



# Using Strengths for Personal, Staff, and Team Development

COMPASSPOINT PUBLIC WORKSHOP

DECEMBER 17, 2018

# Session Objectives

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1. Deepen knowledge of the philosophy, principles, and practices of strengths-based leadership.
2. Understand and become more aware of your personal strengths and the strengths of others.
3. Practice applying a strength-based lens to personal, staff, and team development.



# Agenda

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- 9:30a** Welcome, Overview, & Introductions
- 10:00a** Strengths-Based Leadership, Philosophy, Principles, & Practices
- 10:30a** Break
- 10:45a** Discovering Personal Strengths
- 12:30p** Lunch
- 1:30p** Growing Staff Strengths
- 2:30p** Break
- 2:45p** Growing Team Strengths
- 4:00p** Closing Reflections
- 4:30p** Adjourn

# Group Agreements

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1. Be fully present
2. Stretch out of your comfort zone
3. Move up, move back
4. Find your own voice
5. Observe confidentiality
6. Bring heart, not just mind

# Logistics

- Name tags, Sign In,
- Coffee, tea, and water
- Breaks, restrooms
- WIFI – CPGuests
- Manuals and PPT will be sent electronically (PPT and manual are complimentary but don't match)
- Need anything? Just ask!

# Culture Shifts in Leadership

(adapted from Catalyst Project (<http://collectiveliberation.org/culture-shifts-2/>))

<b>SHIFT FROM:</b>		<b>SHIFT TOWARD:</b>
<b>Deficit-based thinking</b>	<b>==&gt;</b>	<b>Strengths-based thinking</b>
<b>Individual focus</b>	<b>==&gt;</b>	<b>Collective action</b>
<b>Critiquing from the sidelines</b>	<b>==&gt;</b>	<b>Leading from the center</b>
<b>Obsession With Productivity</b>	<b>==&gt;</b>	<b>Whole people/whole movements</b>

# Finding Your Sources of Strength



# Talent Themes Mixer

1. What resonated with you and why?
2. What surprised you and why?
3. What did you learn about yourself?





# Strengths Envy?



EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
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

# The Assessment

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
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

# Recognizing your talents

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I had to leave home so I could find myself, find my own intrinsic nature buried under the personality that had been imposed on me.

-Gloria Anzaldua

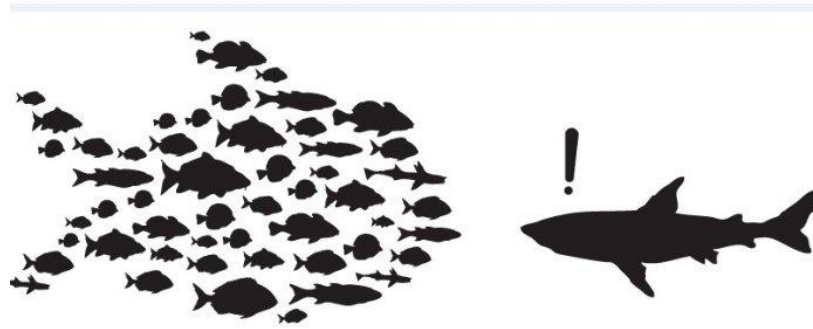


# In strengths-based approach, leadership is . . .

**Born AND Made**



**About TEAMS NOT  
Superheroes**



**Requires  
IQ AND EQ**



# Key Findings from 50 Years of Gallup Research (Rath & Conchie, 2008)

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*“All too often, leaders are blind to the obvious when it comes to something of critical importance to them – their own personality.”*

- Rath & Conchie, 2008, p. 11

The most effective leaders:

1. Are always investing in strengths
2. Surround themselves with the right people and then maximize their team
3. Understand their followers needs

# What is a Strength?

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A strength is composed of:

Talents – how we naturally think, feel, and behave.

Knowledge – what you know, does not naturally exist;

Skills – abilities, do not naturally exist within us;

**Talent x  
(Knowledge + Skill)  
= Strength**



# Potential Indicators of Natural Talent

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Where do you learn quickly?

When do you lose track of time?

What comes easy or naturally for you?

When you were a child, what did you love to do?



# Focusing on Talents & Strengths

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Confidence  
Engagement in work  
Productivity  
Individual growth  
Career satisfaction  
Staff retention  
Organizational growth





# Weakness?

Areas of **weakness** are things that:

- Feel depleting
- Frustrate you
- Make us lack confidence
- Are areas of slow learning

Strategies for dealing with areas of **weakness**:

Get just good enough!  
Find a partner or support system  
Use a strength to compensate  
Stop doing it!



# StrengthsFinder Assessment

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## *What it is:*

Tool for development

Identifies how you are wired

Helps you understand the lens through which you view the world

Common language to integrate within the organization

Maximizes productivity

Where you find your energy vs. what exhausts you

## *What it isn't*

Tool for hiring

Tool for promotion or advancement

Identify the “right” vs. “wrong” or “good” vs. “bad” talents

Labeling people

One-size-fits all approach

An excuse to NOT do something because it is not my strength

Complete explanation of who you are and why you do things

# Curiosity Interview

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1. Since childhood, what have you always loved doing?
1. Tomorrow at work if you could spend time on anything you wanted, what would it be?
1. What was a peak experience when you felt that you were at your best or most engaged?

Write down any qualities, values, or talents you notice in your partner's answers.

# Curiosity Interview (con't)

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Pair up with your same partner from the curiosity interview:

1. What was affirmed?
2. What surprised you?
3. How did it feel?
4. What did you learn about yourself in this activity?
5. Briefly explain your 5 talents from StrengthsFinder. Did these show up in your story? If so, where and how?

# Wrestle with your results . . .

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- Read and underline what resonates
- Cross out what doesn't
- Change words if you want, make it feel right
- Be open to surprises and watch out for the inner critic

**Land in your strengths snapshot written in your words.**

# Your Snapshot and Supervision

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*How might you want them to*

- Better communicate with you?*
- Build a strong relationship?*
- Understand your motivation?*
- Approach your professional development?*
- Recognize your accomplishments?*
- Discuss how to manage for weakness?*

# Our Deepest Fear

By Marianne Williamson

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Our deepest fear is not that we are inadequate.  
Our deepest fear is that we are powerful beyond measure.  
It is our light, not our darkness  
That most frightens us.

We ask ourselves  
Who am I to be brilliant, gorgeous, talented, fabulous?  
Actually, who are you *not* to be?

... as we let our own light shine,  
We unconsciously give other people permission to do the same.  
As we're liberated from our own fear,  
Our presence automatically liberates others.



**What is a strength?**

**Talent x  
(Knowledge  
+ Skill) =  
Strength**





# What is a strength? (cont.)

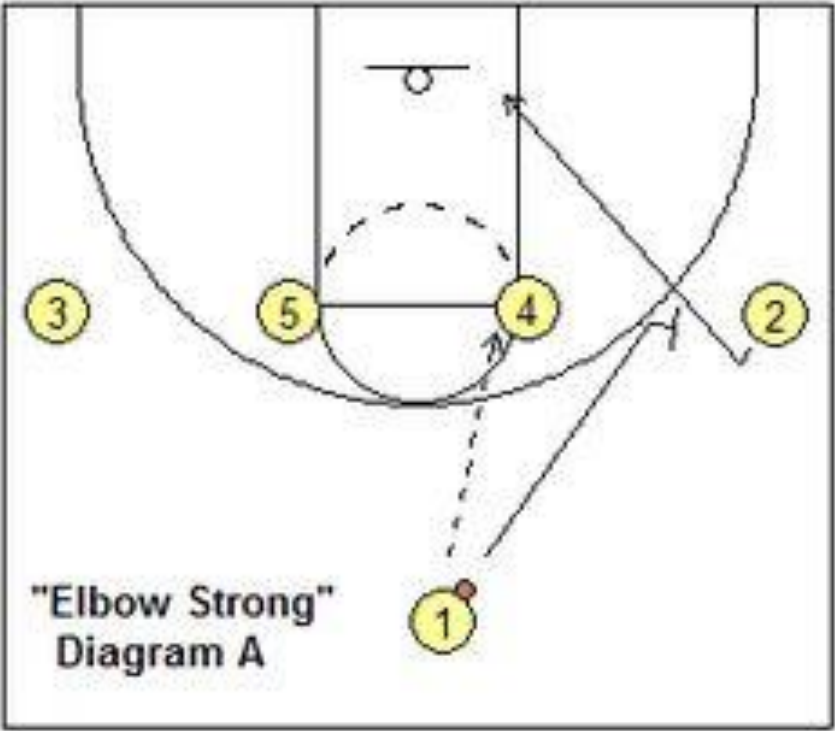
Talent

x

( Knowledge

+

Skill )



# FREE a Strength

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**F**

**FOCUS**

Identify how and where this specific Strength helps you in your current role.

**R**

**RELEASE**

Find the missed opportunities in your current role.

**E**

**EDUCATE**

Learn new skills and techniques to build this Strength.

**E**

**EXPAND**

Build your job around this Strength.

# STOP a Weakness

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<b>S</b>	<b>STOP</b> Simply eliminate this activity.
<b>T</b>	<b>TEAM UP</b> Partner with others who are strengthened by this activity.
<b>O</b>	<b>OFFER UP</b> Volunteer to swap your weakness for a colleague's strength.
<b>P</b>	<b>PERCEIVE</b> Look at your weakness from a different perspective.

# Strategies for Managing for Weakness

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Get good enough; reach a baseline of acceptable performance

Get a support system or partner

Maximize a strength to compensate and overshadow



# Team Strengths

## EXECUTING

Achiever  
Arranger  
Belief  
Consistency  
Deliberative  
Discipline  
Focus  
Responsibility  
Restorative

Kad	Lupe	Shannon	Michelle
		■	
	■		
	■		
	■		

## INFLUENCING

Activator  
Command  
Communication  
Competition  
Maximizer  
Self-Assurance  
Significance  
Woo

Kad	Lupe	Shannon	Michelle

## RELATIONSHIP BUILDING

Adaptability  
Developer  
Connectedness  
Empathy  
Harmony  
Includer  
Individualization  
Positivity  
Relator

Kad	Lupe	Shannon	Michelle
	■		
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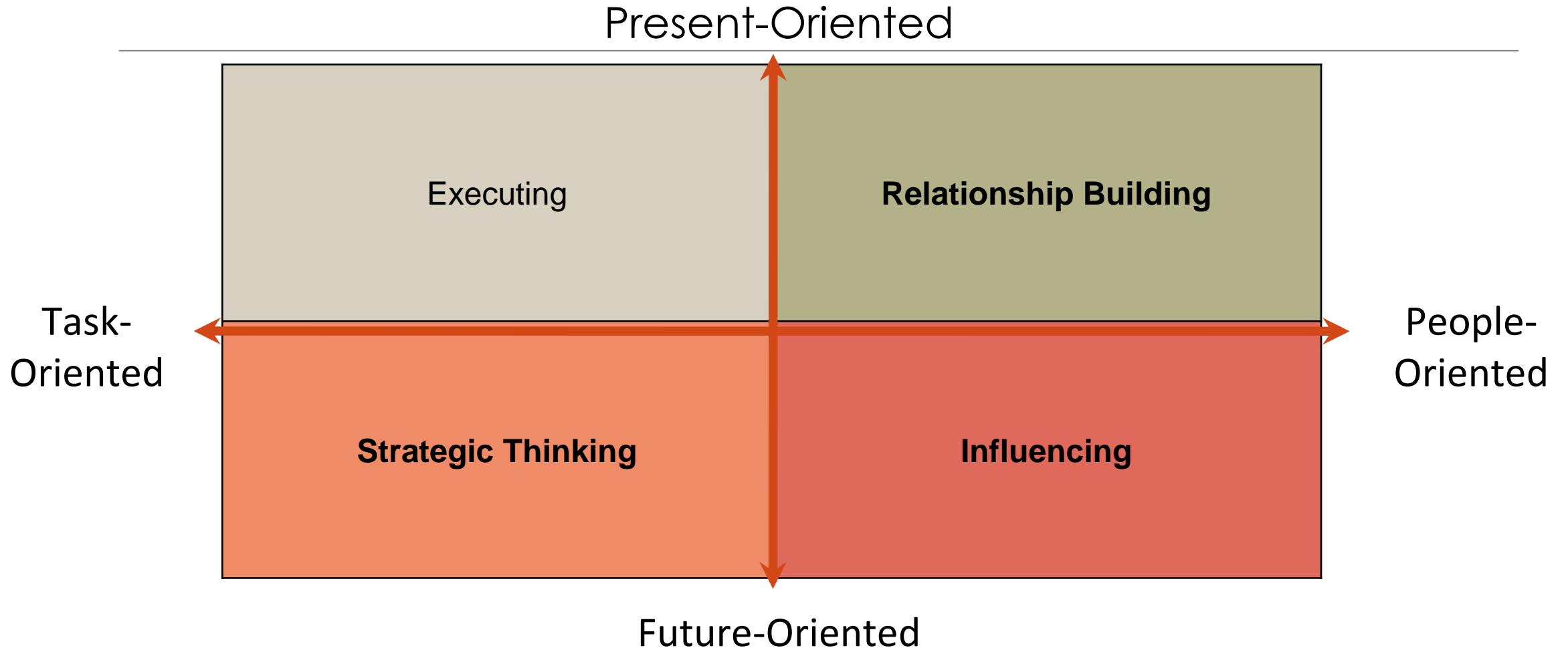
## STRATEGIC THINKING

Analytical  
Context  
Futuristic  
Ideation  
Input  
Intellection  
Learner  
Strategic

Kad	Lupe	Shannon	Michelle
		■	
		■	
■			■
■			■
■			■
■	■		■
		■	

*While no one individual is ideally well rounded, the best teams are.*

# Domains of Leadership Strength



# Executing Domain

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Know how to make things happen

Have ability to “catch” an idea and make it happen





# Relationship Building Domain

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Provide essential glue that holds the team together

Create groups and organizations that are much greater than the sum of their parts

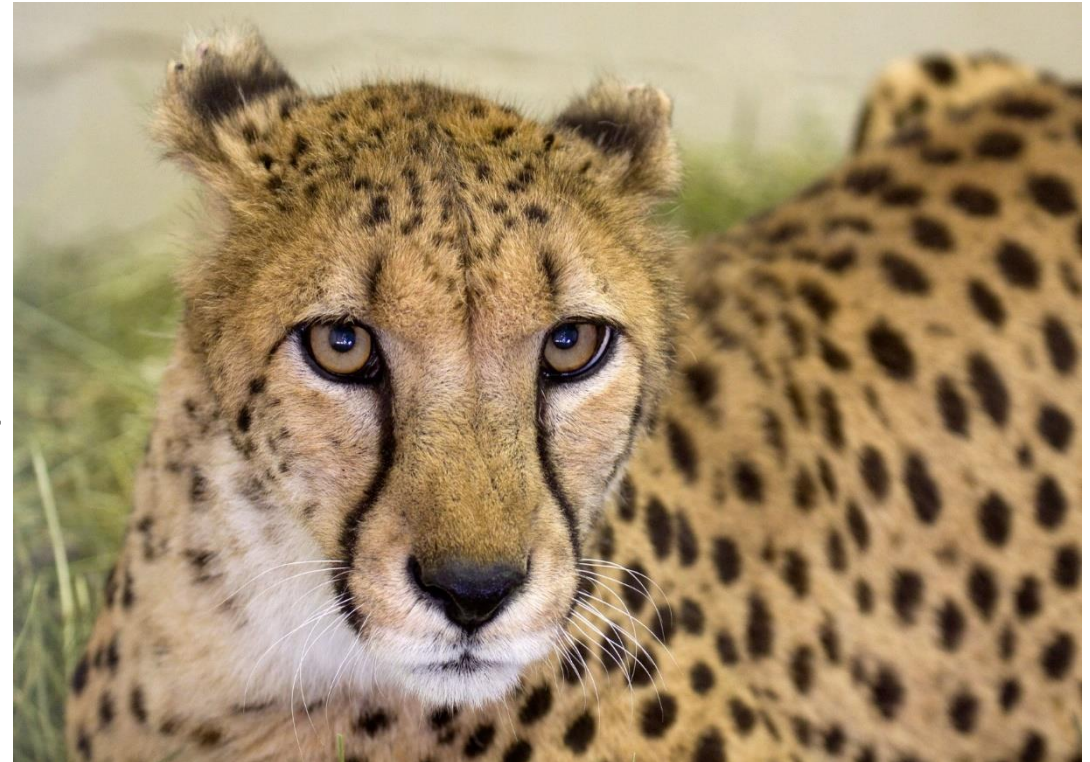


# Strategic Thinking Domain

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Keep us all focused on what *could be*

Constantly absorbing and analyzing information and helping the team make better decisions



# Influencing Domain

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Help the team reach a broader audience

Take charge, speak up, and make sure the group is heard



Strategic  
Thinking



Influencing

Which type of leader are you?



Relationship  
Building



Executing

# Thank You!

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“Pretension is a poor joke that you play on yourself. Snap out of it. Recognize your strengths, work on your weaknesses. Real achievement is liking what you see in the mirror every morning.”

- Virat Kohli

## Contact Information:

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*The quality of*  
**STRENGTH**  
*lined with*  
**TENDERNESS**  
*is an unbeatable*  
*combination...*

*Dr. Maya Angelou*