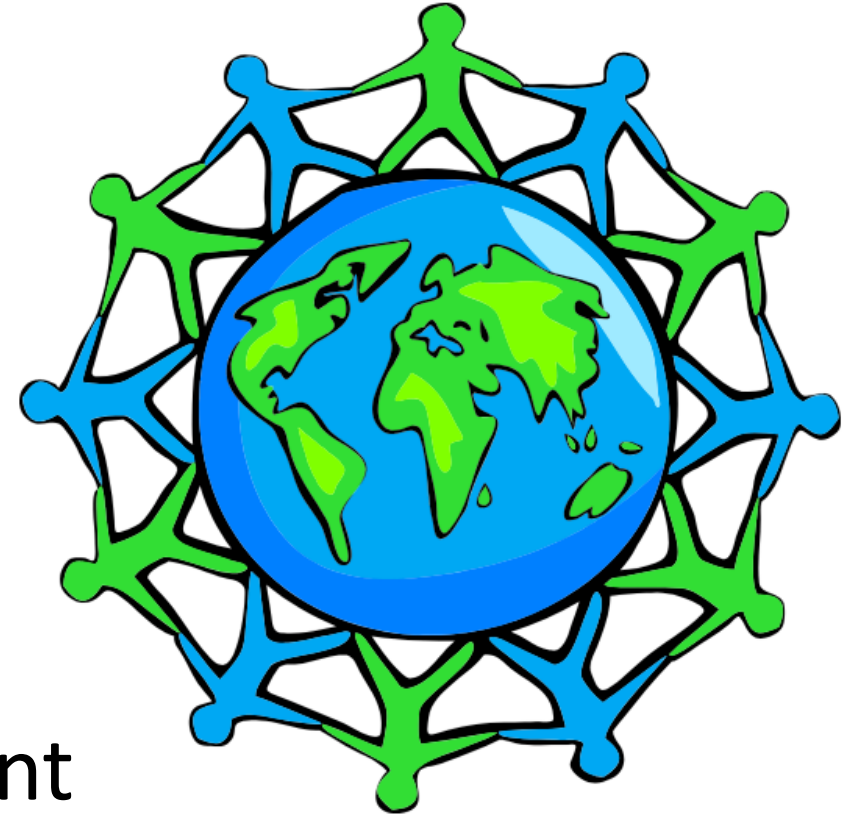


Evidence-Based Methods for a Strengths-Based Culture


Character Strengths

- ✓ Developed by positive psychologists
- ✓ 24 character strengths
- ✓ Apply to all domains of life
- ✓ Identified by VIA strengths assessment



Creativity Perspective
Judgment Curiosity
Honesty Bravery Fairness
HUMOR Zest
PERSEVERANCE Teamwork
Love Kindness Leadership
Social Intelligence Love of Learning
Forgiveness HOPE PRUDENCE
Appreciation of Beauty & Excellence Humility
Spirituality SELF-REGULATION Gratitude

Character Strengths: Workplace Impact

- 
- ✓ Performance
 - ✓ Job satisfaction
 - ✓ Productivity
 - ✓ Engagement
 - ✓ Well-being
 - ✓ Finding meaning at work

Lack of opportunities to use character strengths related to strain at work



Recent Research

Online Intervention Study

Adapted the *Strengths Builder* program for work.

Based on Niemiec's (2018) Aware-Explore-Apply model.

Week 1

Take the VIA character strengths assessment
Identify and appreciate strengths in others and self

Week 2

Explore and use signature strengths

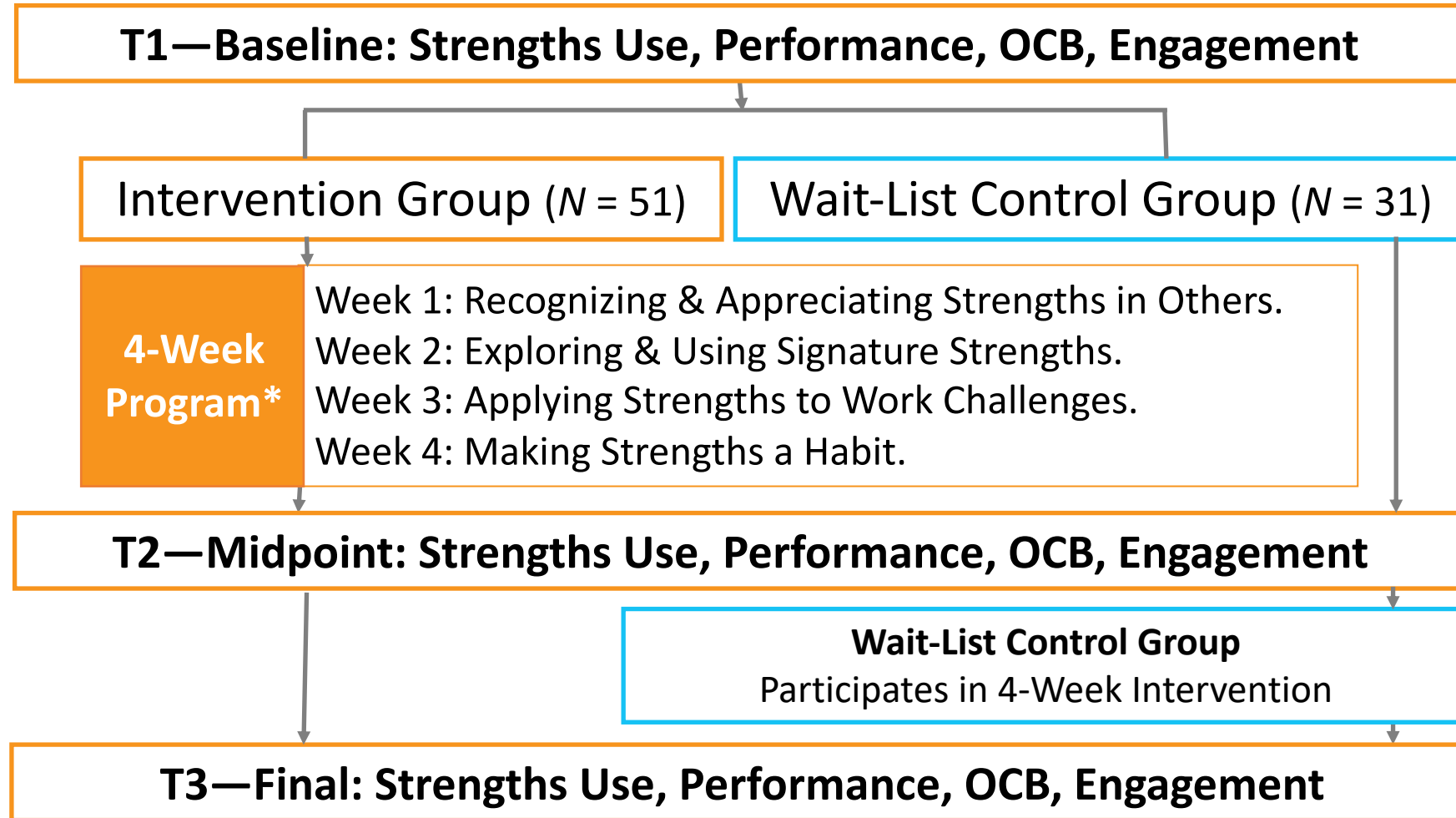
Week 3

Apply strengths to challenges

Week 4

Make strengths a habit

Experimental, Longitudinal, Mixed-Methods



Qualitative

#1 What has been your experience of...

Week 1: observing and appreciating your character strengths

Week 2: exploring and using your signature strengths

Week 3: applying your strengths to challenges

Week 4: making strengths a habit

...at work this week?

#2 What is your evaluation and feedback for this week's content?

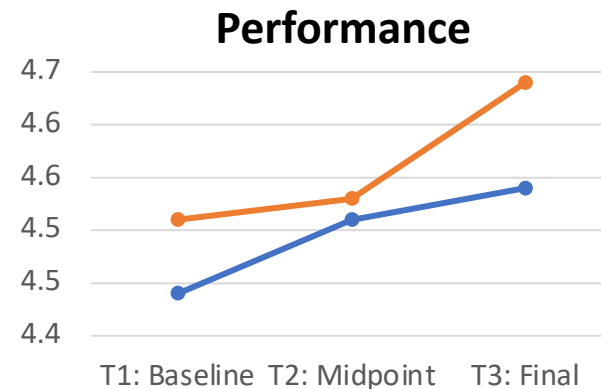
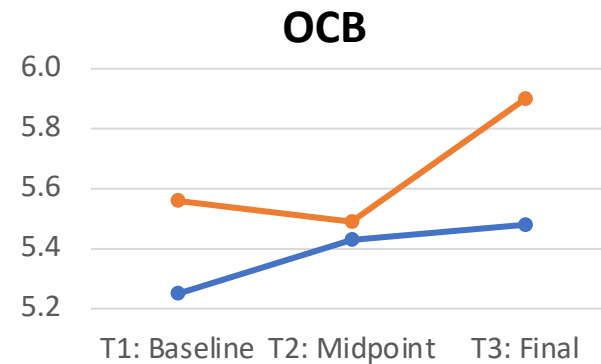
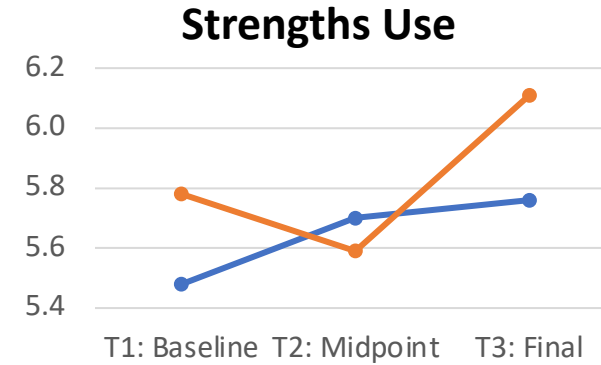
#3 How would you improve this week's content?

Preliminary Findings

Quantitative

Significant increases:

- ✓ Strengths use
- ✓ Performance
- ✓ Organizational citizenship behavior (OCB)



Charts Display
Estimated Marginal Means

— Intervention Group
— Control Group

Preliminary Findings

Qualitative

Emerging Themes:

- ✓ Overall positive experience
- ✓ Takes time
- ✓ Work: more enjoyable, better outcomes

“It was really great to apply my strengths to challenges at work this week.

I was able to utilize my *love of learning* to find new solutions to problems on my caseload. I was able to adapt current policies to work with our organization’s needs by using *bravery* to address training issues within the organization.

I practiced strengths spotting as well because it was a very hard week on myself and my colleagues and they seem to respond very well to others directly identifying items they completed well.”

Potential Pitfalls

Potential Pitfalls



Don't...

Do...

Just have team members identify their strengths

Use an integrative model

Simply make it about using top strengths *more*

Focus on using strengths in context and combination

Think that it's a single day of training

Cultivate a strengths-based approach over time

Provide a bunch of instructions and no support

Provide instructions, multiple examples, and consistent support for using strengths

Key Takeaways

Key Takeaways

- Discovering, developing, and using strengths can lead to numerous benefits in the workplace.
- However, implementation can impact outcomes.
- Use an evidence-based approach and listen to team members.

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