Become a Strengths-Based Team:
How to Implement GALLUP® Strengths Coaching Into Your Enrollment Management Culture

Sarah Engel, Director of Admissions | Gallup Certified Strengths Coach
Strategic | Activator | Maximizer | Adaptability | Self-Assurance
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The key to **success** is to fully understand how to apply your greatest **talents** and **strengths** into your everyday life.

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**Talent** is a naturally recurring pattern of thought, feeling, or behavior that can be productively applied.

**Examples of Talent include:**

- Effortlessly and instinctively starting conversations
- Thinking in an orderly or timely manner
- Being able to easily influence others
- Seeing patterns in data
- Consistently having a positive outlook on life

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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
OUR TALENTS HELP US UNDERSTAND WHO WE ARE

- They describe us.
- They influence our choices.
- They direct our action.
- They explain why we are better at some things than others.
- They help us filter our world.
OUR TALENTS HELP US DEVELOP RELATIONSHIPS AND TEAMS.

Five Guiding Principles:

• Themes are neutral.
• Themes are not labels.
• Lead with positive intent.
• Differences are advantages.
• People need one another.
Strengths Continuum:

You are invited to a party with people you do not know.

Oh Boy!  Oh No!
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Strengths Continuum:

You are required to work on a complex project.

Details...YES!      Ideas....YES!
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Strengths Continuum:

You have to find your way to a place you have never been before.

No problem!                   No way!
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Strengths Continuum:

What does your closet look like?

Everything in it’s place  A place for everything
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Strengths Continuum:

You are asked to participate in a competition

Let’s start now!  Do we have to?
A recipe for Strengths:

Although people certainly do change over time and our personalities adapt, scientists have discovered that core personality traits are relatively stable throughout adulthood, as are our passions and interests. One 23-year longitudinal study of 1,000 children revealed that a child’s personality at age 3 shows remarkable similarity to his or her reported personality traits at age 26.* This is one of the reasons why StrengthsFinder measures the elements of your personality that are less likely to change – your talents.
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START WITH TALENT; FINISH WITH STRENGTH.

TALENT  

A natural way of thinking, feeling, or behaving that can be productively applied X Investment  

=  

Strength  

The ability to consistently produce a positive outcome through near-perfect performance

To finish with a strength, start with talent.
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START WITH TALENT; FINISH WITH STRENGTH – formula for Strengths:

\[ \text{Talent} \times \text{Investment} = \text{Strength} \]

- **Talent** (a natural way of thinking, feeling, or behaving)
- **Investment** (time spent practicing, developing your skills, and building your knowledge base)
- **Strength** (the ability to consistently provide near-perfect performance)

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START WITH TALENT; FINISH WITH STRENGTH – formula for Strengths:

\[ \text{TALENT} \times \text{INVESTMENT} = \text{STRENGTH} \]

- **TALENT** (a natural way of thinking, feeling, or behaving) = 2
- **INVESTMENT** (time spent practicing, developing your skills, and building your knowledge base) = 5
- **STRENGTH** (the ability to consistently provide near-perfect performance) = 10

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START WITH TALENT; FINISH WITH STRENGTH – formula for Strengths:

TALENT (a natural way of thinking, feeling, or behaving) 5

×

INVESTMENT (time spent practicing, developing your skills, and building your knowledge base) 5

= STRENGTH (the ability to consistently provide near-perfect performance) 25

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PEOPLE WHO FOCUS ON USING THEIR STRENGTHS:

are **three TIMES** as likely to report having an excellent quality of life

are **six TIMES** as likely to be engaged in their jobs

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PEOPLE WHO FOCUS ON USING THEIR STRENGTHS:

- Look forward to coming to work
- Have more positive than negative interactions with coworkers
- Treat customers better
- Tell their friends they work for a great company
- Achieve more on a daily basis
- Have more positive, creative and innovative moments

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PEOPLE WHO FOCUS ON USING THEIR STRENGTHS MAXIMIZE THEIR POTENTIAL FOR SUCCESS AND SATISFACTION:

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

Teams who receive strengths feedback have **8.9% greater profitability**.

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PRINT THE FOLLOWING PHRASE THREE TIMES:
“I use my strengths every day.”
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?”

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STRENGTHS-BASED COACHING

• The strengths-based development approach is unique and powerful.

• A person’s most direct path to individual growth and improvement begins with a primary investment in his or her greatest strengths.

• Strengths-Based Coaching:
  • Focus on each person’s strengths and manage around weakness.

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• *Strengths-Based Coaching:*
  • *Focus on each person’s strengths* and manage around weakness.

Gallup definition of Weakness: a lack or misapplication of knowledge, skill, or talent that has a negative effect on your performance or the performance of others.

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Start with TALENT  

Finish with STRENGTH

There is nothing wrong with being aware of our weaknesses and managing them, but our greatest opportunity for success lies in building on our natural talents.
THEMES ARE THE BASIC LANGUAGE OF TALENT
Think about a peak experience in your life – one of those transformative moments when you were firing on all cylinders and when you were “in the flow.”

Can you describe it?
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• To what activities are you naturally drawn?

• What kinds of activities do you seem to pick up quickly?

• In what activities did you seem to automatically know the steps to be taken?

• During what activities have you had moments of subconscious excellence when you thought, “How did I do that?”

• What activities give you kick, either while doing them or immediately after finishing them, and you think, “When can I do that again?”
Now, imagine a team where people...

- Have higher levels of energy and vitality
- Are more confident
- Are more likely to achieve their goals
- Perform better at work
- Experience less stress
- Are more engaged at work
- Are more effective at developing themselves and growing as individuals
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What makes a great team?

• They share a mission and a purpose.
• Everyone on the team understands and appreciates that he or she is great at some things and not very good at others.
• Team members are aware of each other’s talents.
Definition of a **Strengths-based team:**

A group of **imperfect but talented contributors** who are **valued** for their **strengths** and who **need one another** to realize individual and team **excellence**.
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**Definition of Strengths-based Leaders:**

- Always investing in strengths.
- Always surround themselves with the right people and then maximize their team.
- Understand what their team members need to be successful and productive.
To be successful, great leaders will identify the right talent for the right roles, tasks, or projects.

• They focus, nurture and develop talents in each individual.
• They build relationships that support and engage their team members.
• They effectively onboard new team members and provide role-specific development opportunities.
• They cultivate an encouraging environment for success
Leaders: Talent Identification and Employee Development

• Do you know and appreciate each team member’s unique talents?

• Do you know and appreciate what each team member does best? When he/she is at his/her best?

• Do you know and appreciate what each team member enjoys most about his/her role?
Great Leaders focus on: Employee Engagement

Great leaders bring out the best in their teams.

• They create a sense of shared identity and collaboration.
• They foster a belief that each person matters and is part of something bigger.
• They individualize by identifying what excites, motivates and engages each employee.
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Employee Engagement

• Do you know what each team member finds the most satisfying about his/her work?

• Do you know what motivates each team member?

• Do you know how each team member likes to be recognized?

• Do you create a culture that allows for recognition of accomplishments?
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Great Leaders focus on: Performance Management

Great leaders value performance.

• They ensure everyone understands their expectations and goals.
• They hold team members accountable.
• They help their team members use their individual talents and strengths to learn, grow and improve performance.
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Performance Management

• How do you guide, support and empower your team members?

• How clear are your expectations? Do your team members know what is expected of them?

• How do you communicate performance outcomes and measure progress?

• How do you determine when expectations are not being met? What happens?
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Performance Management

• How do you guide, support and empower your team members?

• How clear are your expectations? Do your team members know what is expected of them?

• How do you communicate performance outcomes and measure progress?

• How do you determine when expectations are not being met? What happens?

• Are you aware of your team members’ expectations of you?
Performance Management

Ask the questions:

• What am I/What are we being held accountable for?
• What expectations does your leader have of you? What expectations does your team have of you?
• What are the expected outcomes for your organization?
• What is your top priority?
• What is your goal?
Performance Management

**Performance Goal**
- What needs to be done?
- Why is it important?

**Theme Intervention**
- What theme(s) has the most natural connection to the goal?
- What specific actions can be taken?

**Improved Outcome Performance**
- Have I / Has my team member aimed strengths effectively?
- Have I / Has my team member achieved success?
Teams focused on strengths drive engagement.

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The Leader’s Focus

- % Engaged
- % Not Engaged
- % Actively Disengaged

- Ignored: 40%
- Weaknesses: 33%
- Strengths: 61%

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### Building a Team Strengths Grid, Strengths Domains:

<table>
<thead>
<tr>
<th>EXECUTING</th>
<th>INFLUENCING</th>
<th>RELATIONSHIP BUILDING</th>
<th>STRATEGIC THINKING</th>
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<tr>
<td>People with dominant Executing themes know how to make things happen. When you need someone to implement a solution, these are the people who will work tirelessly to get it done. They have the ability to “catch” an idea and make it a reality.</td>
<td>People with dominant Influencing themes know how to take charge, speak up, and make sure the team is heard. They help the team reach a broader audience, and are always selling the team’s ideas inside and outside the organization.</td>
<td>People with dominant Relationship Building themes are the essential glue that hold a team together. They have the ability to build strong relationships and to ensure that a team is greater than the sum of its parts.</td>
<td>People with dominant Strategic Thinking themes help teams consider what could be. They absorb and analyze information that can inform better decisions. They continually stretch our thinking for the future.</td>
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## GALLUP® Strengths

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- Go to https://www.gallupstrengthscenter.com
  - Purchase a Top 5 Strengths Access code for $15.00
  - Give yourself 40-45 minutes to complete the assessment
  - Don’t overthink it. You only have a moment to answer each question – so go with your gut. There are NO wrong answers. Everyone gets an A!

- Have a Team Strengths Discovery retreat on your campus

- Sarah Engel, Gallup-Certified Strengths Coach, sengel@regis.edu or milehighstrengths@gmail.com

Sarah Engel, Gallup-Certified Strengths Coach
Questions?
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Collection of GALLUP® Sources:


