



STRENGTHS TOOL: REFLECTED BEST SELF

WHAT IS IT?

This tool is inspired by the [HBR article "How to Play to Your Strengths" by Laura Morgan Roberts](#). She outlines a way for soliciting and using feedback from others, referred to as the Reflected Best Self (RBS) exercise.

WHO'S IS FOR?

Anyone.

WHY USE?

Positive Organizational Scholarship research shows that criticism makes people defensive and less likely to change; positive feedback produces confidence and a desire to improve.

WHAT TO EXPECT

A strength-based portrait to discover who you are at your best. You may feel awkward asking, but the goal is to improve your performance from a strengths perspective.

THE RECIPE

STEP ONE - SOLICIT FEEDBACK

Ask about ten people who know you best from the past and present - family, friends and colleagues to write down one example of when you used your strengths in a way meaningful to them.

STEP TWO - NOTICE PATTERNS

Please look over the feedback for common themes or areas of strength.

STEP THREE - COMPOSE A PORTRAIT

Based on the above, write a prose description comprising your "reflected best self" - three paragraphs long. Begin the first paragraph with the statement, "When I am at my best, ..."

STEP FOUR - AND WHAT NEXT?

Are you spending your time in ways that add value and play to your strengths and the strengths of others? Define a small experiment exploring small changes you could make that build on your strengths.