

# Managing From Strength to Strength



*...a better way to manage*

the  
**happy**  
manager

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# HOW TO BE A BETTER MANAGER

## Managing from Strength to Strength

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## How to be a Better Manager...

**Managing from Strength to Strength** is one of a series of practical, thought-provoking guides, designed to help you deal with a wide range of management ideas, activities and situations. Whether you are a new manager, or one who wants to hone or develop existing skills, we're sure you'll find something valuable in any of these guides.

This series of e-guides is published by Apex Leadership Ltd. The guides have been developed by a team of professional managers, consultants and educators. The full range of titles is available from [Apex Leadership Ltd](#), or from [the Happy Manager.com](#). Use these guides to benefit from our wealth of management expertise. Let us help you find: **a better way to manage...**"

Phil Higson & Anthony Sturgess  
Directors, Apex Leadership Ltd

### Using the guides

Each guide contains information, insight and inspiration on essential management topics. The best way to use the guides is to read through each section in turn, ensuring you pause for reflection wherever you see the "Consider..." points. Be sure to answer any questions posed, wherever they appear - they are there for a reason!

**Consider ...**

**Tools ...**

After you've worked through the guide, work through the tools. These have been designed to help you use and develop the advice given in the guide:

- Click on the tool buttons where they appear for an in-text hyperlink to the actual tool.
- At the end of each tool you can simply click on the "return" link to get back to your place in the guide.

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## Introduction

People don't tend to succeed by focusing on things they're *not* good at. It's the combination of individual strengths that makes the most effective contribution to an organisation. Yet what we intuitively know, we often don't see in practice.

For example, in an extensive survey, Gallup found that only 20% of employees felt they regularly worked to their strengths in their jobs. If you want to transform performance in your team, apply the strength-based principles in this guide to get everybody focused on improving what they are already good at.

As Peter Drucker once said:

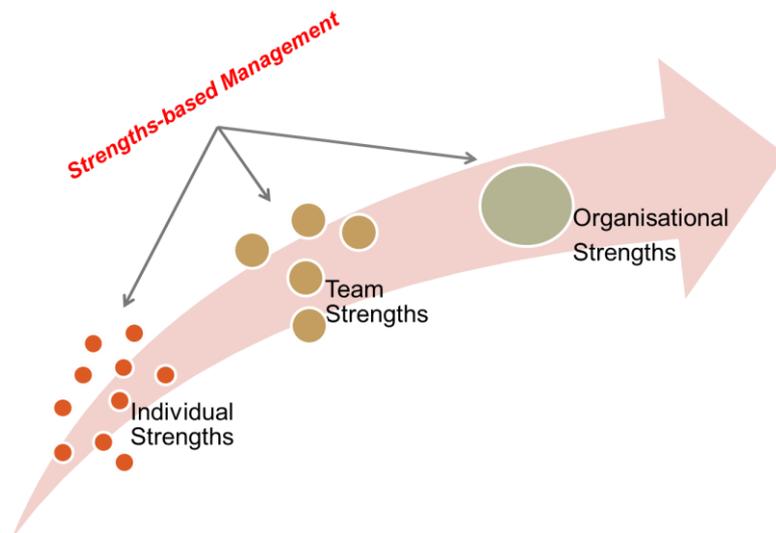
### Consider...

"It takes far less energy to move from first-rate performance to excellence than it does to move from incompetence to mediocrity."

Peter Drucker

### This guide will help you to:

- Apply strength-based principles.
- Develop your own role based on a strengths approach.
- Support the development of your team to build on their strengths.
- Implement a strength-based approach to improving your team performance.



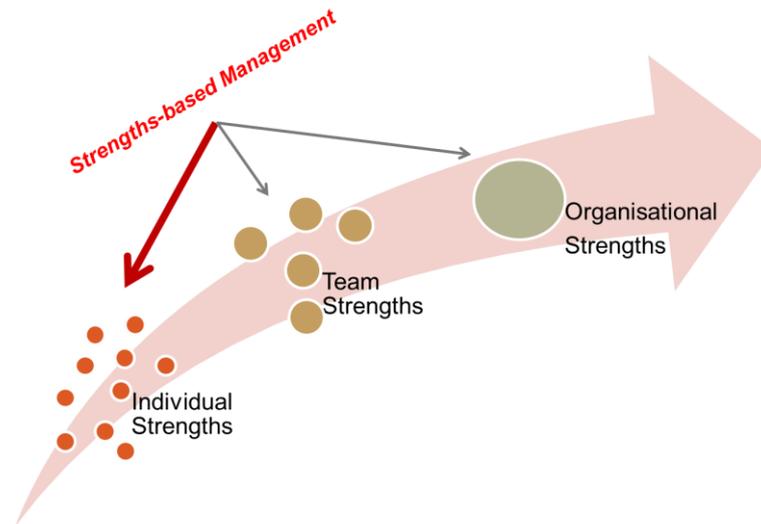
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### Managing individual strengths

People are the most important factor in any organisation's success. But before looking at that bigger success picture, it's important to begin with the basics. Helping the people you manage to make the most of their individual strengths.



#### Strengths Make Sense

Strengths make sense because of one straightforward principle: nobody is good at everything. So it's far better to concentrate more on developing strengths than on correcting weaknesses. If you want one simple thing to do that could significantly change performance, it would be this tip.

It's not that we don't know about the value of strength-based management. Rather it's something we just don't put into practice. When we stop and think it is self-evident that nobody is good at everything. Yet we still continue to conduct much of our workplace activity, such as performance appraisals, by focusing more on weaknesses and development needs, than on strengths.

It's also plain to see that people improve more quickly in areas at which they are good. If you want to transform performance in your team, get everybody focused on improving what they already do well.

If their strengths are put to work making a worthwhile contribution, then getting better at them will increase their contribution much more effectively. Perhaps it is time to change the focus on performance management to concentrate on people's strengths.

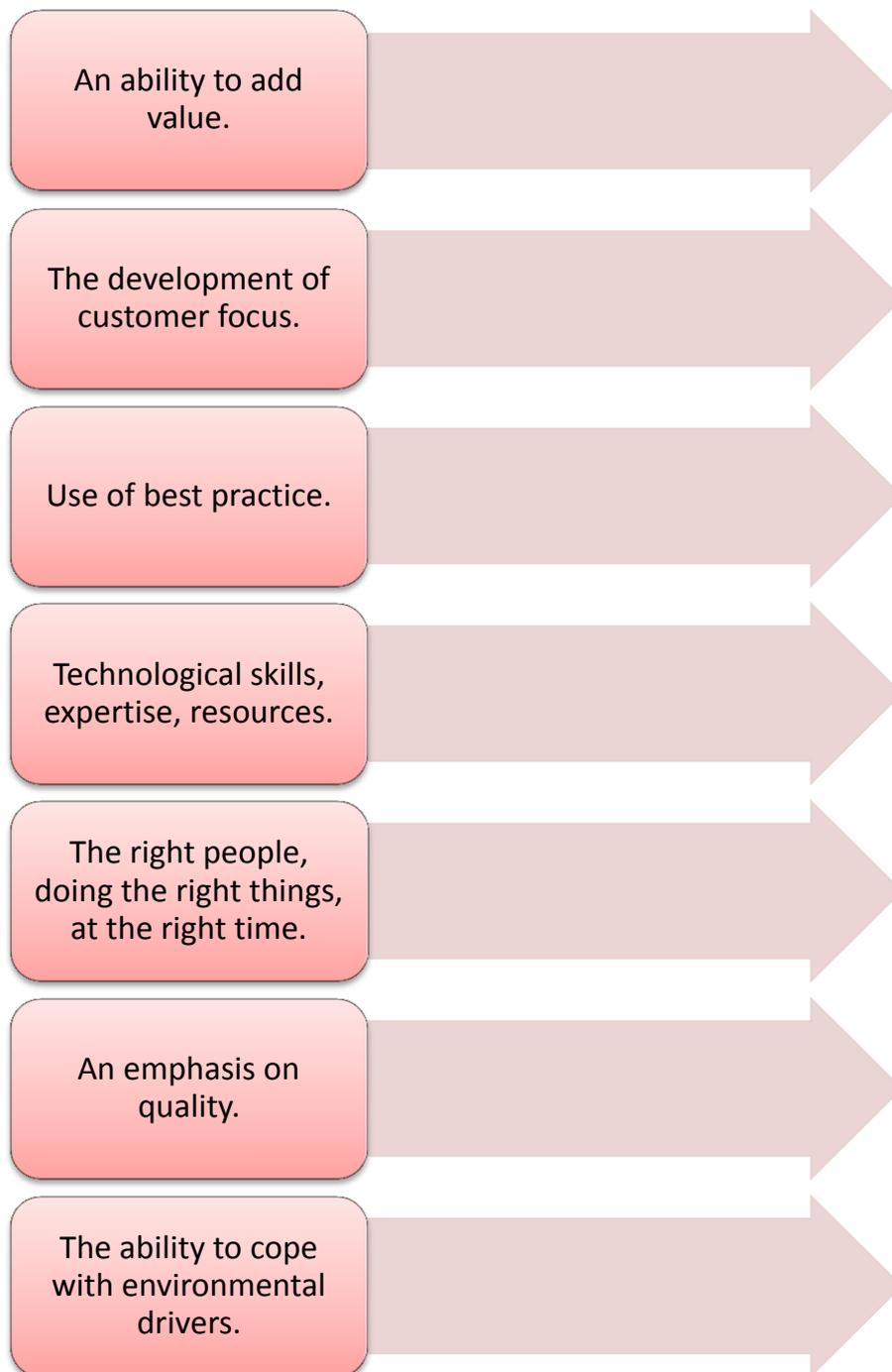
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### Tool 4: Future strengths

Use this tool to prompt your thoughts about what strengths the organisation might need in the future. Make notes of your ideas.



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# HOW TO BE A BETTER MANAGER

## Updates

For more information on the content of this e-guide, and other related topics, visit: [www.the-happy-manager.com](http://www.the-happy-manager.com)

Join the community: subscribe to the Happy Manager Newsletter for regular updates and advice on better ways to manage.

Join the conversation: bookmark the Happy Manager blog.

([www.the-happy-manager/blog](http://www.the-happy-manager/blog)) Leave any comments, suggestions or examples of your own experiences for the benefit of other readers.

## Titles available:

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Have a Good Workday  
How to Build a Happy Workplace  
Workstyle, Lifestyle

Build a Better Team  
Team Building Exercises  
Team Health Check  
The Problems with Teams  
Why is Teamwork Important?

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Leading with Style and Focus  
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Making Change Personal

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Performance Management Toolkit  
Conducting a Performance Review  
Manage Your Own Performance  
Motivating Performance

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