

# LISA REYNOLDS

— THE STRENGTHS COACH

## An overview

Our individual Strengths Discovery Session has been designed for people like you who are looking to optimise their performance and energy at work. We will support you to improve your understanding of:

- ✓ Your unique combination of strengths (the activities that most energise you and you are more naturally drawn to) and how to optimise these to achieve exceptional results.
- ✓ Give you a better understanding of activities that have the potential to de-energise you or that may be a performance risk. We also help you to develop potential strategies for dealing with these scenarios.
- ✓ Help you to start thinking about positive ways of working to harness your unique strengths and improve your confidence, motivation and success in any situation.

Strengths assessment tools focus on what energises you – what you enjoy and ‘have energy for’, what you are naturally drawn to and what you may be talented at (although strengths assessments should not be confused with tests of skill or competence).

During your Strengths Discovery Session, you are encouraged to spend time acknowledging what you enjoy and are energised by and we support you to devise ways that you can better tap into this energy.

Your Strengths Discovery Session will also help you to better understand how you can avoid your strengths going into ‘overdrive’ (i.e. overuse or inappropriate use of strengths causing undesirable outcomes) and help you to think about how you can use your strengths in a balanced, situationally appropriate way.

## What you will receive:

- ✓ An individual online Strengthscope® assessment plus a detailed Strengthscope® feedback report.
- ✓ Online video feedback to clearly explain your feedback in more detail.
- ✓ Self-reflection exercises to aid your thinking and understanding of your assessment feedback.
- ✓ A 90-minute strengths coaching video call with a Strengthscope® Practitioner.
- ✓ A self-directed online course to support you to set strengths-based goals.

## Frequently Asked Questions - Strengthscope®

We use a strengths-based psychometric assessment called Strengthscope® as part of our strengths discovery session. Strengthscope® assessment helps you to build greater awareness of your strengths and how these can be used to optimise performance and engagement at work.

The assessment will help you to understand:

- ✓ Your personality and performance strengths.

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- ✓ The tasks and activities that are most likely to energise you and lead to high levels of engagement.
- ✓ The likely consequences of using your strengths too much, too little or in a way that isn't appropriate for the situation.
- ✓ The extent to which you apply your strengths optimally in the way you approach your work.

## What is Strengthscope®

Strengthscope® ensures that everyone can have honest, authentic conversations about who they really are, what they love to do and how they can bring their best to work and to life, every single day. The Strengthscope® profile report provides information on:

- Your significant strengths
- Your critical performance risks, including weaker areas and overdone strengths, and how to deal more positively with these.

## Who designed Strengthscope®

Strengthscope® was designed by a team from Strengthscope, including Dr Paul Brewerton and James Brook, both occupational psychologists, as well as a design team comprising range of experts in assessment, selection, management and leadership development and psychometrics.

## How do you define 'strengths'?

We define strengths as 'underlying qualities that energise you and that you are great at or have the potential to become great at'. Strengths reflect our passions and values and enable us to perform at our peak, in both good times and during tough, challenging times.

## What model is Strengthscope® based on?

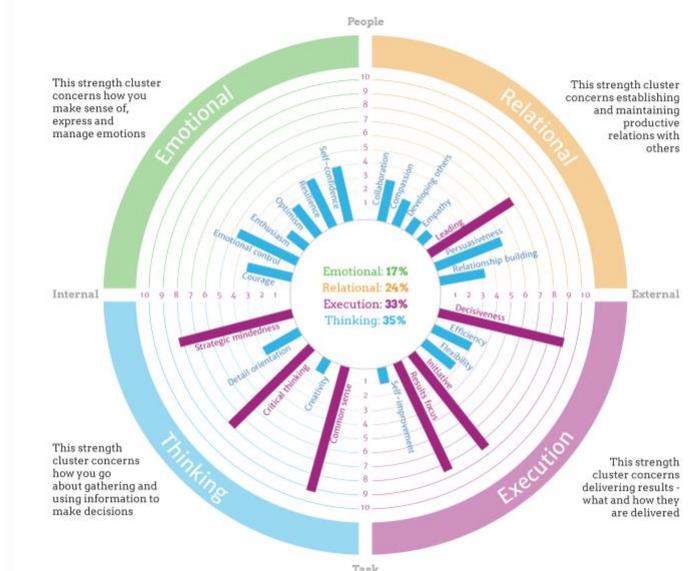
In designing the central Strengthscope® model, the design team drew on a wide range of research in the fields of personality, ability, positive psychology and they drilled down to identify the essence of strengths at work; finally selecting 24 strengths which they felt best captured **performance-critical** strengths in the workplace.

## Does a high score against a particular strength mean I can perform well in this area?

Not necessarily, although a relatively high score on a strength is likely to indicate **potential** to perform well in this area. However, some people may never optimise their strengths, usually as a result of a lack of awareness about their strengths or because they don't invest sufficient time and effort in developing them.

## Is it possible that I might have a strength that I am not good at?

Yes, this is possible, but doesn't occur very often. This is because we tend to be drawn to tasks and work that energises and strengthens us and avoid tasks and activities that we find draining or weakening. Over time, this process of making choices (conscious and unconscious) based on the level of



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interest and motivation we have for a task or activity develops our knowledge, skills and experience in that area, in other words, our strengths become more visible and powerful through additional acquisition of knowledge, skills and experience. However, it is possible to be skilled or talented in an area without you finding the task or activity energizing. This tension will ultimately result in personal dissatisfaction and demotivation with that aspect of the work, even though the person may be good at it.

### What can I do about the areas where I don't have a strength?

The first question you need to ask is "What is the impact of this non-strength/weaker area on my work?" If there is little or no impact on your current work or future aspirations, then you probably shouldn't invest too much time trying to develop in this area. However, if there is a negative impact on your performance or potential as result of this area, or if there is the risk of such impact, you should consider ways to make your non-strength/weaker area less relevant by mitigating or managing it.

### If I am a manager, is it better for me to have particular strengths?

No, since 'management' roles tend to vary significantly from organisation to organisation, there is no one set of strengths that make up a 'good manager'. Also, research has found that similar managers call on vastly different strengths to undertake their role, with equally impactful outcomes. What is important to the success of a manager is knowing one's strengths and applying these as optimally as possible, whilst managing or minimising weaknesses to make them less relevant.

### Is it possible to overdevelop an area of strength?

We believe that strengths have infinite development opportunity provided this is the right type of development. This is one of the things that makes them so powerful. However, a person could overuse a strength or use it in the wrong situation. For example, a collaborative person may seek others' input to a decision even when an urgent response is called for. Similarly, someone who is particularly focused on getting tasks completed may forget about the people and relationship aspects of work.

### Do strengths change over time, i.e. will my strengths be the same in 5 or 10 years' time?

Research has shown that an individual's strengths tend to be fairly stable over time, as they are a core part of who we are as individuals. However, important life events (marriage, divorce, major job change, childbirth, etc.) may bring strengths into the foreground or push them into the background for a period of time.

### What is different about Strengthscope® from a normal personality questionnaire?

Strengthscope® identifies the unique things that 'strengthen' you – this is a critical distinction between Strengthscope® and a general personality measure such as OPQ or Insights for example. Strengthscope® does not describe behavioral preference (as personality questionnaires do) but instead identifies the behaviors and activities which make us feel strong, powerful and energised.

### What differences are there between strengths and competencies?

Competencies are typically defined as characteristics and behaviors that predict successful organisational outcomes. Most organisations' using competencies have focused their efforts on defining skills, knowledge and behaviors associated with success in a particular role, function or at a particular level in the organisation (e.g. leadership). Unlike competencies, strengths are related to the person and not the role, function or level. They have a strong emotional element as well as leading to valued outcomes; the best signpost of a strength is when something energizes or strengthens you. Strengths are also part of your character – things that are core to you and are fairly consistently expressed across situations. Unlike surface characteristics such as skills and knowledge, they are relatively 'hardwired' in our teens and are difficult to develop and fundamentally change beyond this point.

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Strengthscope see strengths and competencies as relating to each other as shown in this diagram. We believe it is at the point at which skills and knowledge (competencies) and energizers or strengths, overlap, that productive habits can be developed which lead to sustainable peak performance.

## What about Strengthscope®'s reliability and validity – is it 'fit for purpose'?

Yes. We're very proud to tell you that Strengthscope® is the only strengths-based assessment tool to achieve Registered Test Status by the British Psychological Society. This confirms that Strengthscope®:

- Measures the 24 strengths in the model reliably over time
- Predicts high performance at work
- Measures what energises and motivates people at work in order to help them discover areas where they can achieve peak performance and high engagement (in this sense, Strengthscope® differs from traditional personality measures that help to explain behavior and preferences).