



Strength-Based Leadership

**Michael Eric Siegel, Ph.D.
The Federal Judicial Center
Washington, DC
mesiegel@fjc.gov**

FIRST, BREAK ALL THE RULES

MARCUS BUCKINGHAM
AND CURT COFFMAN



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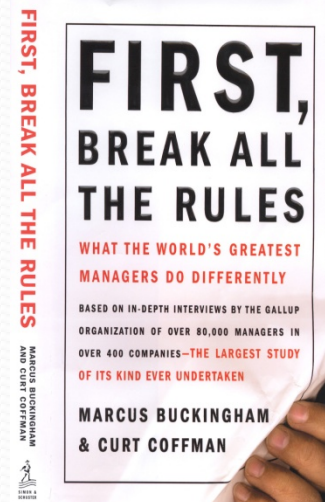
**WHAT THE WORLD'S GREATEST
MANAGERS DO DIFFERENTLY**

**BASED ON IN-DEPTH INTERVIEWS BY THE GALLUP
ORGANIZATION OF OVER 80,000 MANAGERS IN
OVER 400 COMPANIES—THE LARGEST STUDY
OF ITS KIND EVER UNDERTAKEN**

**MARCUS BUCKINGHAM
& CURT COFFMAN**

Breaking All The Rules

- What do the most talented employees need from their workplace?
- Gallup surveyed over one million employees and over 80,000 managers.
- Basic premise: Talented employees need great managers.



Breaking All The Rules

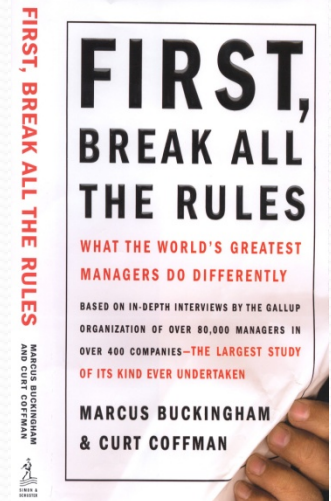
The purpose of book is to tell you what great managers know.

People don't change that much.

Don't waste time trying to put in what was left out.

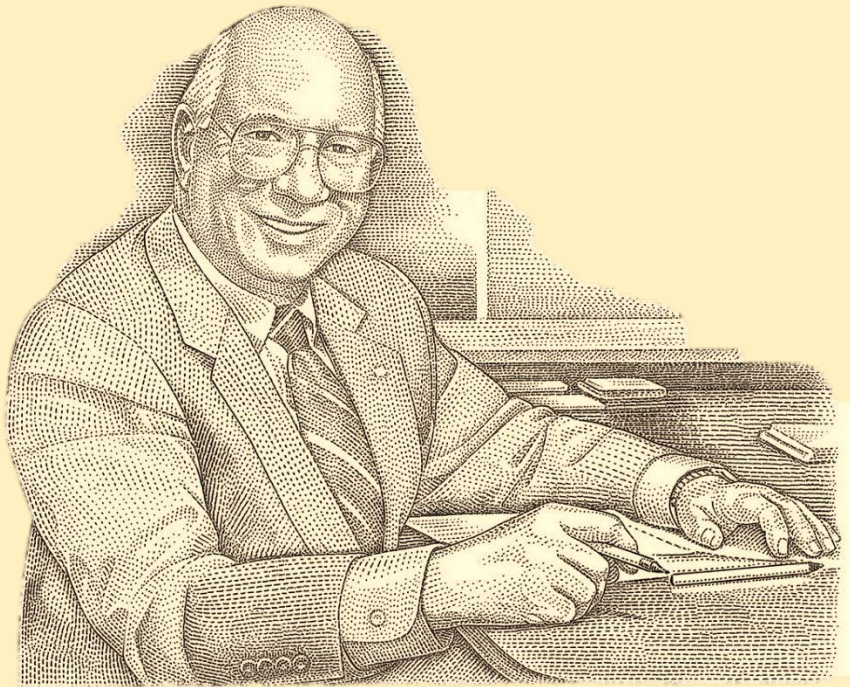
Try to draw out what was left in.

That is hard enough.

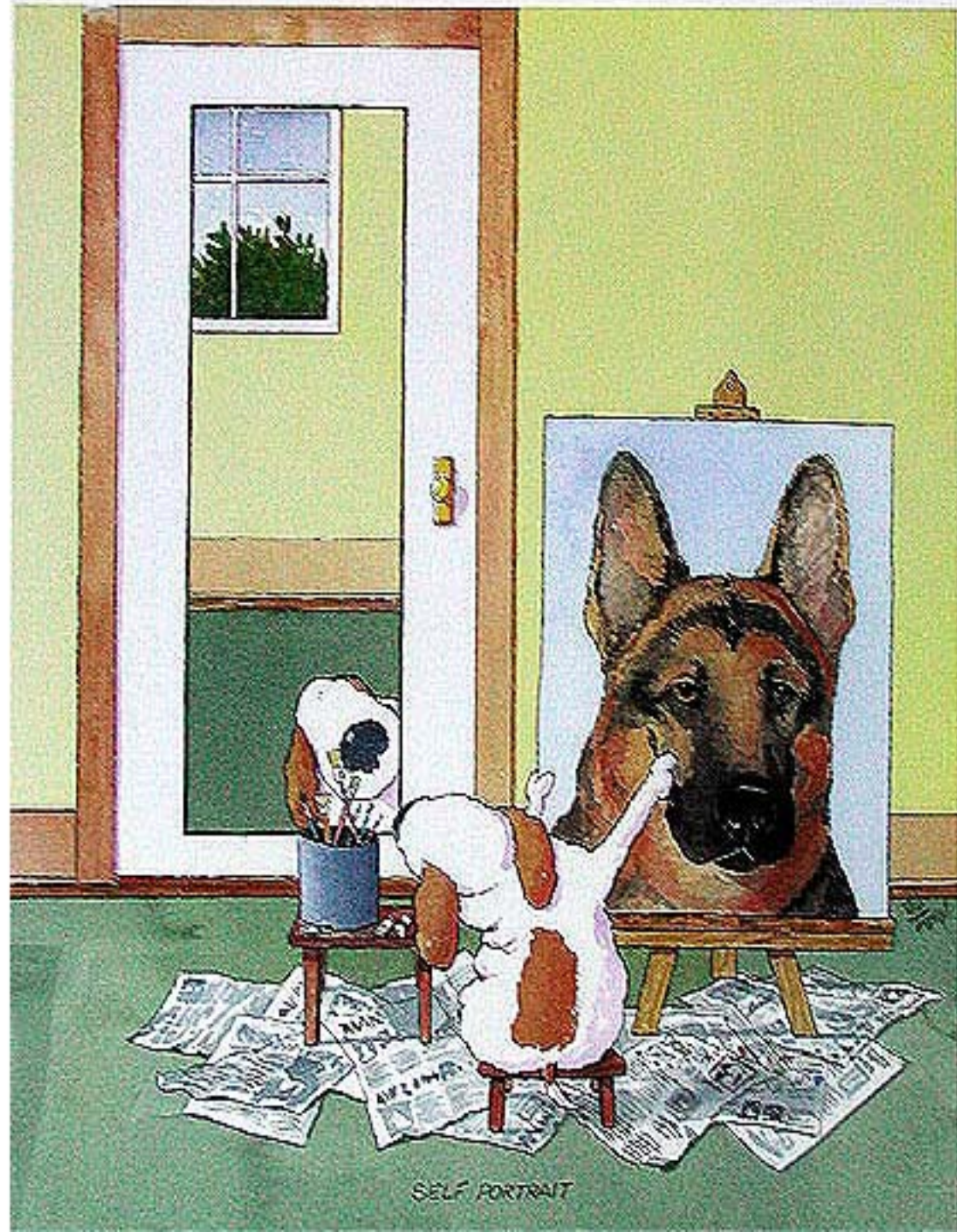


“What will happen when we think about what is right with people rather than fixating on what is wrong with them?”

- Donald O. Clifton, Ph.D.



Unfortunately,
the aim of
many learning
programs is to
help us become
someone we
can't be.



What Rules Do Great Managers Break?

- They select employees for talent rather than for skills or experience.
- They do not believe that with enough training, people can do anything they set their minds to.
- They do not try to help employees overcome their weaknesses – unless the weakness is “fatal.”

The Measuring Stick

- Gallup asked over a million employees hundreds of questions about what makes a great place to work.
- Statistical methods were applied to see which questions truly measured the core of a strong workplace.
- Which workplace can attract, focus and keep the most talented employees?

The Twelve Questions

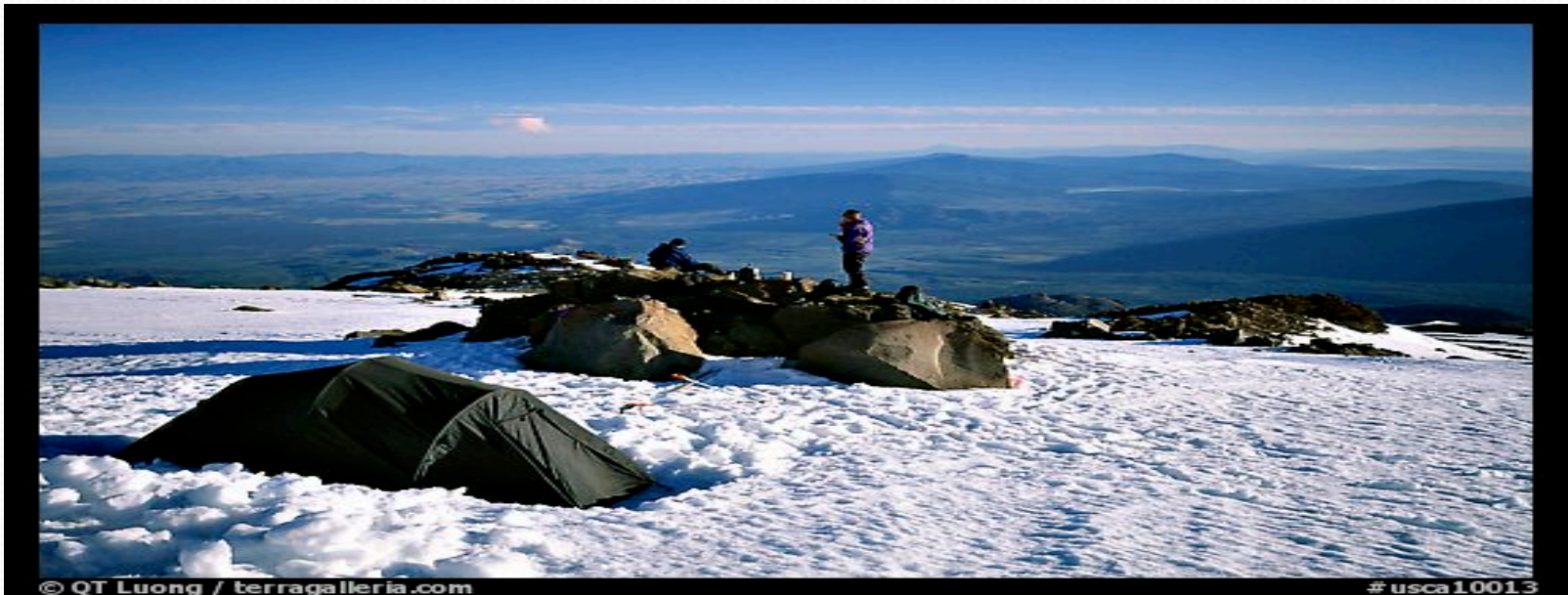
- Measuring the strength of a workplace can be simplified to twelve questions.
- They don't capture everything you may want to know, but do capture the most information and the most important information.
- They measure the core elements needed to attract, focus and keep the most talented employees.
- This information is important even when the economy is tough and employees are not as free to leave.

The Twelve Questions

- There is an order to the 12 questions.
- The questions must be addressed in the right order – like climbing a mountain.
- The good manager helps the employee to reach the summit.

Base Camp: “What do I get?”

1. Do I know what is expected of me at work?
(Focus me)
2. Do I have the materials and equipment I need to do my work right? (Equip me)



Camp 1: “What do I give?”

3. At work, do I have the opportunity to do what I do best every day? (Know me)
4. In the last seven days, have I received recognition or praise for doing good work? (Help me see my value)
5. Does my supervisor, or someone at work, seem to care about me as a person? (Care about me)
6. Is there someone at work who encourages my development? (Help me grow)

Camp 2: “Do I belong here?”

7. At work, do my opinions seem to count? (Hear me)
8. Does the mission of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work? (Help me feel proud)
10. Do I have a best friend at work? (Help me build mutual trust)

Camp 3: “How can we all grow?”

11. In the last six months, has someone at work talked to me about my progress? (Help me review my contributions)
12. This last year, have I had opportunities to learn and grow? (Challenge me)



The Summit

If you can answer positively to all of these 12 questions, then you have reached the summit!



Survey said!

- Only 20% of people responding to Q12 as administered by Gallup indicate that they have the opportunity to do what they do best every day (Question 3).
- The longer an employee stays with an organization and the higher he climbs, the less likely he is to agree that he is playing to his strengths.

The Focus of Great Managers

- Great managers take aim at Base Camp and Camp 1.
- The core of a strong and vibrant workplace can be found in the first 6 questions.
- They know that each person is motivated differently and has his/her own way of thinking and relating to others.

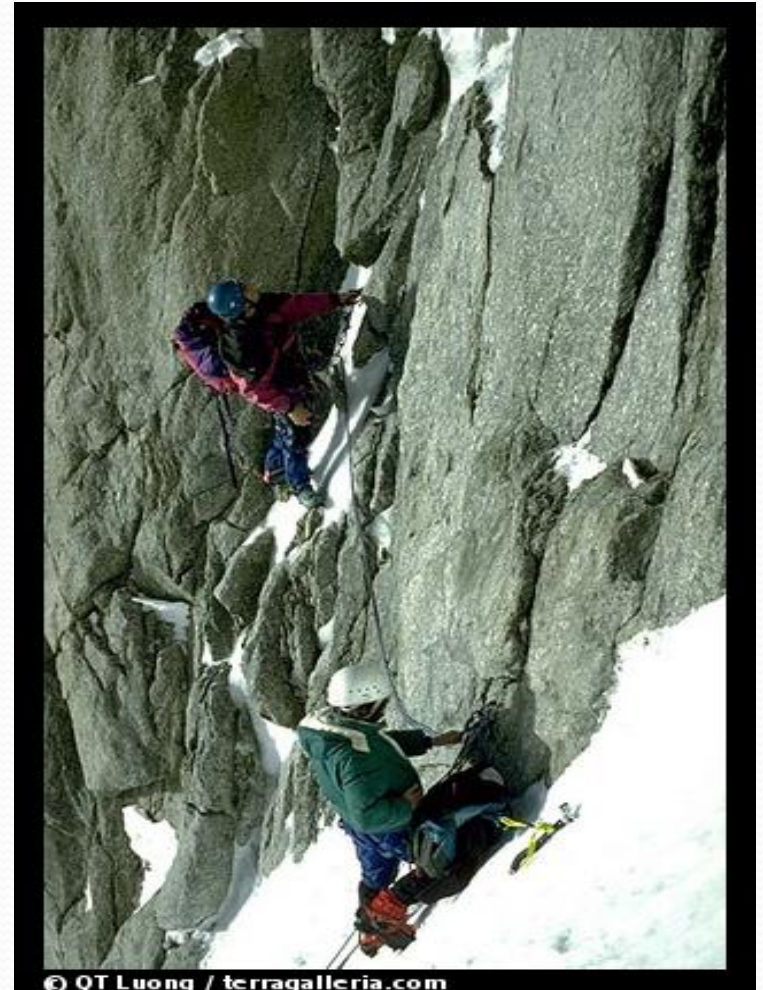
Catalyst Role

- The great manager acts as a catalyst – to speed up the reaction to create the desired product.
- The manager speeds up the reaction between the employee's talents and the organization's goals.



Four Core Activities of Catalyst Role

- Select a talented person
- Set expectations
- Motivate the person
- Develop the person



4 Keys: How Great Managers Play these Roles

- When selecting someone, they *select for talent* – not simply experience, intelligence and determination.
- When setting expectations, they *define the right outcomes* – not the right steps.
- When motivating someone, they *focus on strengths* – not on weaknesses
- When developing someone, they help him *find the right fit* – not simply the next rung on the ladder.

The Great Workplace Secret!

- An employee may join a company because she is lured by their generous benefits package and their reputation for valuing employees.
- But it is the relationship with her immediate manager that will determine how long she stays and how productive she is while she is there.

FROM THE COAUTHOR OF THE NATIONAL BESTSELLER
FIRST, BREAK ALL THE RULES COMES...

NOW, DISCOVER YOUR STRENGTHS

The revolutionary program that shows you how
to develop your unique talents and strengths
—and those of the people you manage. Based
on the Gallup study of over two million people

TAKE GALLUP'S
STRENGTHSFINDER.COM
PROFILE AND LEARN
YOUR TOP 5

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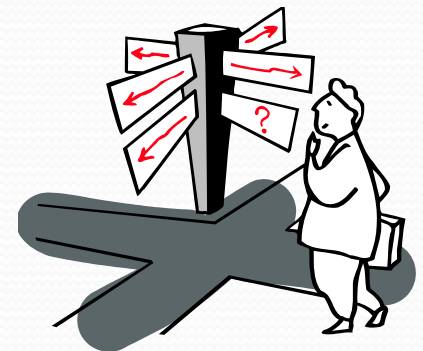
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*Marcus
Buckingham's
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Player Wanted*

Trombone Player Wanted | Chapter One

Premise of the Book

- Most of us become experts in our weaknesses, not our strengths, with many of us consuming too much of our life trying to repair these flaws.
- The book and website are designed to help readers identify their special talents and build them into strengths.



Basic Assumptions

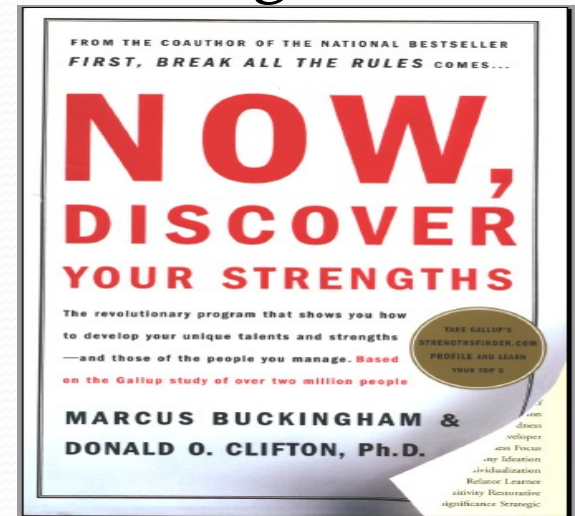
- Each person's talents are enduring and unique.
- Each person's greatest room for growth is in the areas of his or her greatest strengths.



What is a Talent?

What is a Strength?

- Talent is a naturally recurring pattern of thought, feeling or behavior.
- Strength is a consistent, near-perfect performance in an activity; a combination of talent, knowledge and skill.



What Work Should Be Like

- An intentional effort to find each employee's areas of greatest potential, and then to find ways to have him/her reach world-class performance levels.



3 Secrets to Living a Strength

- An activity is a strength only if you can do it repeatedly, happily and successfully.
- You do not have to be strong in every role in order to excel.
- You excel only by maximizing your strengths, never by fixing your weaknesses. You must “manage around” your weaknesses, rather than ignore them, e.g., Ronald Reagan.

Strategies for Managing Around Your Weaknesses

- Get a little better at it.
- Design a support system.
- Use one of your strongest themes to overwhelm your weakness.
- Find a partner.
- Just stop doing it.



Web-Based Interview

- Strengths Finder Profile is the product of a 25-year, multimillion-dollar effort to identify the most prevalent human strengths.
- Program introduces 34 dominant “themes” with thousands of possible combinations, and reveals how they can best be translated into personal and career success.
- Web-based interview analyzes your instinctive reactions and presents you with your five most powerful signature themes.

Strengths Finder

- Helps you distinguish your natural talents from things you can learn.
- Helps you identify your dominant talents.
- Provides a detailed common language to describe talents.



The Thirty-Four Themes of StrengthsFinder

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



David J. Maland (DMALAND)

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View *Signature Theme* report printing options.

Subscribe now to the *StrengthsFinder Update* and the *Gallup Management Journal* to continue learning about strengths.

Learn more about **Gallup's Strengths-Based Management programs.**

Buy more copies of *Now, Discover Your Strengths*, and its predecessor, *First, Break All the Rules*.

Update your name, e-mail address, or password.

Your Signature Themes

Below are your Signature Themes with their short de

MAXIMIZER

People strong in the Maximizer theme focus on strengths a personal and group excellence. They seek to transform sor something superb.

INPUT

People strong in the Input theme have a craving to know r to collect and archive all kinds of information.

LEARNER

People strong in the Learner theme have a great desire to continuously improve. In particular, the process of learning outcome, excites them.

RESPONSIBILITY

People strong in the Responsibility theme take psychologic they say they will do. They are committed to stable values loyalty.

ARRANGER

People strong in the Arranger theme can organize, but the flexibility that complements this ability. They like to figure pieces and resources can be arranged for maximum produ

E-mail your Signature Themes to a friend.

How Do You Build A Strengths-Based Organization?

- Capitalize on strengths; manage around weaknesses.
- Spend a great deal of time and money selecting people properly in the first place.
- Focus performance on desired outcomes, not policies and procedures.
- Focus training time and money on strengths.
- Help each person grow her career without promoting her out of her areas of strength.

Strengths-based discussion

- What are the employee's strongest themes?
- How do these relate to performance on the job?
What style do they produce?
- What skills can the employee learn or what experiences can he/she have to build these talents into genuine strengths?
- How does the employee like to be managed?

Strengths-based discussion

- What will the employee's main focus be for the next three months?
- What new discoveries (or items of learning) is he/she planning?
- What new partnerships or relationships is he/she hoping to build?



Engaged Employee Profile

- Use their talents every day.
- Consistent high performance.
- Natural innovation & drive for efficiency.
- Clear about desired outcomes.
- Emotionally committed to what they do.
- Never run out of things to do.
- Committed to the organization.

With Engaged Employees, Manager's Role is to:

- Make them aware of their strengths by providing continuous feedback.
- Build trust by showing your commitment to his/her success.
- Focus upon particular skills & knowledge in order to build talent into strength.
- “Clear the path” of unnecessary distractions.

Not-Engaged Employee Profile

- Meets the basics.
- Confusion or inability to act with confidence.
- Low-risk responses and commitment.
- No real sense of achievement.
- Possible commitment to organization, but not always to role or work group.
- Speaks frankly about negative views.

With Actively Disengaged Employees, Manager's Role is to:

- Address the problem as soon as possible.
- Talk to the person involved, rather than other people, about the problem.
- Use direct, up-front language.
- Help person understand that he/she has to move out of the problem and into the solution.
- Create trust by talking more about outcomes than the steps needed to get there.
- Review talent for the role. Act swiftly to find “right” talent/role fit.

The Four Domains of Leadership Strengths Are :

- Executing
- Influencing
- Relationship Building, and
- Strategic Thinking

The Four Domains of Leadership

Strengths: Executing

- Executing – team members who have dominant strength in this domain are those whom you turn to time and again to implement a solution. These are the people who will work tirelessly to get something done. People who are strong in the executing domain have an ability to take an idea and transform it into reality within the organization they lead.

The Four Domains of Leadership Strengths: Influencing

- Influencing – people who are innately good at influencing are always selling the team's ideas inside and outside the organization. When you need someone to take charge, speak up, and make sure your group is heard, look to someone with the strength to influence.

The Four Domains of Leadership Strengths: Relationship Building

- Relationship Building – relationship builders are the glue that holds the team together. Strengths associated with bringing people together – whether it is by keeping distractions at bay or keeping the collective energy high – transform a group of individuals into a team capable of carrying out complex projects and goals.

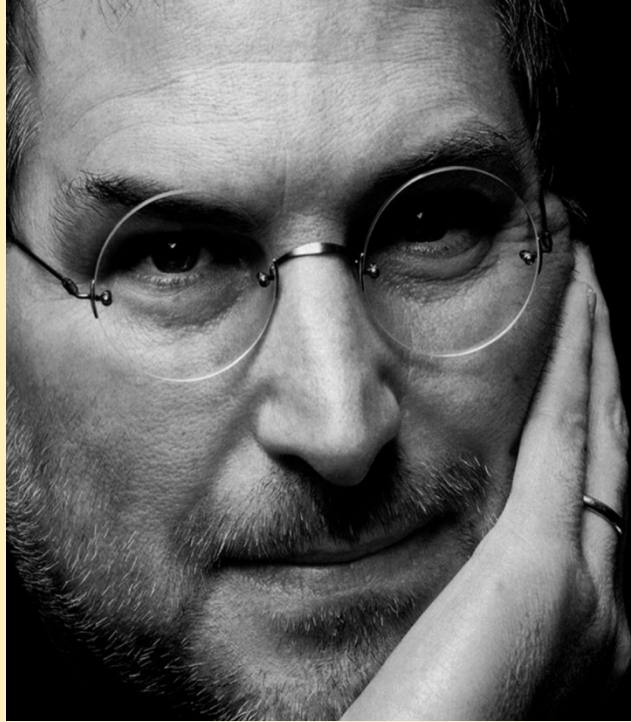
The Four Domains of Leadership

Strengths: Strategic Thinking

- Strategic Thinking – those who are able to keep people focused on what they could be are constantly pulling a team and its members into the future. They continually absorb and analyze information and help the team make better decisions.

Remember

- Leaders who are strongly self-aware and realistic about their own talents and strengths are the most likely to pick a team that helps shore up their weaknesses. A strong strategist, for example, will recognize the importance of having a relationship builder on board. This ability to build a well-rounded team is the mark of a successful leader, no matter which particular talents or strengths he or she possesses.



Steve Jobs

1955-2011

**"The ones who are crazy enough to think
that they can change the world,
are the ones who do."**

*Thank you for your time, participation,
and commitment to your Strengths-Based
development!*
Michael Eric Siegel, Ph.d.