Personality
at the heart of a
Strengths based
Culture

Facet5

Table of Contents

Introduction

Understanding and utilising personal strengths is the foundation of a strengths-based culture. It allows individuals to bring their best selves to work, fostering higher levels of engagement, satisfaction, and performance.

What Are a Strengths-Based Cultures?

A strengths-based culture emphasises:

- Individual Strengths: Recognising and developing what employees do best.
- Collaboration: Harnessing diverse strengths within teams for collective success.
- Growth: Focusing on potential and leveraging strengths as a foundation for learning and adaptation.

Rather than concentrating solely on fixing weaknesses, this approach promotes growth by encouraging individuals to maximise their natural abilities. While weaknesses aren't ignored, they are managed in ways that minimise disruption to performance or well-being.

The Role of Facet5

Facet5, a trait-based personality tool grounded in the Big Five model, helps individuals uncover their core traits and preferences. It enables:

- Detailed Insights: Provides a 'snapshot' of an individual's personality, detailing the five major building blocks (the Facet5 factors) and their sub-factors.
- Shared Language: Uses natural, everyday terms that people are familiar with, creating a common language for understanding and discussing behaviours.
- Tailored Development: Offers comprehensive reporting options across all Facet5 products, allowing for focused and actionable insights that drive personal development.

It encourages individuals to ask:

- What are my strengths and how do they support me in my role and contribute to my team?
- How can these strengths be applied to overcome challenges and achieve goals?

The Value of a Balanced Approach

While strengths-based strategies are powerful, they must be applied thoughtfully. By solely focusing on strengths without considering flexibility, growth areas, or contextual demands, we can limit effectiveness. This eBook will explore:

- Identifying and leveraging personal strengths.
- Dispelling myths about strengths-based approaches.
- Managing capability gaps through conscious flexibility.
- Embedding a strengths-based culture into organisational practices.

Power of Personal Strengths

Focusing on strengths rather than just managing development gaps fosters a more empowering approach to personal and professional growth. When we utilise our strengths, we are working from a base of natural talent and confidence, enhancing our existing capabilities.

We see the following benefits:

• By taking a strengths-based approach we are more likely to take informed risks and explore new ideas, driving innovation and creativity due to increased confidence.

• When we align tasks and responsibilities with individual strengths, we can make work more enjoyable and less draining, leading to a more fulfilling career.

• Shifting focus from fixing weaknesses to enhancing strengths contributes to better mental health and greater job satisfaction.

• When we all adopt a strengths-based approach it helps build a vibrant, dynamic culture.

• When understand and utilise the strengths of team member's it can lead to better understanding that creates better relationships and inclusivity.

• It promotes a culture of appreciation and recognition, where employees feel valued for what they naturally bring to the table. This positive environment not only boosts morale but also attracts top talent who are seeking workplaces that invest in their growth and value their unique contributions.

• Ultimately, understanding and harnessing strengths, both individually and collectively, cultivates a more engaged, productive, and innovative workforce.

Power of Personal Strengths

Here's how knowing strengths contribute to personal and organisational capability

1. Improved Communication

Facilitates a deeper connection by making others feel heard and valued, thereby enhancing empathetic communication.

2. Enhanced Emotional Literacy

Increasing the range of positive emotional language and by recognising and managing your own emotions effectively, you can more easily tune into others' emotional states, leading to more compassionate and appropriate responses.

3. Improved Conflict Resolution

Individuals who identify problem-solving and negotiation as their strengths are better equipped to approach conflicts with empathy. They can see beyond the surface issue to understand the underlying emotions and perspectives, fostering resolutions that acknowledge and address everyone's needs.

4. Tailored Support and Encouragement

Understanding your strengths in areas such as motivation, encouragement, or mentoring allows you to offer support in ways that resonate more deeply with others. This tailored approach ensures that your efforts to uplift or assist others are more impactful and genuinely appreciated.

5. Building Trust and Rapport

When people leverage their strengths with reliability and honesty, they lay a foundation of trust that is crucial for empathy. Trust makes others feel safe to express their feelings and vulnerabilities, knowing they will be met with understanding and respect.

6. Creating Positive Social Interactions

Strengths in social intelligence and humor can significantly enhance empathy by creating a positive and engaging environment. These qualities make it easier to break down barriers, making others more open to sharing experiences and emotions.

7. Enhancing Perspective-Taking

The ability to see situations from various viewpoints is a strength that directly influences empathy. Knowing you have this strength allows you to navigate complex emotional landscapes, understanding different perspectives, and responding with empathy and insight.

8. Promoting Inclusivity

Undestanding our own key qualities help individuals recognise and appreciate the vast range of human experiences, promoting an environment where everyone feels understood and accepted.

Business Advantage of Strengths

There are clear business advantages to implementing strength practices. They include:

- **Enhanced performance and productivity:** Gallup's research indicates that workgroups that received strength-based interventions showed performance increases of 10% to 19%. Employees who focus on using their strengths are more likely to be energised and effective in their roles.

- **Increased employee engagement:** Research completed by Gallup found organisations that focus on strengths can see employee engagement rates nearly double from the typical 30% to over 60%. High engagement is closely linked to higher productivity, better retention rates, and improved profitability.

- **Improved employee retention:** According to a Corporate Leadership Council study, emphasising employee strengths in performance conversations can reduce turnover by up to 14.9%. Employees feel more valued and effective when their strengths are recognised and utilised, leading to increased job satisfaction and loyalty.

- **Higher profitability:** A report by Gallup found that companies that implemented strength-based management practices boasted up to a 29% increase in profit. This boost can be attributed to higher productivity, better customer engagement, and reduced costs associated with turnover and absenteeism.

- **Better team dynamics and collaboration:** Strength-based tools help identify and optimise the diverse strengths within teams, leading to more effective collaboration and innovation. This can result in more successful project outcomes and the achievement of team objectives more efficiently.

- **Improved customer outcomes:** When teams and individuals operate from a strengths perspective, they are more proactive, creative, and responsive to customer needs. This can lead to higher customer satisfaction and loyalty, which are key drivers of long-term business success.

Applying Strengths at work

The self-awareness offered by the Facet5 fosters a deeper understanding of how to leverage one's strengths in various scenarios, paving the way for enhanced performance, job satisfaction, and wellbeing. Ultimately serving as a roadmap for individuals to navigate their journey of growth, helping them to unlock their full potential and thrive in their endeavours.

Individual coaching and personal development: Utilise the broad range of personality-based profiles to help clients identify and harness their strengths, set realistic and impactful goals, and develop strategies to manage stress and enhance well-being.

Individuals who use Facet5 report improved work-life balance, reduced stress levels, higher self-confidence, and better goal-setting and achieving capabilities.

Team coaching and development: Apply a strengths approach to team workshops, enhancing understanding among team members, improving communication, and driving team performance through optimised collaboration. According to research published by the Institute of Coaching, over 70% of individuals who receive team coaching benefited from improved work performance, relationships, and more effective communication skills. Additionally, 86% of companies reported that they recouped their investment and more.

Leadership development: Guide leaders in understanding their innate strengths and how that supports a more authentic leadership style.

Create a practical understanding how they can effectively motivate others, and how to adapt their approach to different team dynamics and organisational cultures.

According to a study by the Centre for Creative Leadership, organisations that offered strengths based coaching to their executives reported improvements in communication, interpersonal, and management skills among those coached, leading to better leadership effectiveness.

Career coaching: Accelerate career advancement. Organisations that integrate coaching into their talent development strategies often see faster leadership development and succession planning.

Benefits of Personality and Strengths

A strengths-based culture requires a clear understanding of individual personality traits and how they influence behaviour, performance, and collaboration. Tools such as Facet5 provide a sophisticated, evidence-based framework for identifying these traits and uncovering strengths, enabling both individuals and organisations to align efforts for maximum impact.

Incorporating personality into your development practices not only enhances your ability to provide deep, stable insights into personality traits but also equips you with the tools to create meaningful, lasting changes in individuals' lives. This sophisticated understanding elevates your development sessions, making them more impactful, rewarding and productive.

Objectivity and Credibility

Personality data acts as a second objective voice in the development process, providing credible, data-driven insights that can enhance the learning process and support the person to build a realistic and honest view of themselves.

In-depth Personality Insights

Personality data such as provided by Facet5 allows individuals to delve deeper into their core strengths and behavioural tendencies. This scientifically validated approach generates nuanced profiles that outline personality traits in a detailed and actionable way, enabling coaches to quickly understand and work effectively with clients of diverse backgrounds.

Tailored Development Strategies

Personality data allows for personalised development strategies, highlighting how to leverage strengths and address potential overplays. This tailored approach ensures that coaches can offer highly customised guidance, making each coaching session more impactful and aligned with the client's personal growth goals.

Enhanced Self-awareness

By providing clients with clear insights into their own behaviours and motivations, Facet5 fosters greater self-awareness and self-understanding, which are crucial for meaningful personal development and professional growth.

Extended Coaching Impact

Personality enriches the coaching experience with individual access to the myFacet5 app. This allows coaches to extend the value of the coaching relationship beyond the traditional session boundaries, enabling continuous engagement and development. With myFacet5, individuals can access their personal profiles, developmental resources, and tailored insights at any time, ensuring that the insights and growth achieved during coaching sessions are reinforced and expanded upon in the 'inter-coaching' moments – those critical times between sessions when reflection, application and adaptation occur.

A Golden-Thread across the Employee Lifecycle

Trait based personality data can create a common framework and language to aid decision making at every stage of a person's journey through an organisation. Data, captured once, can be interpreted in different ways to inform and guide specific questions and decisions. This consistency of approach promotes a depth of understanding and ensures effective use of your investment.

Understanding the Facet5 Model of Personality

Facet5 is based on a simple, yet trusted, model of personality. Because of this, we are the personality tool of choice for many organisations. Our robustness and credibility is what helps sets us apart and ensures not only are we valid and reliable but trusted.

For the last 35 years, Facet5 has taken this personality data and turned it into meaningful insights. We believe our trait-based model of personality provides profound insights that extend beyond surface-level behaviours, to an understanding of our core, enduring personality traits.

This approach recognises that our personality traits help us build a picture of ourselves that extends over time and across different contexts, making it possible to map a long-term development path for individuals. By using a trait-based model, Facet5 enables coaches and clients to reliably predict behaviours and reactions across various professional and personal scenarios.

The comparative nature of Facet5 allows individuals to understand their unique personality style in relation to others; fostering better interpersonal relationships and effective communication. This insight supports an appreciation of diversity, workplace dynamics and to enable different personality types to work together effectively.

In comparison, ipsative-based tools; which categorise personalities into broad types (such as colours or simple letter combinations) oversimplify and generalise individual behaviours. Facet5 avoids the pitfalls of over-generalisation by offering a nuanced view of an individual's unique personality profile. It supports the development of tailored, specific, and actionable development strategies that respect and leverage an individual's unique strengths.

What we measure

🟢 **Will**	**Determination**	**Determination measures our inner drive to commit to our own ideas** and set goals for ourself and others. It helps us understand how quickly we form our opinions and our willingness to consult others and make decisions.
	Confrontation	**Measures our drive to confront issues as they arise**. It helps us understand how quickly we react to issues and our preferred approach to resolving them.
	Independence	**Measures our willingness to act on our beliefs**, independently of people around us. It helps us understand how much support and direction we need in order lo commit lo a course of action.
🟡 **Energy**	**Vitality**	**Measures our response to new ideas** and how you prefer to demonstrate enthusiasm for these. It helps us understand how we consider ideas before committing ourself and others.
	Sociability	**Measures our interest In being with other people**. It helps us understand our preference for working with, and need for, other people lo feel productive and included.
	Adaptability	**Measures our approach involving other people in our thinking**. It helps us understand how we seek out information and ideas and our preference for problem solving.
🔴 **Affection**	**Altruism**	**Measures how likely we are to put others peoples interests first**. It helps us understand how we balance our needs vs those of others and what we expect in return for our efforts.
	Support	**Measures our approach to providing support and being understanding**. It helps us understand whom to, when and how we give support and what we expect in return.
	Trust	**Measures our approach to taking people at face value**. It helps us understand our approach to building and sustaining trust with others.
🔵 **Control**	**Discipline**	**Refers to our approach to being personally planned and organised**. It helps us understand how we approach our work and evaluate ideas.
	Responsibility	**Refers to how we take personal responsibility**. It helps us understand our approach to rules and standards and how we apply those to ourselves and others.
🟣 **Emotionality**	**Tension**	**Refers to our general level of stress or tension we experience on a daily basis**. It helps us understand how we respond lo events as they get closer and our sensitivity to changes around us.
	Apprehension	**Measures our level of inner confidence and optimism**. Il helps us understand how we respond the world around us and our approach to managing the demands of work.

Myths of a Strengths-based Culture

While strengths-based approaches have gained widespread recognition, they are often misunderstood or oversimplified. Organisations and individuals may fall into the trap of believing common myths that can dilute the impact of strengths-focused strategies. This chapter explores these misconceptions and offers practical guidance to build a more nuanced, balanced strengths-based culture.

Myth 1: Focusing on Strengths Means Ignoring Weaknesses

A common misconception is that strengths-based approaches require avoiding or ignoring weaknesses entirely. While the primary focus is on amplifying strengths, weaknesses or capability gaps must still be acknowledged and managed.

The Reality:

Strengths-based cultures balance strengths with the conscious development of skills or strategies to address gaps. For example:

- A leader with high Affection and low Will might work on assertiveness to ensure they can set boundaries effectively.
- A creative thinker with low Control can learn organisational techniques to manage their ideas more efficiently.

Solution:

Use strengths as a foundation for growth while addressing areas through deliberate development or support that allows conscious flex.

Myth 2: Strengths automatically take care of themselves

Another myth assumes that strengths are fixed and require no effort to nurture. In reality, strengths need intentional focus to develop and expand their impact.

The Reality:

Just like any skill, strengths can grow or stagnate depending on how they are applied. Regular practice, reflection, and feedback are crucial for maintaining and evolving strengths.

Solution:

Encourage employees to stretch their strengths in new contexts or apply them in creative ways to enhance their value. Seeking feedback on the positive (and negative) impact of their strengths ensures the application is in line with what is required.

Myth 3: Strengths-Based Cultures Avoid Difficult Feedback

Some believe that a strengths-based approach eliminates the need for critical or constructive feedback. Actually, avoiding difficult conversations can hinder growth and performance.

The Reality:

Strengths-based cultures encourage feedback that is both appreciative and developmental. Constructive feedback can help individuals understand how to manage overplayed strengths or address blind spots.

Solution:

Frame feedback in a way that links areas of improvement to strengths. For example, "Your Enthusiasm (Vitality) is a great asset, but sometimes it might be helpful to.

Myths of a Strengths-based Culture

Myth 4: Focusing on Strengths Means Avoiding Risks

A strengths-based culture is sometimes mistaken for a risk-averse approach, where individuals only operate within their comfort zones.

The Reality:

Strengths-based cultures thrive on conscious flexibility—encouraging individuals to use their strengths while adapting to challenges. For example:

- A detail-oriented team member (high Control) might take on a creative brainstorming role to stretch their adaptability.
- A high-Energy individual might practice patience when engaging quieter, more considered team members to ensure all voices and contributions are heard.

Solution:

Create opportunities for employees to consciously apply strengths in new, and challenging ways, fostering resilience and versatility.

Myth 5: Strengths-Based Cultures Guarantee Universal Success

While focusing on strengths has undeniable benefits, it is not a one-size-fits-all solution. Success still requires alignment with Organisational goals, effective leadership, and a supportive environment.

The Reality:

Strengths are most impactful when they are intentionally aligned with team dynamics and business objectives. A well-rounded strategy incorporates strengths alongside skills, effort, and situational awareness.

Solution:

Ensure that strengths-based initiatives are integrated into broader Organisational strategies, from role alignment to team collaboration.

Strategies to Avoid the Pitfalls of Myths

1. Integrate Strengths with Development:

Use strengths as a starting point but combine them with deliberate efforts to build skills and address gaps.

2. Encourage Honest Feedback:

Create an environment where strengths and challenges can be discussed openly, ensuring feedback is constructive and supportive.

3. Foster a Growth Mindset:

Promote the idea that strengths can evolve and adapt, encouraging individuals to experiment and stretch their capabilities.

4. Measure and Reflect:

Regularly evaluate the impact of strengths-based practices and adjust approaches as needed to maintain alignment with goals.

Balancing Strengths with Conscious Flexibility

While a strengths-based culture emphasises leveraging what individuals do best, true growth and adaptability come from cultivating conscious flexibility. This means understanding and using strengths in ways that are both intentional and responsive to the demands of a given situation. Conscious flexibility enables individuals to adapt while remaining rooted in their natural preferences, creating a balance between authenticity and effectiveness.

What is Conscious Flexibility?

Conscious flexibility is the ability to:

1. Understand Your Strengths: Know your preferred tendencies and how they impact your behaviour and performance.

2. Adapt to Context: Recognise when a situation requires you to flex beyond your preferred style.

3. Stretch Responsibly: Apply your strengths in new or unexpected ways without overextending or compromising them.

For example:

- A high-Will leader accustomed to taking charge might consciously pause to seek input from their team in collaborative situations.

- A detail-oriented individual with high-Control may adopt a more creative mindset to contribute to brainstorming sessions.

The Role of Self-Awareness

Self-awareness is the foundation of conscious flexibility. Facet5 help individuals understand:

- Preferred Style: How they naturally approach tasks, relationships, and challenges.

- Potential Overplays: When strengths, if overused, could create difficulties.

- Gaps and Opportunities: Areas where flexibility or skill-building could enhance performance.

For example:

Facet5 profiles can reveal how traits such as high-Emotionality might influence resilience or how high-Energy might lead to impulsive decision-making without conscious regulation.

Why balancing strengths matters

Avoids Overplays

Over-reliance on strengths can lead to unintended consequences, such as:

- High Affection resulting in over-accommodation.
- High Will being perceived as domineering.

Builds Versatility

Balancing strengths with flexibility enables individuals to adapt effectively across various scenarios, roles, and challenges.

Enhances Collaboration

Conscious flexibility fosters stronger team dynamics by encouraging individuals to align their approach with the needs of others.

Helps navigate complexity

In dynamic environments, the ability to flex beyond strengths ensures resilience and innovation.

How to culitvate Conscious Flexibility

Reflect on Your Preferred Style

Use personality insights to identify your natural approach to tasks and interactions.
For example:

- Are you more directive (high Will) or collaborative (high Affection)?
- Do you prefer spontaneity (high Energy) or structure (high Control)?

Recognise Contextual Demands

Assess the situation to determine when and how to flex your approach.

Ask:

- Does this scenario require a different style?
- How can my strengths be adapted to meet the needs of others?

Practice Intentional Stretching

Experiment with applying strengths in new ways, such as:

- Using your creative Energy to solve analytical problems.
- Leveraging your high Control to bring structure to team innovation.
- Use the myFacet5 app to look at your key qualities and those that are on the same scale and how to flex or stretch your style.

Seek Feedback

Ask colleagues, mentors, or coaches for feedback on how your approach aligns with the needs of the situation.

Build Complementary Skills

Develop capabilities that not only support your strengths and the positive use of them, but also those areas where the role or relationship require different skills that are learnable strengths, such as:

- Assertiveness training for those with high Affection.
- Stress management techniques for individuals with high Emotionality.

Strategies to create a Strengths-based Culture

A strengths-based culture goes beyond individual development—it becomes a shared mindset embedded in Organisational practices. By fostering an environment where strengths are celebrated, aligned with roles, and integrated into team dynamics, Organisations can achieve higher engagement, collaboration, and sustained success.

The following are strategies to consider in developing a strength-based culture in organisations.

Start with Leadership

Leadership commitment is critical. Leaders must model strengths-based behaviours by:

- Sharing their own strengths and how they apply them.
- Recognising and rewarding strengths in others.
- When making decisions on resource allocation for projects, look at complimentary strengths for quick start initiatives

Measure personality to Uncover Strengths

Implement Facet5 assessments Organisation-wide to:

- Identify the strengths of individuals and teams.
- Create profiles that guide role alignment and development.
- Foster a common language for discussing personality and behaviour.

Align Roles with Strengths

Ensure that job responsibilities align with individual strengths:

- Redesign roles to play to employees' natural abilities, whilst also recognising where development is needed.
- Provide opportunities for employees to use their strengths in new ways, stretching their application and development.

Integrate Strengths into Organisational Practices

Embed strengths into key processes, including:

- Recruitment: Focus on identifying candidates whose strengths align with role requirements.
- Performance Reviews: Highlight how employees have used their strengths to achieve results.
- Team Building: Use strengths mapping to create balanced, high-performing teams.

14

Strategies to create a Strengths-based Culture

Encourage Peer Recognition

Build systems where employees can acknowledge each other's strengths. This could include:

- Peer feedback platforms.
- Regular strengths-sharing sessions during team meetings.

Promote Continuous Learning

- Use strengths-based coaching to prepare leaders for their roles. Encourage them to model and advocate for strengths-focused practices.
- Support with complimentary skills awareness and development, via course work, mentoring or on the job skilling opportunities.

Celebrate Successes

- Publicly Recognise how strengths contribute to Organisational goals.
- Highlight examples of individuals or teams achieving success by leveraging their strengths.

Challenges in Creating a Strengths-Based Culture

Employees and leaders may be skeptical about shifting to a strengths-based approach. Address this by:
- Educating teams on the benefits of focusing on strengths.
- Providing clear examples of how strengths-based practices drive success.

Balancing Strengths and Flexibility

- Ensure that the focus on strengths doesn't discourage flexibility or skill-building. Promote conscious flexibility alongside strengths awareness.

Measuring Impact

- Demonstrating the ROI of a strengths-based culture can be challenging. Use engagement surveys, performance metrics, and retention data to track progress. Refer to Measuring and Sustaining Progress.
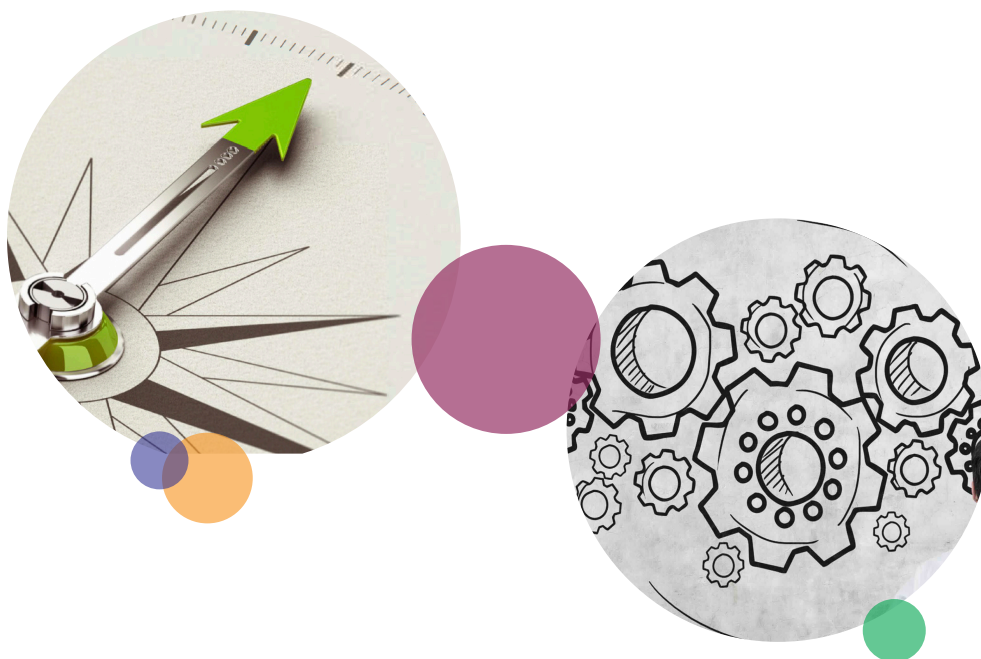
Strategies for Coaching Strengths

Strengths-based coaching leverages the unique attributes of individuals to unlock their full potential. It shifts the focus from fixing weaknesses to amplifying strengths, providing a more empowering approach to personal and professional development. When combined with personality, this coaching approach becomes even more impactful, offering data-driven insights to guide conversations and strategies.

The role of Facet5 in Strengths-based coaching

Facet5 brings depth and precision to strengths-based coaching by:

• Providing Personalised Insights: Offering a detailed view of personality traits, behaviours, and preferences.

• Highlighting Key Qualities: Identifying standout attributes that define an individual's strengths.

• Promoting Contextual Awareness: Showing how traits manifest in different environments, helping coachees adapt their approach.

• Facilitating Balanced Growth: Highlighting potential overplays of strengths and suggesting ways to manage them effectively.

For example:

• An individual with high Will might excel in decision making and direction setting but need guidance on fostering collaboration and encouraging inclusivity.

• Someone with high Emotionality may benefit from strategies to build resilience in stressful situations and to appreciate the value their vigilance brings to their work.

Steps to Implement Strengths-Based Coaching

1. Start with Self-Awareness

Begin by helping coachees understand their Facet5 profile. Discuss:

• Key strengths and how they drive success.

• Situations where their traits have positively influenced outcomes.

2. Explore the Application of Strengths

• Guide coachees to identify how they can use their strengths in their current roles. For example:

  • Where a high-Energy score can be leveraged to inspire teams or drive innovation and inclusivity.

  • Where a high-Control score can enhance project management and organisation.

  • Where a high-Emotionality score can create greater vigilance and attention to risk.

3. Address Potential Overplays

• Encourage coachees to reflect on how their strengths might become liabilities if overused. For example:

  • Where high-Affection could lead to over-accommodating behaviours and lack of self-preservation.

  • Where high-Will might result in domineering or overly coercive behaviours.

  • Where low-Emotionality could lead to risk exposure from over confidence.

Strategies for Coaching Strengths

4. Set Strengths-Based Goals

• Collaborate with coachees to set goals that align with their strengths while addressing development areas. Ensure goals are:

  • SMARTA: Clearly defined and actionable.

  • Strengths-Focused: Leveraging key traits to achieve objectives.

  • Growth-Oriented: Encouraging flexibility and skill-building, not just over relying on current practices.

For more practical tips and recommendations that Leaders and individuals can take to support a strength based approach, refer to the 'Leadership in Action' section

5. Create Action Plans

• Help coachees design practical steps to achieve their goals. This might include:

  • Taking on stretch assignments that require applying strengths in new ways.

  • Partnering with colleagues whose strengths complement their own.

6. Regular Reflection and Feedback

• Build reflection into the coaching process. Encourage coachees to:

  • Review successes and challenges.

  • Seek feedback from peers and leaders to refine their approach.

Measuring and Sustaining Success

Creating a strengths-based culture is not a one-time initiative; it requires continuous effort and evaluation to maintain momentum and drive long-term success. Organisations must measure the impact of strengths-based practices, refine their approach, and ensure alignment with evolving goals and challenges.

Why Measurement Matters

Measuring the effectiveness of a strengths-based culture ensures:

1. Alignment with Goals: Confirms that strengths-focused initiatives are contributing to Organisational objectives.

2. Engagement and Satisfaction: Tracks improvements in employee morale, retention, and productivity.

3. Adaptability: Identifies areas where adjustments are needed to meet changing circumstances or challenges.

4. Demonstrable ROI: Provides evidence of the tangible and intangible benefits of a strengths-based approach.

What it measures

Individual Metrics

• Engagement Levels: Use surveys to assess how empowered and satisfied employees feel in their roles.

• Performance Outcomes: Track individual contributions that align with their strengths.

• Development Progress: Measure improvements in skill-building and flexibility over time.

Team Metrics

• Collaboration and Cohesion: Evaluate team dynamics, including communication and mutual appreciation of strengths.

• Project Outcomes: Monitor the efficiency and success of projects assigned based on strengths.

• Conflict Resolution: Assess how well teams navigate challenges by leveraging diverse strengths.

Organisational Metrics

• Retention Rates: Measure the impact of strengths-based practices on employee retention.

• Productivity: Analyse how strengths-based strategies improve overall efficiency and output.

• Cultural Impact: Use qualitative data, such as interviews or focus groups, to understand how employees perceive the culture shift.

Measuring and Sustaining Success

How to Measure

Surveys and Feedback Tools

- Use engagement surveys, pulse checks, and 360-degree feedback to gather quantitative and qualitative insights. Questions might include:
  - "Do you feel your strengths are recognised and utilized in your role?"
  - "How well do team dynamics leverage individual strengths?"

Performance Reviews

- Integrate strengths-based discussions into performance appraisals. Focus on:
  - How employees have applied their strengths.
  - Opportunities to further develop or adapt their strengths.

Strengths Mapping

- Periodically revisit Facet5 profiles and team strengths maps to evaluate alignment with roles, responsibilities, and Organisational goals.

ROI Analysis

- Compare key performance indicators (KPIs) before and after implementing strengths-based practices, such as:
  - Employee turnover rates.
  - Time-to-completion for key projects.
  - Engagement survey scores.

Sustaining a Strengths-Based Culture

Reinforce Strengths Awareness

Make strengths a regular part of conversations, whether through one-on-one check-ins, team meetings, or leadership forums.

Adapt and Evolve

Ensure that strengths-based practices remain relevant by adapting to:

- Shifts in Organisational goals or priorities.
- Changes in team composition or individual roles.

Celebrate Wins

Regularly acknowledge and reward individuals and teams for leveraging their strengths. Public recognition reinforces the value of a strengths-based approach.

Invest in Development

Provide ongoing opportunities for employees to expand their strengths and build complementary skills. This could include:

- Advanced training programs.
- Leadership development initiatives.
- Access to tools like Facet5 for new hires or evolving teams.

Foster Leadership Advocacy

Empower leaders to champion the strengths-based culture by:

- Modeling strengths-focused behaviours.
- Encouraging open dialogue about strengths and opportunities.
- Driving initiatives that align strengths with strategic objectives.

Tips and Practices for Leaders

Model Strengths Application

- **What to Do:** Share your personal strengths with your team, highlighting how you use them to address challenges, make decisions, or achieve results. Share your own strengths and how you use them in leadership. This sets a tone of openness and self-awareness.

- **How to Do It:** Discuss your Facet5 profile or a similar assessment, explaining how specific strengths like high-Will or Affection influence your leadership style. Begin team meetings by briefly mentioning how your strengths guide your approach to leadership that week.

- **Example:** "One of my strengths is high Will, which helps me make confident decisions. However, I also make an effort to consult the team to ensure everyone's perspective is included.",

Encourage Strengths-Based Feedback

- **What to Do:** Recognise contributions aligned with team members' strengths during one-on-one meetings or team discussions. Provide feedback that highlights how their strengths contribute to success and suggest ways to use these strengths in new contexts.

- **How to Do It:** Use specific examples to show the impact of their strengths and tie feedback to goals. Ensure growth discussions remain positive by connecting challenges to strengths.

- **Example:** "Your high-Energy was instrumental in getting the team excited about the new project. Next time, you might consider channeling that energy into creating a clear kickoff plan to help everyone focus."

Challenge Comfort Zones

- **What to Do:** Assign projects or responsibilities that stretch team members' strengths, encouraging them to adapt and grow.

- **How to Do It:** Pair strengths with complementary tasks. For example, give a detail-oriented team member (high-Control) a creative brainstorming task to encourage flexibility.

- **Example:** "You've shown great organisational skills managing timelines. For this project, I'd like you to take the lead in brainstorming innovative solutions for client engagement."

Celebrate Strengths in Action

- **What to Do:** Publicly recognise how team members' strengths contributed to successful outcomes, linking achievements to broader goals.

- **How to Do It:** Use meetings, emails, or company events to spotlight examples of strengths driving results. Quick tip, understand how that person likes to receive feedback.

- **Example:** "Thanks to Maria's creativity (high-Energy), the team was able to craft a unique pitch that secured the client. Her enthusiasm inspired everyone to think outside the box."

Tips and Practices for Leaders

Facilitate Open Conversations About Strengths

- **What to Do:** Create a culture where team members feel comfortable discussing their strengths and how they can contribute to team objectives.

- **How to Do It:** Incorporate strengths-sharing into team-building activities or planning meetings. Encourage open discussions about preferences and collaboration styles.

- **Example:** "Let's start our team meeting by sharing one strength from our Facet5 profiles and how we've used it to contribute to a recent success."

Create Growth Opportunities

- **What to Do:** Offer assignments or roles that challenge individuals to stretch their strengths and develop complementary skills.

- **How to Do It:** Align growth opportunities with career goals and organisational needs, providing resources like training or mentorship.

- **Example:** "Your analytical skills (high Control) are a great asset. I'd like you to take on this leadership role to enhance your communication skills by presenting the team's findings to stakeholders."

Lead by Example in Flexibility

- **What to Do:** Demonstrate conscious flexibility by adapting your strengths to meet team or situational demands, showing your team that growth requires adjustment.

- **How to Do It:** Share personal stories where you had to adjust your natural tendencies to achieve a goal or support your team.

- **Example:** "As someone with high-Will, I'm used to making quick decisions. For our last project, I made a conscious effort to pause and gather input from everyone to ensure we had the best approach."

Monitor and Share Impact

- **What to Do:** Regularly assess how strengths contribute to individual and team success and share these insights to reinforce their value.

- **How to Do It:** Use metrics, such as project outcomes or engagement surveys, to track progress. Share this data during team meetings or performance reviews to highlight the impact of strengths.

- **Example:** "In the past quarter, our strengths-based collaboration resulted in a 15% reduction in project delays. Let's continue aligning our strengths to drive even better outcomes."

Facet5

For more information

E: Hello@facet5global.com

W: facet5global.com

T: +44 (0)1954 602 460