

Tool 3.4: Manager Checklist - Maximizing the Strengths of your Employees

Do you maximize the strengths of your employees by:

- Ensuring your direct reports know their own strengths?
- Coaching your employees so they know how to maximize their strengths?
- Focusing on results, rather than being prescriptive regarding how to do the work? (In this way, the employee can decide on the most effective way of achieving the goal, in alignment with their strengths.)
- Reinforcing the significance of strengths use by asking an employee – towards the end of the day – a question such as:
 - Today, have you been able to “do what you do best?”
 - What have you most enjoyed about your work today?
 - When have you been in the flow today?
 - Which strength/s have you used today?
 - Which parts of your job have you not liked today?
- Helping your employee calibrate their strengths? Ask them:
 - Which strengths are you underplaying? How could you dial up the usage? In which situations would you do this?
 - Which strengths are you overplaying? How could you dial down the usage? In which situations would you do this?
 - My observations are ...
- Focusing on how the diversity of team strengths are effective in achieving departmental goals?
- Having regular (at least quarterly) meetings with each employee focusing the coaching discussion on their strengths?
 - What are your strengths?
 - How could they be utilized even further?
 - How are they helping you be more effective and successful?
 - How do your strengths align with your goals?
 - When you use your strengths, here’s the impact you have ...
 - How do they align with the organization’s goals?
 - Telling your employee the unique value they deliver to the department, to the company (the impact of their strengths use on their teammates, etc.)?
- Reflecting on how you could support your team members so they are “in the flow” more frequently?
- Ensuring your direct reports know the strengths of their colleagues?
- Reviewing the roles/activities of your employees and examining how you can allocate those job responsibilities based on the different talents of your team members?
- Helping your direct reports to recraft* their job responsibilities to match their strengths? (Job crafting was addressed in chapter 1. See Tool 1.2.)
- Frequently and publicly recognizing the strengths of your employees?
- Ensuring you include a strengths discussion during performance reviews?
- Examining where there are gaps in your strengths/experience for which some of your direct reports could step in? This will make your life easier and give them developmental opportunities.
- Determining how you could “create a community of strengths advocates and champions.” *

* Sorenson, S. (2014). How employees’ strengths make your company stronger. Retrieved from <https://news.gallup.com/businessjournal/167462/employees-strengths-company-stronger.aspx>.