



YOUR STRENGTHS AT WORK
The Path to Engagement

Pre-Work

ABOUT VIA

The VIA® Institute on Character is a non-profit organization established in 2001. Our mission is to advance both the science and the practice of character strengths to help people construct lives that are fulfilling. We do this by offering the scientifically validated VIA Survey, free of charge, across the globe. Millions of people from over 240 countries have taken the VIA Surveys and the adult version is translated into many languages. We offer support to consultants and organizations in applying knowledge of character strengths to help their clients build flourishing lives and we provide support to researchers who are conducting scientific inquiries.

HISTORY

In 1998, Dr. Neal H. Mayerson contacted Dr. Martin E.P. Seligman, who was, at the time, President of the American Psychological Association, and conceiving of establishing a robust effort to focus social science on exploring what is best about human beings and how we can use those best characteristics to build our best lives. The two decided to launch an effort of unprecedented magnitude to lay the groundwork for this new science of positive psychology. Dr. Mayerson created a non-profit organization (now the VIA Institute on Character) to do this work and provided the funding to support Dr. Seligman in orchestrating a diverse collection of scholars and practitioners who took three years and more than a million dollars to complete the development of the *VIA Classification of Character Strengths and Virtues* and the *VIA Surveys* for adults and youth.

The work was presented in detail in a landmark publication, *Character Strengths and Virtues: A Handbook and Classification (2004)* – Peterson, C. & Seligman, M.E.P. The success of this publication and the enormous response of people worldwide taking the survey and exploring applications has made it clear that VIA's work is resonating broadly and deeply. In response to expanding demand, VIA continues developing tools and resources for practitioners and researchers including online educational offerings, a resource-rich website, and new reports for specific populations.

ABOUT THE VIA WEBSITE

People are using character strengths to improve their personal lives and to build better workplaces and schools. To support both individuals and professionals interested in incorporating strengths into their lives and their work, we have created two sister sites: VIAPro.org and VIAMe.org.

VIAPro.org is a site dedicated to supporting professionals, including coaches, therapists, educators, managers, consultants, health care professionals and more, by offering in-depth reports such as the [VIA Pro Individual](#) and the [VIA Pro Team](#) reports, specialized training, free speaker series, and resources such as videos, articles, and best practices.

VIAMe.org is for those interested in learning about their own character strengths and how to apply them to their personal pursuits and relationships to achieve greater life satisfaction, social good, and to better actualize their potential. At VIAMe.org individuals can access the [VIA Survey](#) as well as the [VIA Me! Pathways Report](#) and other resources designed to help individuals build their best lives.



YOUR STRENGTHS AT WORK

The Path to Engagement

Workshop Agenda

Facilitated by Fatima Doman

Module 1 Building a Case

- Engagement vs. Disengagement
- What Human Beings Want
- What are Character Strengths?
- The Science of Character Strengths

Break – 10 min

Module 2 Aware

- 24 Character Strengths
- VIA Distinctions
- Signature and Situational Strengths
- 360 Review
- Overuse vs. Underuse
- The Golden Mean

Break – 10 min

Module 3 Align

- Where Do I Fit Best?
- Individual Differences
- Work as a Calling
- Where to Connect
- The Smart Swarm
- Strengths Collisions

Break – 10 min

Module 4 Appreciate

- Upward Spiral
- Positive Contagion
- Strengths Spotting
- Strength to Strength: How to Appreciate

LEARNING OBJECTIVES

During this one-day workshop, participants will cover the following VIA content:

- Engagement vs. Disengagement
- What are Character Strengths?
- The Science of Character Strengths
- 24 Character Strengths
- VIA Distinctions
- Signature and Situational Strengths
- VIA 360
- Overuse vs. Underuse of Strengths
- The Golden Mean
- Alignment: Where Do I Fit Best?
- Individual Differences
- Work as a Calling
- Where to Connect
- The Smart Swarm
- Strengths Collisions
- Upward Spiral
- Positive Contagion
- Strengths Spotting
- Strength to Strength: How to Appreciate

After this workshop, participants will be able to:

- Apply a strengths-based report (The VIA Pro or VIA Me) in a work setting, including rationale for a strengths-based perspective and purpose.
- Help employees improve engagement through knowledge of their own strengths and those of their co-workers.
- Help a work team discover their strengths and their functioning using the VIA content.
- Re-frame workplace problems and solutions from a strengths-based perspective.
- Identify interventions to boost employee engagement, team culture, and team performance.

Who Should Attend

Individual managers, from frontline supervisors to senior executives

Team Members

CRISIS OF DISENGAGEMENT

80% of population not flourishing

54-66% not engaged at work

11-17% actively disengaged

22-27% engaged



ENGAGEMENT PAYS

Research and experience now points us to the importance and payoff of improving levels of engagement. Statistics show that:

- Companies with high engagement had 2.6 times higher earnings-per-share growth rate vs. low engagement companies in same industry.
- Engagement leads to better performance: 300% to 400% improvement in productivity indicators!



“Research has shown that engaged employees are more productive employees. Our research has laid the matter to rest.”

–Gallup Poll 2009

HARVARD BUSINESS REVIEW



As far back as the year 2000, the Harvard Business Review already made a clear conclusion: engagement leads to better performance.

In 2012, an entire issue was devoted to the topic of engagement, elaborating on the summary statement on its cover – “How Employee Well-Being Drives Profits.”

“Research has proven the direct link between employee engagement, customer satisfaction, and revenue growth”

–HBR (2000)

–HBR (2000)

USING CHARACTER STRENGTHS

Due to the science of positive psychology, we can now help people identify the Character Strengths that define who they are at their best.



Happier

**More
energetic**

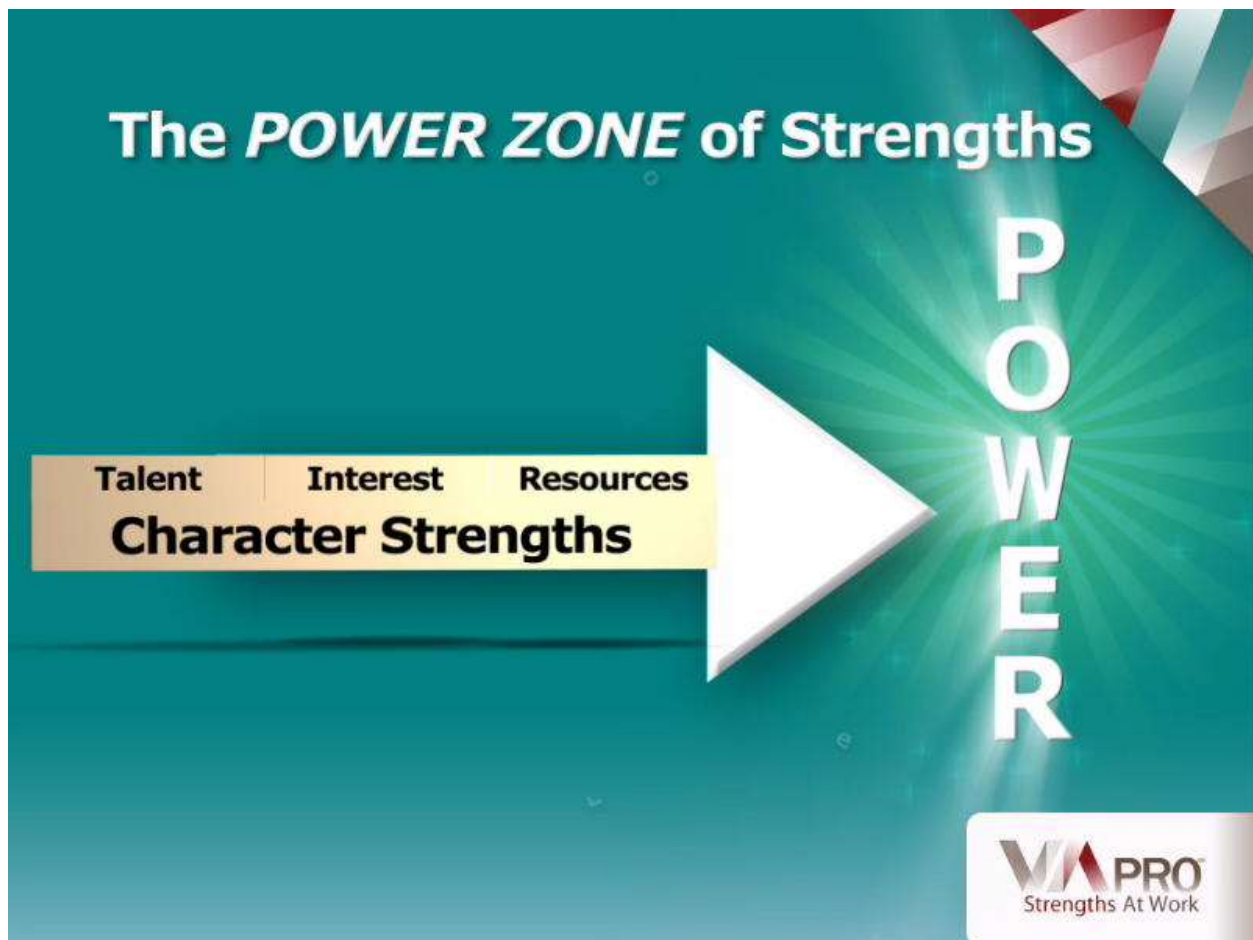
**Less
stressed**

**More
engaged**

**More
resilient**

**Higher
achievement**

THE POWER ZONE OF STRENGTHS

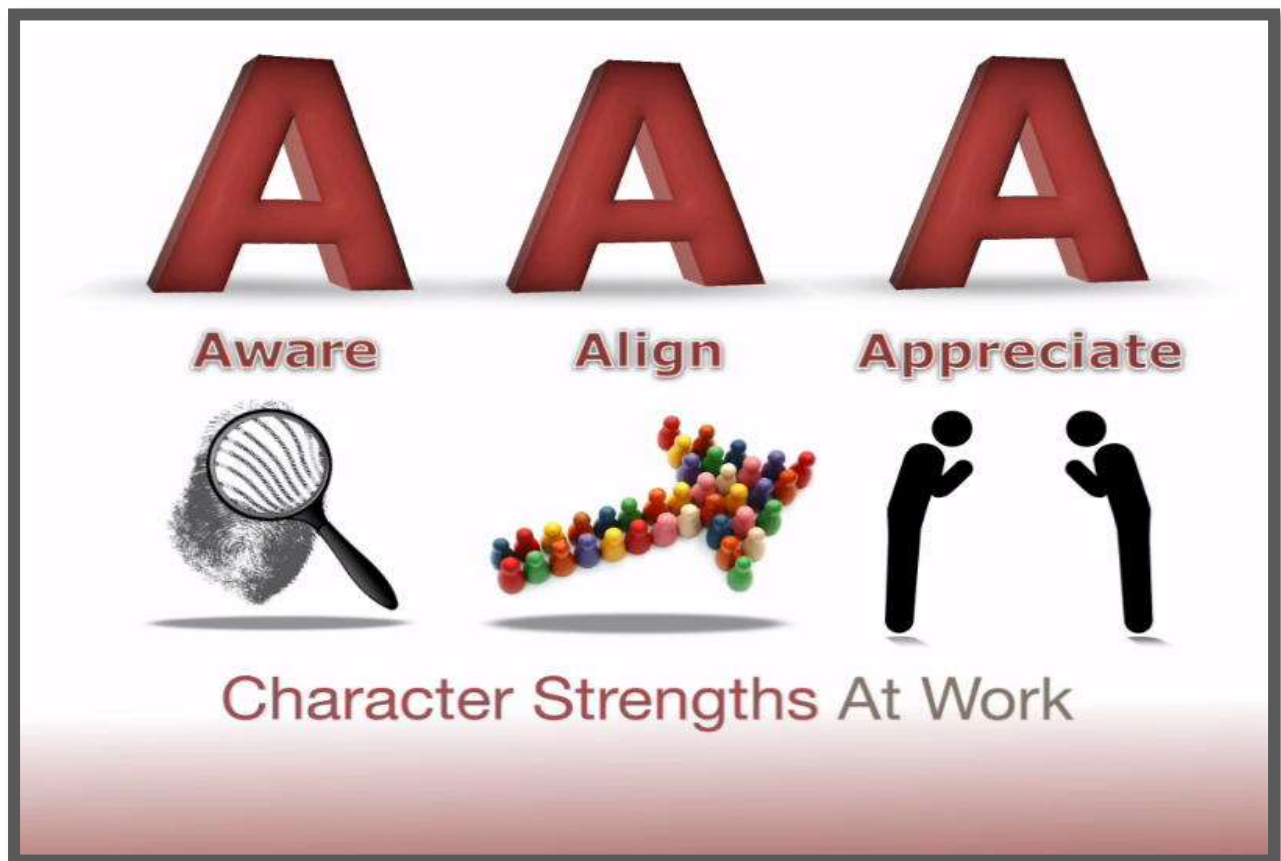


“Nothing great was ever achieved without enthusiasm.”

–Mark Twain

CHARACTER STRENGTHS AT WORK

- Develop awareness of Character Strengths
- Align Strengths with work
- Appreciate Strengths in others



VIA PIONEERS SPEAKER SERIES ARCHIVES



David L. Cooperrider is the Fairmount Minerals Professor of Entrepreneurship at the Weatherhead School of Management, Case Western Reserve University where he is faculty director of the Fowler Center for Sustainable Value. David is best known for his pioneering theory on Appreciative Inquiry and has served as advisor to senior executives in business and societal leadership roles, including projects with five Presidents and Nobel Laureates.

David has published 15 books and authored over 50 articles and serves as editor of both the Journal of Corporate Citizenship with Ron Fry and the research series for Advances for Appreciative Inquiry, with Michel Avital. In 2010 David was awarded the Peter F. Drucker Distinguished Fellow by the Drucker School of Management—a designation recognizing his contribution to management thought.



For over twenty-five years, Carol Kauffman has taught at Harvard Medical School as an Assistant Clinical Professor, where she is also the Founding Director of the Institute of Coaching.

Carol has an active executive coaching practice with over thirty years of experience helping leaders raise the bar on their performance and managing their success. She has worked with multi-national organizations and delivered training programs throughout the Americas, Europe and Asia. She has recently completed a leadership development program with the top 100 leaders of a Fortune 50 company, and is now rolling out the program to the next 500 leaders. To facilitate the shift to a coaching culture she created a coach training program for the original 100 leaders to become co-facilitators and coaches of the second and third wave of leaders in the organization.

For a complete list of the Pioneer Speaker Series Archives, visit www.viapro.org

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