

The BUSINESS CASE FOR STRENGTHS

1. **People who use their strengths more are happier.** Studies have found they report lower levels of depression, higher levels of vitality, and good mental health (Seligman *et al.*, 2005; Gander *et al.*, 2012; Mitchell, *et al.*, 2009).
2. **People who use their strengths more experience less stress.** Studies have found they report higher levels of positivity; and in particular the character strengths of kindness, social intelligence, self-regulation, and perspective appear to create a buffer against the negative effects of stress and trauma (Wood *et al.*, 2010; Park & Peterson, 2009; Park, Peterson & Seligman, 2004).
3. **People who use their strengths more feel healthier and have more energy.** Studies have found that greater endorsement of character strengths is associated with a number of healthy behaviors including leading an active life, pursuing enjoyable activities, and eating well (Proyer *et al.*, 2013; Park, Peterson & Seligman, 2004).
4. **People who use their strengths more feel more satisfied with their lives.** Studies have found individuals who are satisfied with life are good problems-solvers, show better work performance, tend to be more resistant to stress and experience better physical health (Park, Peterson & Seligman, 2004; Proyer *et al.*, 2011; Buschor, Proyer & Ruch, 2013; Brdar & Kasdan, 2010; Proyer, Ruch & Buschor, 2012; Gallup, 2013a; Rath, 2007; Harter, Schmidt & Keyes, 2003).
5. **People who use their strengths more are more confident.** Studies have found that both strengths knowledge and strengths-use are significantly associated with self-efficacy, self-esteem, self-acceptance, and self-confidence (Govindji & Linley, 2007; Minhas, 2010; Hodges & Harter, 2005).
6. **People who use their strengths more experience faster growth and development.** Studies have found that positive self-monitoring and strengths building are particularly suited to circumstances when you're learning something new, something difficult, or something perceived as difficult (Kirschenbaum, *et al.*, 1982).
7. **People who use their strengths more are more creative and agile at work.** Studies have found that the feelings of authenticity, vitality and concentration created by developing strengths help people to better adapt to change, engage in more creative and proactive behaviors, pay more attention to detail, and work harder (Dubreuil, Forest, & Courcy, 2013; Harzer, & Ruch, 2014).
8. **People who use their strengths more feel more satisfied and experience more meaning in their work.** Studies have found that people who use four or more of their top character strengths at work are more likely to experience job satisfaction, pleasure, engagement, and meaning in their work (Littman-Ovadia, & Steger, 2010; Wrzesniewski, *et al.*, 1997, Harzer, & Ruch, 2012; Harzer, & Ruch, 2013; Peterson, *et al.*, 2010; Littman-Ovadia, & Davidovitch, 2010).
9. **People who use their strengths more are more engaged in their work.** Studies have found that employees who have the opportunity to regularly use their strengths at work each day are up to six times more engaged in what they're doing (Minhas, 2010; Gallup, 2013b; Gallup 2013c; Clifton & Harter, 2003; Crabb, 2011)
10. **Managers who focus on people's strengths experience improved team performance and greater success.** Studies have found that leaders who focus on the strengths of employees benefit from lower levels of staff turnover, higher levels of productivity, more satisfied customers, and greater profitability (Corporate Leadership Council, 2004; Hodges, & Asplund, 2010; Clifton & Harter, 2003; Harter, Schmidt, & Hayes, 2002).

Source: McQuaid & Lawn (2014) *Your Strengths Blueprint: How to be engaged, energized and happy at work.* Melbourne, Australia: Michelle McQuaid Pty Ltd.

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