

Cappfinity

STRENGTHS · PROFILE

Strengths Profile White Paper 2024

Citation: Cappfinity (2024). Strengths Profile Whitepaper. Birmingham, UK: Cappfinity.

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"At Cappfinity our purpose is 'Strengthening the World' and we believe in a world where skills and strengths create opportunity for all.

In this white paper, I'm delighted to be sharing more about the benefits of the strengths approach with you to help you, and those you lead and coach, to be their best self. Your strengths need action, to unlock that opportunity and we've taken our 19+ years of experience to develop Profiles and resources to help you understand strengths and then take practical steps to develop them.

What's even better is that your strengths motivate you to do your best work. They are skills you love doing. We've seen strengths achieve many great things but there is nothing more satisfying than watching someone uncover their true uniqueness. Small steps lead to great achievements in the world of strengths, so read on to find out more"

Trudy Bateman
Director of Strengths Profile



What is a Strength?

There is a lot of supporting evidence for strengths use in this paper but what exactly is a strength?

We define a strength at Cappfinity as a skill you do regularly, you do well, and that energises you when doing it.

Performance is only half the story, we must understand our unique motivation to impact our health, happiness and success. Our world of opportunity lies in discovering and applying the richness of our performance and motivation.

It is important to note that our skills and strengths distribution can change over time. You must keep investing in this self-insight to continue to open up new opportunities that you will be successful in and enjoy.



Performance

How well you perform when using these skills



Energy

How energised you are by using these skills



Use

How often you use these skills



95% of people who attended a strengths-based development program said it helped them improve their ability to use their strengths to achieve better results in their current role.

Thomson Reuters

Why use Strengths?

So if a strength is a 'super skill', an organisation's greatest assets are its people's strengths. However, not everyone is clear about what their strengths are or how to make the most of them.

The strengths approach is a clear and positive route to enhancing employees' contribution and engagement. Bringing teams together to help them to learn more about themselves, each other, and how to apply strengths is the key to successful strengths development. It also makes the complex and often neglected tasks of people management significantly easier and more attractive.

Getting people on board with why you should use strengths is an important and crucial first step.

- **Feel Happier** - People who used their strengths in new and different ways reported higher levels of happiness and lower levels of depression. *(Seligman, Steen, Park and Peterson, 2005)*
- **Have Higher Self-Esteem** - People who used their strengths more reported higher levels of self-esteem. *(Proctor, Maltby and Linley, 2011)*
- **Have Higher Confidence** - People who used their strengths more reported higher levels of self-efficacy - the belief that we can achieve the things we want to achieve. *(Govindji and Linley, 2011)*
- **Have More Energy** - The use of strengths is associated with high levels of psychological vitality, including feelings of positive energy and buzz. *(Govindji and Linley, 2007)*
- **Build Resilience** - Exercising our strengths can help us to overcome obstacles that have previously impeded your use of strengths. *(Elson and Boniwell, 2011)*
- **Feel Less Stress** - Increased use of strengths correlates with mindfulness which can help control stress and counter depression. *Jarden, Jose, Kashdan, Simpson, McLachlan and Mackenzie, 2012)*
- **Achieve Goals** - Strengths alignment increases the setting of personally meaningful goals *(Madden, Green and Grant, 2011)*
- **Learn Faster** - Utilising our strengths can help us improve faster on areas where we are strong as opposed to areas we are weak. *(Sheldon, Kasser, Smith and Share, 2002)*
- **More Engaged** - Strengths use is a good predictor of workplace engagement and people who use their strengths at work are six times more engaged. *(Harter, Schmidt and Hayes, 2002, and Gallup, 2012)*



Strengths with Performance and Productivity

- 42% of the high performers say their managers talk with them about their strengths, versus 24% of the national sample
- 33% of high performers say they do what they really like to do at work for “most of the time,” as compared to only 14% of the national sample
- People who use their strengths more perform better at work
- Strengths use at work can yield performance benefits in terms of task performance
- 60% of respondents agreed or strongly agreed that focusing on their strengths has helped them to be more productive
- Learning their strengths makes employees 7.8% more productive
- Teams that focus on strengths every day have 12.5% greater productivity

The Strengths Profile tool has added a valuable additional lens onto the strengths work we've been doing with our people and our clients. We are now able to have more structured and effective conversations that are truly strengths rather than deficit based.

We've learned that a strengths focus can overcome unconscious bias, can improve workplace diversity, and ultimately has a huge impact on our ability to unleash the potential in our people and our clients.

Andy Woodfield, PwC

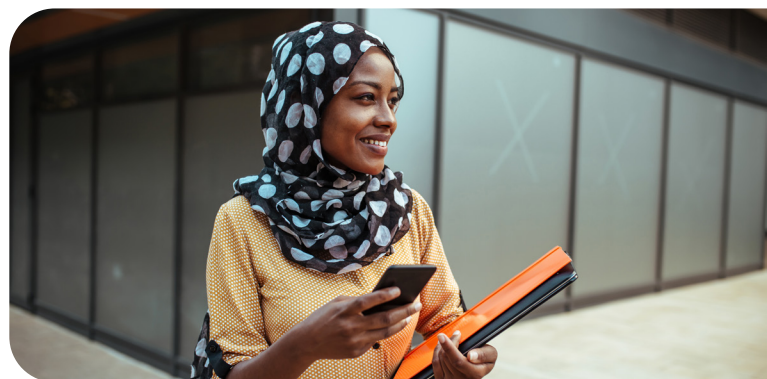


Spotting Strengths

Identifying strengths in others is the first step to embedding a strengths-based approach with your team. It is a skill that can be learnt, as it is demonstrated through body language and vocal cues during communication. In any interaction with your team members, notice how they talk about certain things.

Do you notice any of the signs below in how they are behaving or speaking? Consider these signs in your own behaviour too when you are next using a strength. This will provide you with a deeper level of self-awareness, as well as examples to use with your team.

- **Motivated** - Team members are willing to volunteer, show enthusiasm and there is a genuine sense of a forward momentum towards the actions they are describing or taking. They contribute just for the love of doing it.
- **Language** - They use colourful visual language that paints a picture and is descriptive. They frame what they say in a positive way using adjectives in their descriptions. Do you hear them say 'I love to....' or 'It is just great when....'?
- **Authentic** - Their communication is genuine, reflecting their true beliefs and values. We see the 'real person' as there is a tone of humility, honesty, and trustworthiness in the way they speak.
- **Body Language** - Their body language exudes confidence, they sit upright or lean into the conversation. They make eye contact with you.
- **Attention** - They are fully absorbed in what they are communicating and find it easy to focus.
- **Tone of Voice** - Team members are willing to volunteer, show enthusiasm and there is a genuine sense of a forward momentum towards the actions they are describing or taking. They contribute just for the love of doing it.
- **Energised** - They hit the ground running fast with learning at pace, often. The activities seem to come easily to them compared to others.
- **Childhood Memories** - Frequently they will easily cite childhood memories especially if prompted for examples because strengths will originate from our early lives.
- **Rapid Learning** - They hit the ground running fast with learning at pace, often. The activities seem to come easily to them compared to others.
- **To-Do List** - What do they do without needing to be reminded or always get done first? Frequently the sign of a strength is something gets done that never makes it onto a 'to-do' list.



Why use Strengths in your Business?



Tap into unused talent throughout the organisation

To the extent that the strengths of employees are not being harnessed, there is untapped talent and energy in the organisation. Much time and resource is spent in attempting to improve performance, but little of that is directed at getting the best out of people.



Attract and retain more of the people it needs

People like to use their strengths: doing so reinforces and re-energises them. A strengths-based organisation will be more attractive in the employment market, especially to Generation Y. Without the opportunity to use their abilities, many people leave.



Improve individual performance

Individual performance is significantly improved by a focus on strengths, and undermined by a focus on rectifying weaknesses. The traditional approach of molding individuals to jobs and focusing development effort on correcting weaknesses have proved unsuccessful.



Build Employee Engagement

Use of strengths is one of the key drivers of employee engagement, which itself is linked to improved employee retention, discretionary effort, quality, customer satisfaction and loyalty, sales, profitability, shareholder return and business growth.



Develop Flexibility

Selected and deployed on the basis of strengths – less on the basis of what they 'have done', and more on the basis of what they 'could do' in a variety of future roles – employees are more willing and able to accept changes in role and organisation.



Improve teamwork

A focus on strengths in teams allows for the efficient allocation of tasks and, with greater role flexibility, encourages co-operation. The positive emotions generated by the use of strengths enable social integration.



Why use Strengths in your Business?



Increase diversity and positive inclusion

An understanding of strengths encourages people to value difference. The person who appears so alien to me has a vital role to play and may absolve me from my non preferred tasks. Teams made up of people who differ tend to be more creative and to perform better.



Increase openness to change and ability to deal with change

The use of strengths generates positive emotions which facilitate performance by broadening people's mindsets, encouraging them to discover new ways of thinking and acting, building resilience and the ability to deal with the after-effects of negative events.



Deal more positively with redundancy

A strengths perspective supports the understanding of redundancy as a mismatch, rather than an absence, of talent. A redundant employee leaving with a better knowledge of themselves and what they do best is more likely to find work that suits him or her in the future.



Contribute to happiness and fulfilment of employees

Apart from being more likely to achieve their goals, people who use their strengths experience higher levels of energy, wellbeing, and authenticity. This combination of organisational and individual benefits helps create a culture of high performance and engaged employees.



Strengths with Teams and Development

- 55% of the high performing teams believe that building on their strengths is the best way to succeed, as compared to 37% of the national sample
- Using strengths in organisations leads to improved relationships and communication
- Following a strengths-based team working session, a greater understanding, communication, and
- level of trust was developing amongst teams and individuals who were using the strengths approach
- A strengths-based organisational development project enabled people to work together more effectively to achieve their goals and objectives
- When managers emphasised performance strengths, performance was 36.4% higher, compared to a 26.8% decline when emphasising weaknesses
- New recruits complete induction training 50% faster when recruited for strengths

Strengths Profile gives us the ability to spot what our staff do best and help them to do more of it. It is very well received by everyone as it uses language that is appropriate to all individuals, as well as informing managers.

Steve James, Learning and Development Manager, The Donkey Sanctuary

Strengths Profile is the best strengths assessment on the market. When I use it with clients, they often comment on how valuable it is as a well-rounded tool that respects them as individuals. As a team coach and facilitator, the conversations it opens up around the impact of learned behaviours, managing energy, building resilience and recognising weaknesses are really powerful.

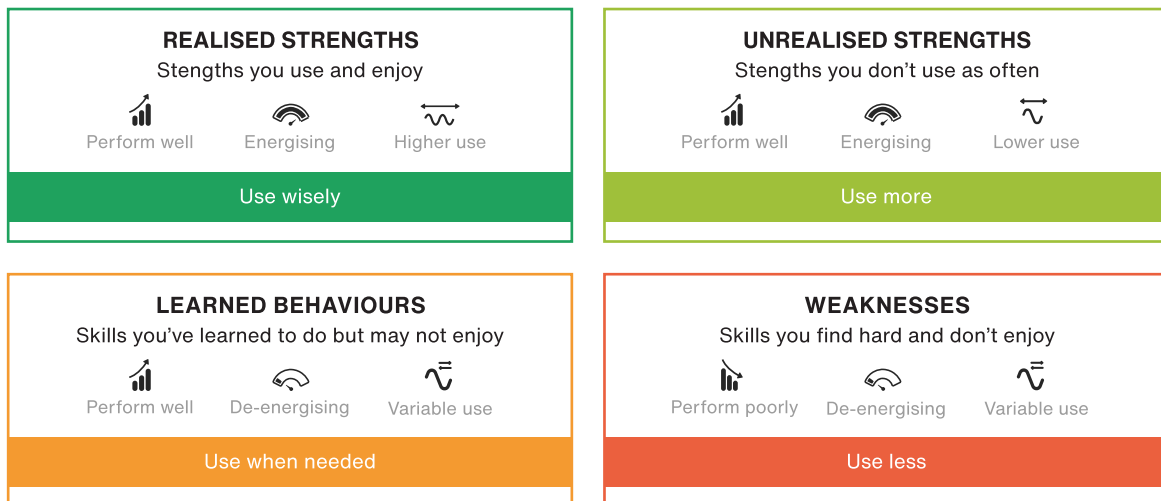
Andy Jenkins, Coach

Strengths Profile

Strengths Profile opens up a world of opportunity for people. It provides in-depth insights based on an individual's performance, energy, and uses the Cappfinity Skills Suite to categories 60 skills into realised and unrealised strengths, learned behaviours and weaknesses.

You'll understand exactly what you love to do and what drains you and the Model of Development will guide you to actions that unlock your potential.

Individuals, teams and organisations will have new insights into their strengths and skills to increase their performance and motivation. But don't take our word for it, this document is packed full of the science.



The Strengths Profiles

There are five types of Strengths Profiles available:



Introductory

The Introductory Profile reveals up to 7 realised strengths, 7 unrealised strengths, 4 learned behaviours, 3 weaknesses and a Career Guide. It will help you improve your performance and career choices. It's ideal for individuals new to strengths, or organisations and educators wishing to embed the strengths approach.



Expert

The Expert Profile reveals all 60 strengths across the realised and unrealised strengths, learned behaviours, weaknesses and the families. It will help you reach your potential with insights into 60 development areas. Ideal for those wanting an advanced development tool that gives clarity on areas of highest impact and contribution.



Leader

The Leader Profile reveals your 21 leadership strengths with actionable strategies on developing yourself, others and your organisation. It helps you define and develop your leadership style to lead more effectively. Ideal for existing and aspiring leaders as well as individual contributors wanting to create an impact.



Team

The Team Profile reveals all 60 strengths across the realised and strengths, learned behaviours and weaknesses for your team. It gives you data-led insights to drive increased performance and motivation. For coaches and talent professionals looking to understand a team's dynamics and collective skills.



Manager

The Manager Profile reveals strategies to strategies to develop the top 2 realised and unrealised strengths for each team member. It improves motivation by recognising and developing your people's strengths. For managers and talent specialists wanting to gain actionable insights to develop people's greatest area for performance.

Strengths with Happiness and Wellbeing

- People who used their strengths more reported higher levels of happiness and fulfilment
- Aligning your strengths with your work creates more positive work experiences, increasing your happiness
- Using our strengths in new ways increases happiness and decreases depression
- Under-use of our strengths can have a negative effect on our happiness and life success
- Gratitude and strengths-based interventions can reduce depressive symptoms
- Strengths use was associated with subjective wellbeing and psychological wellbeing
- Those people who use their strengths more reported lower levels of stress over both 3 and 6 month periods
- People who exercise their strengths experience better physical and mental health and wellbeing

The Strengths Profile itself, and the coaching conversation it generates, have been so valuable for me. I've embraced strengths I didn't realise I had, and I'm using my existing strengths in new ways to achieve my goals more easily and experience greater joy in my life and work. In fact, I found it so valuable that I am now a Strengths Profile Accredited Practitioner!

Daria Williamson, Trainer and Coach



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