

GALLUP®

CLIFTONSTRENGTHS®

INDIVIDUAL, TEAM & LEADERSHIP DEVELOPMENT

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Responsibility-Achiever-WOO-Communication-Input

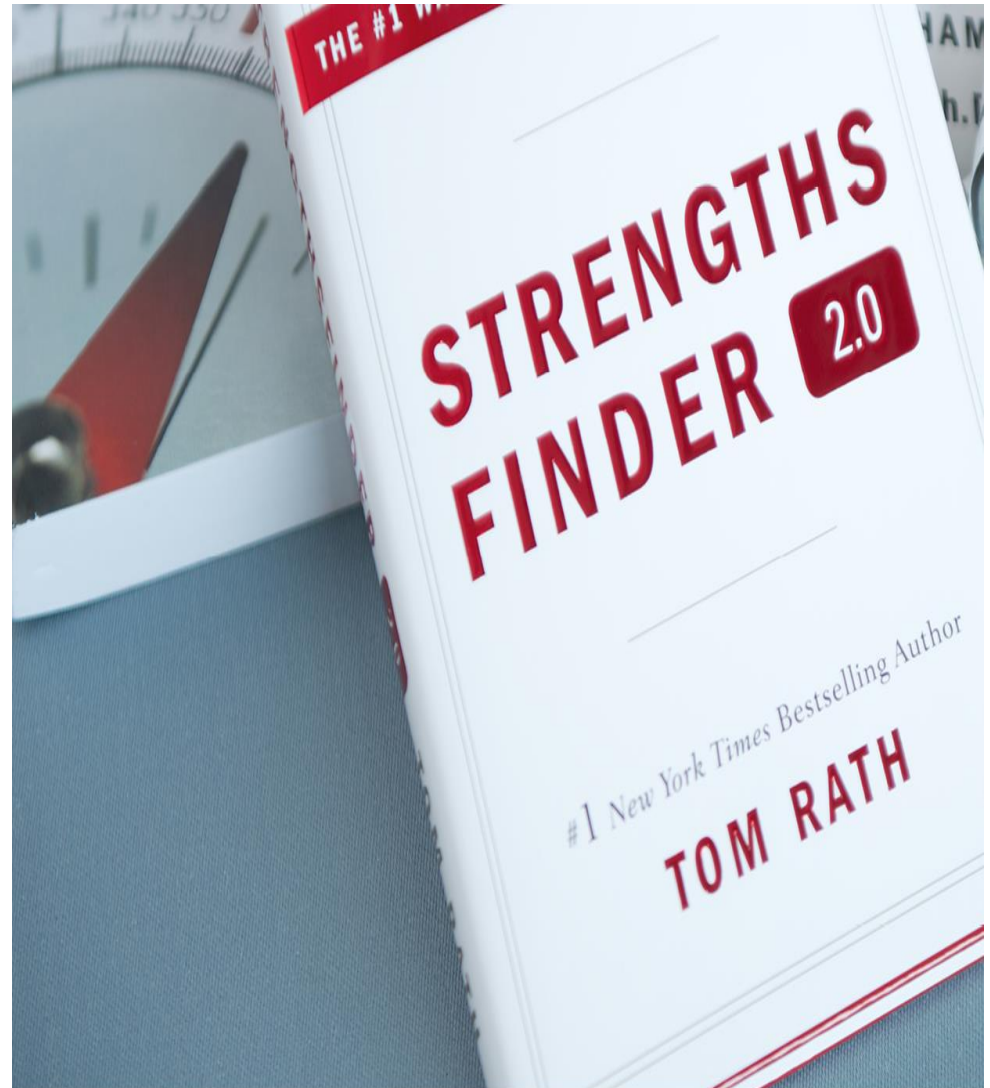
VALHSO 2018 Fall Conference


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STRENGTHSFINDER = CLIFTONSTRENGTHS

"There is no more effective way to empower people than to see each person in terms of his or her strengths."

- CliftonStrengths is a movement fueling better performance in workplaces around the world.
- Over 19 million people have taken the CliftonStrengths assessment
- No matter what people want to achieve, their infinite potential rests in what they do best.





Thousands of the world's **BEST** organizations ingrain Gallup's strengths science deep into their culture. 80% of Fortune 500- Gallup clients

- Department of Defense
 - 500 employees completed CliftonStrengths; developed a “social contract” within teams
- Atlanta Public Schools
 - All public school employees took Strengths assessment; 12% increase in graduation rate in 2 years
- Regions Bank
 - 15 states-12 lines of Business coverage; CliftonStrengths embedded into functions of talent management, performance management, associate management, onboarding etc.
- GSD&M
 - Strengths-based culture; “where your strengths and the needs of the world meet=your purpose; everyone needs a coach; we change people’s lives and then they change the world.” *Roy Spence*



Donald O. Clifton, Ph.D.
psychologist and business
executive (1924-2003)

- “**What** will **happen** when we think about what is **right** with people rather than **fixating** on what is **wrong** with them?”
- There is nothing wrong with being aware of your weaknesses and managing them, but your greatest opportunity for success lies in building on your natural talents--not in fixing your weaknesses.

STAND UP IF YOU ALWAYS ...

- talk to people in elevators, airplanes, grocery stores, and wherever you go
- have a color-coded or otherwise organized closet
- write down a list of things to do, and stick to it
- make a list of things to do on weekends
- need to pick someone to race while driving
- ask too many questions
- push the elevator button to “remind” the elevator that you are there

SHARE YOUR STRENGTHS

- Stand Up
- Turn to the person next to you
- Introduce yourself if you don't know each other
- Tell them which of your Strengths you identify with the most



People who learn to use their strengths every day have
7.8% greater productivity.



Teams who focus on strengths every day have
12.5% greater productivity.

Teams who received
strengths feedback have
8.9% greater profitability.

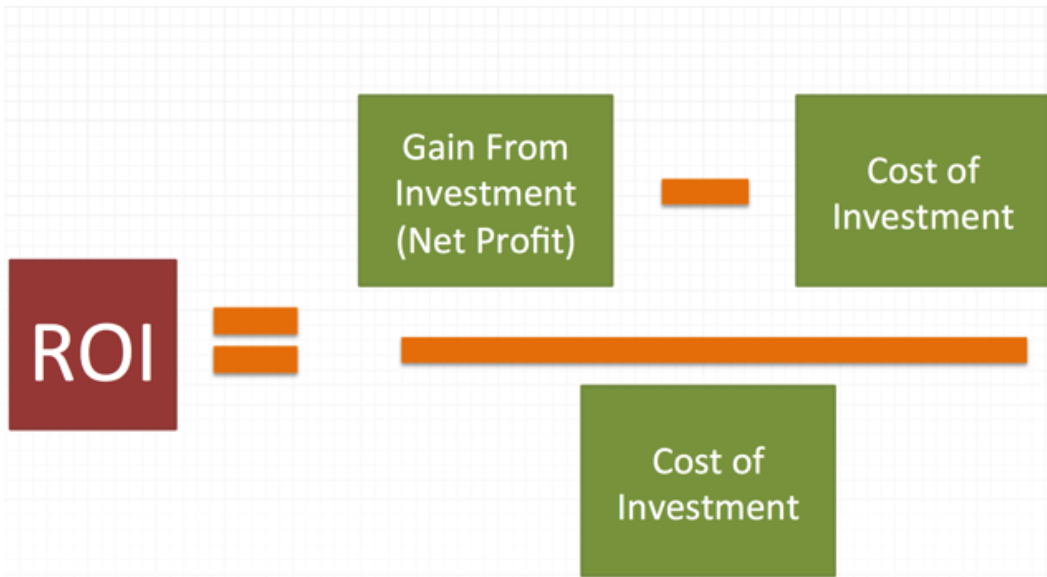




Sales associates who received coaching on their strengths experience **11% higher** volume per customer and a **6% higher** closing percentage on average.

Employees who received strengths feedback have **14.9% lower turnover.**





MEASURABLE RESULTS TO CALCULATE ROI

- 10% to 19% increased sales
- 14% to 29% increased profit
- 3% to 7% higher customer engagement
- 6% to 16% lower turnover (low-turnover organizations)
- 26% to 72% lower turnover (high-turnover organizations)
- 9% to 15% increase in engaged employees
- 22% to 59% fewer safety incidents

STRENGTHSFINDER THEME INSIGHTS

ACHIEVER

- **I am** a hard worker.
- **I will** set the pace for production.
- **I bring** intensity and stamina of effort.
- **I need** freedom to work at my own pace.
- **I love** completing tasks.
- **I hate** a lack of diligence.
- **My metaphor/image** is completing a race.
- **My barrier label** is that work is more important than people.




FOUR DOMAINS OF TEAM STRENGTH

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
<p>People with dominant Executing themes know how to make things happen.</p>	<p>People with dominant Influencing themes know how to take charge, speak up, and make sure the team is heard.</p>	<p>People with dominant Relationship Building themes have the ability to build strong relationships that can hold a team together and make the team greater than the sum of its parts.</p>	<p>People with dominant Strategic Thinking themes help teams consider what could be. They absorb and analyze information that can inform better decisions.</p>
<p>Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative</p>	<p>Activator Command Communication Competition Maximizer Self-Assurance Significance Woo</p>	<p>Adaptability Connectedness Developer Empathy Harmony Includer Individualization Positivity Relator</p>	<p>Analytical Context Futuristic Ideation Input Intellection Learner Strategic</p>

Activity: Organizational Challenge with a Domain View: Divide into groups with like dominant domains; make recommendations for a challenge presented to the group. Help others to understand your domain perspective.

TEAM STRENGTHS GRID

NAME	EXECUTING	INFLUENCING	RELATIONSHIP BUILDING
 Example	Achiever	Command	Woo
	Arranger	Communication	Adaptability
	Believer	Competition	Conciliator
	Consistency	Teamwork	Developer
	Deliberative	Self-Reserve	Empathy
	Discipline	Significance	Harmony
	Focus	Self-Reserve	Include
	Responsibility	Self-Reserve	Individualization
	Restorative	Self-Reserve	Positivity
	Activator	Self-Reserve	Relator

ATTRIBUTES OF A BOSS VS. MANAGER AS COACH

A **boss** is someone who leads through “command and control,” telling people what to do with very little collaboration or partnership. They may describe their direct reports as “subordinates.” Conversations with a boss are often one-directional.

A **manager** orchestrates the right resources to develop the skills and knowledge of their teams.

A **coach**:

- Helps employees accelerate their professional growth
- Is committed to giving ongoing, real-time feedback
- Cares about the “whole person” at and outside of work
- Removes barriers to high performance
- Takes action to enable the success of their teams

THE MOST EFFECTIVE MANAGER COACHES

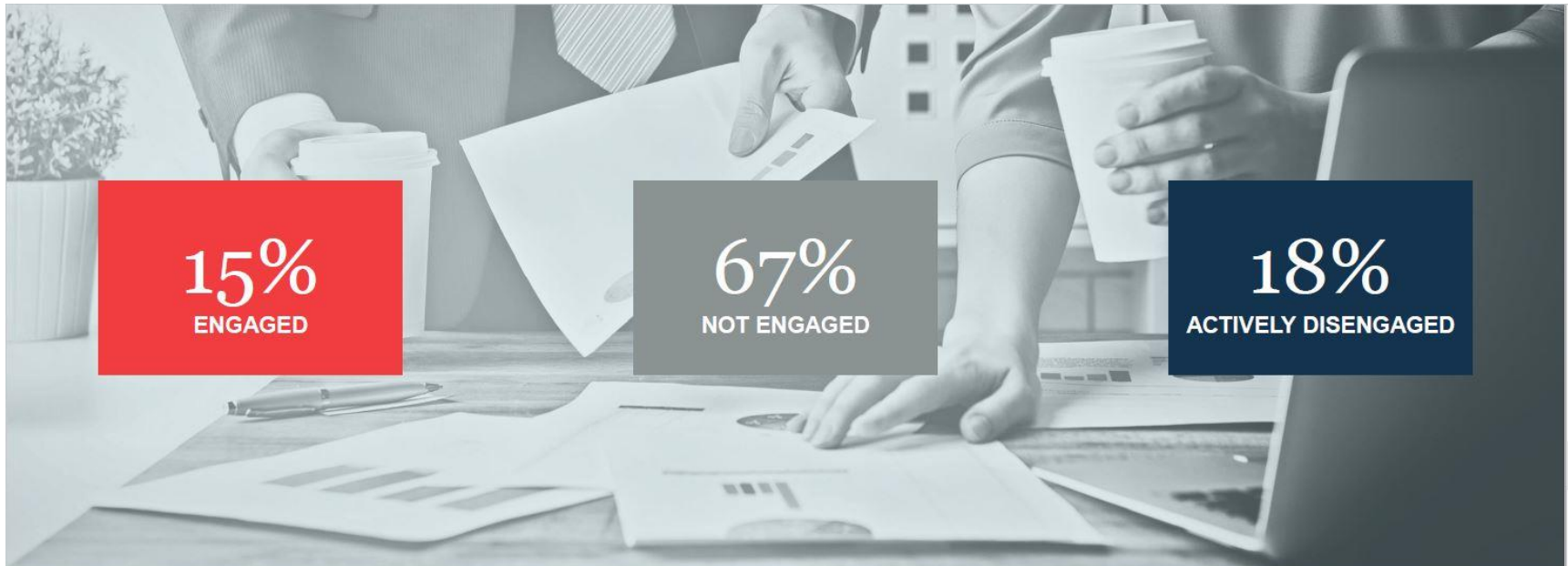
- 1 Build Trust
- 2 Individualize Their Approach
- 3 Focus on Strengths
- 4 Have Courage to Deliver Difficult Conversations
- 5 Spend More Time Listening
- 6 Take the Time to Coach
- 7 Close With Momentum, Encouragement and Commitments
- 8 Hold Employees Accountable

WHAT EMPLOYEES WANT

“Employees come into a role wanting frequent communication with their manager, development opportunities, flexibility and autonomy, coaching, and a sense of stability and security. They want to be engaged and motivated, doing work that feels meaningful and makes the most of their talents and strengths.”

(Gallup, *State of the American Workplace*)

EMPLOYEE ENGAGEMENT



Majority of Worldwide Employees Are Not Engaged

Data from 2014-2016 across 154 countries

STRENGTHS-BASED CULTURE

Among the teams we have studied, those with a strengths-based, engaged culture have

32%

higher performance.

STRENGTHS IS A COMMON LANGUAGE

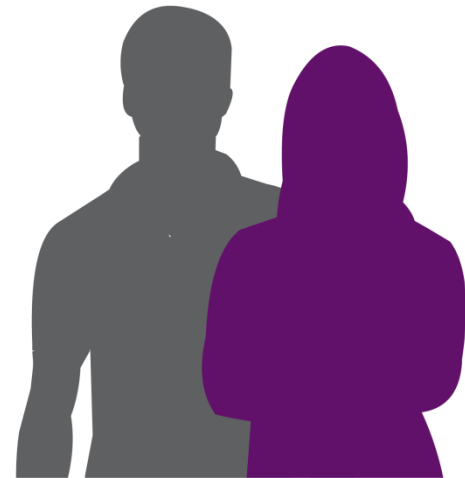
CliftonStrengths is the common language within a culture that allows leaders, managers and employees to work better as individuals, as teams and as a company.

BE A STRENGTHS SCOUT

CELEBRATE A COLLEAGUE'S STRENGTHS.

“ Most people think they know what they are good at. They are usually wrong. And yet, a person can perform only from strength.”
— Business guru Peter Drucker

- Look for strengths in action.
- When you spot a colleague using a strength, write him or her a short note that describes what you saw and reinforces the value of his or her strengths.



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