Lead With Your Strengths

Presented by:
Debbie Lammers, MBA, Assistant Vice Chancellor of Learning and Development
LEAD WITH YOUR STRENGTHS

**Achiever®**

“I have a 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.”

CliftonStrengths® and Strategic® are trademarks of Gallup, Inc. All rights reserved.

**Learner®**

“Cool! Let me learn more and master that skill!”

CliftonStrengths® and Learner® are trademarks of Gallup, Inc. All rights reserved.

**Responsibility®**

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

CliftonStrengths® and Responsibility® are trademarks of Gallup, Inc. All rights reserved.

**Relator®**

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

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Today’s Objectives

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

• Describe the Strengths-Based Theory Concept
• Understand Your Strengths as a Leader
• Understand the Four Domains of Team Strengths
• Describe the Trust-Based Leadership Concept
• Understand How To Apply Your Themes in a Leadership Role to Achieve Team Success
Group Exercise

At your tables, discuss the question.

Select a note taker and a spokesperson.

Each table’s spokesperson will be asked to give a debrief to the rest of the group.

• Consider the **best manager** you have experienced.
• What made them **exceptional**?
Manager Influence

70% of engagement is influenced by the manager.
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
“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

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

Better Management Starts Here

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 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.
Applying a Strength as a Leader

ACTION ITEMS

How to Apply Achiever as a Manager

This theme gives you an edge — here’s how you can use it.

- **Make time to celebrate your team’s success before moving to the next project.** Recognizing successes helps your team members understand that you appreciate their excellence and, in many cases, increases their engagement.

- **Recognize improvements in team or individual performance every week.** Doing this helps your team members keep their momentum while working toward meaningful milestones. Praise encourages your team to continue achieving goals at the pace you’ve set.

- **Start meaningful conversations often with your team members about their goals.** These discussions align team members’ efforts with your expectations, keeping them focused on the outcomes they are trying to achieve.

- **Partner with a team member to set a challenging deadline for an upcoming project.** This added pressure will energize you as you try to meet a deadline. It will also strengthen your relationship with your team through collaboration.

<table>
<thead>
<tr>
<th>Reflect to Plan for Action</th>
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<td>When do you feel the most accomplished or productive?</td>
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<tr>
<td>How do you help your team members achieve their goals?</td>
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Aiming Leadership Strengths at Goal Engagement

Consider how your leadership influences engagement of the team in order to reach goals. Use the below as a personal framework:

**Well**
When am I at my best as a people leader?
What Strengths would my team say have a positive impact on their engagement?

**Better**
What blind spots get in the way of me being effective leading people or creating psychological safety?
What would my team say they wish was stronger in my leadership?

**Next**
What shifts can I make to positively impact engagement?
What strengths strategies will help?
Table Exercise

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

Use flip chart paper to record your answers.

How To Apply As A Leader

Part 1: Top 10 Strength (10 Minutes):
- Select a note taker and spokesperson for your group.
- In round robin fashion, each person discuss the Strength they selected from their top 10 pre-work assignment and how they could apply it.

Part 2: Aiming Your Strengths (10 Minutes):
- In your group:
  - Using the information from each person’s strength discussed in part one, discuss the questions from the previous section on Aiming Your Leadership Strengths at Goal Engagement.
  - How can your collective team strengths be used to influence goals and engagement?
  - Pick a spokesperson for the table to discuss what you learned about your team members’ action plans.
10-Minute Stretch Break
## 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?”

<table>
<thead>
<tr>
<th>Executing</th>
<th>Influencing</th>
<th>Relationship Building</th>
<th>Strategic Thinking</th>
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<td>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.</td>
<td>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.</td>
<td>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.</td>
<td>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.</td>
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**LEAD WITH YOUR STRENGTHS**
• What does the Team Strengths Grid say about the cohort?

• What is the most dominant domain? Least dominant?

• What other thoughts do you have about this team?
“Trust is like the air we breathe – when it’s present, nobody really notices. But when it’s absent, everybody notices.”

~ Warren Buffett
Four Basic Needs of Followers

- 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
# Fostering a Culture of Trust

<table>
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<th>Leadership</th>
<th>Authenticity</th>
<th>Transparency</th>
<th>Culture</th>
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<tr>
<td>The ability to be trustworthy as leaders can be learned</td>
<td>To foster trust, be more of who you already are</td>
<td>Open information flow and objective decision-making</td>
<td>Trust-based cultures are based on values, transparency and openness</td>
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As a leader, when you *choose to trust*, you open things up *for you to be trusted*. 
Establishing Trust – A Simple Formula

**TRUST** = **CREDIBLE** + **RELIABLE** + **INTIMACY**

- CREDIBLE: valid, trustworthy information
- RELIABLE: clear, transparent, dependable information
- INTIMACY: emotionally engaging

**SELF ORIENTATION**

One-way dialogue, vested interest, self-serving objectives
# A Strengths Lens on Becoming a Trust Advisor

## Your Strengths | Credibility | Reliability | Intimacy | Self Orientation
--- | --- | --- | --- | ---
Ideation | I demonstrate how new ways of thinking and working can improve us as a team and make work easier. | I show how my ideas can improve our performance reliably. | I help personalize my ideas by first understanding what ideas others have. | I am fully focused on my ideas and blind to what others might think about my ideas.
Maximizer | Others can trust me because I am always striving for excellence—no shortcuts or half measures! | I always find ways of measuring my performance of my team and staying accountable to high standards. | I study what makes others successful by getting to know them and replicating their strategies and approaches to my work. | No solution is ever “good enough” for me, so I keep cycling through options and never really settle on one.
Group Exercise

Pick a note taker.
Pick a spokesperson to share highlights of your team discussion with the group.

How can knowing your strengths help you develop trust?

Using your top 10 strengths, discuss the following questions in your groups:

• Which strength can help you build credibility with others?
• Which strength can ensure others see you as reliable?
• Which strength can you use to develop greater intimacy?
Developing Trust-Based Leadership Skills

Trustworthy leaders focus on how their strengths can help them trust others and be trusted.

Trust-based leaders regularly examine their own biases and intentionally adapt to what followers need in different situations.

Trust-based leaders constantly hone their skills and competencies to become more trustworthy.

Leaders build trust mostly through their actions and through an orientation toward doing what is right while doing so with heart.

Leaders can also build trust through their willingness to be candid about difficult news or even about their own flaws.
Ask Questions that Build a Trusting Relationship

Questions for your team:

When you feel **most trusted**, what is happening to make you feel that way?

What do **I currently do** as a leader that I should have you take more responsibility for, or completely own?

When you **feel a lack of trust**, what do you feel is missing?

How **often** should we meet to have conversations about what you are working on, and how can **I support** you?

When faced with a complex problem, what is the **best way** for me to **offer support** that helps us build trust with one another?
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**Self-Reflection Exercise:** Pick two of your top 5 strengths and complete the chart. Use this as a way to reflect on how you are becoming a “trust advisor” for your team.
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?