Building Strengths-Based Teams and the Impact on Engagement

Dr. Sondra L. Cave

Achiever, Discipline, Focus, Significance, Competition

www.slcconsulting.org
Focus on You

• Name?

• One word – or phrase – to describe yourself?

• One accomplishment in the last 3 months you are proud of?
Strengths Perspective Originated From a Shift in Psychological Theory

“What would happen if we studied what was right with people instead of what was wrong?”

Don Clifton

www.slcconsulting.org
The Strengths Perspective

A [revolutionary] way to reorient work around what is right with others.

Two basic premises:

1. Individuals already have within themselves what they need to succeed!
   
   Our job is to
   
   • Recognize it
   • Nurture it
   • Celebrate it
   • Build on it as we teach them skills and knowledge

2. “Individuals gain more when they build on their talents, than when they make comparable efforts to improve their areas of weakness.”

   --Clifton & Harter, 2003, p. 112
Strengths Mission

Maximize the potential of your greatest assets: PEOPLE

www.slcconsulting.org
Concepts of Strengths (begins with Talent)

- You have a group of talents within you.
- Your greatest talents hold the key to high achievement, success, and progress to levels of personal excellence.
- Becoming aware of talents builds confidence/provides a basis for achievement.
- Learning how to develop and apply strengths will improve your levels of achievement.
- Each of your talents can be applied in many areas including profession, leadership, learning, and relationships.
Strengths (begin with talent)

- Behaviors
- Thought patterns
- Beliefs
- Attitudes
- Motivations

- Habits
- Impulses

- Ways of:
  - Perceiving the world
  - Processing information
  - Relating to people
  - Working with material
Raise your hand if you...

- talk to people on elevators & airplanes
- *hate it* when people talk to you on elevators & airplanes...
- push the elevator button to “remind the elevator” you are there
- get bugged when people repeatedly push the elevator button
- ask too many questions
- get uncomfortable when people ask you too many questions
- clean the house/garage before you can relax
- like to relax by avoiding cleaning the house/garage
- hang up items of clothing in your closet by season/color
- occasionally take time to hang up items of clothing in your closet
You are asked to attend a party with a 100 people you don’t know.

Can’t wait! No way!
ENGAGEMENT

What is it & what does it look like?

www.slcconsulting.org
Investing in strengths drives engagement.

- Organization's leadership does not focus on strengths: 9%
- Organization's leadership focuses on strengths: 73%
Q12. Opportunities to learn and grow
Q11. Progress in last six months
Q10. I have a best friend at work
Q09. Coworkers committed to quality
Q08. Mission/Purpose of organization
Q07. At work, my opinions seem to count
Q06. Someone encourages my development
Q05. Supervisor/Someone at work cares
Q04. Recognition last seven days
Q03. Do what I do best every day
Q02. I have materials and equipment
Q01. I know what is expected of me at work
Focus on YOU!

• What is an important factor for you, currently, in driving your engagement?

• What do you want to be recognized/acknowledged more for?

• How does this relate to your strengths?
Do You “Get the Opportunity To Do What You Do Best, Every Day?”
The Majority of the Workforce isn’t Engaged

- **Engaged**: Loyal, Productive, Psychologically Committed. Provides Extra Discretionary Effort.
- **Not Engaged**: Physically Present, Psychologically Absent. Frequently Voice Their Unhappiness.

The Organizational Focus

2014         Ignored    Weakness   Strengths

- Engaged: 31.5%
- Not Engaged: 51%
- Actively Disengaged: 17.5%

- Engaged: 2%
- Not Engaged: 40%
- Actively Disengaged: 20%

- Engaged: 45%
- Not Engaged: 33%
- Actively Disengaged: 22%

- Engaged: 61%
- Not Engaged: 38%
- Actively Disengaged: 1%
GREAT MANAGERS

“are the bedrock of great organizations. Great managers are an organization’s glue. They create and hold together the scores of folks who power high-performing companies.”

Tom Peters
Engagement?
Why Strengths Matters
Capitalizing on Strengths

Results:

• higher levels of motivation
• greater engagement in the task at hand
• personal satisfaction
• productivity and higher levels of performance
• job satisfaction and longevity
Opportunity to Do What They do Best

To get the most from his/her team, a manager must help each employee mold his job around the way s/he works most naturally, maximizing the frequency of optimal experiences in which he loses himself in the work, is internally motivated, and finds himself naturally gifted.

– One-on-one...every 2-3 months... “What do you do best?” ... “What do you like about your job?”

Response is rarely a job description but more their talents; more an instinctive part of them than any specific job.
Maximizing Talent

• We can maximize the talents of others (and ourselves) by setting them up for success.

• Knowing someone’s strengths can tell us a lot about the way they execute, influence, build relationships, and solve problems.

• When we know someone’s areas of excellence we can help them use their strengths by positioning them in situations or with others where those strengths can be alive.
Most effective leaders:

- Surround themselves with the right people and then maximize their team.
  - Best teams are well-rounded, not best leaders

- Understand their followers’ needs.
  - It is critical to know what the people around you need(expect from you.)
The path to great leadership starts with a deep understanding of the strengths YOU bring to the table.

- Without an awareness of your strengths, it’s almost impossible to lead effectively.
- We all lead in different ways based on our talents and our limitations.

Rath and Conchie, p. 3
*emphasis added*
StrengthsFinder Themes...
A Common Language

- Achiever
- Activator
- Adaptability
- Analytical
- Arranger
- Belief
- Command
- Communication
- Competition
- Connectedness
- Consistency
- Context
- Deliberative
- Developer
- Discipline
- Empathy
- Focus
- Futuristic
- Harmony
- Ideation
- Includer
- Individualization
- Input
- Intellection
- Learner
- Maximizer
- Positivity
- Relator
- Responsibility
- Restorative
- Self-Assurance
- Significance
- Strategic
- Woo

Strengths & Leadership Consulting
Education Corporate Church

www.slcconsulting.org
## The Four Domains

<table>
<thead>
<tr>
<th>Executing</th>
<th>Influencing</th>
<th>Relationship Building</th>
<th>Strategic Thinking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achiever</td>
<td>Activator</td>
<td>Adaptability</td>
<td>Analytical</td>
</tr>
<tr>
<td>Arranger</td>
<td>Command</td>
<td>Connectedness</td>
<td>Context</td>
</tr>
<tr>
<td>Belief</td>
<td>Communication</td>
<td>Developer</td>
<td>Futuristic</td>
</tr>
<tr>
<td>Consistency</td>
<td>Competition</td>
<td>Empathy</td>
<td>Ideation</td>
</tr>
<tr>
<td>Deliberative</td>
<td>Maximizer</td>
<td>Harmony</td>
<td>Input</td>
</tr>
<tr>
<td>Discipline</td>
<td>Self-Assurance</td>
<td>Includer</td>
<td>Intellection</td>
</tr>
<tr>
<td>Focus</td>
<td>Significance</td>
<td>Individualization</td>
<td>Learner</td>
</tr>
<tr>
<td>Responsibility</td>
<td>Woo</td>
<td>Positivity</td>
<td>Strategic</td>
</tr>
<tr>
<td>Restorative</td>
<td></td>
<td>Relator</td>
<td></td>
</tr>
</tbody>
</table>

Copyright © 2000 Gallup, Inc. All rights reserved.
The Four Domains of Leadership

Strength

Executing –
- know how to make things happen
- need someone to implement a solution → work tirelessly to get it done
- ability to “catch” an idea and make it a reality.

Influencing –
- help team reach broader audience;
- always selling the team’s ideas in/out of organization
- need someone to take charge, speak up, make sure your group is heard.
The Four Domains of Leadership

Strength

Relationship Building –
- essential glue that holds team together;
- unique ability to create groups greater than sum of parts.

Strategic Thinking –
- ones who keep us all focused on what could be…
- constantly absorbing and analyzing information and helping the team make better decisions
- stretch our thinking for the future
# Team Talent Profile

<table>
<thead>
<tr>
<th>Team Talent Profile</th>
<th>Executing</th>
<th>Influencing</th>
<th>Relationship Building</th>
<th>Strategic Thinking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achiever</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arranger</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Belief</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consistency</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deliberative</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discipline</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Focus</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsibility</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restorative</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activator</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Command</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competition</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maximizer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self-Assurance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Significance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wo</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adaptability</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Developer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Connectedness</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Empathy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Harmony</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Influence</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individualization</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Possibility</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relator</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analytical</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Context</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Futuristic</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ideation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Input</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intuition</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Learner</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Group #1

<table>
<thead>
<tr>
<th></th>
<th>Executing</th>
<th>Influencing</th>
<th>Relationship Building</th>
<th>Strategic Thinking</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Achiever</td>
<td>Arranger</td>
<td>Belief</td>
<td>Consistency</td>
</tr>
<tr>
<td>Jack</td>
<td>1</td>
<td>5</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Julie</td>
<td>1</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Anna</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Shannon</td>
<td>3</td>
<td>5</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Keith</td>
<td>2</td>
<td>1</td>
<td>5</td>
<td>3</td>
</tr>
</tbody>
</table>

*StrengthsQuest by Gallup*
Performing as a Team

1. What are our most dominant strengths?
2. What do we do well?
3. What don’t we do well? Where are our gaps?
4. What words describe our team today? How would other people describe our team?
5. What do we want to be known for?
6. How do we get things done?
7. How do we communicate?
8. How do we set goals and objectives?
9. How do we make decisions and solve problems?
10. How do we manage and work through conflict?
11. How do we celebrate success?

www.slcconsulting.org
Using Strengths in Performance Management and Staff Development
StrengthsFinder® Overview
What is StrengthsFinder®?

• Web-based assessment from the perspective of positive psychology
• 177 items over a secure Internet connection
• Each item lists a pair of potential self-descriptors (descriptors as anchoring ends of a continuum)
• 20 seconds to respond
Give your first response

I like to organize
I like to analyze
The Clifton StrengthsFinder™

Measures Themes of Greatest Talent

- A talent theme is a group of similar talents

Desire to achieve

Having internal motivation

Finding satisfaction in getting things done

Enjoying hard work

A tendency to push hard to complete tasks

Achiever

Talents

Talent Theme
Your 5 “Signature Themes”

- In your top signature themes, most of the talents are a “fit.”

A few others may not be, depending on how each talent theme interacts with others.

Your top themes are often generally descriptive of you, even if not all of their components are.
The 34 Themes of Talent Measured by StrengthsFinder®

- A theme is a group of similar talents.
- The Gallup Organization identified more than 400 different themes of talent, then focused on the 34 themes found to be most prevalent in individuals considered “the best of the best.”
- Strengths Finder measures the presence of talent in those 34 themes.
- 278,256 possible unique combinations of Top Five Themes. 33.39 million different permutations (with unique order).
How was StrengthsFinder® developed?

– Three decades (now four) of studying talent and success
– Criterion-related validity studies
– Predictive validity studies
– Factor and reliability analyses
Outcomes from Using an Instrument to Identify Strengths

• Provides a common language to talk about strengths
• Validates and affirms an individual’s experiences
• Jumpstarts the conversation and provides a springboard for discussion
In the minds of great managers, consistent poor performance is not primarily a matter of weakness, stupidity, disobedience, or disrespect. It is a matter of miscasting.

Marcus Buckingham
Questions?

Dr. Sondra Cave
Achiever, Discipline, Focus, Significance, Competition