

# chapter three

Engaging People's  
Strengths




## Engaging People's Strengths





# STRENGTHS-BASED LEADERSHIP EXPLAINED

- **Historical Background**
  - Gallup Organization
  - Positive Psychology
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# Identifying and Measuring Strengths

- [www.strengthsfinder.com](http://www.strengthsfinder.com)
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TABLE 3.1 34 Talent Themes

Executing	Influencing	Relationship Building	Strategic Thinking
Achiever	Activator	Adaptability	Analytical
Arranger	Command	Developer	Context
Belief	Communication	Connectedness	Futuristic
Consistency	Competition	Empathy	Ideation
Deliberative	Maximizer	Harmony	Input
Discipline	Self-Assurance	Includer	Intellection
Focus	Significance	Individualization	Learner
Responsibility	Woo	Positivity	Strategic
Restorative		Relator	

FIGURE 3.1 Strength Equation

$$\begin{array}{l} \text{X} \quad \text{Talent (a natural way of thinking, feeling, or behaving)} \\ \text{Investment (time spent practicing,} \\ \text{developing your skills, and building your} \\ \text{knowledge base)} \\ \hline = \text{Strength (the ability to consistently provide} \\ \text{near-perfect performance)} \end{array}$$

TABLE 3.2 Four Domains of Leadership Strength

The Four Domains of Leadership Strength
Executing
Influencing
Relationship Building
Strategic Thinking

# Values in Action Institute and Inventory of Strengths

- The VIA Classification

TABLE 3.3 VIA Classification of Character Strengths

Classification	Strengths
WISDOM & KNOWLEDGE <i>Cognitive Strengths</i>	1. Creativity 2. Curiosity 3. Open-mindedness 4. Love of learning 5. Perspective
COURAGE <i>Emotional Strengths</i>	6. Authenticity 7. Bravery 8. Perseverance 9. Zest
HUMANITY <i>Interpersonal Strengths</i>	10. Kindness 11. Love 12. Social intelligence
JUSTICE <i>Civic Strengths</i>	13. Fairness 14. Leadership 15. Teamwork
TEMPERANCE <i>Strengths Over Excess</i>	16. Forgiveness 17. Modesty 18. Prudence 19. Self-regulation
TRANSCENDENCE <i>Strengths About Meaning</i>	20. Appreciation of beauty and excellence 21. Gratitude 22. Hope 23. Humor 24. Religiousness

Source: Adapted from *A Primer in Positive Psychology*, by Christopher Peterson, 2006, pp. 142–146.





# **Centre of Applied Positive Psychology and Realise2 Assessment**


- Realise2 for assessing strengths
- Realized Strengths
- Unrealized Strengths.
- Learned Behaviors.
- Weaknesses

**TABLE 3.4** Approaches to Identifying Strengths

Approach	Purpose	Number of Strengths
Strengths of Competence <b>Gallup</b>	To identify traits/strengths of peak performers	24
Strengths of Character <b>Values in Action (VIA-IS)</b>	To identify virtuous/moral character strengths	36
Strengths Fully Realized <b>CAPP Realise2</b>	To identify strengths and weaknesses to improve performance	60+



# STRENGTHS-BASED LEADERSHIP IN PRACTICE

- Discovering Your Strengths
  - expressing our strengths is essential to making others aware of our leadership.
  - , practice working consistently with others
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## **Recognizing and Engaging the Strengths of Others**

- leaders need to recognize and engage the strengths of their followers.
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## **Fostering a Positive Strengths-Based Environment**

- to create and promote a positive work environment in which people's strengths play an integral role
  - Fostering a positive strengths-based organizational environment
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