



Strengths-Based Approach

In an effort to increase engagement, high performance, productivity and build a culture based on strengths and our individual and collective talents, STM team proposes to introduce **CliftonStrengths Assessment** for DAR staff. This a Gallup tool with a *Strength-Based approach* to personal development which focus on each person's strengths and manage around weakness. While the conventional approach to personal development maintains each person's strengths and work on fixing weaknesses, with this new approach we aim to build a culture that recognizes and talk about about the strengths and contributions each one of us bring to our teams and our division.

Gallup research suggests that the most effective people are those who understand their strengths and behaviors. These people are best able to develop strategies to meet and exceed the demands of their daily lives, their careers, and their families. Overall, the key to success is to fully understand how to apply your greatest talents and strengths in your every day life.

Talents and Strengths (*Talent X Investment= Strength*)

- *Talent* is a naturally recurring pattern of thought, feeling or behavior that can be productively applied. It refers to the *being*, talents are *innate* and have *potential* to become a strength.
- *Strength* is the ability to consistently produce a positive outcome through near-perfect performance in a specific task. It refers to the *doing*, strengths can be *developed* and can have a great impact on *performance*.

Why to build a Culture based on Strengths?

Strength-Based approach have an impact on staff's engagement, performance, growth and wellbeing. Gallup studies show that there is a **strong connection** between:

- who people *are* and what they *do best*
- what people *do best* and how they *feel*
- how people *feel* and how people *perform*

Moreover, people working on the strengths zone:

- Look forward to going to work
- Have more positive than negative interactions with coworkers
- Treat constituents better
- Tell their friends they work for a great organization
- Achieve more on daily basis
- Have more positive, creative and innovative moment

CliftonStrengths Assessment

CliftonStrengths assessment identifies what you are naturally best at. This research-based talent assessment can help you identify and pinpoint your natural patterns of thinking, feeling and behaving, which are then categorized into the 34 CliftonStrengths themes.

This assessment explains the unique ways each one of us accomplish our goals by building relationships, thinking strategically, executing plans and influencing others -- and every career or job consists of these elements.

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
People with dominant Executing themes know how to make things happen.	People with dominant Influencing themes know how to take charge, speak up, and make sure the team is heard.	People with dominant Relationship Building themes have the ability to build strong relationships that can hold a team together and make the team greater than the sum of its parts.	People with dominant Strategic Thinking themes help teams consider what could be. They absorb and analyze information that can inform better decisions.
Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative	Activator Command Communication Competition Maximizer Self-Assurance Significance Woo	Adaptability Connectedness Developer Empathy Harmony Includer Individualization Positivity Relator	Analytical Context Futuristic Ideation Input Intellection Learner Strategic

The CliftonStrengths assessment provides each staff with their top 5 strengths (out of 34) and help us to understand, appreciate and use them intentionally. Moreover, sharing our strengths with others will help them understand what makes us unique while learning others' strengths will help to appreciate their unique qualities and gain a better appreciation of our own strengths.

Build DAR as Strengths Based Culture

As of today, almost half of DAR staff have learned about their strengths and participated on team's workshops. We aim to introduce Strengths Based approach across DAR by end of FY22 to create a culture where we talk, discuss, share, and learn about our individual and collective strengths and how we can leverage on them.

Next steps:

- Offer Individual CliftonStrengths Assessment to all staff.
- Facilitate Coaching Conversations/Workshops with teams.
- Build in a Strength-based culture by connecting our strengths with other talent management processes such as:
 - Staff engagement
 - Performance Review and Individual Development Plans
 - Learning & Development
 - Coaching
 - Mentoring
 - Recognition
- Process:

Staff will take the strength finder assessment (approx 45 min) that will identify the top 5 strengths of each individual. After that, teams will participate in a 60-90 min. interactive workshop to learn and understand about individual and collective strengths.