



Exploring Strengths Strengths-based Leadership & Strengthscope

January 2023


STRENGTHS



Underlying qualities
that **energise** us,
and we are **great** at
(or have potential
to become great at)

Sterke punten zijn de kwaliteiten die ons energie geven en waar we goed in zijn –of het potentieel hebben om goed in te worden-.

When colleagues use their strengths at work, they will feel authentic and engaged and thrive – especially when their strengths are also recognized by others in the environment - Prof. dr. Arnold Bakker, Prof. dr. Marianne van Woerkom



“Ik definieer een leider als
iemand die de
verantwoordelijkheid neemt
om het potentieel in mensen
en processen te zoeken en
die de moed heeft om dat
potentieel te ontwikkelen.”

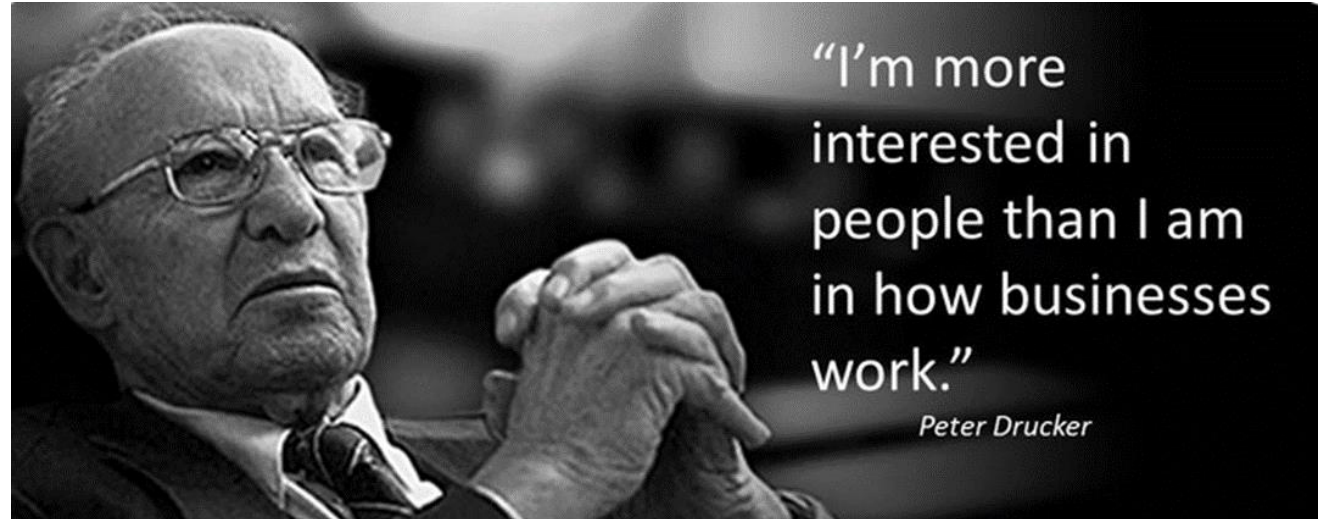
- Brené Brown



Strengths-based Leiderschap

“Effective executives build on strengths - their own strengths, the strengths of their superiors, colleagues, and subordinates. They do not build on weakness.”

– Peter Drucker



Strengths-based leiderschapscoaching

CoAchieve

Strengths-based leaders help employees to identify, utilize and develop their strengths. Instead of ignoring weaknesses (Biswas-Diener, Kashdan, & Lyubchik, 2016), strengths-based leaders make weaknesses less relevant by allocating tasks according to employees' strengths, and by **stimulating collaboration between team members who have complementary strengths** (Linley & Harrington, 2006; van Woerkom, Mostert, et al., 2016).

Previous studies showed that strengths-based leadership is associated with increased **employee well-being, creativity, psychological well-being, and performance** and with **reduced burnout and absenteeism** (Burkus, 2011; Ding et al., 2020; Ding & Yu, 2020b, 2021c).

Recently empirical studies have also uncovered that **self-efficacy** (Ding & Quan, 2021) and **psychological well-being** (Ding & Yu, 2020a) mediate the positive relation between strengths-based leadership and employee innovative behavior.

Strengths-based Leadership is rooted in positive psychology and assumes that every employee has their own specific combination of strengths that allow them to perform at their personal best (Wood et al., 2011) and that **magnifying these strengths instead of repairing weaknesses helps employees to be more productive and proficient** (Seligman & Csikszentmihalyi, 2000).



“Het gebruiken van sterke punten
gaat gepaard met **positieve
emoties, beter functioneren en
innovatief gedrag**”



Prof.dr. Marianne van Woerkom

“Een sterk punt is authentiek,
geeft intrinsieke motivatie,
energie en stelt in staat tot
het doormaken van een steile
leercurve.”

Em. Prof. Dr. Jaap Paauwe



Professor of Organization and Human Resource Management

TSB: Tilburg School of Social and Behavioral Sciences

TSB: Department of Human Resource Studies

Why Strengths

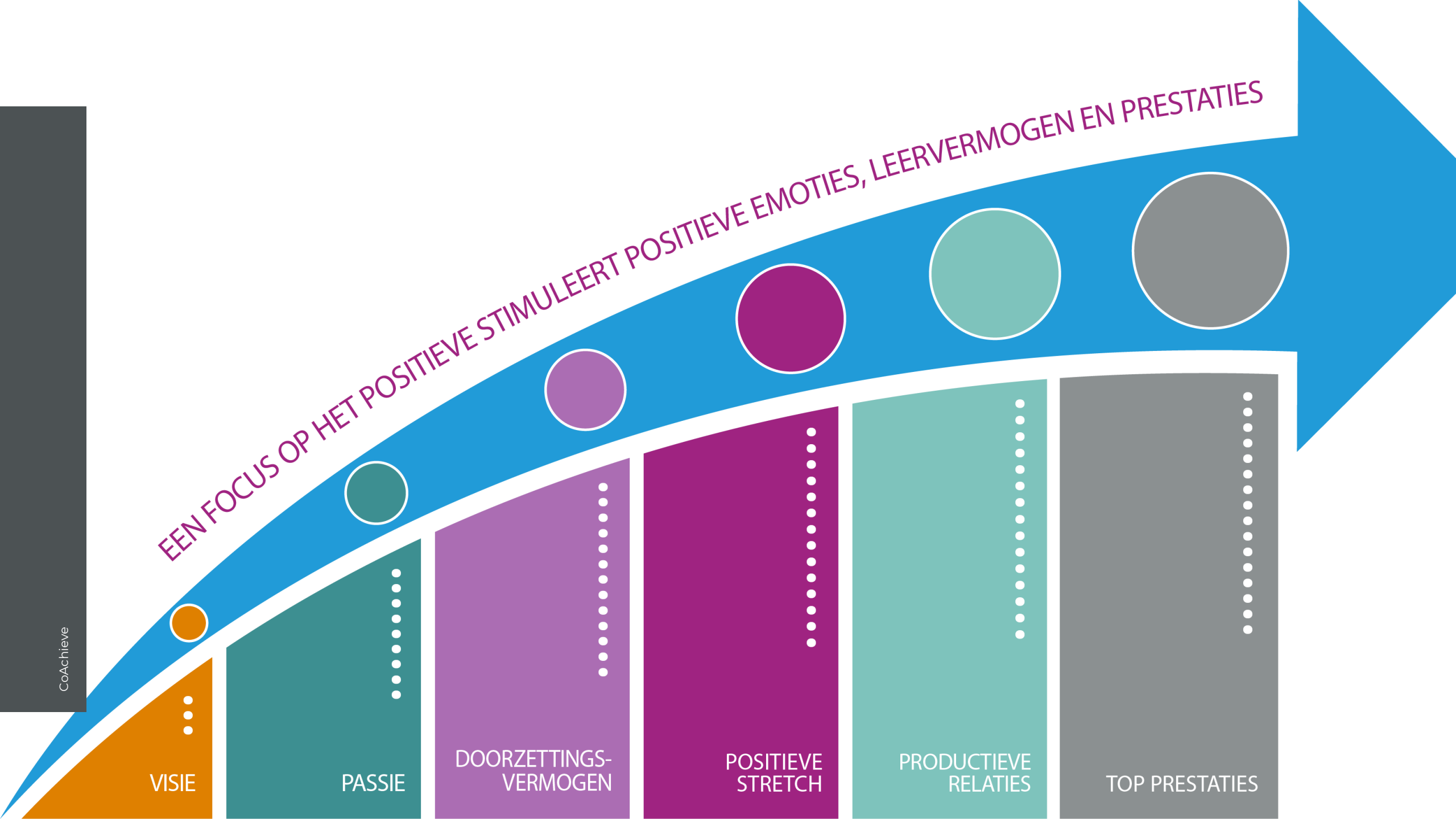


Beschouw je medewerkers als je belangrijkste stakeholder want zij zullen goed voor je klanten zorgen en die zorgen vervolgens weer goed voor de aandeelhouders. (Bron: Human Capital Trends Bersin by Deloitte).

By focusing on the positive, people experience...

- Higher levels of well-being
- Higher levels of motivation
- More effective problem-solving
- Improved relationships at work
- Higher self-confidence
- Greater career success
- More effective collaboration
- Higher levels of job satisfaction & engagement



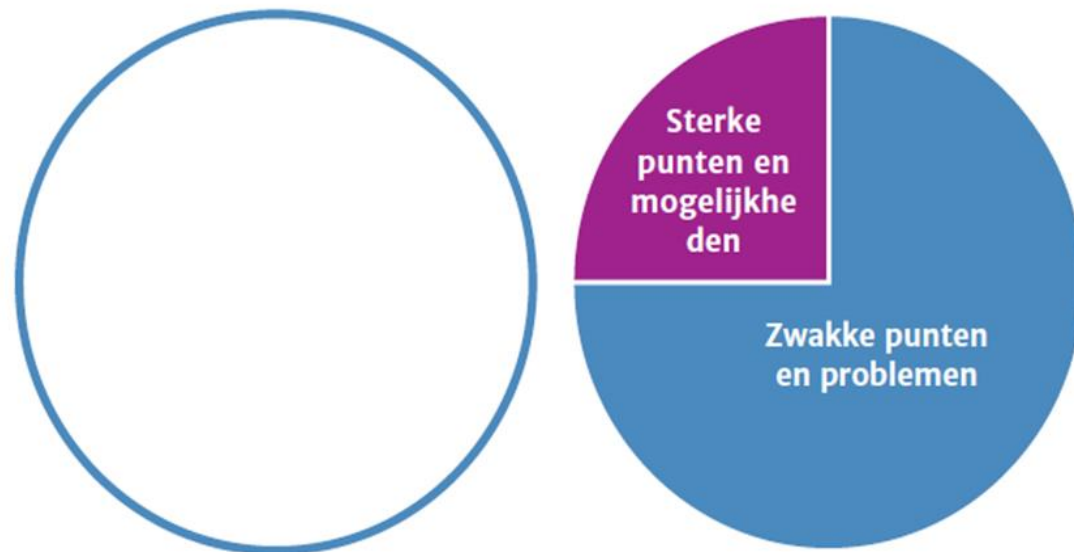




Op welk pad besteed je het merendeel van je werktijd?

Breng proportioneel in kaart waar je jouw tijd besteedt, zoals in het voorbeeld rechts:

- Sterke punten en mogelijkheden
- Zwakke punten en problemen



Voorbeeld

Strengths improves business performance

Based on data from 1.2 million employees in 22 organisations across 45 countries, recent research findings show that 90% of organisations using a strengths approach reported:



11%

reduction in
absenteeism

73%

improvement in
engagement

15%

increase
in sales

49%

lower turnover
in staff

29%

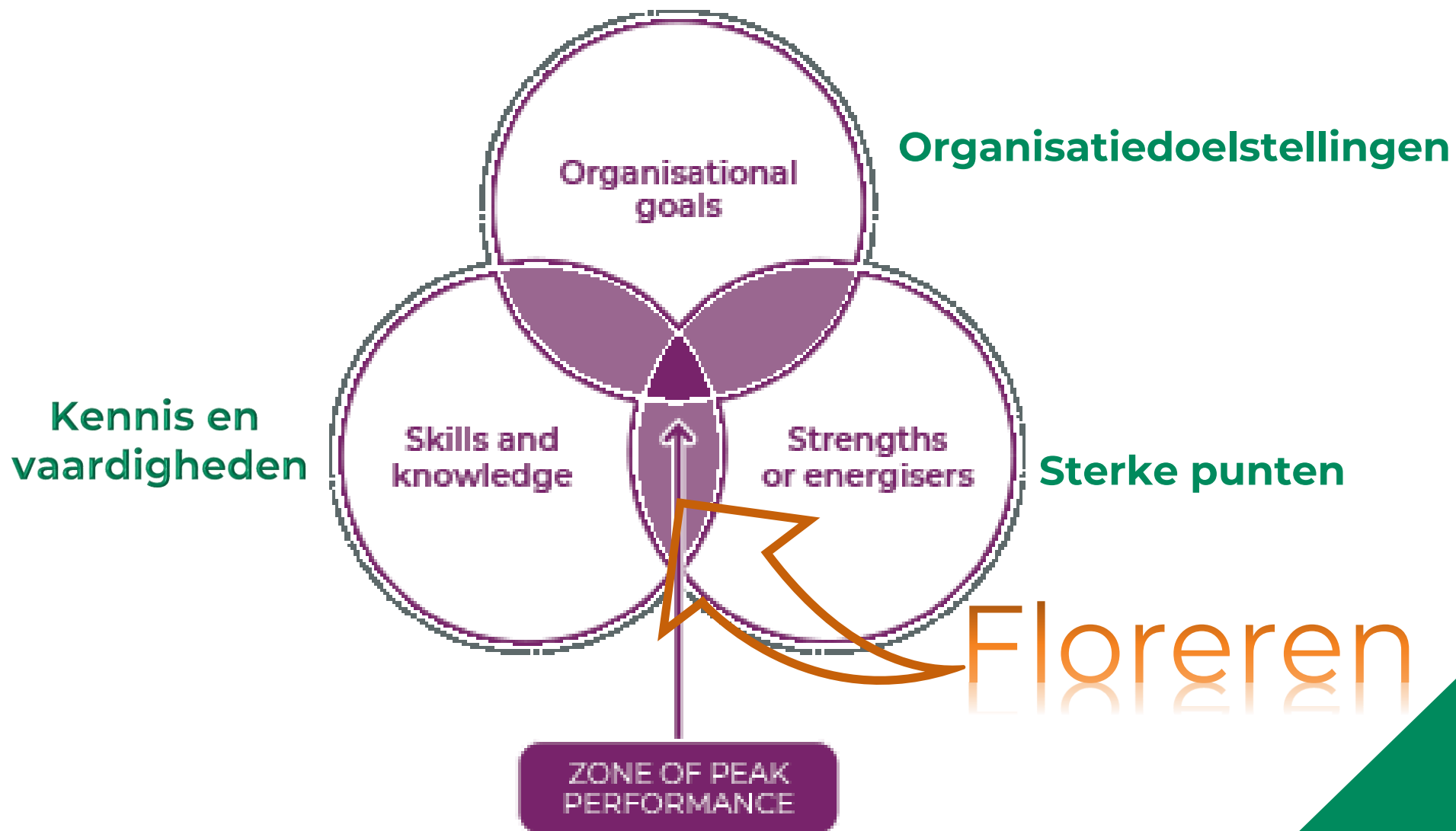
Increase
in profit

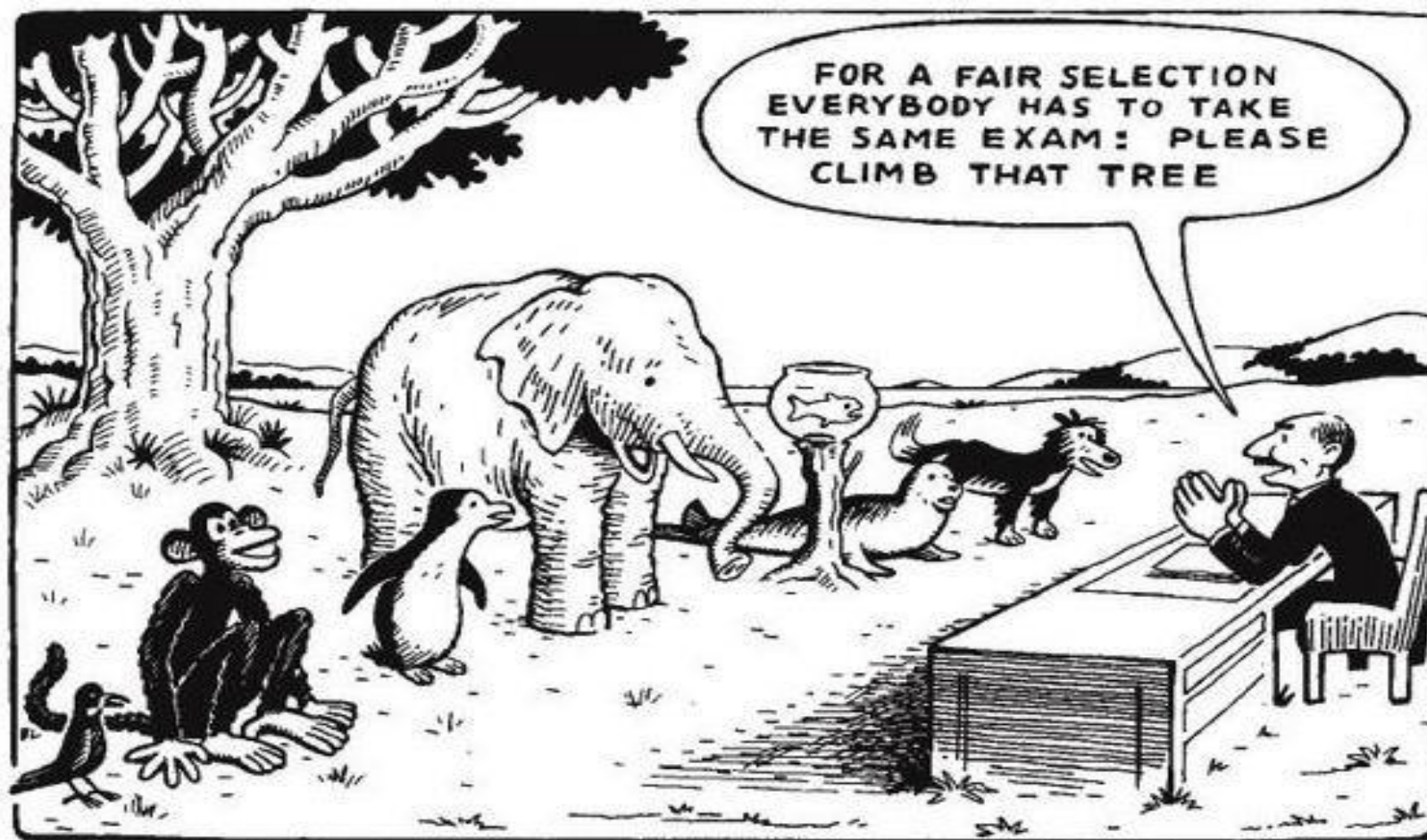
67%

7in10 employees are
more engaged when
their manager
focuses on strengths

36%

Increase
in productivity

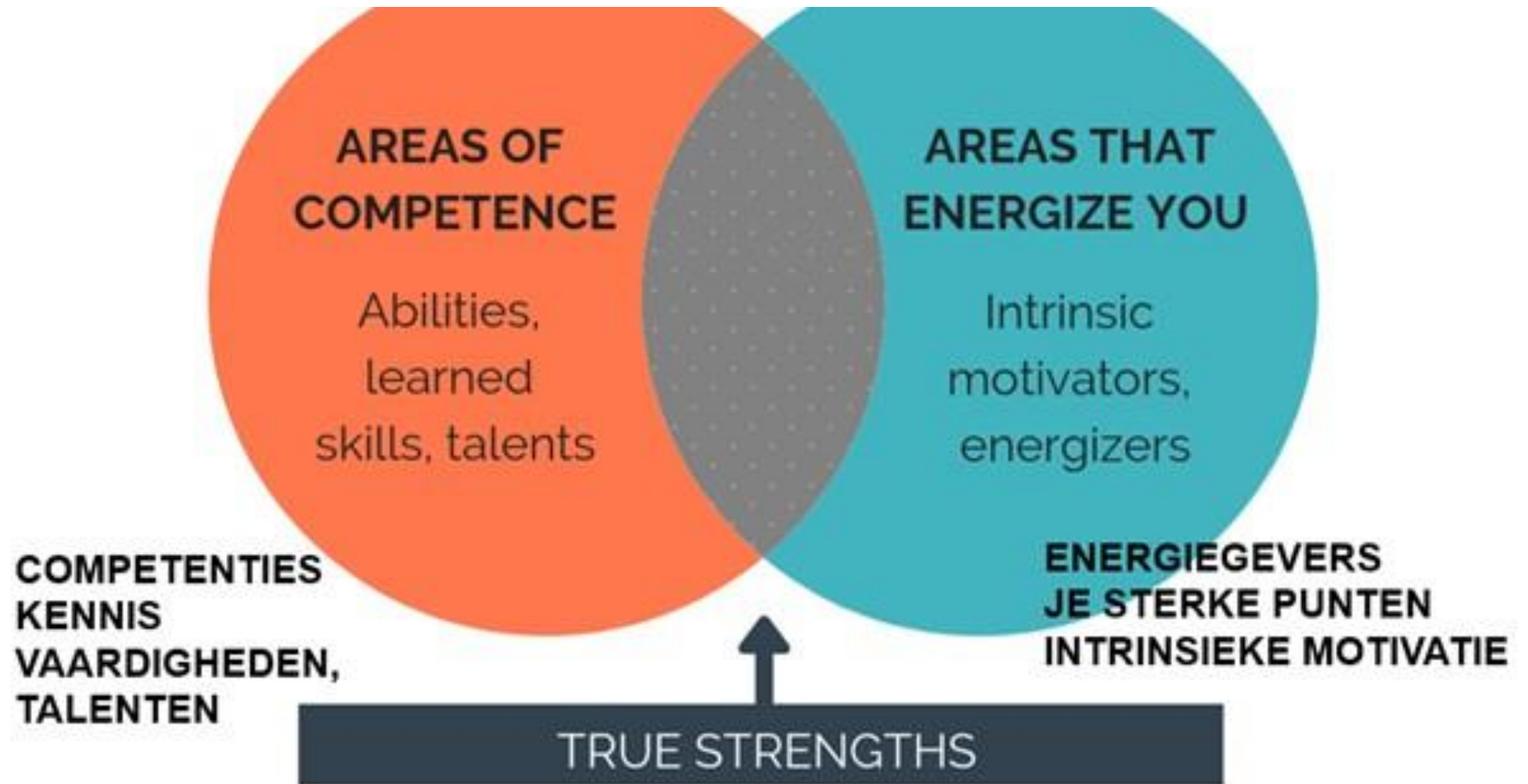




Everybody is a Genius. But If You Judge a Fish by Its Ability to Climb a Tree, It Will Live Its Whole Life Believing that It is Stupid

- Albert Einstein

*Latent talent
of
talent in action
(strengths)*

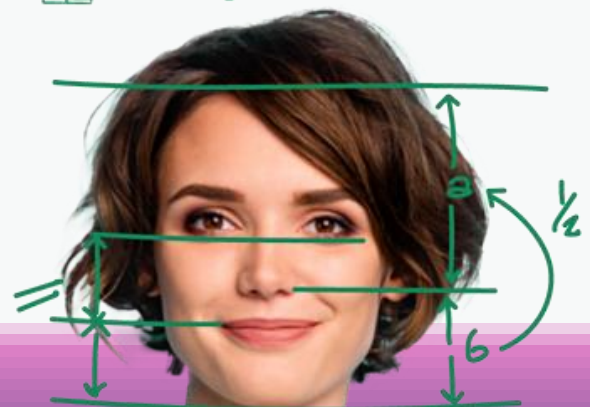


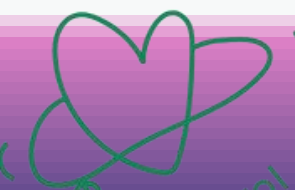
About

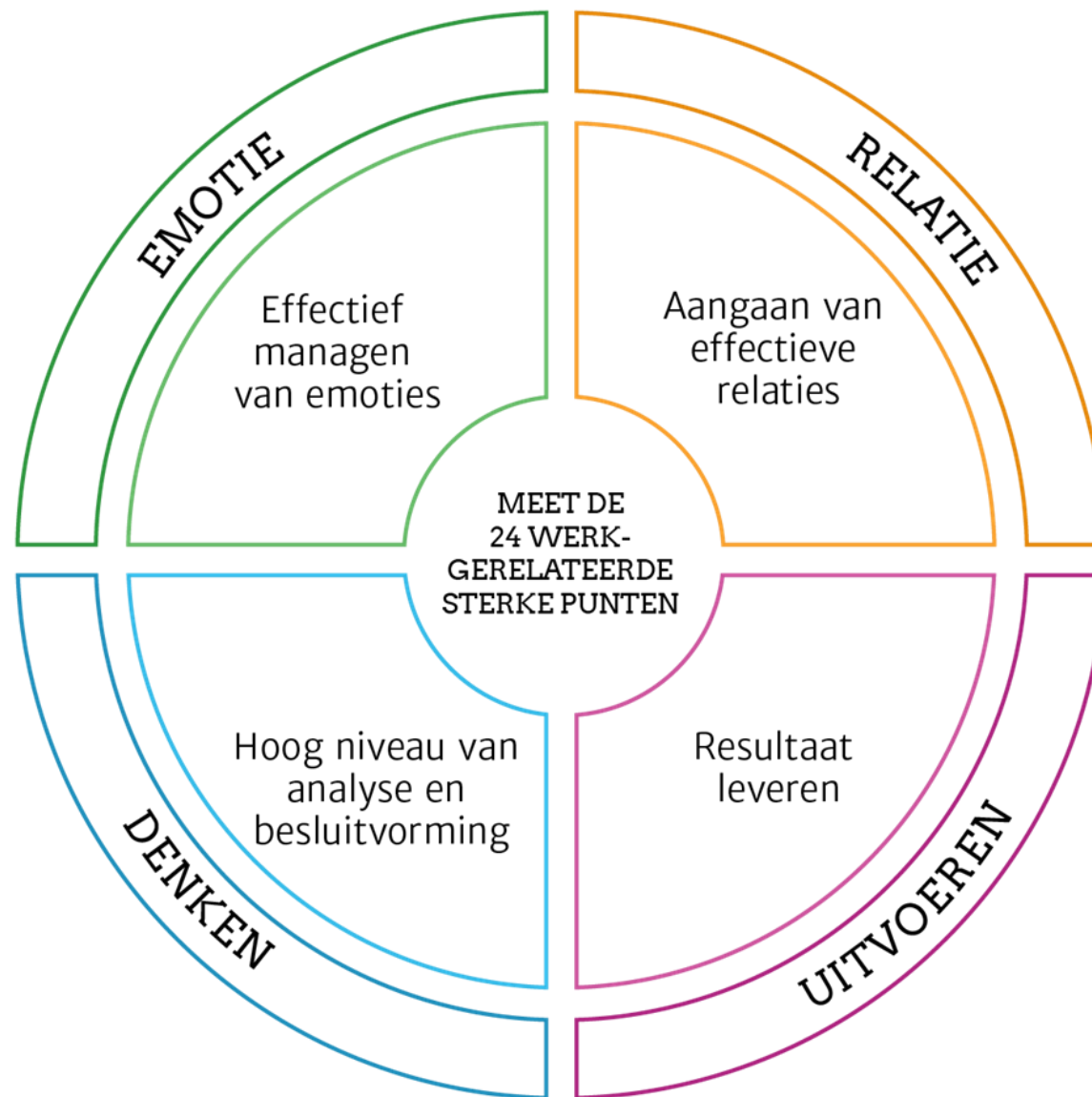
Strengthscope® is a strengths-based psychometric tool that enables people to reveal their unique strengths.

It helps them bring their most authentic and inspired selves to work and life every day.

 Strategic mindedness

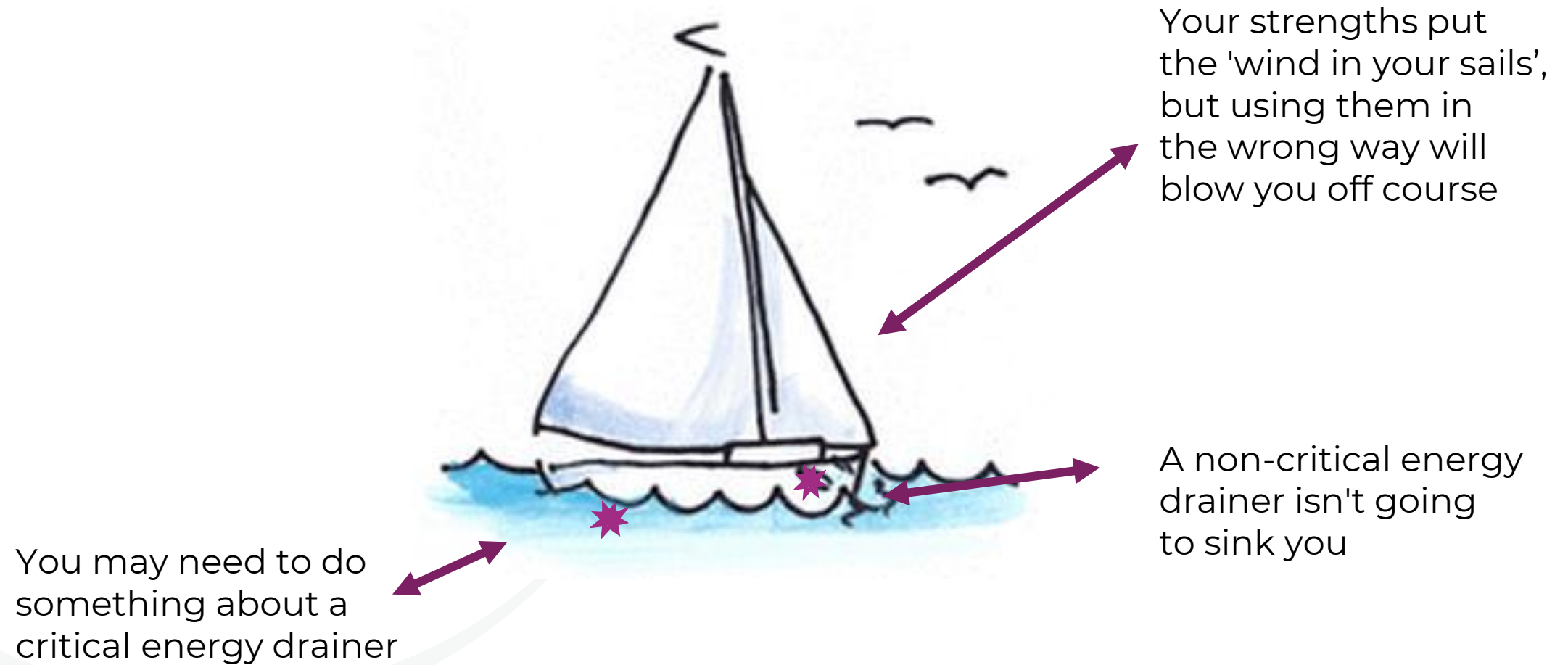


 Emotional control



Sterk punt	Mensen met wiens kwaliteiten jij jezelf identificeert	Mensen die jou kunnen irriteren	Waar anderen zich bij jou aan kunnen irriteren
Anderen ontwikkelen	Mensen die het belangrijk vinden om anderen te stimuleren te leren en zich verder te ontwikkelen. Zij hebben er plezier om in anderen zichzelf te zien ontwikkelen om hun persoonlijke en professionele doelen te bereiken en hun potentieel te benutten.	Mensen die de groei en persoonlijke ontwikkelingsbehoeften van anderen negeren of daar weinig aandacht aan besteden.	Mensen die meer taakgericht zijn en weinig waarde hechten aan de ontwikkeling van anderen op de langere termijn. Zij kunnen jou zien als iemand die overdreven veel tijd besteedt aan het helpen van anderen, ten koste van korte-termijn activiteiten en vereisten.
Besluitvaardigheid	Mensen die snel en vol vertrouwen duidelijke beslissingen nemen, ook wanneer zij slechts beschikken over beperkte informatie.	Mensen die de gewoonte hebben beslissingen steeds voor zich uit te schuiven, zelfs wanneer zij beschikken over alle benodigde informatie. Het lijkt erop dat zij niet in staat zijn om definitieve beslissingen te nemen of dat zij dit niet willen.	Mensen die voorzichtiger zijn en systematisch beslissingen nemen, kunnen jou zien als te gehaast of onbesuisd in hoe jij beslissingen neemt. Zij voelen zich waarschijnlijk niet op hun gemak met hoe weinig tijd jij besteedt aan het overwegen van verschillende mogelijkheden, met name waar jouw beslissingen niet goed hebben uitgepakt.
Creativiteit	Mensen die nieuwe ideeën en originele oplossingen aandragen om dingen in beweging te zetten. Zij houden van brainstormen en het uitproberen van nieuwe mogelijkheden om dingen op een originele en nog niet geteste wijze.	Mensen die te gemakkelijk de bestaande situatie accepteren en niet zoeken naar innovatieve oplossingen, alternatieven en kansen om producten, diensten, processen en uitkomsten te verbeteren.	Pragmatische en meer voorzichtige mensen die de voorkeur geven aan bewezen, voor de hand liggende manieren en oplossingen. Zij zien jouw ideeën mogelijk als onwerkbaar en zelfs excentriek, zonder oog voor de realiteit van de organisatie, haar context en de behoeften van klanten.

The Boat Analogy



Sample StrengthscopeLeader report beschikbaar in het Engels en Nederlands



Strengthscope Leader™

This is a psychometric tool for any leader.
Reveal leadership authenticity and drive
performance by maximising strengths and
leader habits.

[View StrengthscopeLeader™](#)

Why Strengthscope?



the british
psychological society



Most valid and reliable

Strengthscope® is the only strengths profile with British Psychological Society registered test



Module-based

Multiple modules of Strengthscope® enable application across the whole employee experience



Clear, global languages

Strengthscope® promotes inclusion for all employees, everywhere to improve stickiness of the tool across global enterprises



Visual

Strengthscope® has been designed to aid memory to aid learning and improve long-term engagement with the tool

The Science behind the tool

It was developed and founded in science – drawing from various sources within positive psychology and strengths research.

Strengthscope® is highly reliable – our data shows Strengthscope® consistently measures strengths over time. In other words, people are highly likely to report a similar profile if they redo the assessment after a period of months of even years.

Strengthscope® is valid – it is consistent in measuring each strength, so you can be sure that the profile reported is an accurate description of the person completing the assessment.



the british
psychological society

The only strengths profile with BPS
(British Psychological Society)
registered test status, meaning it is the
most valid and reliable available today.

Great leaders ENABLE their teams.



De relatie met de leidinggevende is de belangrijkste factor voor engagement of disengagement. **'People join companies but leave managers'**. 'Over 70% of how we feel about work is tied to our manager'
- Kevin Kruse, expert en auteur op het gebied van employee engagement

Sterke leiders, sterke mensen, sterke organisaties

Enjoy your leadership role and achieve greater results by being the leader that empowers, inspires and transforms those around you. Leadership is not just about what you do, but about who you are.



ENVISION



ENGAGE

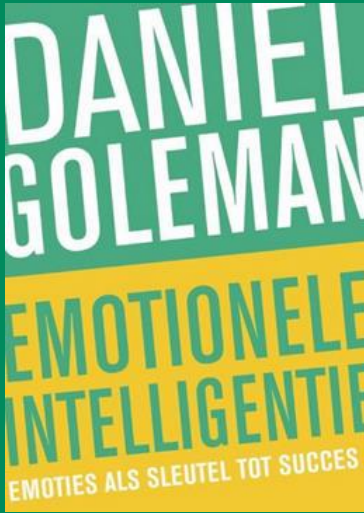


ENERGIZE



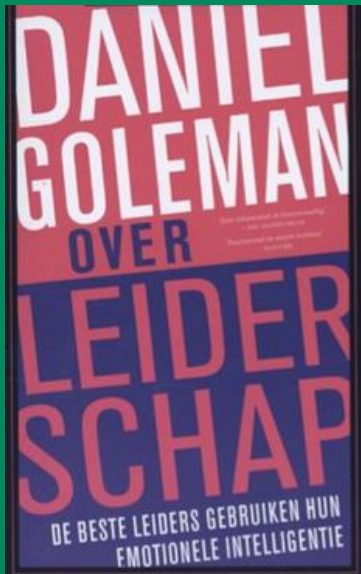
EMPOWER


Strengths-based leaders release the energy and full potential of their people, rather than undermining people's ideas and contribution through micromanaging and overly controlling the way work is done.



‘Leiders met een hoge mate van zelfinzicht kennen hun beperkingen en sterke punten en kunnen zichzelf met humor bekijken. Ze zijn graag bereid om te leren als er iets te verbeteren valt en staan open voor constructieve kritiek en feedback. Op grond van zijn trefzekere zelfbeoordeling weet een leider wanneer hij om hulp moet vragen en waar hij zich op moet richten voor het ontwikkelen van nieuwe leiderschapscompetenties.’

- Daniel Goleman





80 % of leaders have blind spots about their skills and another 40 % have under-used hidden strengths" -

a.o. research by the Korn Ferry Institute.



LEIDERSCHAPSKRACHT

JE STERKE PUNTEN

Wat je bijdraagt aan leiderschap

JE LEIDERSCHAPSGEDRAG

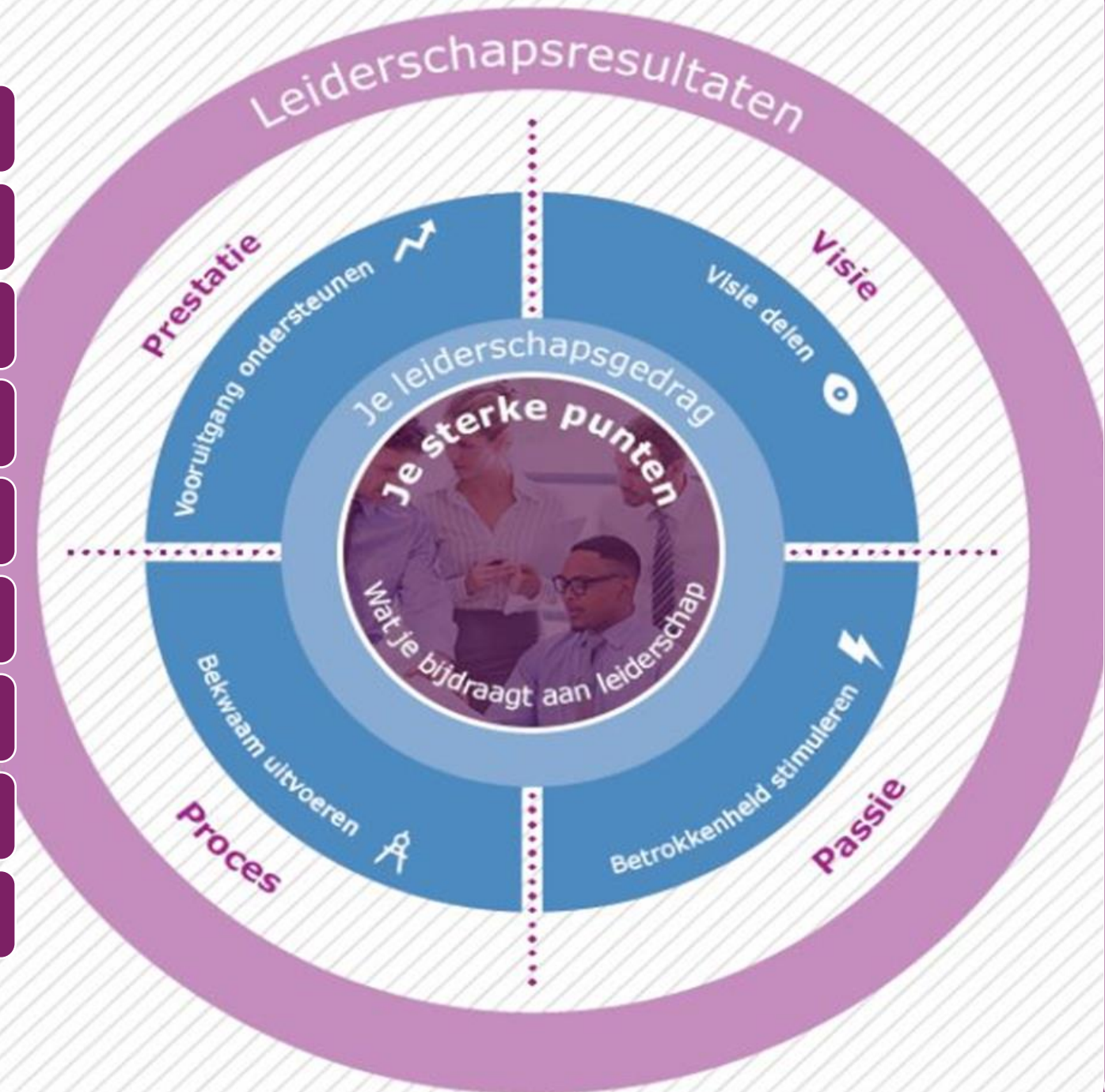
LEIDERSCHAPSRESULTATEN

Visie

Passie

Proces

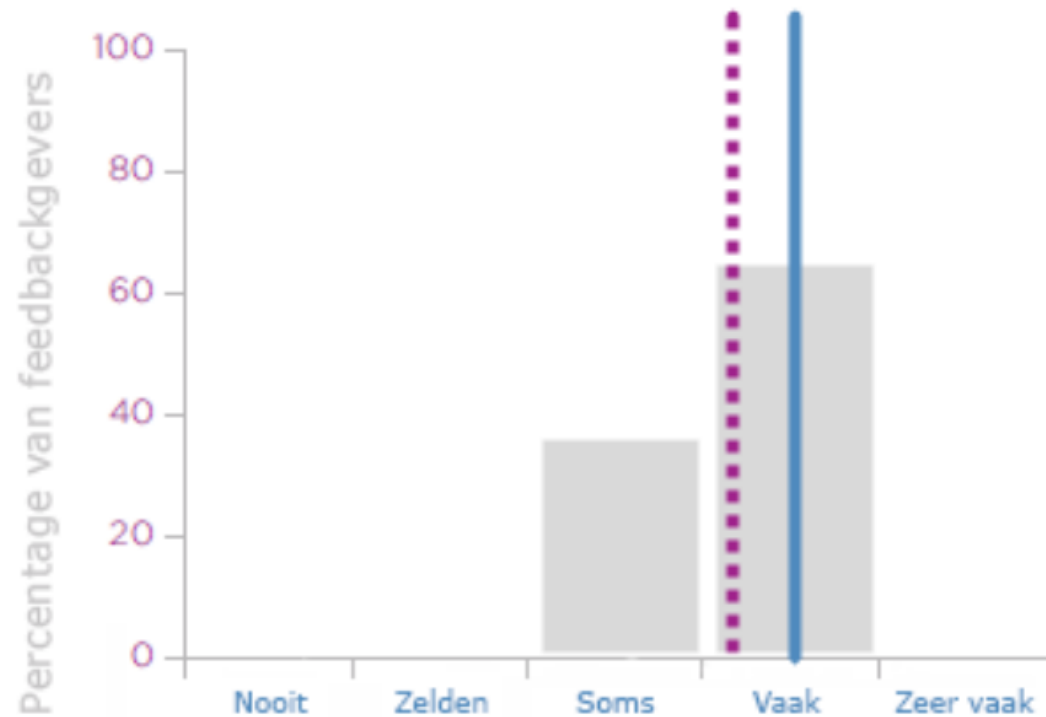
Prestatie



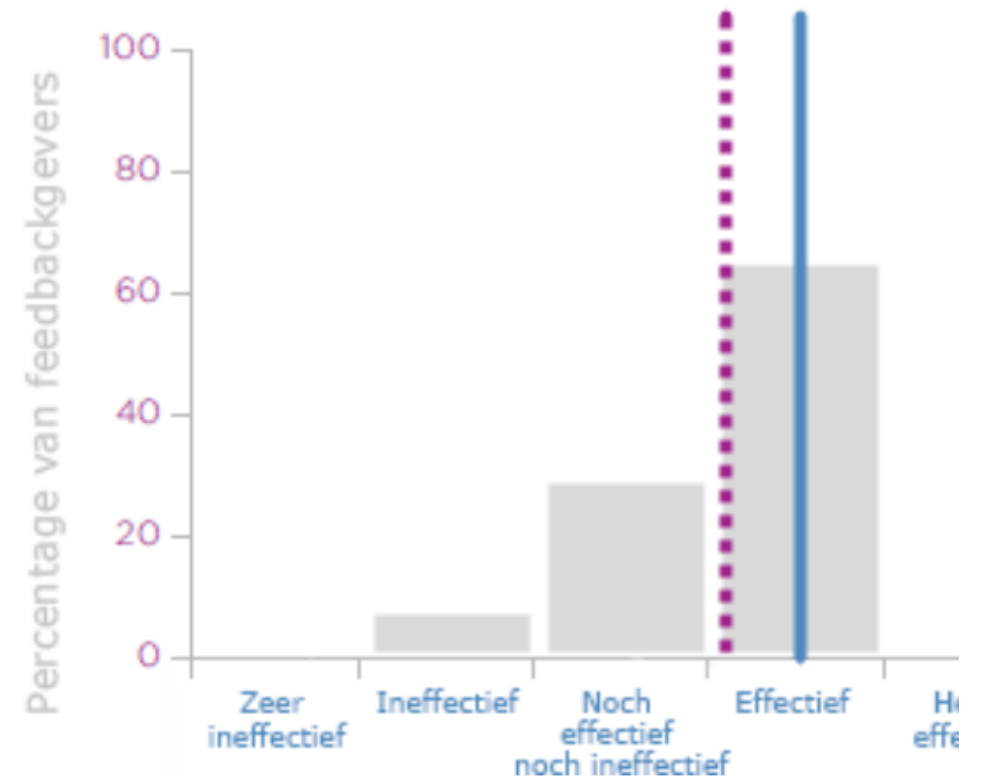
StrengthscopeLeider self assessment & 360gradenfeedback van stakeholders

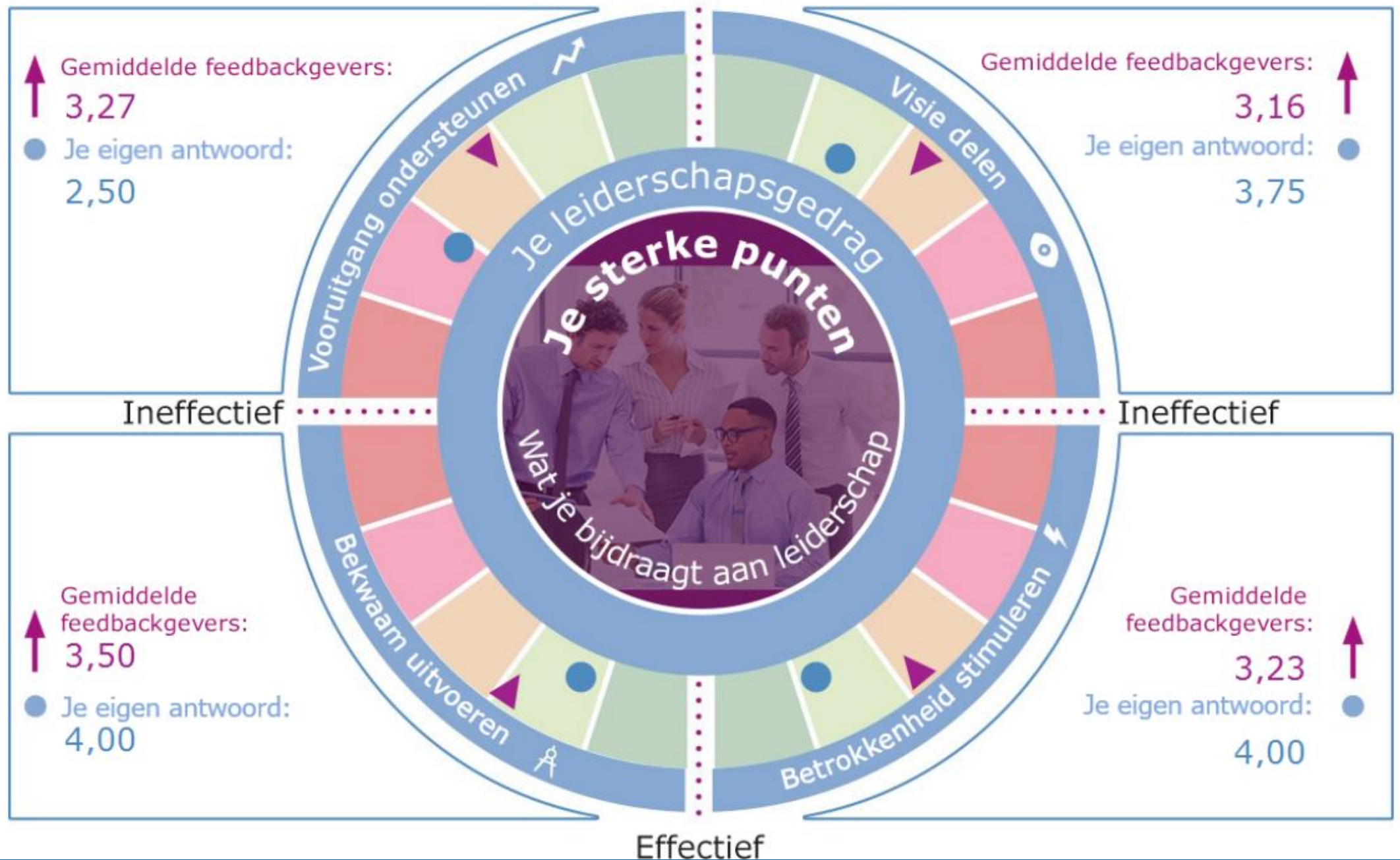
- Strategisch denken

Hoe vaak feedbackgevers dit sterke punt zien



Hoe doeltreffend je bent bij het aanwenden van deze sterke punt voor het leveren van resultaten








Authentiek Leiderschap

“One immediate result of Covid was an increased focus on ‘human’ leadership – the skills that help to support and energise teams. At Coca-Cola, we’ve seen a move away from ‘corporate speak’ to a more **authentic style of leadership**” – Audrey Clegg, group talent director at Coca-Cola



Effective leaders use their strengths more effectively, whatever those strengths may be.

Authentic leaders achieve greater impact than those trying to fit a stereotype of a leader. Reveal leadership authenticity, drive performance by maximising strengths, and refining leader habits.

The StrengthscopeLeader™ report helps leaders use their strengths to bring out their best leadership behaviours.

StrengthscopeLeader helps you bring the best of yourself to work. This creates increased confidence, inspired people and clear and positive communication and direction. All based on greater understanding of the leaders' strengths and the habits. With valuable feedback from up to 20 raters, the report provides clear feedback and advice to move performance forward.

LEADERSHIP DEVELOPMENT



‘The true challenge for leadership development lies in creating sustainable and feasible ways of developing leaders in a **personalized** way, accommodating variations of style and individual **strengths** profiles. To do that, organizations need to move away from the one-size-fits-all approach that tries to create all-rounders, and help new leaders understand that leadership is primarily a stretch assignment, far more demanding than they had anticipated. You can teach key concepts to aspiring leaders, such as the concept that employee engagement drives business results; or the concept that focusing on strengths leads to more positive and ultimately more productive workplaces – but each individual leader must turn each concept into a **practice**, through a set of behaviours and techniques that feel **authentic** to them, that fit their strengths. Ultimately, each leader leads differently.’

Strengthscope Case Study with Amazon Web Services



Hear directly from a Strengthscope client, Amazon Web Services, for insights into how they have implemented Strengthscope® into their teams. The client's goal was to create a programme that would enable their teams to increase trust, build psychological safety, and allow individuals to show up as their most authentic selves.

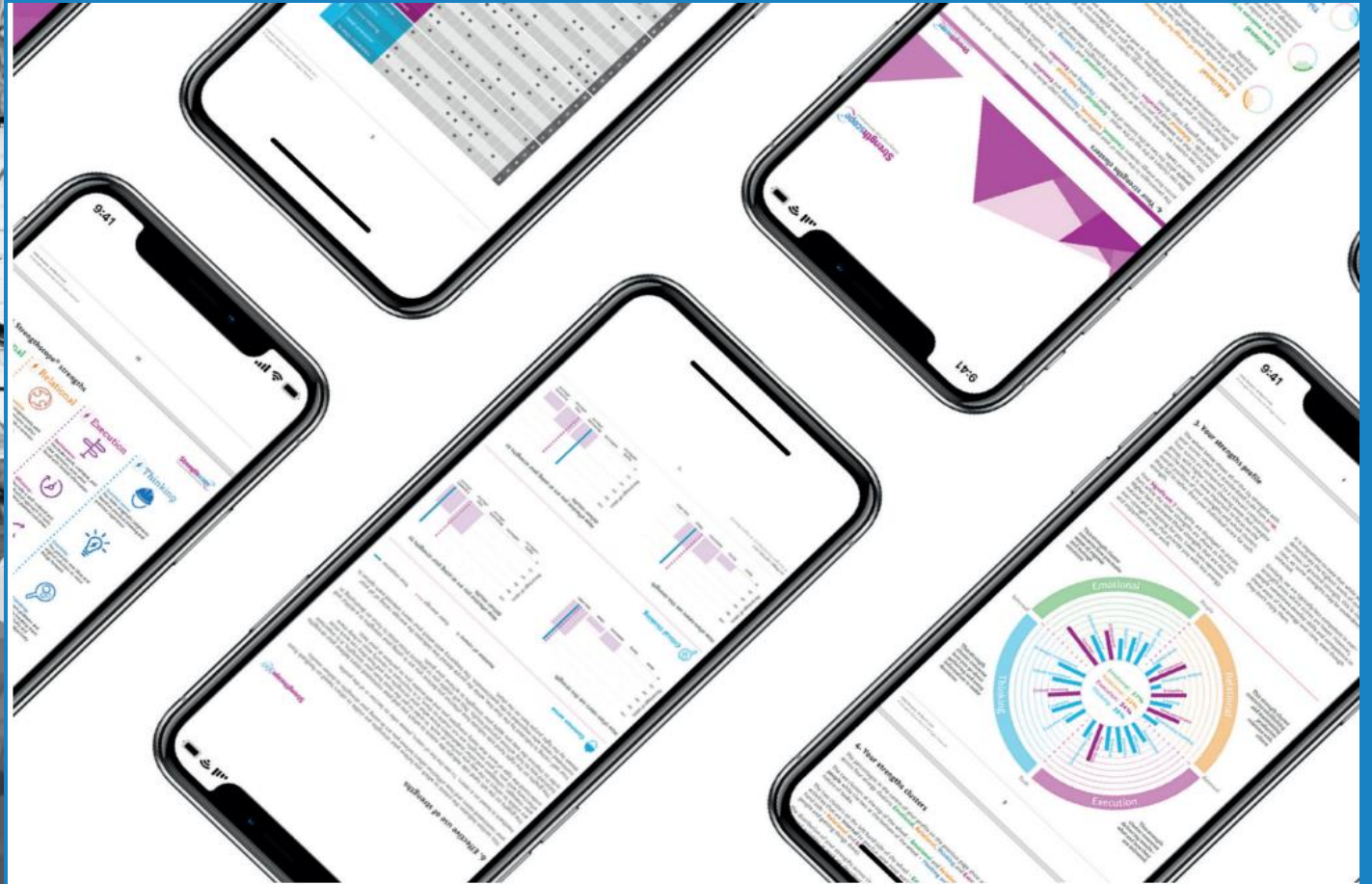
'I was on the phone the other day with it with a leader and he's one of our directors from another region, and we're actually doing a pilot with him and he actually probably said one of the most powerful things I've heard yet in probably two years. He said this program and this instrument has not only been positive but it has been **transformational**. The leader was so excited to share how it has helped in moving the needle on the following measures; inclusivity, team dynamics, trust and collaboration'

StrengthscopeLeider Ontwikkelingsprogramma

inclusief assessment, online academy met
veel resources & oefeningen
+ persoonlijke coaching



Leadership tools



STRENGTHS-BASED COACHING



Wil jij jezelf verder versterken als leider? Ik begeleid individuele leidinggevenden (particulier en organisaties) en Management Teams.



Mijn programma's bieden inspirerende, praktische, bewezen inzichten, tools en handvatten voor het versterken van leiderschaps- en managementkwaliteiten.



Nog niet zeker wat bij jou en/of jouw organisatie het beste past? Ik help je graag ontdekken wat goed aansluit bij jouw ambities, ontwikkeldoelen en/of de doelen van je organisatie. Neem [contact](#) met mij op.

STRENGTHS-BASED
COACHING
PROGRAMMA'S
ASSESSMENTS
EVENTS

LEIDERSCHAP & TALENT

COACHIEVE

KITTY SCHAAP MA, MSC

Success is achieved by
developing our strengths,
not by eliminating
our weaknesses.



Kitty Schaap

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