HOW TO USE

Ask the team member to complete this page before a one-on-one, then compare their view with what you see, agree where it feels accurate, and identify one practical shift to trial. Brief, regular strengths conversations are associated with stronger perceived support, engagement, and clarity about role and contribution.

STEP 1 — CAPTURE THE SNAPSHOT

My strengths

___
___
___

My energy drains

___
___
___

Conditions I do my best work in

___
___
___

Where I want to grow

___
___
___

Reflection prompt: "Looking at this page, what one practical shift in responsibility, pairing, or development would help me use my strengths more intentionally this quarter?"

Use this when you want to see your team’s collective strengths and gaps on a single page.
meganreid.co.nz

HOW TO USE

Bring the team together and mark where each person brings a key strength across the capability areas below. Teams with complementary strengths tend to outperform more homogenous groups when those differences are recognised, respected, and used deliberately, especially in psychologically safe environments. [web:36][web:45]

STEP 1 — MAP THE TEAM

Strength area	A	B	C	D	E	F	G
Strategic thinking							
Analysis and problem-solving							
Planning and collaboration							
Communication and facilitation							
Implementation and delivery							
Improvement and innovation							
Risk awareness and calm under pressure							

STEP 2 — AGREE THE ACTIONS

Discussion together

- Where are we strong as a team?
- Where are we heavily reliant on one or two people?
- Where do we have real gaps for the work we need to do?

One or two actions

Pair strengths differently, share critical knowledge, or name a gap that should shape future development or recruitment.

Reflection prompt: "Where is our team strongest, where are we fragile, and what should we do now to reduce over-reliance on one person?"

Tool 3: Strengths-Aware Work Allocation

Use this when you are planning a project or intense period of work and want to align tasks more intentionally with strengths.

HOW TO USE

List the major workstreams ahead, name the strengths each one needs, then propose leads, support roles, and stretch opportunities based on known strengths. Research on strengths use and job crafting suggests that better alignment between tasks and strengths is linked with higher creativity, self-efficacy, and work engagement when leaders actively support it.

STEP 1 — BUILD THE STRENGTHS-AWARE PLAN

Workstream / key task	Core strengths needed	Proposed lead(s)	Support / stretch

STEP 2 — CHECK THE FIT

Ask: “Does this play to your strengths?” “What would you adjust?” Capture any changes on this same page and share it as the team’s strengths-aware plan.

Reflection prompt: "Looking at this allocation, where are we making the best use of strengths — and where are we assigning work in ways that may create drag or missed development?"

Use this when you are setting development goals or holding more formal performance conversations.

HOW TO USE

Complete this canvas together, then revisit it quarterly so development stays grounded in real work and visible momentum. Strengths-based development interventions are associated with higher engagement, wellbeing, and sustained performance when growth is anchored in what people already do well.

STEP 1 — COMPLETE THE CANVAS

Key strengths now	How I am using them this year

Where I want to grow next	Actions and support

Reflection prompt: "What strengths should stay at the centre of this person’s development this year, and what support will make that growth real rather than theoretical?"

Use this when you want to clarify what capabilities your team actually needs to deliver your outcomes.

HOW TO USE

Start with the key outcomes or priorities for the next 12 to 24 months, then identify the types of work each outcome requires and the practical capabilities needed to deliver that work. Keep capability labels specific and usable so this page becomes the reference point for development, allocation, and recruitment decisions.

STEP 1 — MAP THE NEEDS

Outcome / priority	Key types of work	Critical capabilities needed
Outcome A		
Outcome B		
Outcome C		
Outcome D		

STEP 2 — KEEP IT PRACTICAL

Use clear capability labels such as stakeholder strategy, service design, coaching, change navigation, data analysis, facilitation, or delivery discipline. Revisit this page when reviewing your current team, shaping development priorities, or making recruitment choices.

Reflection prompt: "Looking ahead, which capabilities are truly critical for our outcomes — and which ones are still described too vaguely to guide real decisions?"

Use this when you want a simple, shared view of what capabilities you currently have — and where they sit.
meganreid.co.nz

HOW TO USE

Using the capability list from the needs map, mark where each team member has strong, developing, or limited capability, then refine the picture through conversation and examples. Making capability visible in this way can support better allocation decisions and more productive discussions about development, risk, and where psychological safety is needed to surface the real picture.

STEP 1 — MAP CURRENT CAPABILITY

Capability	A	B	C	D	E	F	G
Capability 1							
Capability 2							
Capability 3							
Capability 4							
Capability 5							
Capability 6							

STEP 2 — SUMMARISE WHAT YOU SEE

Where we are strong

Where we are stretched

Where we are under-equipped

Reflection prompt: "Where are we concentrated, absent, or under-using capability — and what risk does that create for the outcomes we are trying to deliver?"

Tool 3: Capability Close-The-Gap Options

Use this when you want to really examine how the roles you have, the people you have, and the capabilities you need line up — or do not.

HOW TO USE

Pick one or two critical capability gaps and work through four options for each one: grow, redesign, borrow, and recruit. The Job Demands-Resources literature suggests organisations do better when they flex both job design and resource strategies to address gaps rather than relying on a single mechanism such as hiring alone.

STEP 1 — NAME THE GAP

STEP 2 — WORK THROUGH THE OPTIONS

Grow

Who has adjacent strengths?
What experience or learning would help them grow this capability?

Redesign

Can we cluster similar work into one role or workstream?
Can we stop or simplify work so existing capability stretches further?

Borrow

Is there another team, partner, or contractor who can provide this capability part-time or for a period?

Recruit

If we hire, what specific capability would we prioritise beyond a generic role label?

Reflection prompt: "Looking at this gap, which option or mix of options is most realistic — and what would we be avoiding if we defaulted too quickly to hiring alone?"

HOW TO USE

Build a short capability conversation into regular one-on-ones once or twice a year, then summarise themes across the team and feed them back into your capability maps and plans. Participative approaches to development and change are associated with greater initiative, resilience, and commitment when people have a voice in how capability is built and used. [web:56][web:65]

STEP 1 — ASK THE QUESTIONS

Looking ahead 6-12 months, what skills or experiences will our team need more of?

Where do you see yourself contributing to that? What would you like to grow into?

Where do you feel we are over-relying on you today?

Is there capability you have that we are not using?

STEP 2 — FEED IT BACK

Summarise key themes across the team, anonymise where needed, and feed the patterns back into your capability maps, gap plans, and development priorities.

Reflection prompt: "What capabilities are emerging from these conversations that we might miss if we only looked at roles, current tasks, or formal position descriptions?"

Tool 1: Friction Audit

Use this when work feels harder than it should and you need a clear picture of where systems and processes are getting in the way.

HOW TO USE

Use this page to identify where work gets stuck, what already helps work flow, and which friction points are worth tackling first. Focusing on a small number of high-impact bottlenecks gives the team a practical starting point instead of trying to fix everything at once.

STEP 1 — AUDIT THE FRICTION

Where does work get stuck?

Where do we lose time or energy? Where do we see repeated confusion or rework?

What helps us flow?

What systems, practices, or habits already work well?

Concrete examples

Examples: handovers, status reporting, approvals for small spend, duplicated updates.

STEP 2 — TOP THREE FRICTION POINTS TO TACKLE

Friction point	What would “easier” look like?

Reflection prompt: "If we made just one or two of these friction points easier this quarter, what would the team feel or notice first?"

HOW TO USE

Choose one process that regularly causes confusion or delay, map how it currently works, then sketch a simplified version you can test. Visualising the flow helps teams spot waste, unclear ownership, duplication, and avoidable delays more effectively than talking about the process in abstract terms.

STEP 1 — MAP THE CURRENT PROCESS

Start point / trigger:

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6

Decision points / owners / handoffs:

Where is the pain?

Where do we have unnecessary steps? Where are roles or ownership unclear? Where do we wait, duplicate, or chase?

Simplified workflow to test

What would we remove, combine, clarify, or shorten?

Reflection prompt: "If someone new joined tomorrow, could they follow this simplified workflow without needing a long verbal explanation?"

HOW TO USE

Map the regular conversations that keep the work aligned, then review whether each one is adding value, missing something important, or creating unnecessary load. This gives the team a visible pattern for how work, decisions, improvement, and support happen together.

STEP 1 — MAP THE TEAM RHYTHM

Conversation	Purpose	Frequency / duration	Who is involved	Key questions
Daily / weekly check-ins				
Weekly / fortnightly planning				
Monthly retrospectives / improvement				
Stakeholder updates				
One-on-one conversations				

STEP 2 — ADJUST THE RHYTHM

Ask: Which conversations are missing? Which are we doing out of habit rather than value? Where can we combine, shorten, or stop meetings? Capture the agreed rhythm changes here.

Reflection prompt: "If someone looked only at this page, would they understand the real pattern of how our team stays aligned, solves problems, and improves?"

HOW TO USE

List the key categories of information your team uses, agree the primary tool or location for each one, and define simple team rules so people know where to go and what to stop using. Clear information ownership and reduced duplication can lower cognitive load and coordination failure.

STEP 1 — MAP THE SOURCE OF TRUTH

Information category	Primary tool / location	Owner	Agreed team rules
Current work / tasks			
Project plans and documents			
Decisions and agreements			
Customer / stakeholder information			
Metrics / performance data			
Policies and how-to guides			

STEP 2 — REMOVE DUPLICATION

What will we stop using for this purpose?

____

____

____

Training or support needed

____

____

____

Reflection prompt: "If a new team member joined tomorrow, would this page tell them exactly where to find the truth and what not to rely on?"

HOW TO USE

Use one page per person or as a shared board to make strengths, preferences, pressures, and support needs visible. Relationship-oriented tools can improve collaboration and reduce conflict by making assumptions, expectations, and differences more explicit.

STEP 1 — CAPTURE THE RELATIONSHIP SNAPSHOT

Strengths and contributions

“What I bring to this team …” List 3–5 strengths or contributions.

Working preferences

“You get the best from me when …” “I find it harder when …”

Current pressures

“Right now, the biggest pressures on me at work are …”

How I like to receive support and feedback

“It helps me when …”

STEP 2 — TEAM-WIDE INSIGHTS

Capture a few patterns or surprises that matter for how the team works together, for example: “Many of us need thinking time before big decisions.”

Reflection prompt: "What surprised us, and what does it mean for how we work together from here?"

HOW TO USE

Complete this canvas together to make learning visible, shared, and connected to what the team needs next. Psychological safety supports team learning, voice, and adaptation, which is why development conversations often work best when people feel able to speak openly about strengths, gaps, and experiments.

STEP 1 — COMPLETE THE CANVAS

What we’re good at

Where we are strong right now — skills, ways of working, reputation.

What we need to get better at

Capabilities or practices needed for upcoming outcomes.

What we’re learning now

Current experiments, new approaches, or recent insights.

What we want to learn next

Topics or skills the team is curious about.

STEP 2 — AGREE ONE SIMPLE ACTION PER PRIORITY

For each “need to get better at,” note one simple next step such as a peer learning session, a small pilot, targeted mentoring, or cross-team shadowing.

Reflection prompt: "What learning matters most for our next outcomes, and what will help us treat development as part of the team’s real work?"

HOW TO USE

Map the regular touchpoints where connection, reflection, and learning will happen, then decide what already exists that can be repurposed and what might stop to make room. Research on psychological safety suggests that consistent, predictable practices can strengthen belonging, team learning, and open contribution over time.

STEP 1 — MAP THE RHYTHM

Touchpoint	Purpose	Typical agenda focus	Who is involved / who leads
Weekly or fortnightly team meetings			
Monthly learning / reflection sessions			
Quarterly deeper review			
Informal connection moments			

STEP 2 — KEEP IT REALISTIC

Ask: What is already happening that we can repurpose? What might we stop to make space for this? Capture the agreed rhythm and share it so everyone can see the pattern of connection and learning across the team.

Reflection prompt: "What few practices can we do consistently enough that team building becomes part of how we work, rather than an extra activity on top?"

HOW TO USE

Use 20–30 minutes of an existing meeting for one person to share a recent piece of work, what they tried, what did not go to plan, and what they learned. This turns everyday experience into a shared asset and reinforces that people can teach as well as learn through the work itself.

STEP 1 — STRUCTURE THE PEER LEARNING SLOT

Share the work

A recent project, case, stakeholder situation, or challenge.

Explain the approach

What was tried, including any missteps or trade-offs.

Capture the learning

What was learned and what would be done differently next time.

Invite the team in

Questions, suggestions, extra ideas, or resources.

STEP 2 — NOTE THE TAKEAWAYS

Capture one or two key takeaways to add to your team learning canvas, shared notes, or development log.

Reflection prompt: "How can we make more of our everyday work teachable, shareable, and useful to others across the team?"

HOW TO USE

Run a simple pulse once or twice a year, share aggregated results, and agree one or two behaviours to strengthen as a leader and team. Psychological safety is closely linked with voice, learning, and contribution because it shapes whether people feel able to take interpersonal risks such as speaking up, asking for help, or admitting mistakes.

STEP 1 — RUN THE PULSE

Pulse question

On a scale of 1–10, how safe do you feel to speak up, ask for help, or admit a mistake here?

What helps you feel safe?

What gets in the way?

What we will work on

STEP 2 — NAME THE BEHAVIOURS

Examples: We will thank people for raising issues, even when it is uncomfortable. We will ask “what are we missing?” before closing big decisions. We will respond to bad news with curiosity before judgement.

Reflection prompt: "What one or two behaviours would most improve people’s willingness to speak up, ask for help, or raise concerns here?"

HOW TO USE

Use this page in a team session to normalise varied reactions to change, surface what people need, and turn resistance into shared problem-solving. Psychological safety research suggests people engage more openly when concerns, uncertainty, and interpersonal risk can be discussed without judgement.

STEP 1 — MAP WHERE PEOPLE ARE TODAY

Explain: “We all move through these stages at different speeds. There is no right or wrong place to be.” Invite people to mark where they are on the curve today.

Shock / surprise	Denial / minimising	Frustration / concern	Exploration / testing	Acceptance / integration

STEP 2 — ASK THE QUESTIONS AND AGREE ACTIONS

What’s behind where we are?

What’s putting you where you are on the curve? What would help you move one step along? What do you need from me or from us as a team?

Cluster themes and name actions

Group the responses into a few themes, then agree one or two concrete actions to take as a team or leader.

Reflection prompt: "What would help people move one step forward from where they are now, and what do we need to acknowledge more openly as a team?"

HOW TO USE

List current or upcoming changes, place them according to impact on the team and stakeholders and the degree of control or influence you realistically have, then agree just a few responses in the right places. This helps people distinguish what they can shape from what they must adapt to, reducing unproductive worry and sharpening focus.

STEP 1 — PLACE THE CHANGES IN THE GRID

High impact / high control — Focus energy
Strategic attention. Lead from the front.

High impact / low control — Accept and support
Be an active contributor. Influence where possible.

Low impact / high control — Simplify or delegate
Reduce drag. Free up attention.

Low impact / low control — Monitor lightly
Stay informed, do not obsess. Avoid energy sinkholes.

STEP 2 — AGREE THE ACTIONS

For each relevant quadrant, note one or two actions. Ask: How much will this affect our work and stakeholders? How much control or influence do we realistically have?

Reflection prompt: "Where should we focus our energy, where do we need to support people through adaptation, and what should we stop over-investing in?"

HOW TO USE

Choose two or three small habits to build into your existing rhythm so the team gets better at noticing shifts, learning quickly, and adjusting together. Reviews of change responses suggest teams cope better when change is processed actively and repeatedly rather than only during major formal initiatives.

STEP 1 — CHOOSE THE HABITS

Habit	Where it sits	Who leads / rotates	How we will review whether it helps
Weekly mini retro			
Experiment slots			
Change check-in question			
Other			

Reflection prompt: "Which small habits would make us more adaptable over time — and where can we build them into work without making the rhythm heavier?"

HOW TO USE

Create one shared reference point for a specific change so people can see what is happening, why it is happening, what is known, what is still unclear, and where to take questions or ideas. Clear, locally tailored communication can reduce repeated clarification and anxiety during change.

STEP 1 — NAME THE CHANGE IN PLAIN LANGUAGE

Use 3–5 simple bullet points to describe the change without jargon.

Why it is changing

What this means for us for now

We know …

We do not know yet … and how we will update you

STEP 2 — WHERE TO TAKE QUESTIONS OR IDEAS

Reflection prompt: "If someone read only this page, would they understand the change, what it means for us now, and how they can stay informed or contribute ideas?"