

STRENGTHS · PROFILE

UK Sales

Royal Society for the Protection of Birds

Manager Profile · 29 January 2019



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 report

James MacDonald

Sarah Brown

Paul Murphy

Welcome to your 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 report 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 report 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 Team 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 manager insights on these in this report. Instead, we've included information on managing learned behaviours and weaknesses on a more general basis.

James MacDonald

James's #1 realised strength	James's #2 realised strength
<p>1 PERSONAL RESPONSIBILITY </p>	<p>2 CHANGE AGENT </p>
<ul style="list-style-type: none"> They love to take ownership of their decisions and hold themselves accountable for their promises. <p>Managing James</p> <ul style="list-style-type: none"> They put themselves under pressure to meet commitments, so work closely to set realistic objectives. Ensure they don't take on lots of unnecessary tasks. <p>Developing James</p> <ul style="list-style-type: none"> Could they take responsibility for a part of the department or organisation that is facing challenges or complexities? They can drive change forward productively. Involve them in redefining a service offering or an internal procedure, ensuring that any projects move forward and are delivered as expected. 	<ul style="list-style-type: none"> They are constantly involved with change, advocating for change and making it happen. <p>Managing James</p> <ul style="list-style-type: none"> Focus them on change that adds value, rather than change for its own sake. Ask questions to understand why they feel the need for change and the benefits. <p>Developing James</p> <ul style="list-style-type: none"> Ask them to conduct a strategic review of the business and its position in the market. Suggest courses of action that will have a positive long-term impact. Involve them in the implementation of business change. They will act as a driving force and their enthusiasm may encourage others to embrace the change.
<p>Watch out for ...</p> <ul style="list-style-type: none"> Their lack of delegation skills! Encourage them to share responsibility with their team members, and to ask for support when it is needed with shared goals. 	<p>Watch out for ...</p> <ul style="list-style-type: none"> The temptation to make unnecessary changes. Help them to recognise when it's best to keep on track with the existing approach.

James's #1 unrealised strength	James's #2 unrealised strength
<p>1 MISSION </p>	<p>2 SPOTLIGHT </p>
<ul style="list-style-type: none"> They try to pursue things that give them a sense of meaning and purpose in their life. <p>Managing James</p> <ul style="list-style-type: none"> Help them to identify what their short and long-term goals are. Provide the resources and support they need to achieve these. <p>Developing James</p> <ul style="list-style-type: none"> Align them to initial scoping or planning meetings on projects. They will be a great advocate of the organisation's goals and will encourage others to work with these. During longer-term projects, ask them to support others to focus on the work that matters, rather than becoming distracted by less important tasks. 	<ul style="list-style-type: none"> They can enjoy being the focus of everyone's attention. <p>Managing James</p> <ul style="list-style-type: none"> Encourage them to speak out in your one-to-ones about their achievements and experiences. Appreciate their suggestions and acknowledge their successes. <p>Developing James</p> <ul style="list-style-type: none"> Ask them to share their experiences of presenting. What helps them feel confident? How can you support them to stretch this further? Encourage them to practice presenting to the team, taking the lead role in meetings and presentations. Give feedback on their style.
<p>Watch out for ...</p> <ul style="list-style-type: none"> Any lack of clarity or further questioning about their role, goals, or purpose. Help them to have a clearer idea of the value of each task, however small. 	<p>Watch out for ...</p> <ul style="list-style-type: none"> Moments when they have something to say. Ask them to expand and share their thoughts and ideas with team members.

Sarah Brown

Sarah's #1 realised strength		Sarah's #2 realised strength	
1	IMPROVER	2	ADVENTURE
<ul style="list-style-type: none"> They constantly look for better ways of doing things and how things can be improved. <p>Managing Sarah</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 for just for the sake of change. <p>Developing Sarah</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 love to take risks and stretch themselves outside their comfort zone. <p>Managing Sarah</p> <ul style="list-style-type: none"> Discuss their strengths and limitations, so they understand when they can take on more challenging tasks, and when it may not be appropriate. <p>Developing Sarah</p> <ul style="list-style-type: none"> Ask them to consider when they have pushed themselves. What did they learn? How can this be applied to their role? When projects are starting, ask them to lead the initial meeting, to weigh up the benefits of choosing a riskier approach. 	
<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"> Eagerness to push to boundaries. Be clear when routine tasks are a priority and when new tasks can take centre stage. 	

Sarah's #1 unrealised strength		Sarah's #2 unrealised strength	
1	WORK ETHIC	2	NARRATOR
<ul style="list-style-type: none"> They tend to be hard working, putting effort into everything they do. <p>Managing Sarah</p> <ul style="list-style-type: none"> Discuss and identify any obstacles that may prevent them from going that extra mile. Ensure their goals are clear and that they have the resources to achieve these goals. <p>Developing Sarah</p> <ul style="list-style-type: none"> What would be their dream project to take on, in addition to their role? Get a list together and pick one with the best outcome for the business. Ask them to support team members who may be struggling to meet deadlines. Consider their areas of strengths when delegating work and allocating responsibilities. 		<ul style="list-style-type: none"> They like to tell stories and see the power of these stories to convey insights. <p>Managing Sarah</p> <ul style="list-style-type: none"> Encourage them to share their own experiences and insights with you. Ask questions so they can give a detailed elaboration on their response. <p>Developing Sarah</p> <ul style="list-style-type: none"> Involve them in sharing important news and information across the team or business. This could be in written or verbal communications. Invite them to create blogs or case studies detailing the work of their team. Ask them to portray their successes in a way that benefits and inspires others. 	
<p>Watch out for ...</p> <ul style="list-style-type: none"> Them achieving a good balance between working hard when necessary, and being prepared sometimes to do just what is required. 		<p>Watch out for ...</p> <ul style="list-style-type: none"> Originality. Stories don't always need to be original, so encourage the team to share information they can adapt for their own stories. 	

Paul Murphy

Paul's #1 realised strength		Paul's #2 realised strength	
1	AUTHENTICITY	2	EMOTIONAL AWARENESS
<ul style="list-style-type: none"> They are always true to themselves, even in the face of pressure from others. <p>Managing Paul</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 Paul</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? 		<ul style="list-style-type: none"> They are acutely aware of the emotions and feelings of others. <p>Managing Paul</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 Paul</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"> Their inability to consider the broader context of tasks they may not agree with. Help them understand that flexibility can be beneficial. 		<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. 	

Paul's #1 unrealised strength		Paul's #2 unrealised strength	
1	JUDGEMENT	2	CONNECTOR
<ul style="list-style-type: none"> They like making decisions and can make the right decision quickly and easily. <p>Managing Paul</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 Paul</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. 		<ul style="list-style-type: none"> They tend to make good connections between people, instinctively making links and introductions. <p>Managing Paul</p> <ul style="list-style-type: none"> They may have a good network or be excited about building one. Support them to see the value in great connections, both for themselves and for the business. <p>Developing Paul</p> <ul style="list-style-type: none"> Ask them to take responsibility for delegating work within the team. Create team partnerships using each other's interests and strengths. Ask them to introduce new starters to key individuals across the business, allowing them to build strong practical foundations in their new role. 	
<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. 		<p>Watch out for ...</p> <ul style="list-style-type: none"> Them building the relationships they develop, as well as making connections. They could go for coffee or send on something of interest. 	



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 less:

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 frequent 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.

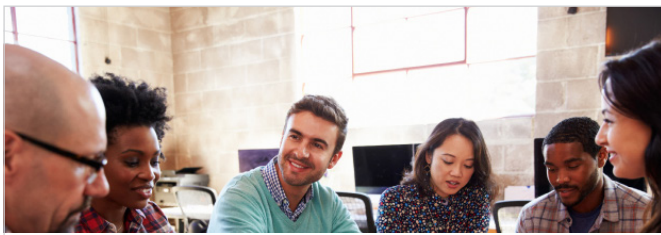


Managing your team's weaknesses

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?



Get Team Insights

Learn more about the collective strengths of a team that you belong to, or manage. Get insights on what drives your team, so you can achieve better results.

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Our manager toolkit will help you adopt a strengths approach to your management. Learn more about developing your own and others' strengths.

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Strengths definitions

-  **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, advocating for change 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.

Strengths 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.