Learn, Leverage, Lead
Developing the Strengths of Others
Strengths Coaching

Strengths-based Strategies for Coaching Others
“A talent is like a precious jewel. It can be covered by dirt, yet it is unchanged by the dirt.

Through the process of development, we bring the jewel into the light where it can shine.”

-Donald Clifton
Why Do Conversations About Talent Matter?

- Engaged
- Not Engaged
- Actively Disengaged

2006 Poll: 29% Engaged, 55% Not Engaged, 16% Actively Disengaged
Ignored: 2% Engaged, 40% Not Engaged, 33% Actively Disengaged
Weakness: 45% Engaged, 22% Not Engaged, 61% Actively Disengaged
Strengths: 1% Engaged, 1% Not Engaged, 38% Actively Disengaged
Strengths Coaching Promotes Achievement

Strengths Awareness ➔ Confidence ➔ Self Efficacy ➔ Motivation to excel ➔ Engagement

Apply strengths to areas needing improvement ➔ Greater likelihood of success
“I have never met a successful leader who wasn’t aware of his talents and working to sharpen them”

-Wesley Clark, Former NATO Supreme Allied Commander

Use Your Strengths
Encourage Others to do the Same
**Strenghts Development Framework: Scope and Sequence**

**Discover/Awareness**
- Understands, can define and verbalize their themes.
- Has a basic understanding of their themes.

**Develop/Integrate**
- Can see a clear connection between their themes and past and present behavior.
- Can link strengths to successes.

**Relationship**
- Has a clear understanding of their uniqueness and sees others strengths.
- Has a relationship(s) that is encouraging their strength's development.

**Apply/Application**
- Can utilize the knowledge of their five themes to plan, strategize, analyze and direct their behavior.
Coaching Phases
The Importance of Questions

Ask ... don’t tell
Building Blocks of Strengths

- Theme
- Talents
- Ideas for Development
- Ideas for Recognition
Coaching Blind Spots

Be aware of your own bias
All Themes are Worthy of Value

Valuing
Appreciating
Respecting
Understanding
Judging
Different Paths to the Same Destination

Situation or Task

Adaptability

FOCUS

STRATEGIC
There are Many Different Paths to the Same Destination

Assigned to work on a strategic plan

Analytical

Ideation

Woo
Prepare for doubt and preconceived beliefs about strengths
Coaching Tips

There is more than what you see on paper
Individuals are responsible for their development
Coaching takes time!
Strength Based Teams
Great managers recognize that each person has unique talents and motivations, and they seek to understand and leverage these uniqueness's. They build their teams to maximize the unique talents and contributions of each person on the team.”

Go Put Your Strengths to Work. Marcus Buckingham.
Good managers pay attention to strengths when forming teams
Domains of Leadership Strengths

- Executing
- Influencing
- Relationship Building
- Strategic Thinking

• Tom Rath and Barry Conchie. Strengths Based Leadership. 2008.
## Symphony of Strengths

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<thead>
<tr>
<th>Execute</th>
<th>Influence</th>
<th>Relate</th>
<th>Think</th>
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What Strong Teams Have in Common

- Conflict doesn’t destroy strong teams
- Strong teams prioritize what’s best for the organization
- Strong teams are as committed to their personal lives
- Strong teams embrace diversity
- Strong teams manage for talent

Tom Rath and Barry Conchie. Strengths Based Leadership. 2008.
How can we use strengths in managing others?
Strength Based Department Meetings
How much time is spent

• discussing how to fix weaknesses?
• discussing strengths?

Can you change that paradigm?
Ask what strengthens and weakens them and listen for “I love it when...” or “I hate it when...”
Strengths Commitment

- What is one thing you will do differently starting tomorrow based on what you have learned today?

- Questions or feedback
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Heaven is under our feet as well as over our head.
Henry David Thoreau