



# The business case

## Strengths make businesses better...

### STUDY 1

Recent research findings show that (based on data from 1.2 million employees in 22 organisations and 45 countries) that 90% of organisations using a strengths approach reported:

- 10% to 19% increased sales
- 14% to 29% increased profit
- 3% to 7% higher customer engagement
- 6% to 16% lower turnover (low-turnover organisations)
- 26% to 72% lower turnover (high-turnover organisations)
- 9% to 15% increase in engaged employees.

### STUDY 2

A Corporate Leadership Council study designed to assess the impact of 105 different performance approaches to improve employee performance provided strong evidence that focusing on strengths drives high performance.

The research team gathered data from 19,000 managers and nonsupervisory employees across 34 companies, seven industry sectors and 29 countries to determine what works best.

Of the performance approaches, focusing on strengths during appraisal discussions had one of the largest impacts on employee performance of all the approaches, improving performance by 36.4% on average. The study also found that too much emphasis on weaknesses had a significant negative impact on performance, reducing it by 26.9%.

## Strengths make people better...

People who use their strengths are better than those who do not.

People who know and use their strengths effectively experience the following benefits:

- Higher levels of well-being
- Lower stress levels
- Higher levels of motivation
- More effective problem-solving
- Improved relationships at work
- Higher self-confidence
- Greater career success
- More effective teamworking
- Higher levels of job satisfaction.

**References:** Study 1: Rigoni, B. and Asplund, J. (2016). *Developing employees' strengths boosts sales, profit and engagement*. Harvard Business Review, Sep 1 2016.

Study 2: Corporate Leadership Council (2005). *Managing for High Performance and Retention*. Corporate Executive Board.

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