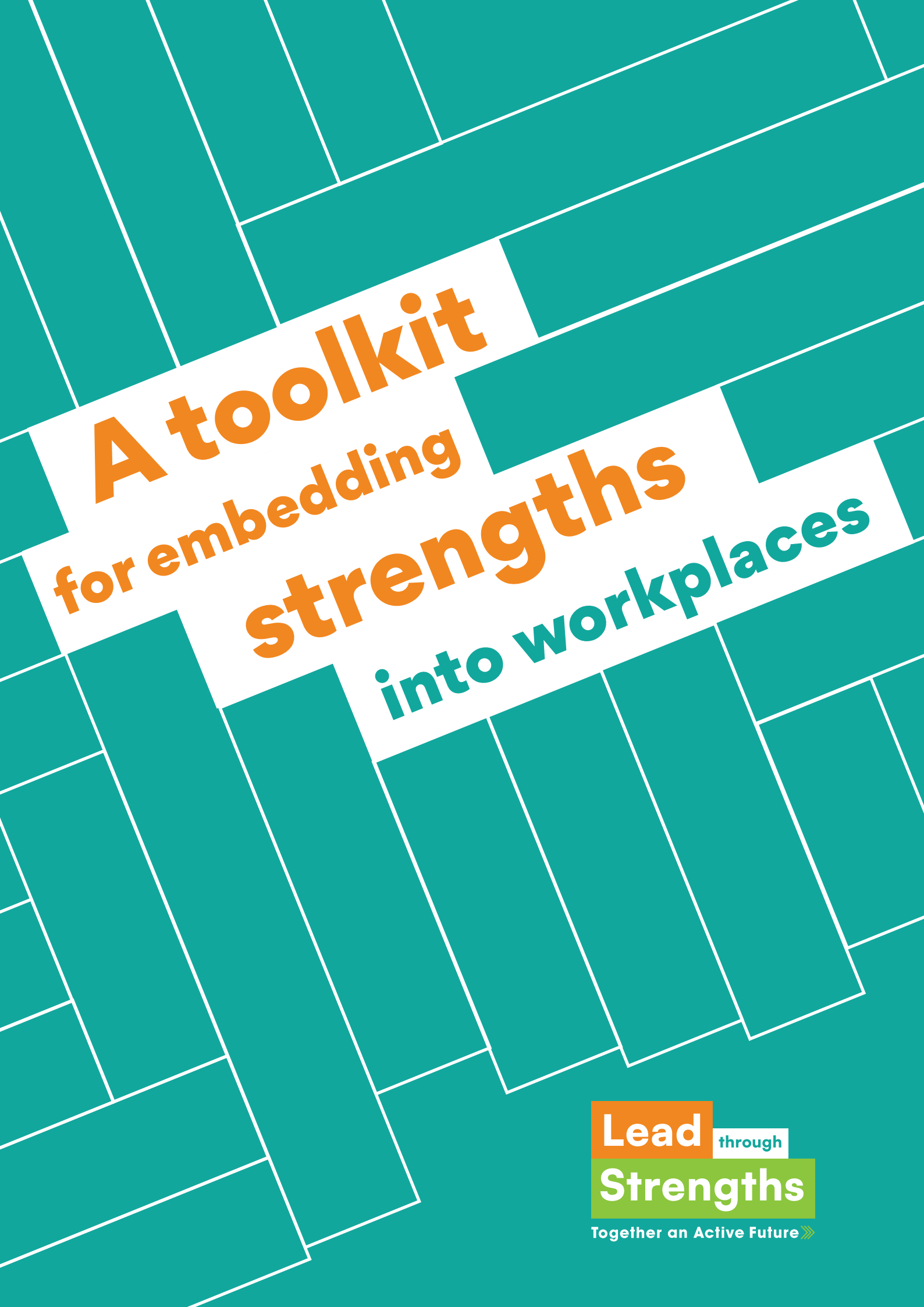




# A toolkit for embedding strengths into workplaces

# Welcome....

At Together An Active Future (TaAF), we believe that every person brings unique talents and energy to their work. When those strengths are understood, valued, and intentionally applied, individuals thrive, teams flourish, and organisations achieve greater impact.

**This toolkit has been designed to help embed CliftonStrengths® practices across the workplace in simple, practical ways. It provides ready-to-use tools, templates, and activities, from induction and 1-1s, to team meetings, coaching conversations, and culture-building.**

The aim is not to add to busy workloads, but to weave strengths into what you already do.

Developing workplaces where people feel recognised for what they naturally do best; teams connect more deeply and collaborate more effectively; and managers and leaders support growth through a strengths-based lens.

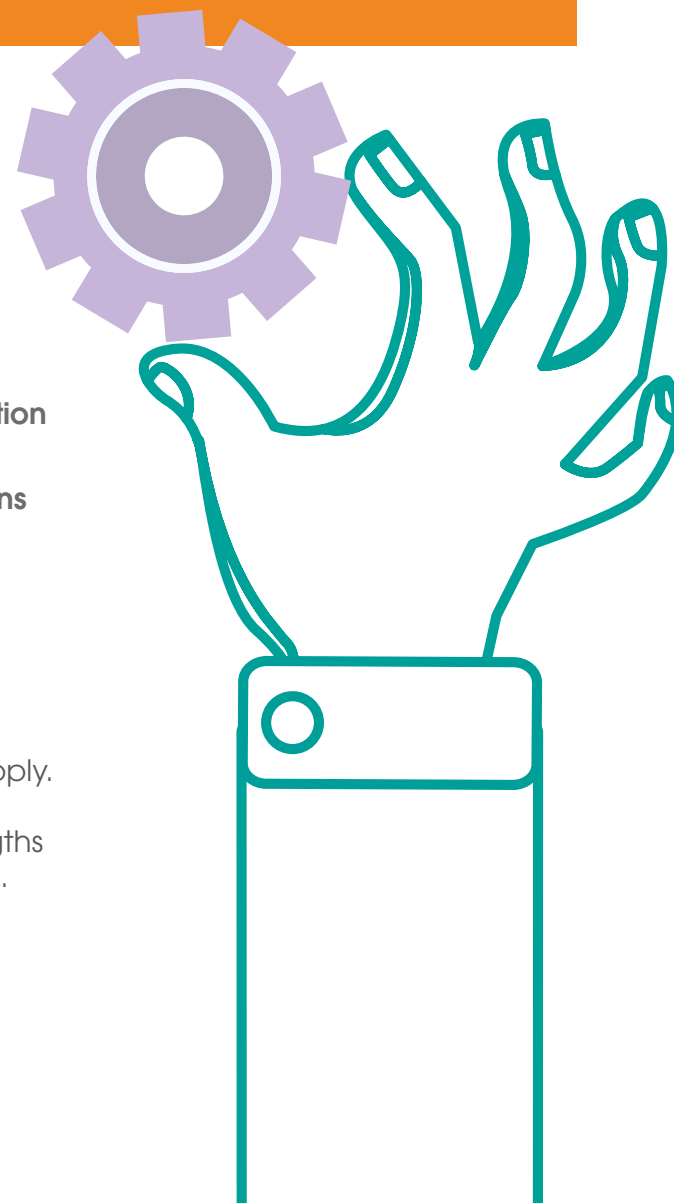
By using this toolkit, you will be supporting a culture where everyone can bring the best of themselves to work, every day.

The toolkit comprises of six sections. Each is an opportunity where strengths can be embedded :

- > **When people join the team / service / organisation**
- > **Within individual conversations**
- > **Holding strengths-based, coaching conversations – for discussions, appraisals / 1-1s**
- > **Within teams – including connection ideas, and whole-team activities**
- > **Embedding strengths into workplace culture**
- > **During workplace transitions and exit**

We hope you find the toolkit helpful and easy to apply.

For further information and support on CliftonStrengths specifically, please look at the Gallup.com website. Gallup is the home of CliftonStrengths.



## When people join the organisation / team / service

The first days and weeks in a new role are a powerful opportunity to set the tone around embracing talents and strengths.

By introducing strengths early, we help new colleagues feel seen for who they are and valued for what they bring. Embedding CliftonStrengths in the induction process creates a positive foundation for connection, engagement, and performance.

This section offers practical tools and activities, such as strengths assessments, welcome conversations, and team sharing exercises. All of these will help ensure new starters begin their role with energy and a clear sense of how their unique talents contribute to the team's success.

Using strengths-based welcome questions, and open discussion:

- > What gives you energy at work?
- > What things / tasks do you love working on?
- > How would you like us to work together – do you prefer regular informal conversations, or structured monthly meetings?

Enable them to undertake CliftonStrengths34 assessment

Carry out a 1-1 coaching session, with a Gallup Certified CliftonStrengths coach. Using their Coaching Directory. This will help them to understand the basis of strengths, what they mean and what they are not, and how they can be applied in their role.

During a team introduction – you could apply a strengths lens. E.g.

- > How do our strengths complement one another?
- > When have we seen this strength in action in our team already?
- > What's one strength I'd love others to call on me for?
- > Each team member shares a 1-2 min story of using a strength; new starter shares one too.

If a Team Grid is already in place – add their strengths to the team grid. Explore the Team Grid with them. Also explore the updated Team Grid with the wider team.

Complete the 'Best of us' activity. Discuss and reflect with line manager, and team. Each person shares what they do best and how others can get the best from them. See 'within individual conversations' section for guidance.

Managers might carry out check-in conversations or probation type conversations with new starters. This is an opportunity to ask strengths-based questions:

- > Which strength feels most natural for you in this role so far?
- > Where do you see a strength making tasks easier?
- > Which strength are you unsure how to apply yet?
- > What energises you most about your early experiences here?

# Within individual conversations

Every conversation is a chance to deepen understanding and build trust. When we bring strengths into 1-1 discussions, we focus on what energises people, how they work best, and how others can support them.

This section introduces simple tools such as the Best of Us and Powerful Partnerships activities. Also, practical questions that make individual conversations more meaningful. By focusing on strengths, we create space for growth, appreciation, and stronger working relationships.

## Best of Us Activity

An incredible activity to help us all have an opportunity to share things that enable us to flourish, and things that make it hard for us in our workplace. It is also an opportunity to hear and be able to respond to the things our colleagues are saying.

It is important to set up this activity in a safe space – that enables people to be truthful, be respected, and share answers to the prompts below.

- > Draw the template below, on a sheet of page, in a note book, or use post it notes. Whatever works for you.

**You get the best of me when...**

**You can count on me to..**

**You get the worst of me when...**

**What I need from you is...**



- > Give people at least 20 minutes, to complete the template.
- > Have a structured conversation using the four categories in the Best of Us activity as a format.
- > Discuss how the manager/colleague can best support them and avoid potential friction.
- > Agree on practical things we can now change or are now aware of e.g.
- > I appreciate that I need to give you space to think before big decisions, since that's what you need.
- > In our 1-1s, I understand that you want to discuss things you've achieved and delivered, rather than time asking how I am feeling or doing.
- > I recognise that afternoon meetings that overrun are causing stress due to childcare commitments – I will ensure that meetings stick to time in future.

## Powerful Partnerships



- > Activity in pairs.
- > Where two colleagues map how their Top 5 CliftonStrengths themes complement and challenge each other.
- > Reflection questions:
- > Where can we support each other?
- > Where do we need to manage potential friction?
- > How can I enable you best in your role?

## Love, Appreciate, Frustrate



- > As an individual activity.
- > Identify one of your Top 5 CliftonStrengths themes that you love. What do you appreciate about this theme? Reflect on a time you used this strength well?
- > Identify one of your Top 5 CliftonStrengths themes that tends to frustrate you or others. Why do you think this theme can be challenging?
- > Identify one Top 5 CliftonStrengths theme that you wish was more dominant for you or that you appreciate in others. What is it about this theme, that feels valuable to you?

## Balcony & Basement



- > This activity is great to build awareness of productive vs. unproductive expressions of strengths.
- > In small groups, pick one or two common strengths in the team.
- > Collectively think of examples of that strength on the balcony i.e. the strength is helpful, energising etc., vs. in the basement e.g. overused, unhelpful.
- > Explore as a group how we can support each other to stay on the balcony.

# Strengths-based, coaching conversations

Strengths-based questions, provide a great platform to use in appraisals, reviews, or 1-1 discussions. They provide positive and personal, open questions to use.

Below are a range of questions that you might like to use. There are general questions, those suited to someone's growth and development, and for feedback and recognition purposes.

## Strengths-based questions

- ? What activities have energised you most recently?
- ? How have you used your (theme) strength this month?
- ? Where could we align your natural talents more with upcoming projects?
- ? Which of your strengths have you leaned on most in the past month?
- ? What tasks or projects have felt most energising to you recently?
- ? How do you see your strengths helping you achieve your current goals?
- ? Where do you feel your talents aren't being fully utilised yet?

## For growth & development

- ? Which strengths do you want to grow or use more intentionally in the coming months?
- ? Is there a new project or responsibility that would let you use your talents more fully?
- ? What would it look like if you could use your strengths 10% more each week?
- ? How can I help you do more of what you do best?
- ? Looking ahead, which strengths will be most important for your success?
- ? How could your strengths help you prepare for future opportunities?
- ? What strengths do you want to showcase more in the next 6-12 months?

## Feedback & recognition

- ? Frame recognition in strengths language: "Your Relator strength really helped deepen trust with X partner."
- ? For growth: "Your Achiever drives results, let's explore how you can channel it without burning out."

Below are some strengths-based questions, based on the individual's strength domain.

## Strategic Thinking Domain

- ? What new ideas or insights have you been thinking about lately?
- ? How has your (Futuristic/Strategic/Input etc.) strength shaped your approach to recent projects?
- ? What space do you need to think, plan, or analyse more effectively?
- ? Looking ahead, where do you see opportunities for us to use your strengths differently?

## Executing Domain

- ? Where have you seen your effort really pay off recently?
- ? How does your (Achiever/Discipline/Responsibility etc.) strength help you stay on track?
- ? Which routines or habits bring out the best in your productivity?
- ? Is there a challenge right now where your strength could help us deliver more effectively?

## Influencing Domain

- ? How have you used your strengths to help others feel motivated or inspired recently?
- ? Which situations give you the best chance to share your voice or ideas?
- ? How could we create more opportunities for you to influence and gain buy-in?
- ? Where has your (Communication/Command/Woo etc.) talent helped move something forward?

## Relationship Building Domain

- ? When have you felt most connected to the team in the last few weeks?
- ? How do your strengths help you build trust with colleagues or partners?
- ? Which partnerships or collaborations are working really well for you right now?
- ? How can we support your strengths to create more meaningful connections?

# Teams

Team meetings can be a great space for strengths-based discussions. This section is split in two. The first section focuses on ideas for connection activities you could use as an opening activity within the meeting; the second, is on using the Best of Us activity within a team meeting.

## Connection Activities

At the beginning of a team meeting, strengths-based connection activities can be a great way to help people be present in the meeting and focus on something positive.

Some connection activities could include:

### Check-in

Quick round “which strength did you use most this week?”

### Strengths in action spotting

Invite each person to share “I saw (name) use their (strength) recently, and it made a difference by...” A great, easy way to build recognition and positivity.

### One strength, one win

Everyone names a recent success (big or small) and links it to one of their strengths.

### Random strength prompt

Pick a random strength from a list or card deck.

Ask “how do you see this strength showing up in our team?”.

Or “who brings this strength, and how does it help us succeed?”

### Strengths energiser question

Fun, fast prompts linked to strengths, e.g.

“Which strength would you take on holiday?”

“Which strength would help you survive a zombie apocalypse?”

“Which strength makes Mondays easier?”

### Strengths shout-out

Each person pairs up beforehand and gives a quick shout-out to their pair’s strength in action.

### Future-focused strengths

Question for the group “which team strengths will help us most in the week ahead?”

### One-word strengths mood

Each person shares one word describing how a strength is showing up in their mood/energy today e.g. “focused — my Discipline is in full flow.”

### Strengths & gratitude

Invite people to “name a colleague’s strength you’re grateful for this week.”

## Best of Us in a team situation

Rotate in each team meeting, for one team member to share their Best of Us profile. Using the template below. Asking them to pre-prepare it, and bring to the meeting to share.

It is important to set up this activity in a safe space – that enables people to be truthful, be respected, and share answers to the prompts below.

**You get the best of me when...**

**You can count on me to..**

**You get the worst of me when...**

**What I need from you is...**

Team listens to their description and reflections, and discusses how to support their colleague better e.g. I appreciate that a proper hello in a morning, is really important to you. I recognise that meetings over a lunch time, do not help you to be at your best. We will protect lunch times from meetings, from now on.

## Strengths-based project roles

There are opportunities to explore marrying strengths, to project roles within workplaces. This is always best discussed as a team and individually, to ensure that those individual’s perspectives on their strengths, are fully understood and considered.

There are areas of project work, where strength Domains, would naturally have a distinct ability and perspective to contribute:

**Strategic Thinking strengths** – research, analysis, risk analysis, vision setting.

**Relationship Building strengths** – stakeholder engagement, nurturing relationships, understanding and listening to perspectives.

**Executing strengths** – delivery tracking, project planning, efficient modelling.

**Influencing strengths** – storytelling, gaining buy-in, persuading, connecting through communication.



# Team grid activity

A team grid is a simple but powerful way to visualise everyone’s CliftonStrengths. It shows the unique mix of talents across the group, highlighting both areas of strength and opportunities for balance.

When used positively, the grid helps teams appreciate diversity, spot natural collaborations, and think creatively about how to approach projects. Rather than focusing on what’s missing, it encourages teams to value what is present and explore how to make the best use of it.

## Preparation

- Make sure every team member has completed the CliftonStrengths assessment and has their Top 5 or Full 34 reports.
- Use Gallup’s team grid template and input each person’s strengths.
- Download the Team Grid here. An empty team grid, looks like this:

| Team Member                 | Executing                                                                                                                                                                                           |        |             |              |            |       |                |             | Influencing                                                                                                                                                                                                                                                             |         |               |             |           |                |              |     | Relationship Building                                                                                                                                                                                                                                                                                                                                                                |               |           |         |         |          |                   |            | Strategic Thinking                                                                                                                                                                                                                                                                              |            |         |            |          |       |              |         | Domain Top 10's |           |             |                       |                    |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------|--------------|------------|-------|----------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------------|-------------|-----------|----------------|--------------|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------|---------|---------|----------|-------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------|------------|----------|-------|--------------|---------|-----------------|-----------|-------------|-----------------------|--------------------|---|---|--|--|--|--|--|--|--|--|--|--|--|--|--|
|                             | 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       | Executing | Influencing | Relationship Building | Strategic Thinking |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|                             | Leaders with dominant strength in the Executing domain know how to make things happen. When you need someone to implement a solution, these are the people who will work tirelessly to get it done. |        |             |              |            |       |                |             | team reach a much broader audience. People with strength in this domain are always selling the team's ideas inside and outside the organisation. When you need someone to take charge, speak up and make sure your group is heard, look to someone with the strength to |         |               |             |           |                |              |     | Those who lead through Relationship Building are the essential glue that holds a team together. Without these strengths on a team, in many cases, the group is simply a composite of individuals. In contrast, leaders with exceptional Relationship Building strength have the unique ability to create groups and organisations that are much greater than the sum of their parts. |               |           |         |         |          |                   |            | Leaders with great Strategic Thinking strengths are the ones who keep us all focused on what could be. They are constantly absorbing and analysing information and helping the team make better decisions. People with strength in this domain continually stretch our thinking for the future. |            |         |            |          |       |              |         |                 |           |             |                       |                    |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Name Surname Example        |                                                                                                                                                                                                     |        | 1           | 5            | 2          |       |                |             |                                                                                                                                                                                                                                                                         |         | 32            | 10          |           |                | 9            | 30  |                                                                                                                                                                                                                                                                                                                                                                                      |               |           |         |         | 3        |                   |            | 8                                                                                                                                                                                                                                                                                               | 6          |         | 7          |          | 33    |              | 4       | 31              |           |             | 3                     | 2                  | 2 | 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |
|                             |                                                                                                                                                                                                     |        |             |              |            |       |                |             |                                                                                                                                                                                                                                                                         |         |               |             |           |                |              |     |                                                                                                                                                                                                                                                                                                                                                                                      |               |           |         |         |          |                   |            |                                                                                                                                                                                                                                                                                                 |            |         |            |          |       |              |         |                 |           |             | 0                     | 0                  | 0 | 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |
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|                             |                                                                                                                                                                                                     |        |             |              |            |       |                |             |                                                                                                                                                                                                                                                                         |         |               |             |           |                |              |     |                                                                                                                                                                                                                                                                                                                                                                                      |               |           |         |         |          |                   |            |                                                                                                                                                                                                                                                                                                 |            |         |            |          |       |              |         |                 |           |             | 0                     | 0                  | 0 | 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| Total Top 10's per Strength | 0                                                                                                                                                                                                   | 0      | 0           | 1            | 1          | 1     | 0              | 0           | 0                                                                                                                                                                                                                                                                       | 0       | 0             | 1           | 0         | 0              | 1            | 0   | 0                                                                                                                                                                                                                                                                                                                                                                                    | 0             | 0         | 0       | 1       | 0        | 0                 | 0          | 1                                                                                                                                                                                                                                                                                               | 1          | 0       | 1          | 0        | 0     | 0            | 1       | 0               | 3         | 2           | 2                     | 3                  |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |

Visit the webpage to download the grid - [www.miova.co.uk/strengths-grid/](http://www.miova.co.uk/strengths-grid/)

- If you create the Team Grid in excel using the download link above, the grid will auto populate.
- As a facilitator, take a first look at the grid to notice clusters (many people in the same Domain), gaps (few or no people in a Domain), and unique outliers.

## Introduction

Share that the team grid as a visual tool to understand collective strengths, not a performance evaluation.

Emphasise appreciation, curiosity, and learning- this isn’t about comparing or judging.

Briefly remind the team what Executing, Influencing, Relationship Building, and Strategic Thinking mean.

## Walkthrough of the grid

Present the completed grid to the team (projected on a screen or shared digitally).

Point out where the team is strong (many strengths in a domain) and where it has fewer talents.

Highlight unique talents (e.g. someone who’s the only person with a specific theme).

## Guided discussion

Ask open-ended questions to help the team reflect and apply insights:

What does it mean that so many of us are strong in (Domain)? How does this show up in how we work together? We don’t have many in (Domain), how might that affect us?

What strategies can we use to balance this? How does it feel to be the only one with (Theme)? How might we better leverage this talent?

## Application to team objectives

Map strengths to current priorities, projects, or challenges.

Explore using the grid to align tasks with natural talents e.g. Strategic Thinkers for planning, Relationship Builders for team culture, Influencers for presentations.

Encourage team members to pair up based on complementary strengths.

## Capture insights

Record key reflections, patterns, and agreements.

Define one or two practical ways the team will apply its strengths e.g. ask our Influencers to take the lead on external presentations.

## Close and follow-up

Reinforce the value of each person’s contribution.

Remind the team that the grid is a tool they can revisit when new challenges arise.

Consider a check-in after a month to see how they’ve applied insights.

# Embedding strengths into workplace culture

Strengths come to life most powerfully when they are woven into the fabric of workplace culture. More than 90% of Fortune 500 companies (<https://www.gallup.com/cliftonstrengths/en/253808/cliftonstrengths-for-organizations.aspx>), have used strengths; many have embedded strengths into their workplace culture. This includes Southwest (airlines), Stryker, Estee Lauder Companies, Mercedes-Benz.

Beyond individual conversations and team activities, the real impact happens when strengths-based language, values, and practices shape how we do things.

**This section explores ways to build strengths into organisational vision and values, create champions and coaches who keep the approach alive, and design cultural activities that celebrate what people do best. By embedding strengths into everyday systems and practices, we create an environment where everyone is encouraged to contribute their unique talents and where those talents are recognised as essential to collective success.**

## Built into communications

There are opportunities to embed strengths into communication tools. This can help repeat the organisation's commitment to a strengths-based approach, and may also help advocate for the organisation with external partners and people.

This could include things like:

- » Email footers that include individual Top 5 strengths or just a sentence that suggests the organisation recognises and works with their employee's strengths.
- » If there is an intranet or internal newsletters – these are a great tool for sharing of strengths insights, case studies, ideas etc. This could be taken from the free resources offered by Gallup (CliftonStrengths) – YouTube channel, podcasts and insights on their website.
- » Discussing strengths within the organisation as part of impact reports or organisational reporting. Whether through Companies House reporting, Trustee reporting or programme impact reports – strengths could be weaved into impact reporting.

## Strengths in vision and values

- » Embed language like "We play to our strengths" or "We value what makes each person unique."
- » Include the organisation's interest in and commitment to strengths in job advertisements, and throughout recruitment.
- » Encourage line managers to use the individual's strengths as a way to show specific appreciation, so communications feel personal and authentic.

## Strengths champions network

- » Identify advocates to model strengths-based practices.
- » Train internal coaches to keep it alive, and be named advocates in teams and service areas.

## Storytelling sessions

- » Hold quarterly "strengths in action" sessions where colleagues share real examples of using their strengths to achieve impact.

## Train individuals in CliftonStrengths

- » Explore training a team of internal, CliftonStrengths coaches with Gallup.
- » Those trained coaches could then coach senior leaders in the organisation, to help them to experience strengths and see the importance of embedding strengths into workplace culture.
- » Develop internal coaches who can support others in applying strengths at work. They could provide mini strengths help to individuals and managers.
- » Support them with resources, conversation guides, and space to share best practice; although Gallup will provide a lot of those tools and ideas through their training courses.

## Window activity

- » Create a visual space (physical board or literal window) where team members post / write on how their strengths are showing up that week.
- » Review and celebrate at team meetings.



# Workplace transitions and exit

How a person changes roles or leaves a role or an organisation, is an important experience. How those transitions are managed and communicated are intrinsically linked to people's understanding and responses; equally exit interviews play an important role because they provide organisations with honest, actionable insights that are often hard to capture while someone is still employed.

Organisations can use a strengths-based approach to transitions. Including redundancy, role changes, restructuring and the exit process. It is powerful to think about applying a strengths-based lens even in challenging times like redundancy or restructuring. When used thoughtfully, CliftonStrengths can bring dignity, clarity, and humanity to the process. Helping both individuals and teams navigate change with empathy and focus. It needs to be recognised that uncertainty may amplify certain strengths, e.g. Achievers might push at pace, whereas Relators may need reassurance and time.



Offer a CliftonStrengths coaching session with a Gallup certified strengths coach – with a focus on using the individual's strengths during uncertainty and change.

Frame conversations around the individual's value. Use strengths language to affirm what the person contributes e.g. "your Strategic and Responsibility strengths have had a huge impact here."

Use team or individual strengths profiles to help identify where someone might naturally fit within new roles or structures.

Help individuals identify their transferable strengths. Support them to articulate their talents in CVs, LinkedIn profiles, or future interviews.

When restructuring impacts teams, use a team grid activity to identify which collective strengths can help navigate the transition (e.g. Positivity, Connectedness, Strategic). Explore how the team can collaborate to co-support each other.

Explore with individuals.... "how might your Adaptability or Learner strength support you as you move into this new role?"



Line managers and colleagues can use strengths as a basis for conversations with individuals about how their strengths can support them through change or exiting. Strengths can also be used to help support individuals into new roles or exiting; helping them to move forward and identify their talents and how they can use them in their new space.

Particularly during an exit process, strengths can shape conversations to help organisations see what energises the employee, and not just potentially frustrated them. We can shift the focus away from why did you leave, to what can we learn, to help people joining, to flourish in our organisation.

Some ideas for how strengths can be used in times of transition – restructuring, changing roles, redundancy - include....



Some ideas for how strengths can be used during the exit process, include....

Creating a strengths spotlight card, a simple keepsake summarising the person's Top 5 strengths and their key contributions.

Hold a short farewell strengths conversation with the team where colleagues share moments they saw the person at their best.

Ask the leaver to share how their strengths helped them succeed in key projects.

Note down strengths tips for the incoming postholder e.g. my Maximiser helped me push for excellent on Y project.

When writing references, highlight the individual's natural talents and how they contributed.

Perhaps a strengths champion may establish an alumni network where they can continue to champion strengths-based approaches beyond the organisation.

Some strengths related reflection questions include:

» Did you feel your role allowed you to use your strengths regularly?

» How well did your manager and team understand and leverage your strengths?

» Were there projects or responsibilities where your strengths weren't valued or noticed?

» What would have helped you feel more energised and engaged through your strengths?

» Looking back, how could the organisation better create roles, projects, or teams that make use of people's strengths?

» What advice would you give to help future employees with strengths similar to yours thrive here?

» Which parts of your experience here felt most aligned with who you are at your best?

» How might you carry forward what you've learned about your strengths into your next role?

» What advice would you give us to better harness people's talents in the future?

# Together an Active Future



**A toolkit for embedding strengths into workplaces**