

# Lead With Your Strengths

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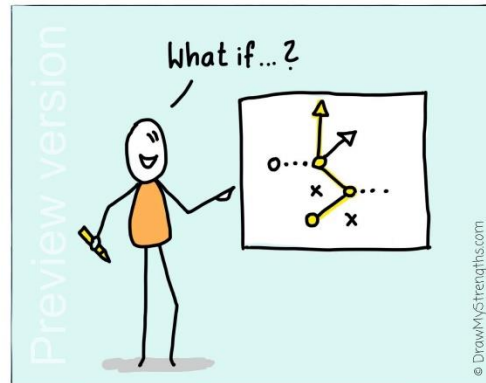
Achiever ®



"I have great deal of stamina and work hard. I take great satisfaction from being busy and productive."

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Strategic ®



"I create alternative ways to proceed. Faced with any given scenario, I can quickly spot the relevant patterns and issues."

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Learner ®



"I have a great desire to learn and want to continuously improve. The process of learning, rather than the outcome, excites me."

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Responsibility ®



"I take psychological ownership of what I say I will do. I am committed to stable values such as honesty and loyalty."

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Relator ®



"I enjoy close relationships with others. I find deep satisfaction in working hard with friends to achieve a goal."

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Raise your hand  
if you almost  
always...

1. Talk to people in elevators, airplanes, grocery stores, and wherever you go
2. Have a color-coded or otherwise organize closet
3. Write down a list of things to do and stick to it (even on the weekends)
4. Answer a question with another question
5. Need to pick someone to race with while driving
6. Ask a lot of questions
7. Assemble an item without looking at the instructions
8. Push the elevator button to “remind” the elevator you are there

# Today's Objectives

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By the end of today's session, participants will be able to:

- Understand the Strengths-Based Theory Concept
- Describe the Strengths Development Principles
- Understand Your Strengths as a Leader
- Describe the Strengths Team Model
- Understand the Four Domains of Team Strengths
- Understand How To Apply Your Themes in a Leadership Role to Achieve Team Success

# What is Strengths-Based Leadership Theory?

The central premise of strengths-based leadership is that leveraging a company's assets and human strengths will optimize performance. Strengths-based leadership shifts leaders' focus from obstacles to possibilities, so that instead of trying to improve deficits, they try to capitalize on available resources, such as people, systems and tools, to maximize organizational productivity. Three essential principals to this theory:

- Successful leaders invest in their employees' strengths
- Successful leaders gather the right people to form teams that consist of people that complement each other
- Successful leaders work to understand and respond to their employees' needs

# Strengths Development Principles

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- Themes are neutral
- Themes are not labels
- Lead with positive intent
- Differences are an advantage
- People need one another

**Talent** a natural way of thinking,  
feeling, or behaving

**X Investment** time spent practicing, developing  
skills, and building knowledge

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**= Strength** the ability to provide consistent,  
near perfect and positive  
performance in a given activity

# PEOPLE WHO FOCUS ON USING THEIR STRENGTHS ...

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are **three TIMES** as likely to report having an excellent quality of life



are **six TIMES** as likely to be engaged in their jobs



*“A leader needs to know his strengths as a carpenter knows his tools, or as a physician knows the instruments at her disposal. What great leaders have in common is that each truly knows his or her strengths – and can call on the right strengths at the right time. This explains why there is no definitive list of characteristics that describes all leaders.”*

*~Donald O. Clifton, Ph.D.  
2003 Interview Quote*

## The “Well-Rounded” Myth



# Your Leadership Strengths

Better Management Starts Here



- 1. Achiever
- 2. Learner
- 3. Analytical
- 4. Relator
- 5. Responsibility
- 6. Intellection
- 7. Strategic
- 8. Input
- 9. Individualization
- 10. Maximizer

The role most critical for success in any organization is that of a manager. Your role is essential — and challenging — and we know that the best way to *lead confidently and lead well* is to lead with your strengths.

Your distinct CliftonStrengths profile sets you apart from every other manager. Above is your talent DNA, shown in order based on your responses to the assessment.

#### Learn About Your Most Powerful Strengths

The first 10 themes are your most dominant. This report outlines how each of those gives you an advantage in your management practice. But to fully understand your talent DNA, you must know that your top five themes — the ones that shine through in almost everything you do — are the *most powerful* of your dominant 10. Take the time to learn more about them.

#### Discover Practical Ways to Apply Them

Incorporate your strengths into your day-to-day routine: from the one-on-one conversations you're already having and team meetings you're already running to the way you're strategically planning and overseeing processes.

Each theme page includes:

- How that theme contributes to your success
- How that theme could get in the way of your success
- Action items that you can implement immediately

#### Use Them

The most important expectation of an excellent manager is to have **one meaningful conversation every week with each team member about their goals**. Keep reading this report to learn how to best apply your strengths in every one of those conversations to work with your team members to achieve those goals.

Whether you're looking for a better way to more confidently manage a meeting that starts in 30 minutes or for long-term solutions or strategies, the theme of this report is clear: **Use your strengths to become a better manager.**

Goal of this report:

- Learn about your most powerful strengths
- Understand what you do naturally as a leader
- Discover practical ways to apply them
- Use them to become a better leader

# Breakout Room Exercise: Get to know your table team...

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In your teams, discuss the following:

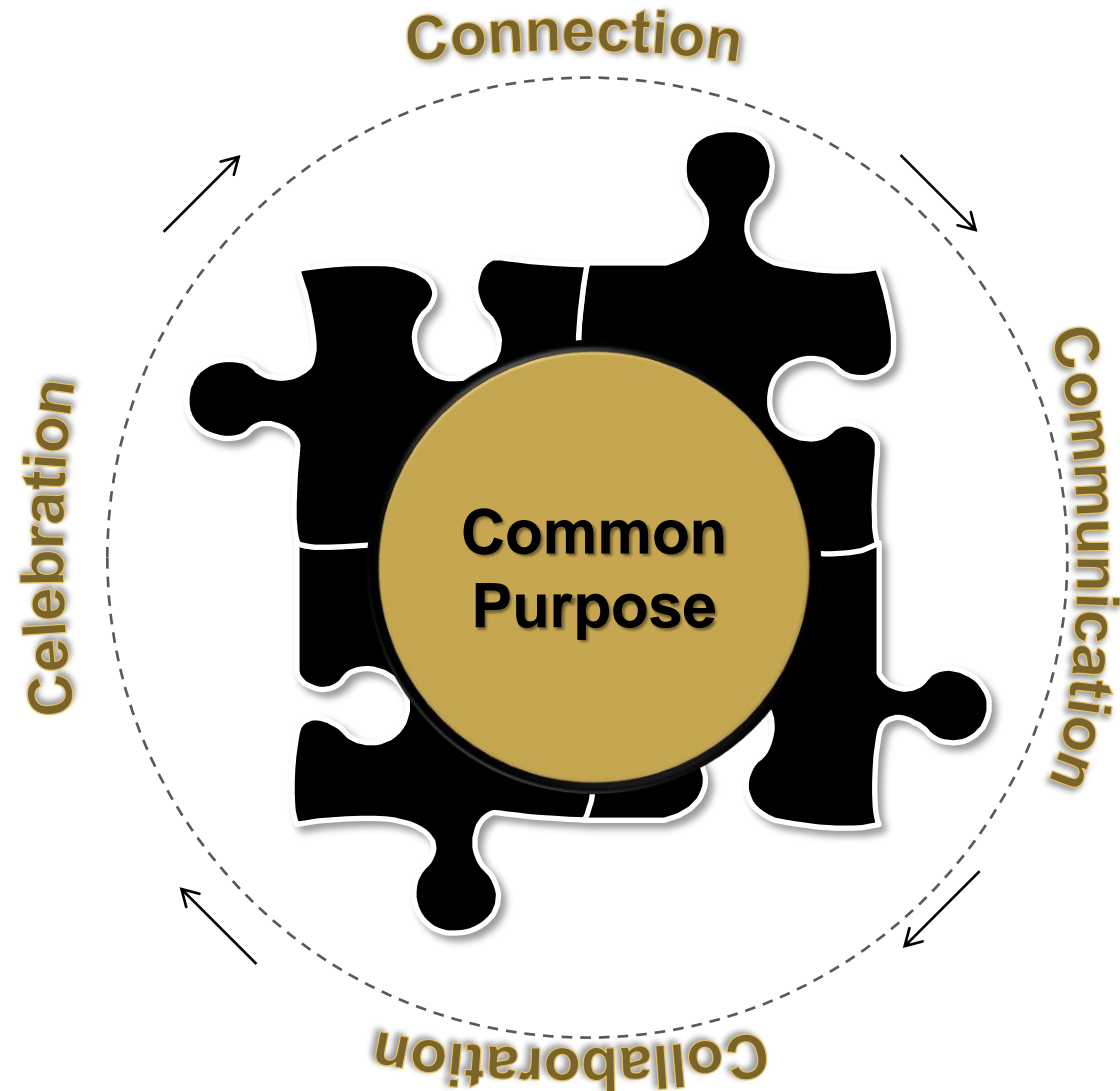
- Introduce yourself to your fellow team members
- Tell your team members what your Top 5 Strengths are from your report and answer the following?
  - What surprised you when reviewing your results?
  - Which of your Top 5 do you connect with the most and why?
- After each member has completed their introduction, discuss as a team if you saw any similarities in your team's Top 5? If so, what? If not, what were the major differences?
- Pick a spokesperson to provide a debrief of your team's discussion.

# 15-Minute Stretch Break

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# Strengths-Based Team Model



# Four Domains of Team Strengths

While each theme has its own power and edge, it can be useful to think about how your talents and strengths help you and the team execute, influence others, build relationships, and absorb and think about information.

The domains answer the question, “How do I make sense of the world on a greater scale than just my individual themes?”

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
<p>Those with dominant themes in the Executing domain know how to make things happen. When the team needs someone to implement a solution, these are the people who will work tirelessly to get it done. Those with a strength to execute have the ability to “catch” an idea and make it a reality.</p>	<p>Those with dominant themes in the Influencing domain help their team reach a much broader audience. These individuals can sell the team’s ideas inside and outside the organization. When the team needs someone to take charge, speak up, and make sure the group is heard, look to someone with the strength to influence.</p>	<p>Those with dominant themes in the Relationship Building domain can provide the essential glue to hold a team together. Without these strengths on a team, in many cases, the group is simply a composite of individuals. In contrast, team members with exceptional Relationship Building strength have the unique ability to help the group become much greater than the sum of its parts.</p>	<p>Those with dominant Strategic Thinking themes are the ones who keep the team focused on what could be. They are constantly absorbing and analyzing information and helping the team make better decisions. People with strength in this domain continually stretch the team’s thinking for the future.</p>
<ul style="list-style-type: none"> <li>Achiever</li> <li>Arranger</li> <li>Belief</li> <li>Consistency</li> <li>Deliberative</li> <li>Discipline</li> <li>Focus</li> <li>Responsibility</li> <li>Restorative</li> </ul>	<ul style="list-style-type: none"> <li>Activator</li> <li>Command</li> <li>Communication</li> <li>Competition</li> <li>Maximizer</li> <li>Self-Assurance</li> <li>Significance</li> <li>Woo</li> </ul>	<ul style="list-style-type: none"> <li>Adaptability</li> <li>Connectedness</li> <li>Developer</li> <li>Empathy</li> <li>Harmony</li> <li>Includer</li> <li>Individualization</li> <li>Positivity</li> <li>Relator</li> </ul>	<ul style="list-style-type: none"> <li>Analytical</li> <li>Context</li> <li>Futuristic</li> <li>Ideation</li> <li>Input</li> <li>Intellection</li> <li>Learner</li> <li>Strategic</li> </ul>

# Breakout Room Exercise: Unique Contributions...

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In your teams, discuss the following:

- What domain is most dominant for you?
- In which domain are you least dominant?
- Have you been “blind” to any of your less dominant domains?
- After each person has discussed their contributions, as a team what insights did you learn about your table team?
- Pick a spokesperson to provide a debrief of your team’s discussion.



# Cohort Team Grid

		EXECUTING								INFLUENCING						RELATIONSHIP BUILDING						STRATEGIC THINKING																
		People with dominant Executing themes make things happen. They take action and work tirelessly to implement solutions.								People with dominant Influencing themes take charge, speak up and make sure the team is heard. They are always selling the team's ideas to different audiences.						People with dominant Relationship Building themes build strong relationships that hold a team together. They have the ability to make a team much greater than the sum of its parts.						People with dominant Strategic Thinking themes keep a team focused on what could be. They constantly absorb and analyze information, help the team make better decisions and create a vision for the future.																
Team Members		Achiever	Arranger	Belief	Consistency	Deliberative	Discipline	Focus	Responsibility	Restorative	Activator	Command	Communication	Competition	Maximizer	Self-Assurance	Significance	Woo	Adaptability	Connectedness	Developer	Empathy	Harmony	Includer	Individualization	Positivity	Relator	Analytical	Context	Futuristic	Ideation	Input	Intellection	Learner	Strategic			
Stephen	Brindley				5				4																												1	
Carol	Brown								5						3								1									2		2		4		
Jaime	Butler-Dawson	4	5																						1		3					2						
Madison	Crepeau		4																1		3		2	5														
Cortney	Cuff		1							2									3							4											5	
Miranda	Dally	5						4			1			2		3																						
Lynn	Dexter								3	4														2			5										1	
Jennifer	Foxcroft				4		5																1	2	3													
Gisele	Habeych				3	5																		2				1							4			
Meadow	Hardy			2					3										4	5								1										
Sara	Higgins		2											1	4									5														
Katherine	James								3																			1	4							2	5	
Diana	Jaramillo									3											1	2	4												5			
Lyndsay	Krisler	5																						1		3	2	4										
Amanda	Kujawa					3				1												5	2													4		
Francæca	Macaluso												4																						1			
andrew	medlyn					1			5			4								3																		
Lee	Newman	1																									3								4	2		
Matthew	Schliz				3					1											2															5	2	
Natalie	Schwatka	1					4		5															2													3	
David	Shapiro	1									3		2					4																			5	
LJill	Tenney								3																			1										5
Brenda	Thompson								3																		4								5	2		1
Mike	Van Dyke	5																																			1	
Laura	Velth				3				5															1				2		4								
Joelle	Wedel																																					
Brian	Williams													3	1																							2

# Four Basic Needs of Followers

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- Trust
  - Truth
  - Honesty
  - Integrity
  - Respect
  - Authenticity
  - Consistency Over Time
- Compassion
  - Caring
  - Friendship
  - Happiness
  - Love
  - Concern
- Stability
  - Security
  - Strength
  - Support
  - Peace
  - Consistency Across / Within
  - Financial Future Concern
- Hope
  - Direction
  - Faith
  - Guidance
  - Enthusiasm

“A leader is someone who can get things done *through* other people.” ~Warren Buffett

# Breakout Room Exercise

Each theme gives you an edge—how can you use it?

# How To Apply As A Leader

## Part 1: Individual Exercise (5 Minutes):

- Select one of your themes and review the “How to Apply as a Manager” section.
- Next, review the “Reflect to Plan for Action” section and write a brief description of how you can put them into action with your team?
- You will share this information in the next portion of this exercise.

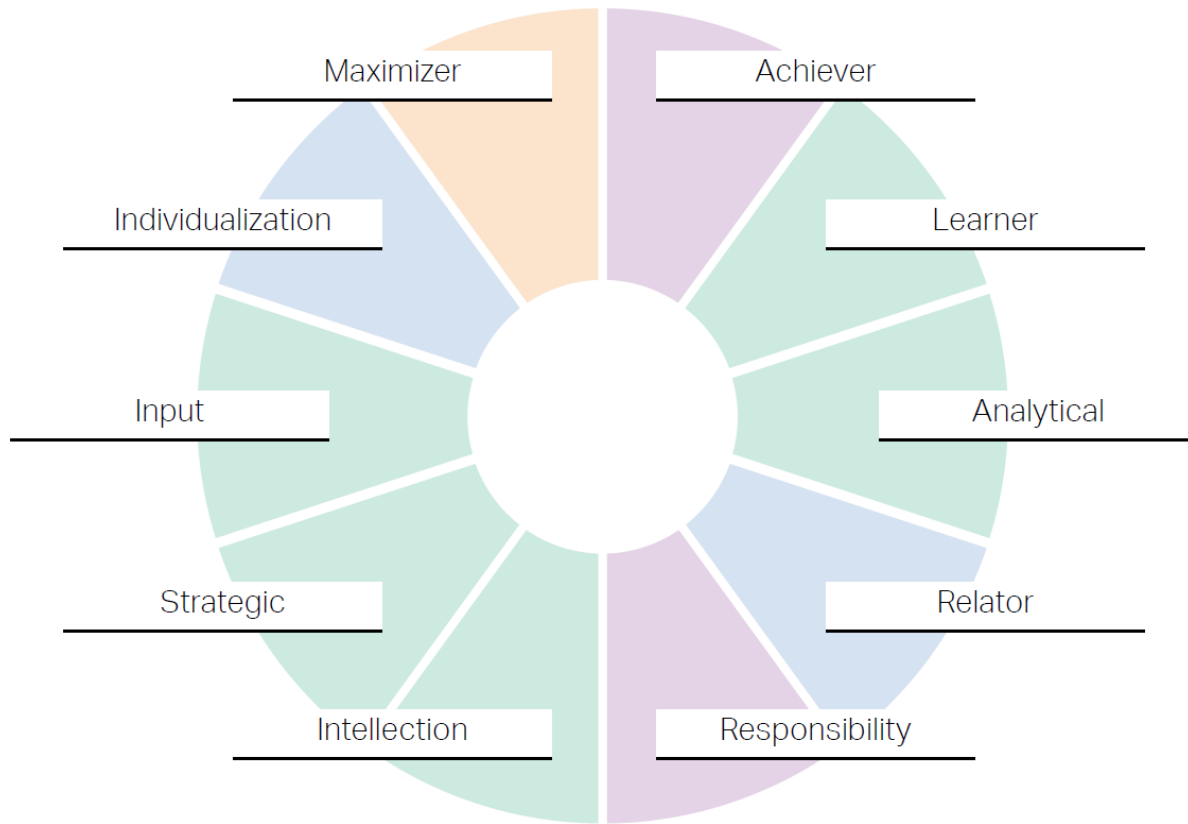
## Part 2: Breakout Room Exercise (15 Minutes)

At your table:

- Each pair discuss what you learned from this exercise and your action plan for your theme
- Pick 1 item from each pair to discuss during the debrief

Pick a spokesperson for the table to discuss what you learned about your team members’ action plans.

# Accomplish Your Goals



## Self-Reflection Exercise:

- Write your most meaningful goal in the center
- Identify what themes you can use to achieve this goal
- Answer the following questions:
  - How will you use your strengths to reach this goal?
  - How will you know you have been successful
- Your facilitator will ask for volunteers to share their insights.

*See page 23 of your report for grid and questions.*

# Closing Discussion

What is one take away from today's session?

What questions do you have for me?

