Applied Positive Psychology

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Week 5

Lecture 15: CAPP's Realise2 4M model: Concepts, theories and interventions

I welcome you all to Module 5 of the course 'Applied Positive Psychology'. In module 5, we are talking about psychological strength and assets. So, this is lecture number 14, part 2. So in lecture number 14, we are talking about different strength perspectives. So in part 1, we talked about the Gallup StrengthsFinder. In part 2 of this lecture, we will be talking about the CAPPS Realize2 4M model.

So this is another strength perspective, and we will talk about some of the concepts and some of the possible interventional ideas from this model. So, in part one of this lecture, we talked about Gallup's StrengthFinder or CliftonStrengths, two names for the same thing. We talked about the 34 strengths that are classified under this system into different themes, and we discussed how we can develop them. So, we understood some of the different aspects associated with it in the first part of this lecture.

So, in the second part of today's lecture, we will be talking about another perspective of strength called CAPPS Realise2 4M model. This is also a strength perspective from which we will be trying to understand psychological strength in today's lecture. So, let us start today's lecture. So, CAPPS Realise2 4M model was developed by the Centre for Applied Positive Psychology, which is short for CAPP, in the UK.

It offers a unique framework for identifying, developing, and applying strengths in personal and professional settings. So, this is an approach that can be applied in both personal life and professional settings. If you look at Gallup's StrengthsFinder perspective, it was more of a work setting context in which the strengths were discussed. Now, this is more of a general approach that can be used in both personal and professional settings. It was

developed by the Center for Applied Positive Psychology in the UK, and we will see what this approach is all about.

Unlike many strength-based approaches that only highlight a person's talents, this particular approach categorizes strength in a way that emphasizes both the energy and frequency with which individuals use it. This approach is a little different from the earlier approaches that we talked about, which are the VIA classification system or the Gallup's Strengths Finder. Here, they also focus on the extent to which energy is associated with different types of strength and the frequency of the use of this strength in one's life. So, they use a slightly different perspective here. This distinction allows for a more dynamic understanding of strengths, helping individuals recognize not only what they are naturally good at, but also what energizes or drains them.

So they are talking about strengths in order to understand what kind of strengths energize us, give us more energy, and what aspects of strengths can sometimes drain us of energy as well. So, this is a unique perspective within this particular framework. This model comprises four quadrants. If you see, the first one is 'realized strength'. So we can categorize strength aspects into four categories, or four quadrants. They are realized strengths, unrealized strengths, learned behavior and weakness. We will be talking about each of them in detail. 4M are basically, advice given on what we should do with each of these.

The first one is realized strength. Now, what is a realized strength? Realized strengths are the talents and skills that individuals frequently use that energize them. So, these realized strengths mean the person realizes them. For example, people understand that these are my strengths and therefore, these strengths are fully realized. As people realize these strengths, they also frequently use them as well.

So people use them very frequently, and the more they use, the more energy they get. So when you use a realized strength, it also energizes you. You become more activated and feel more motivated to do them. They are sources of both high performance and personal fulfillment. The more you realize your strengths and use them, the better you perform in

work life or personal situations.

They also give you a sense of fulfillment as you use them more and more. A realized strength is characterized by high energy, meaning that when you use it, it gives you a lot of energy, you feel energetic by using it, and high performance; you are more likely to perform well when you use those strengths. Generally, since people enjoy using their strengths, they are more likely to use them more because they have already realized these are their strengths. In terms of advice, this model says, marshal realized strength should be used appropriately for your situation and context. Use them as much as possible. We will be talking about this advice part in a little bit more detail later. So, this is one category called realized strength.

The Second is unrealized strengths. These are those strengths or talents that energize individuals but are not frequently utilized. These are those strengths that people have not realized about, they are still dormant to a large extent. So, when they use it, it energizes people, they get a lot of motivation, but they are not used frequently. So that is why they are unrealized strengths. An unrealized strength is characterized by high energy and high performance but lower usage. When they are used, they lead to high energy and high performance, but generally, they are used at a low frequency. So, the advice for this is to maximize this unrealized strength and find opportunities to use it more. The more you realize and use them, the more opportunities you find to use them, which is better for you in terms of performance. This is the second category.

The third category is called learned behaviors. Now, these learned behaviors are skills that people perform well and frequently, but do not find energizing. These are certain behaviors and skills that we learn. They don't come from our natural talent, but we have to learn them out of necessity. So, we may frequently use them, but they are not energizing. But when we learn them, the use of this learned behavior doesn't energize us or motivate us too much. They are often developed out of necessity rather than genuine passion or enjoyment. Realized strengths and unrealized strengths are like a natural passion or enjoyment that is automatically present in doing them. Learned behaviors are learned because of a necessity. We may not enjoy them too much, and we may not have a passion for doing them, so they

are not very energizing because they are not related to your talent. You learn them because there is a necessity to learn them. So, a learned behavior is characterized by lower energy but high performance. As you have learned it out of necessity, therefore, it can be connected to high performance, but you might not get energy when using it, as this may not be connected with your strength. You just learn these behaviours because they are necessary, so it can drain you. So, advice for them: use them moderately; do not overuse them because it will exhaust you. We will see why it will exhaust you in the later part of this presentation.

The fourth one is obviously the weakness that means the absence of strength here. So this weakness represents areas that individuals neither excel in nor find energizing. So generally, these are the areas where you are not good; you don't have skills for them, you don't excel in those things, and obviously, when you are not good at them, it will not be energizing; you will not find motivation and energy in doing them.

So, these areas may present obstacles to success and personal satisfaction. So when you have weaknesses in certain areas or skills, they can be an obstacle to your success and personal satisfaction. You may not be satisfied, and they will contribute to dissatisfaction, and so on. So a weakness is characterized by lower energy and lower performance, while again its use may be variable. So, weakness will obviously mean they will have lower energy. Since you are not good at it, it will also lead to lower performance. So generally, advice for weaknesses is to minimize the use of these weaknesses as much as possible. Use them as little as possible and only when necessary. So, try to minimize this use because it will lead to a drain in energy as well as lower performance. So, these are the four categories that are discussed in this model.

Now this model has another part called 4M. If you see, the name of the model is the CAPPS2 4M model. So what is this 4M? 4M is basically the advice that we talked about for each of these categories, because these advices starts with the letter M. So these four M's refer to advice that follows from this model. All this advice starts with M, so these are called the four M's.

The first M is called Marshall, that means Marshall realized strength, we have already

talked about it, use them appropriately according to your situation and context. Means realized strengths has to be collectively used and, as much as possible, appropriately used in whatever situation. Second M is moderate learned behaviors. Use them in moderation and only when needed. So, learned behavior should not be overused because it drains your energy. We will talk about them a little later. Third M is to minimize weakness. So use them as little as possible because weaknesses may contribute to lower performance, lower energy, and so on. And fourth, M is called maximize unrealized strength. You have to use them more and find opportunities to use them. So, these are the 4M that we talked about in this model. Basically, these are pieces of advice for each of the categories.

Now there is a dynamic nature in this model, Realize2 4M model. The model is very dynamic in terms of the assessment tool. Just think about what this dynamic approach means in practice. So, unrealized strength may shift to become realized strength because your development has focused on maximizing it and finding opportunities to use it.

So, these strengths are very dynamic. These categories are not fixed. So, today something is unrealized strength; tomorrow they can become realized strengths. Therefore, unrealized strength can convert into realized strength, if you use them more and more. So that is what the dynamic means. So, these categories can keep changing based on your usage and understanding. So, unrealized strength can become realized strength depending on whether you use it more. Realized strengths, if taken too far, meaning in case of overuse, can convert into learned behavior, where you don't gain further passion from those strengths, because you have overused them. So, when we use a strength too much, it becomes draining and can shift to learned behavior. So, that is the meaning of "dynamic." One category can shift into another category depending on the use, and so on. So, that is what the dynamic nature of this model is: the strengths are not very fixed categories; they can keep changing.

Now, the development of weaknesses, when needed, will hopefully increase our performance of that weakness. Obviously, when we can work on some of the weaknesses, we can also increase our performance in those areas. As performance improves, some of the weaknesses might become learned behavior.

So, some of the weaknesses can be converted into learned behavior if you work on them. But generally, energy will almost never shift. Even if your weakness can shift into learned behavior, it will never be an energizing action because learned behaviors are again more of a draining nature. As situations change, so might the strength we use in those situations also change. It is called adaptation, something that we humans have been doing for tens of thousands of years through evolution.

So as situations change, we keep adapting and things keep changing. So that's the idea of dynamism. So in practice, the dynamic nature of the Realize2 4M model means that it is ideally suited for use in performance reviews, coaching individuals and team development, and as a tool to enable people to achieve their goals and objectives. So, because of this dynamic nature, it can be very helpful to understand and categorize people's strengths and weaknesses. This model can be used for performance reviews, coaching situations, team development, and team performance.

So, this can have a lot of diverse uses in practical settings. Now, as we have already seen, this model has four M's or advice in terms of what we should do regarding each of these four categories of strength that we all have. So, we have already discussed the summarized advice, now, let us discuss this in more detail. The first piece of advice that we talked about is that you should marshal your realized strengths and align them with your goals and objectives. Means the realized strength have to be marshaled, collected, and used appropriately in every situation where it is needed.

So what does that mean? One needs to identify what you are naturally good at and energized by, and actively use these strengths to achieve their personal and professional goals. For example, an entrepreneur with strong networking skills—let's say this is a realized strength—can leverage these realized strengths to build relationships, expand their business, and secure partnerships, and so on. So, entrepreneurs use their networking skills if it is a strength and leverage that skill in terms of this realized strength to build relationships, partnerships, expand businesses, achieve their goals, and so on. So this is how they can keep using whatever realized strength they have. So, in terms of advice, this

is how it can be looked at. Second, the advice that we have already talked about is to find opportunities to maximize your unrealized strengths and use them more in achieving what you want. So, strengths that are unrealized should be used more in order to maximize them, and use them for achievements and so on. So, these unrealized strengths are talents or abilities that a person possesses but haven't fully developed because they have not been used properly. Tapping into this unlocked potential can lead to much success and fulfillment in one's life. So the idea is to maximize this use. For example, let's say a corporate professional has hidden strengths in teaching. Now this person is not directly involved in teaching. This is something they maybe have as unrealized strength. This person can develop their unrealized strength of coaching and mentoring to enhance leadership skills and contribute to the industry. Therefore, even though the person is a professional, he or she has an unrealized strength in teaching. If that person realizes their unrealized strength, they can use it for coaching other people, mentoring them, developing skills, and contributing to whatever industry they are in.

So, this can further expand their horizon of success. By mentoring junior colleagues and offering training sessions, they build expertise, strengthen their leadership presence, and gradually become key figures in knowledge sharing within the organization. They will expand their success in various areas and horizons. So this hidden or unrealized strength can be used. So, if they maximize the use of their unrealized strengths, it will expand their horizons, their skill level and their successes. So, this is how it can be used in terms of an applied or practical example.

The third piece of advice is to watch out to ensure that you moderate your learned behavior, using them as much as appropriate but not too much. So, the advice is that learned behavior should be used moderately. They should not be used excessively because they can drain your energy. So, let us look into this aspect. So, these learned behaviors are skills or behaviors that a person has acquired over time through practice, experience, and training. Many times, we may not have strength or certain skills naturally; certain strengths may not be present, but people learn them because they are required for a job. Even though they may not have a natural talent for it, they learn it because it is required in certain life

situations or in a job or profession. So, they learn it, practice it, and develop it. So these are called learned behaviors. They are not innate strengths; a person may not be naturally good at these things, but they learn them because it is required. Now, this perspective says that this learned behavior should be used moderately because, unlike strengths, which energize, these learned behaviors can feel draining even if someone is good at them. The Overuse can lead to burnout because the person is not naturally motivated to do these things, they may struggle to complete them. They learn because it is necessary. But if they overuse it, it can be draining to that person. For example, somebody is a naturally introverted person. It means the person is not very outgoing. The person enjoys his own personal space. They are not too talkative. They don't socialize very much. The person is naturally introverted. Now this person may learn to give effective presentations, lead meetings, and so on, because it is their job requirement. The introverted person will learn all this and give an effective presentation, manage teams, and talk to people. Thus, he has learned to adopt a lot of these behaviors, which are natural for extroverted people, but he is not extroverted. However, this learned behaviour requires continuous effort and energy. To do those things, the person requires a lot of effort and energy because he is not naturally inclined to meet people and have a lot of meetings and discussions. But he does it because it is required for the job. So even if he performs well, doing this too often may lead to exhaustion affecting their overall well-being because they don't naturally enjoy it. So, it will exhaust them because it does not come naturally to them. They may not be highly motivated to do these things. They are doing it out of necessity. It will drain their energy, and so on. So, that is the idea why the advice is that moderate use of learned behavior is good; excess use can drain the person. The fourth suggestion was to learn how to minimize your weaknesses, so they don't have a negative impact on your performance.

Weaknesses are areas in which a person lacks natural ability or motivation. As the person doesn't have the ability or motivation, they will naturally not perform well, which can hinder their performance. Instead of trying to turn weaknesses into strengths, which are not easy to do, the focus should be on managing them effectively to reduce their negative impact. So, manage your weaknesses so that they don't impact on your performance negatively. So, one can do this by finding ways to use one's strengths to compensate for

those weaknesses, working with other people, in partnership or in teams, or even learning how to develop the weaknesses so that it is 'good enough'. So even if you may not become an expert in it, at least learn to the extent that it is good enough and doesn't impact your performance too negatively. For example, suppose a business owner struggles with financial management. He cannot manage the finances properly, but he is good at business in terms of connecting people's networks and so on. Let's say that financial management is this person's weakness. How can he minimize the impact of this weakness? He can minimize this weakness by delegating financial tasks to an accountant or using budgeting software. So, this is how you can manage your weaknesses. You cannot manage finances properly by yourself, so hire somebody or an accountant who can do this properly, or you can use some software to manage it, so that your weaknesses do not impact on your performance. So this ensures accuracy and efficiency while allowing them to focus on their strength. So, the person can focus on their strengths in terms of growing the business and not be bothered by the weaknesses that can impact on their business, such as business growth and strategy.

So this is how each of these aspects can be utilized and applied in daily life situations. So, with this, I will stop here. Thank you.