to help them develop.
- 

Gratitude *Being*
You are constantly thankful for the positive things in your life.
- 

Growth *Motivating*
You are always looking for ways to grow and develop, whatever you are doing.
- 

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

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

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

Strength Definitions



Incubator Thinking

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



Innovation Thinking

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



Judgement Thinking

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



Legacy Being

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



Listener Communicating

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



Mission Being

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



Moral Compass Being

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



Narrator Communicating

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



Optimism Thinking

You always maintain a positive attitude and outlook on life.



Organiser Thinking

You are exceptionally well-organised in everything you do.



Persistence Motivating

You achieve success by keeping going, particularly when things are difficult.



Personal Responsibility Being

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



Personalisation Relating

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



Persuasion Relating

You enjoy bringing others round to your way of thinking and winning their agreement.



Planner Thinking

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



Prevention Thinking

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



Pride Being

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



Rapport Builder Relating

You establish rapport and relationships with others quickly and easily.



Relationship Deepener Relating

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



Resilience Motivating

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



Resolver Thinking

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



Self-awareness Being

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



Self-belief Motivating

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



Service Being

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



Spotlight Communicating

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



Strategic Awareness Thinking

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



Time Optimiser Thinking

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



Unconditionality Being

You accept people for who and what they are, without ever judging them.



Work Ethic Motivating

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



Writer Communicating

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