Strengthscope®

Strengthscope Engage™

Progress

HR Engagement group

16 April 2019

CONFIDENTIAL

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Contents

This Progress report is based on responses from 7 participants and includes the following sections:

1. Introduction

The StrengthscopeEngage™ progress report is designed to show the current levels of engagement and effective use of strengths reported by a nominated group, as well as any changes in engagement over time.

Strengthscope® allows you to bring your best to work, and to life, every single day through the discovery and development of your strengths.

We define strengths as the underlying qualities that energize you and that you are great at (or have the potential to become great at).

Engaged employees tend to be committed to their organization's goals and values, motivated to contribute to organizational success, and are able to improve their own sense of well-being.

This **progress report** focuses particularly on employees' effective use of their strengths in order to drive their engagement. Research has shown that providing employees with sufficient opportunity to use their strengths at work can increase engagement by up to 73%[1], driving positive organizational outcomes such as productivity, customer loyalty and discretionary effort[2].

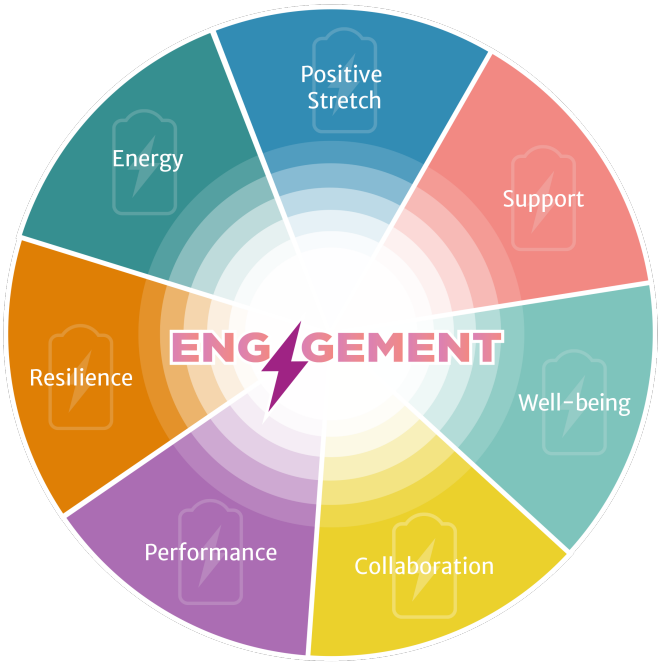
In addition, this report provides information on the reported benefits from strengths-based interventions experienced by the group.

Please note that the results of this report should be considered in conjunction with other information, including actual work results, observable levels of effort and energy, retention of key talent, etc.

This **progress report** is based on responses from 7 participants and includes:

- **Section 2:** A graph showing the current levels of engagement and effective use of strengths as completed on 16 April 2019, as well as previous reported levels of engagement for comparison.
- **Section 3:** The group's feedback on the benefits of the strengths-based program undertaken and any changes they would recommend to improve future initiatives.
- **Section 4:** Tips for creating a positive and productive work culture, which can be utilized in conjunction with your results.

Our model of engagement is shown below:

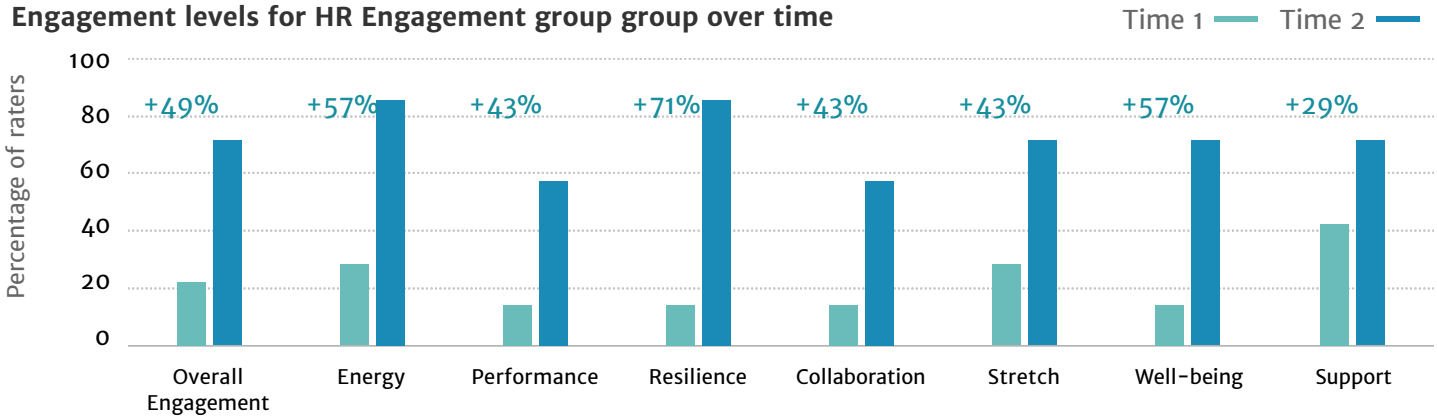


[1] and [2] Please refer to the Strengthscope® technical manual and/or handbook for the full reference list.

2. Current vs past engagement levels

The graph below shows the percentage of the group responding positively to the seven engagement questions, taking into account those who responded negatively and removing these from the total. These results are shown for each time point where engagement was measured. Each bar shows current and previous levels of engagement and effective use of strengths in each area.

Engagement levels for HR Engagement group group over time



The relevance of each question to work performance is shown in the table below. Look at your highest scoring areas - these may represent your greatest potential strengths. Look at your lowest scoring areas – these may represent your greatest potential risks.

Area of engagement	When score is lower...	When score is higher...
Energy: I get a lot of positive energy from my work	Little discretionary effort	High discretionary effort
Performance: I have plenty of opportunities to use my strengths in my daily work	Limited productivity and performance	High productivity and performance
Resilience: I have learned how to use my strengths effectively to help overcome even the toughest challenges	Inability to deal with change, ambiguity and pressure	Capacity to deal with change, ambiguity and pressure
Collaboration: I am comfortable asking others in my team for help when I am challenged with a task that doesn't play to my strengths	Little teamwork or cooperation	Improved teamwork and cooperation
Stretch: At work I am often challenged to develop and stretch my strengths well beyond my comfort zone	Employee development limited	Improved performance through continuous development
Well-being: My work generally makes me feel more happy and positive	Limited well-being and engagement	Improved well-being and engagement
Management support: My manager helps me to find opportunities to use my strengths more effectively	Isolating, unsupportive environment	More supportive environment

No. of participants **7**

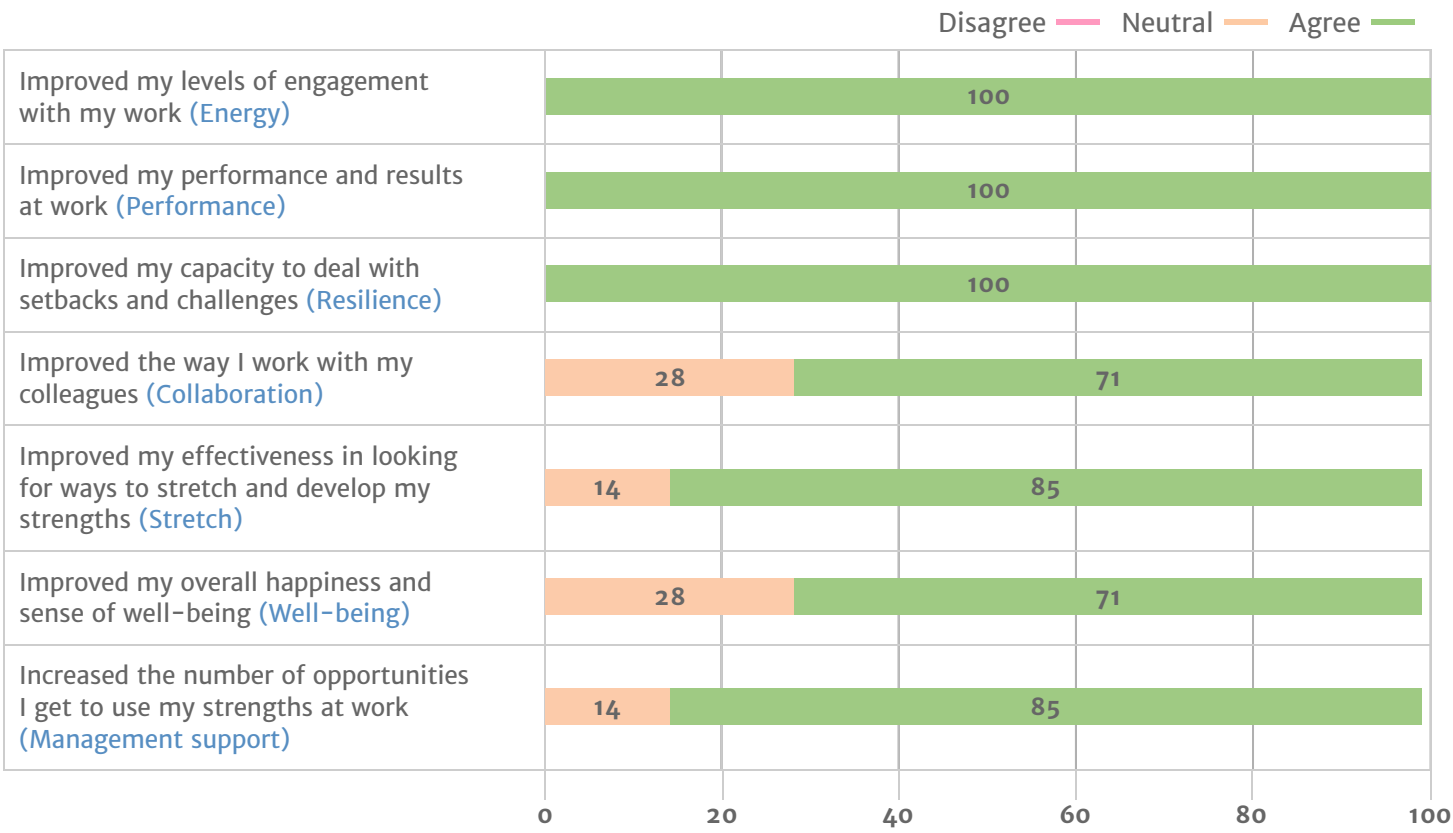
N.B. Engagement score - Overall Engagement in graph above

Engagement
Time 1: 22% **Time 2:** 71%

3. Shift in engagement

The graph below shows responses to a series of questions about the impact of the strengths program undertaken by the group.

The Strengthscope® profile and strengths-based development has...



No. of participants **7**

N.B. 'shift' score = average of greens (agree) in graph above

Shift 87%

Verbatim comments from the responses appear below:

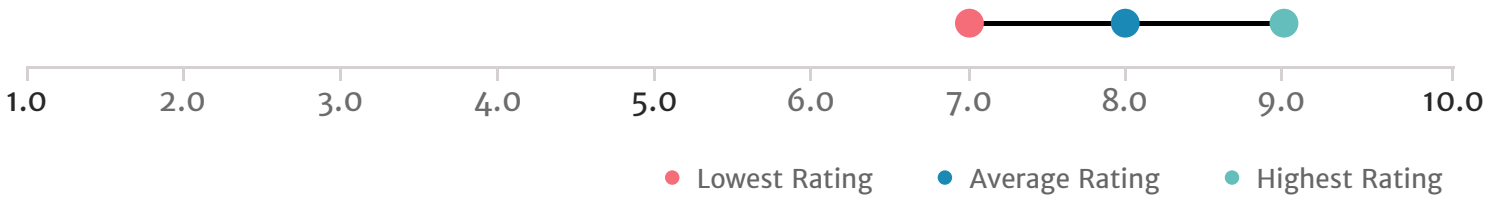
What did you most value about the strengths-based development process?

"The strengths day allowed us to really take the time out and reflect on what we are energised by and what we are not energised by. "
"The team are always changing, hence the anxiousness to expand. However, the Strengthscope report helped me to see things from an opportunity perspective, where I feel I use my strengths where I feel are needed to help me stay resilient. "
"It was good to have another mechanism to help me through some turbulent times at work where things are so uncertain. "
"Colleagues are more receptive of others but there is still a lot of work to do. The culture change still needs some work. We are in the early stages. "
"The process allowed me to learn about how I can use my strengths in times of stress."
"The strengths based appraoched opened my eyes to a whole new world of self-awareness and learning. It allowed the team to get together and come together to learn about where we have been, are now and where we are currenlty going."
"The ability to see the world of development through a completely new lens. I love that the company have allowed for the status quo to be challenged and have championed an approach that is completely diverse and takes individual differences into account."

What one improvement would you like to suggest to the team/organization to enable you to do your best work and make full use of your strengths?

"We need more of these events to really allow us to learn even more about ourselves and those who we work with. It is a very encouraging way to learn and was a great way to allow acknowledgement that it is okay to not be an all-rounder. It takes a lot to shift the mindset from the traditional, very usual fixed mindset to a growth mindset. Keep going and don't lose momentum. "
"There are some perceptions and judgements of capability within the team. This can hold a team back from really wanting to do well, one part is proving yourself and Strengthscope helps to support you through that, but there is still a piece around role-modelling from more experienced and senior members of the team. Give people a chance to show what they are really made of. "
"I would to suggest more support."
"The company and its thought processes are going in the right direction but more emphasis is required to help people be the best they can be. The development pathway is bleak and now with the new found strengths report and strengths sharing activities, let's make a real difference to our clients by developing the team. "
"Keep the group sessions going."
"Don't allow the strengths conversations to stop. Try and find ways to keep them as part of the normal everyday routine."
"An improvement would be to allow the team to have more strengths sessions to not let this approach become forgotten. Perhaps every week on a Monday morning at the weekly objectives meetings, everyone in the team could be asked to explain briefly as to how they will actively use a strength or multiple strengths."

To what extent do you feel that the strengths-based development process has contributed to a more positive and productive organization on a rating scale of 1 to 10 (where 1 = Highly ineffective to 10 = Highly effective).



Please provide some specific examples

"The organisation has found a really good way to introduce a new way of working. It was much needed."
"A good place to be."
"I am proud and want to shout about my strengths to others but need full buy-in from my team, if they don't buy in fully then this approach won't work. Just open your minds and give it a try, it has already yielded positive results. "
"Colleagues are more receptive of others but there is still a lot of work to do. The culture change still needs some work. We are in the early stages. "
"The strengths approach is still relatively new and needs to be really understood in more depth. I think what has been introduced so far is great and can be leveraged further with the right buy-in from the right people to help this approach really embed this approach. "
"The team have more to do to really instill the approach but people in my team have already begun to speak in strengths terms which is so powerful!"
"A great approach that is landing well already."

4. Tips for creating a positive and productive work culture

Building a positive and productive work culture where employees can develop their strengths and deliver their best work is a continuous process and requires positive leadership, an empowering environment and a focused investment of time and resources.

This section provides advice on how to build on your highest ranked engagement areas and address your lowest ranked engagement areas. This will help you to translate employees' strengths and engagement into measurable results.

The group's highest ranked engagement areas and suggestions to help you build on these:

Energy (85%)

- Encourage managers and leaders to create an appreciative, positive work environment by spending time with staff. Train them to become better at identifying strengths and successes as they happen rather than recognizing effort and accomplishment late after the event.
- Begin team meetings with a quick round-up of highlights and successes for the month. This starts the meeting on an energizing and solutions-focused note, ensuring a more positive and productive meeting.
- Align individual and team goals with broader organizational goals so employees can see how their contribution impacts the organization's goals, so making work more meaningful.

Resilience (85%)

- Ensure managers are competent to provide engaging performance feedback and coaching to help employees boost their strengths and minimize the impact of energy drainers.
- Implement Peer Coaching Groups where peers can share learnings on how they have successfully overcome challenges and provide each other with feedback. These can be self-managed or supported by an internal or external facilitator.
- Don't ignore energy drainers. Use creative ways to reduce the impact of energy drainers and don't expect them to become areas of mastery, if the person's strengths lie in other areas. Creative ways include: helping the person to find partners with complementary strengths, mentoring and coaching, outsourcing parts of the work or finding technology-based solutions.

The group's lowest ranked engagement areas and suggestions to help you lessen the impact of these:

Performance (57%)

- Introduce strengths and values awareness exercises into the new starter's induction process to clearly communicate that staff are encouraged to be themselves and play to their strengths.
- Ensure senior managers provide regular feedback on performance and specific successes against goals. Create a team/company dashboard and a 'success visualizer' to help communicate progress against critical performance measures.
- Help employees remove unnecessary rules and bureaucracy, and streamline processes to free them up to do their best work.

Collaboration (57%)

- Encourage social networks and clubs to provide employees with opportunities to network and socialize outside working hours.
- Increase self-awareness in groups and teams using a strengths assessment and encourage team members to actively call on each other's strengths to deliver on objectives.
- Partner less experienced employees with more experienced ones to encourage learning, sharing and mutual support. The more experienced employees will learn a lot from the younger staff as well.

Tools to optimize your performance

Want to find out more about your performance at work? Why not take:

Strengthscope360™

Strengthscope360™ is a quick and simple multi-rater assessment which builds on the initial Strengthscope® self-report, plugging in other people's feedback (e.g. co-workers)

StrengthscopeLeader™

This report allows leaders to discover what it is that makes them truly unique, and provides valuable feedback on how to bring their authentic style into their leadership role

StrengthscopeTeam™

The StrengthscopeTeam™ report consolidates individual Strengthscope® reports at team level, as well as assessing current team behaviour, enabling teams to take their performance to the next level

For additional resources to develop your strengths and reduce performance, visit:
www.strengthscope.com