



Female Empowerment Toolkit Positive Leadership



Positive Leadership An Impulse by Dr. Barbara Covarrubias

Positive Leadership means that managers focus on their employees' individual strengths. This does not mean that weaknesses should be ignored. However, if you focus on your employees' talents, you can create a framework within which they can develop and be able to perform exceptionally well.

Both, employees as well as the company benefit:

- reporting higher life satisfaction
- being happier and more creative at work
- being sick less often
- feeling less stressed and finding more meaning in their work.

Today, we know that certain criteria need to be met for a person to fulfill their own potential: According to the PERMA model, that is when someone experiences positive feelings (P), is able to engage in processes (E), keeps positive relationships with others (R), experiences meaning in their life (M) and can celebrate their achievements (A).

A high level of achieved PERMA factors has been shown to go hand in hand with a positive working atmosphere.

This highly influences where attention is directed at: in a more positive setting one can recognise more strengths, find more solutions and be able to face challenges in a better way.

Not only does the individual employee benefit from the PERMA model, it also changes the whole work climate, which in turn has an impact on the individual employee. This way a positive upward spiral is created.

Positive Leadership



The tools for Positive Leadership help you recognize your and your team's individual strengths. Additionally, they help you reflect positively on situations and integrate the idea of positive leadership into your daily work and your leadership style. You can use the tools described here to achieve positive leadership.

Strength-Analysis (VIA Character Strengths Survey)

Description:

- The test helps you to identify your own strengths and analyze them.
- 24 character traits are ranked according to their individual expression.

Goals:

- Get to know your character strengths and apply them in everyday life.
- Using character strengths in a targeted way in everyday (work) life can improve general well-being and relationships. Challenges can be handled in a better way and goal achievement can be improved.

Process:

- You can take the test online in approximately 15 minutes.
- Evaluate statements about your personality using the questionnaire.
- You will then receive the evaluation and an overview of your strength profile. (The free version is already very informative.)
- Ideas for using individual strengths consciously can be found [here](#).

Frequency:

- To repeatedly remind yourself of your own strengths, you can check your character profile on a regular basis. You can repeat the test as often as you like.

4-Evening-Questions (Markus Ebner)

Description:

- Every evening you consciously reflect upon the positive moments of the day using four short questions.

Goals:

- Recognize and reflect on your own needs and strengths while intensively thinking about the positive experiences.
- When you take the test, you will get a better sense of yourself, change how you interpret situations and take positive action.

Process:

- Written exercise: duration approximately 5-15 min.
- This is not about big experiences, but about positive micro-moments.
- You should answer yourself the following five questions:
 - What gave me joy today?
 - Where did I feel alive today?
 - What/whom can I be grateful for today?
 - What strengths did I use today?

Frequency:

- Recommendation: Every evening.

If you have any questions or suggestions, please contact diversity@mahle.com.

Your diversity team