



## USING STRENGTHS-FOCUSED DEVELOPMENT TO HELP UNLEASH LEADERSHIP AND MANAGEMENT EXCELLENCE

### CLIENT PROFILE

Tesco is the UK's largest retailer and one of the largest in the world with stores in West Coast America, Europe, Asia and the Far East. During the past decade, Tesco has been pursuing an international expansion programme. The strategy to diversify the business was laid down in 1997 and has been the foundation of their success in recent years. This diversification and rapid pace of growth has resulted in a number of challenges for the company including:

- Providing strong, inspirational leaders who have the awareness and development mindset to capitalise on their unique strengths and skills and those of the people they lead.
- Ensuring the availability, development and effective deployment of people who have both the skills and energy/passion to meet planned goals and tackle new challenges with enthusiasm, resourcefulness and competence.
- Ensuring high levels of confidence and resilience to deal with the rapid rate of growth and change which inevitably leads to increased work demands and pressures.

### OUR APPROACH

Tesco invited Strengths Partnership Ltd, a leader in strengths-based assessment, training and development to support Training and Personnel in helping key leaders and managers to understand and maximise their strengths and positive energy, as well as managing the performance risks associated with weaker areas and overdone strengths. Strengths Partnership were selected because of their innovative 360° strengths profiling tool, Strengthscope™, as well as their consultants' deep expertise and pragmatic approach to strengths-focused talent development.

The solution designed for Tesco to date has included the following elements:

1. Training for members of Tesco Training Academy and Personnel teams in Strengthscope™ and strengths-based development concepts and techniques.
2. Co-designing and delivering a session on strengths-focused development, including Strengthscope360™ profiling, as part of an international director level development programme. The aim of this is to help participants build awareness of their standout strengths and how they can use these to improve their own and well and others' performance. The session also helps participants develop strategies to deal with performance risk factors, including weaker areas and strengths in overdrive.



3. Integration of Strengthscope™ assessment and development techniques into a nationwide store manager training programme across the UK store formats, ensuring managers have a better understanding of their strengths and performance risk factors as well as the knowledge and understanding of how the findings from the profiler can be translated into improved performance for themselves and their store teams.

Specific design principles of all solutions have included:

- Close integration with existing development curriculum and underlying principles and concepts.
- Strong partnership with members of the Academy to ensure successful delivery of programmes, including measurements, monitoring and continuous improvement.
- Ensuring all solutions are simple, pragmatic, aligned with the Organisation's business goals and grounded in their business realities.

### OUTCOMES

In close partnership with Academy personnel, Strengths Partnership is continuing to measure the effectiveness of solutions in a variety of ways, including:

- Meeting project success criteria and timelines
- Gathering feedback from Academy project 'leads'
- Tracking participant feedback and evaluation results from workshops
- Monitoring customer service levels with the online Strengthscope™ user interface.

Probably the most telling sign of success to date has been the level of take-up of Strengthscope™ and strengths-based development within Tesco, from a pilot programme 12 months ago to a full scale UK-wide project today.

