



BUILDING A STRENGTHS-BASED CULTURE - TALENT MANAGEMENT CASE STUDY

Our company is driving your leaders to higher performance.

www.thestrengthscompany.com



INTRODUCTION

In this case study, we explore a talent management project undertaken by a mid-size tech start-up based in the UAE. With a workforce of 70 employees, the organization aimed to establish a strengths-based culture by integrating CliftonStrengths into various stages of the employee lifecycle. This comprehensive approach encompassed recruitment, hiring, onboarding, employee engagement, performance management, development, and departure. The project spanned over a period of two months, aiming to create a positive impact on employee satisfaction, productivity, and overall organisational success.

INITIAL CHALLENGES

Prior to the talent management project, the organization faced several challenges. These included a lack of clear employee development paths, a disconnection between employee strengths and assigned roles, and limited utilization of individual talents within teams. This resulted in decreased engagement, reduced job satisfaction, and potential underutilization of talent within the organization.

OUTCOME

The two-month talent management project focused on integrating CliftonStrengths into the various stages of the employee lifecycle. The following sections outline the key outcomes achieved in each stage:

1. Recruitment & Hiring

To ensure the right fit between job requirements and individual strengths, the organization incorporated CliftonStrengths assessments during the recruitment and selection process. This helped identify candidates whose strengths aligned with the job roles, leading to a more efficient and effective hiring process. Additionally, the organization emphasized promoting diversity and inclusion by considering a wide range of strengths in the hiring decision-making process.

AT A GLANCE

CHALLENGES

- Weakness-focused culture
- Poor hiring and high turnover
- Inefficient talent management structure



SZILVIA OLAH

Organisational Psychologist

Specialised in organisational and leadership Development.



THE STRENGTHS COMPANY

2. Onboarding

During the onboarding phase, new employees were provided with personalised CliftonStrengths reports highlighting their top strengths and completed a 4 weeks online strengths course. This allowed them to better understand their unique abilities and how they could contribute to the organisation. Managers were trained to support new hires in leveraging their strengths and integrating them into their respective teams.

3. Employee Engagement

To enhance employee engagement, the organization encouraged regular discussions and feedback sessions focused on employees' strengths. Team leaders and managers facilitated conversations to identify opportunities for employees to apply their strengths in their day-to-day tasks, projects, and collaborations. This resulted in higher levels of employee motivation, job satisfaction, and a sense of purpose.

4. Performance Management

The performance management system was redesigned to align with the strengths-based culture. Managers learned to conduct performance evaluations with a focus on strengths, providing constructive feedback and guidance on leveraging individual strengths to achieve optimal results. Recognising and rewarding employees for utilising their strengths in their work further will reinforce the strengths-based culture.

5. Performance Management

A structure for individualised development plans was created considering employees' unique strengths and career aspirations. Training programs and workshops were designed to enhance employees' strengths and provide opportunities for further growth.

5. Departure

Even during the departure process, the organisation recognises the importance of embracing strengths-based practices. Exit interviews were redesigned to gather feedback on employees' experiences and identify areas for improvement. The organisation seeks to maintain a positive relationship with departing employees, acknowledging their contributions and providing them with resources to support their future endeavours based on their strengths.



CONCLUSION

The integration of CliftonStrengths into the talent management process successfully laid the foundation for a strengths-based culture within the mid-size tech start-up.

By aligning individual strengths with job roles, the ultimate aim is to enhance employee engagement and focus on strengths during performance management and development.

This case study outlines the initial steps towards embracing strengths-based approaches in talent management, leading to a thriving organisational culture and continued success.