



LEADING WITH STRENGTHS

GAEL Aspiring Principal Program 2020-2021



Governor's School
Leadership Academy

Learning, Leading, Serving

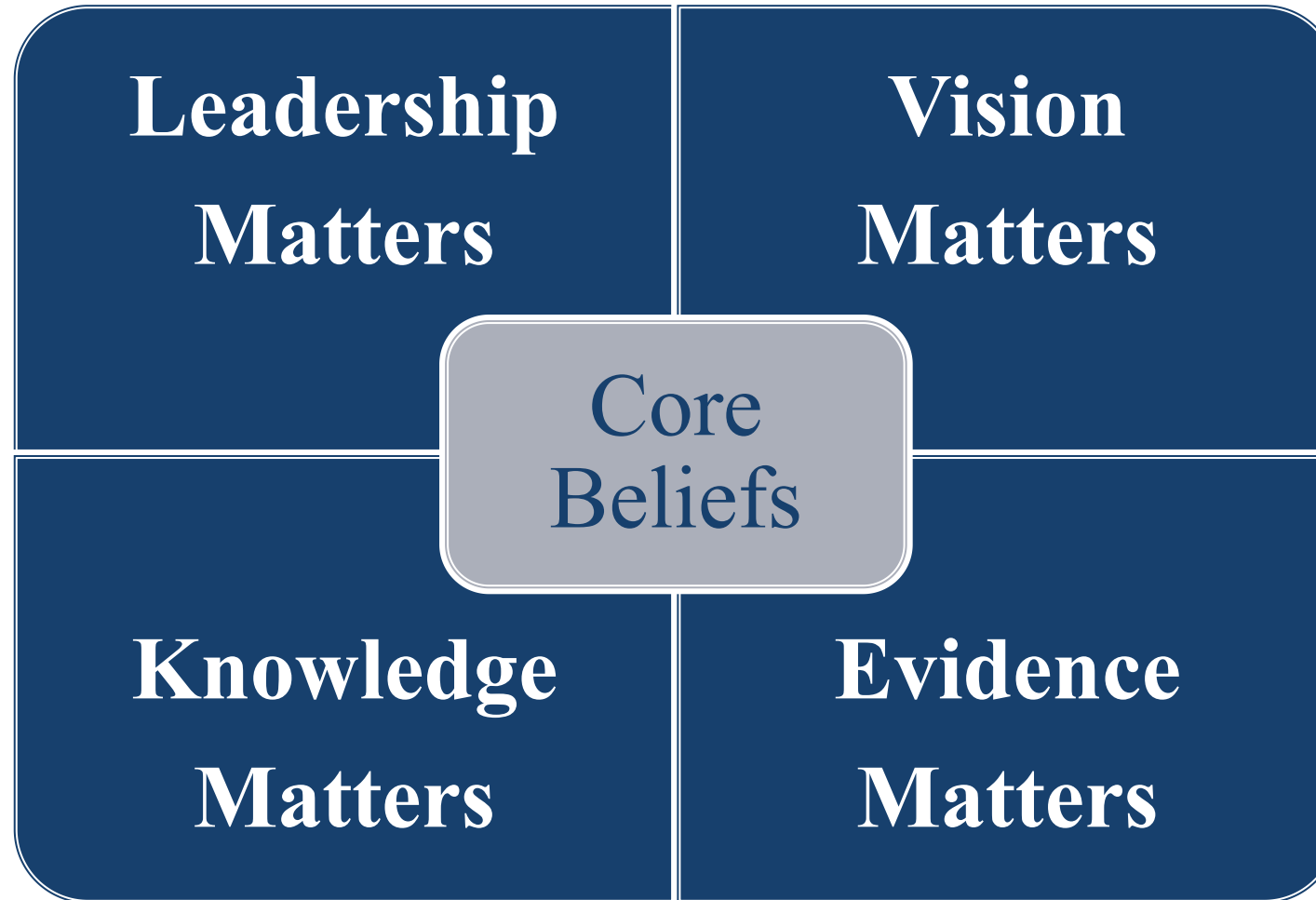
Session Objectives



Participants will understand

- how a strengths-based approach to leadership and leveraging personal talents can positively impact school climate, culture, and student outcomes, and
- how using a strengths-based approach to leadership and team development can benefit their schools.

GSLA Core Beliefs



GSLA Core Beliefs

Knowledge Matters

Successful leaders:

- **Know themselves**
- Know their people
- Know the work

Our greatest talents – the ways in which we most naturally think, feel, and behave – represent our innate power and potential. When we tap into this source of wisdom and power, we are more efficient, we act with more confidence, direction, and hope, and we are more productive.

Gallup, Inc. 2017





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

Donald O. Clifton

Introduction to Exploring Talents

Focus on You

Think about the questions that follow and record your answers on the “Focus on You” handout.

1. What do you really love about your work?
2. What was your most significant accomplishment in the past 12 months?
3. Of all the things you do well, which two or three do you do the best?



Introduction to Exploring Talents

Lean to the left,
Lean to the right,
Stand up,
Sit down,
Fight, fight, fight!



Stand Up If You...

- Talk to people in elevators, airplanes, grocery stores
- Have a color-coded or similarly organized closet
- Write down a list of things to do, and stick to it
- Make a list of things to do, even 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

Defining Talent

EVERYONE HAS TALENT

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

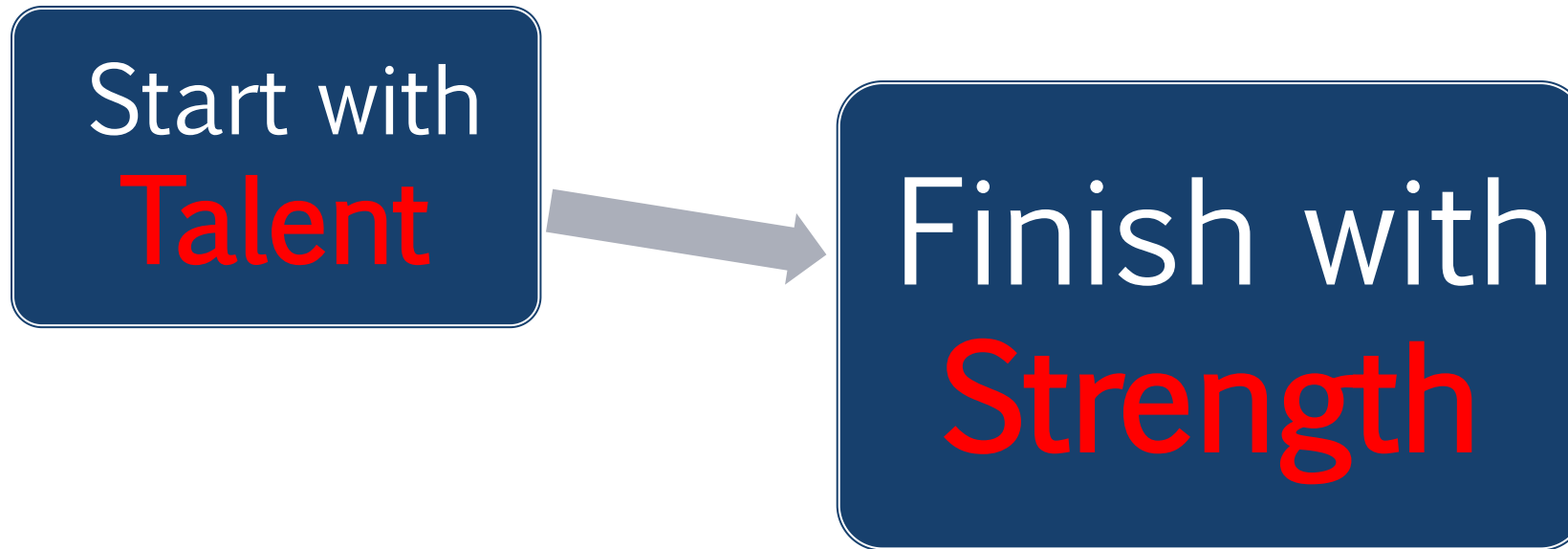
Examples of talent:

- 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

Talents Versus Strengths

STRENGTHS ARE DEVELOPED

Strength is the ability to consistently produce a positive outcome through near-perfect performance in a specific task.



Talents Versus Strengths

START WITH TALENT,
FINISH WITH 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 provide near-perfect performance

Exploring Your Talents

THEMES ARE THE BASIC LANGUAGE OF TALENT



CliftonStrengths Assessment

What is it?

- Personal talent assessment
- Based on 34 themes
- Series of 177 paired statements
- Statements are timed to elicit first reaction
- Measures natural patterns of
 - Thinking
 - Feeling
 - Behaving

CliftonStrengths Assessment

What it can do...

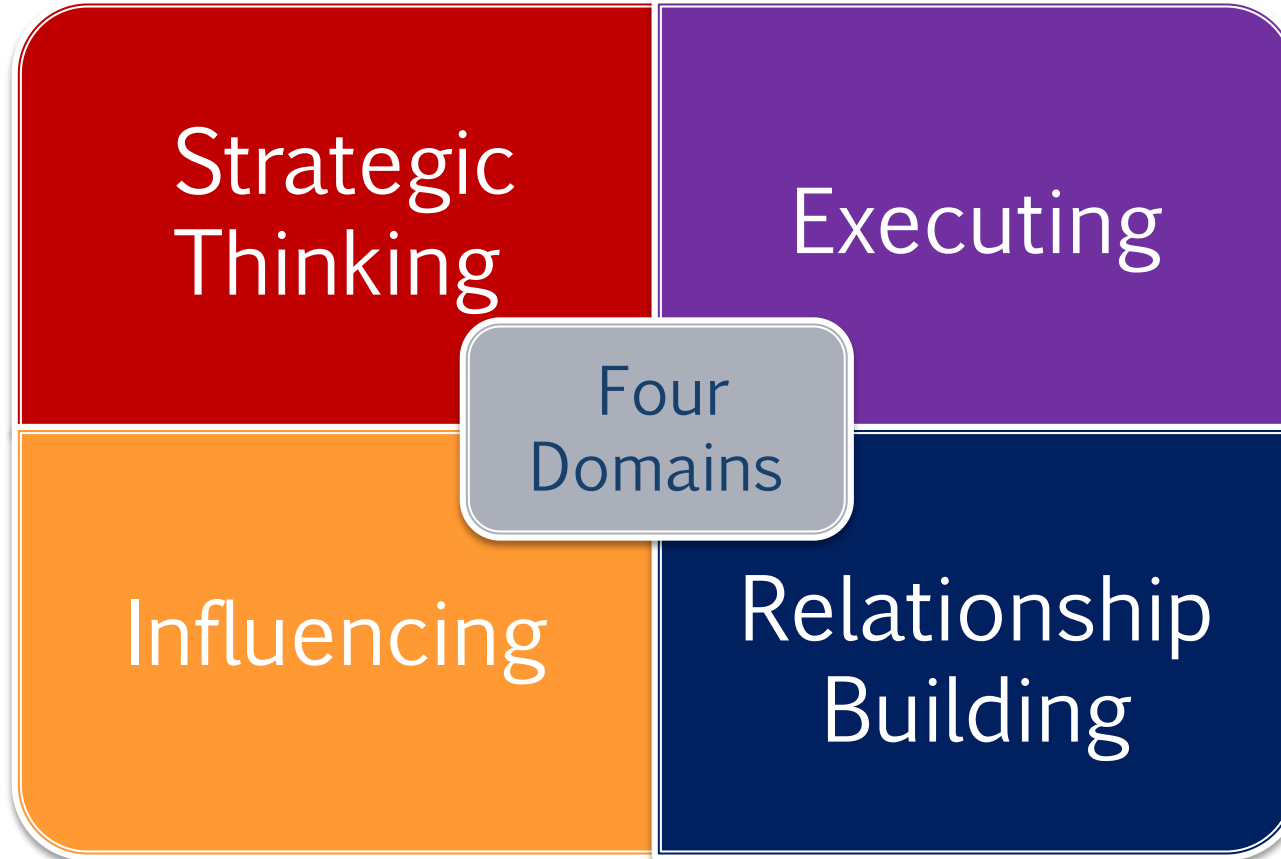
- Help identify “how you are wired”
- Help you understand the lens through which you view the world
- Help you maximize your productivity
- Help you find your energy versus what exhausts you

What it cannot do...

- Identify “right” versus “wrong” ways of approaching tasks
- Provide a label
- Provide a “one-size-fits-all” explanation of a person
- Provide an excuse for not doing something because it is “not my strength”
- Provide a complete explanation of who you are and why you do things



CliftonStrengths Assessment



CliftonStrengths Assessment

Strategic Thinking

- How do you absorb, think about, and analyze information about situations?

Executing

- How do you make things happen?

Influencing

- How do you influence others?

Relationship Building

- How do you build and nurture strong relationships?

Considering Personal Talents

Strategic Thinking

Analytical
Context
Futuristic
Ideation
Input
Intellection
Learner
Strategic

Executing

Achiever
Arranger
Belief
Consistency
Deliberative
Discipline
Focus
Responsibility
Restorative

Influencing

Activator
Command
Communication
Competition
Maximizer
Self-Assurance
Significance
Woo

Relationship Building

Adaptability
Connectedness
Developer
Empathy
Harmony
Includer
Individualization
Positivity
Relator

Exploring Your Talents

SIGNATURE THEMES

- These are your “Top 5” Talents.
- They represent your innate power and potential.
- They can help us understand who we are.

Exploring Your Talents Activity

1. Find your Signature Theme Report.
2. Read the descriptions of your top five talents.
3. Highlight, underline, and annotate the descriptions.
4. Complete chart on connecting themes and experiences.

Exploring Your Talents – Graphic Organizer



Exploring Your Talents

Using your Signature Theme Report, carefully consider each theme description. In your own words, explain how the description applies to you.

My Signature Themes	Words, Phrases or Descriptions that Connect to My Experiences

Becoming the Expert

Relationship Building		Influencing		Executing		Strategic	
Adaptability	Jim	Activator	LaShantel	Achiever	Sonya	Analytical	Chris
Connectedness	Christi G.	Command	Katrina	Arranger	Ian	Context	Trey
Developer	Lisa	Communication	Nesha	Belief	William	Futuristic	Matthew
Empathy	Christie M.	Competition	Chuck	Consistency	Dana	Ideation	Bert
Harmony	Lesley	Maximizer		Deliberative	Nathan	Input	Maegan
Includer	Hal	Self-Assurance	Marlon	Discipline	Kristy G.	Intellection	Richard and Buddy
Individualization		Significance	Hamilton	Focus	Cynthia	Learner	Jessica
Positivity	Elizabeth	Woo	Lacey	Responsibility	Candace	Strategic	Michael
Relator	Emily and Billy			Restorative	Tekeshia and James		

Exploring Your Talents

YOUR SIGNATURE THEMES ARE A STARTING POINT

Name It!

Now that you have read and learned more about your Signature Themes, focus for a minute on your assigned expert theme. How you could invest in developing it to build it into a strength?

Claim It!

Staying with your expert theme, how can you more fully “own” it? How does or could this theme help you to be successful in your role?

Aim It!

How could you use this Signature Theme more intentionally?
Starting tomorrow, I will intentionally use my talents in this theme by...

Considering CliftonStrengths in Teams

Stacey
Tandi
Ken
Laine
Marcia
Karen

Strategic Thinking

Analytical
Context
Futuristic
Ideation
Input
Intellection
Learner
Strategic

Executing

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Considering CliftonStrengths in Teams

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Buddy

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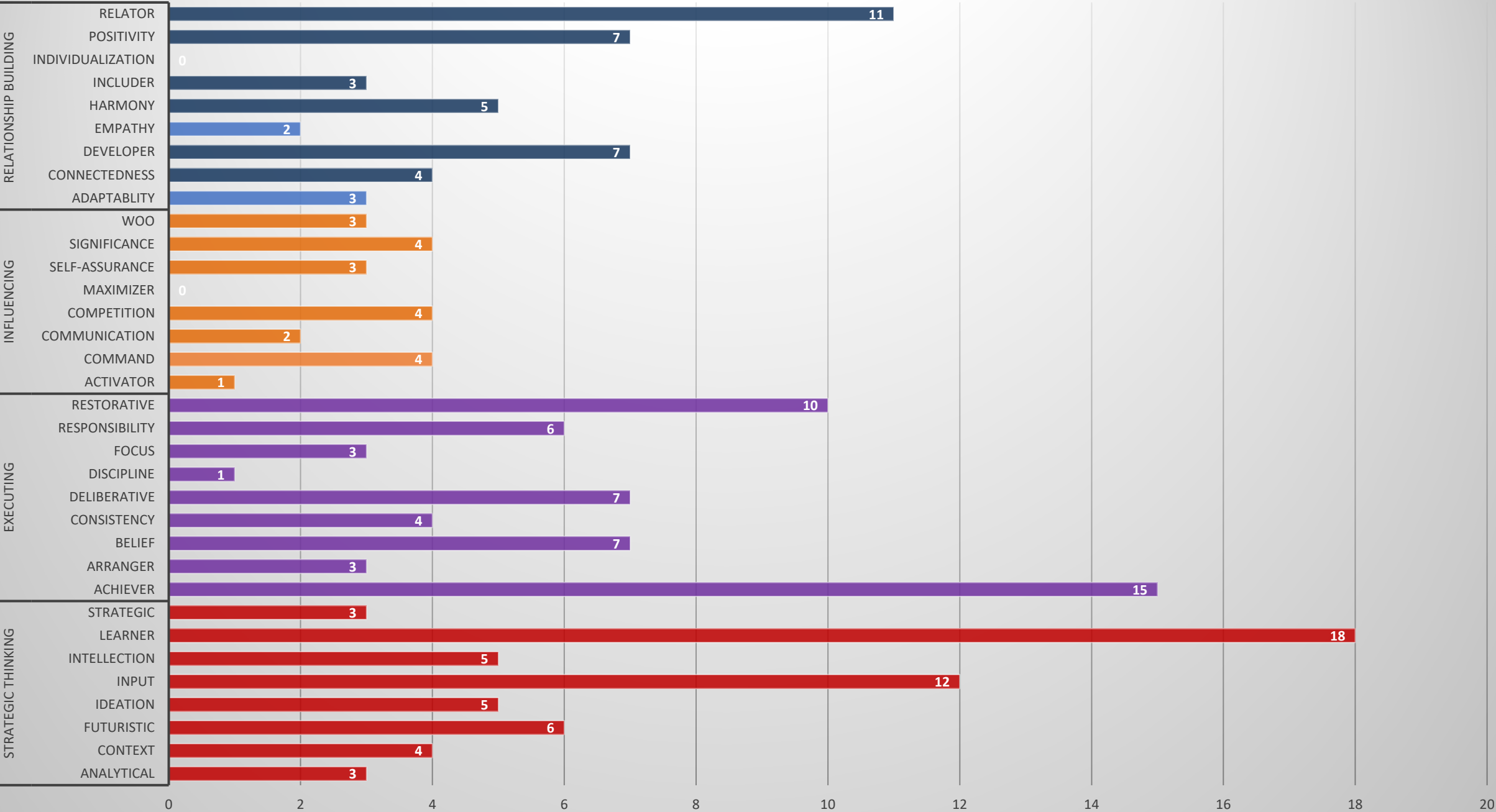
Influencing

Activator
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Relationship Building

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The Talents of Our Cohort



Leveraging Personal Strengths

Introduction to Strengths-Based Research

Objective: Participants will understand how a strengths-based approach to leadership and leveraging personal talents can positively impact school climate, culture, and student outcomes.

Exploring the 34 Talents

WHY IS A STRENGTHS-BASED MINDSET IMPORTANT?

Conventional approaches to personal development maintain each person's strengths and work on fixing weaknesses.

Assumptions:

- Most behaviors can be learned.
- The best in a role display the same behaviors.
- Weakness fixing leads to success.



Exploring the 34 Talents

WHY IS A STRENGTHS-BASED MINDSET IMPORTANT?

3 Assumptions:

Only some behaviors can be learned. This includes skills we can practice or knowledge we can learn through reading or experience.

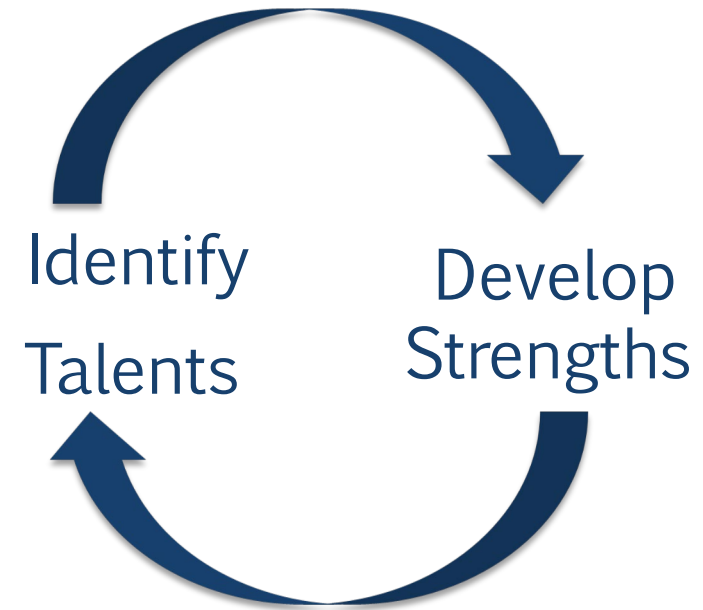
The best in a role deliver the same outcomes using different behaviors. They play to their natural talents and strengths and perform the activity in a way that works for them.

Weakness fixing prevents failure; strengths building leads to success. We do need to address things that get in the way of our success and manage weaknesses to prevent them from becoming obstacles. However, if we build on our strengths and further develop the things that we already do well, those efforts are more likely to lead to success.

Exploring the 34 Talents

WHY IS A STRENGTHS-BASED MINDSET IMPORTANT?

A strengths-based approach to personal development focuses on each person's strengths and manages around weaknesses.



Exploring the 34 Talents

WHY IS A STRENGTHS-BASED MINDSET IMPORTANT?

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

Exploring the 34 Talents

WHY IS A STRENGTHS-BASED MINDSET IMPORTANT?

People who are working in the strengths zone...

- Look forward to going 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

Exploring the 34 Talents

WHY IS A STRENGTHS-BASED MINDSET IMPORTANT?

Recognizing and acknowledging your own strengths and the strengths of others helps to clarify the reality that...

- You do not have to become a different person to be successful.
- You cannot be all things to all people.
- You cannot be anything you want to be, but you can be more of who you are.
- You can learn how to focus on the best of who you are and become a better version of who you already are.

Exploring the 34 Talents – I am...

I.

It is very likely that you have already been using your Signature Themes without really knowing it.

A.

Choose another talent from your top 5, and consider the following questions.

M.

Exploring the 34 Talents

I.

Insight

- What does the theme you have chosen mean to you?

A.

Application

- In what ways have you specifically applied this theme recently?

M.

Meaningful Impact

- What were the **positive results** of this application?

Exploring the 34 Talents

I. A.M. FRAMEWORK A PICTURE IS WORTH A THOUSAND WORDS

Now, select an image from the cards on your table that represents how you use the Signature Theme you have chosen to create meaningful impact. As you choose your picture, think about the following:

How does this picture represent...

- the way you work with others?
- how you manage the things you are responsible for each day?
- what motivates or energizes you?
- how you think about and process information?

Exploring the 34 Talents

I. A.M. FRAMEWORK

A PICTURE IS WORTH A THOUSAND WORDS

1. Find a partner that you have not talked with so far today.
2. Each person will have 1 minute to share the following:
 - How does the picture you chose provide insight to the Signature Theme you selected?
 - How does the picture you selected show how you have applied your Signature Theme in interactions with others or in completing tasks?
 - How does the picture represent the positive results of leveraging your Signature Theme?
3. Create a quad with another pair and share your pictures and connections.

But, It's Not Always Perfect...



Seeing Both Sides of Talents



Seeing Both Sides of Talents

Now that you have had a chance to learn about each of the 34 Talents, we are going to dig a little deeper into our perceptions of the Talents and how others perceive them in us.

The first one is easy...share the answer to the questions below with your table partners. Each person should have a chance to share for about one minute.

LOVE

1. What is the Signature Theme that you LOVE? What is it about this theme that you appreciate?

Seeing Both Sides of Talents

Now that you have had a chance to learn about each of the 34 Talents, we are going to dig a little deeper into our perceptions of the Talents and how others perceive them in us.

The next two get a little harder, so we are going to share a little differently. Choose a piece of colored card stock. Write the theme that answers the question below in large letters on one side of the card stock, but don't share.

CRAZY

Which of your Signature Themes can drive you and others CRAZY? Why does it do this?

Seeing Both Sides of Talents

Now that you have had a chance to learn about each of the 34 Talents, we are going to dig a little deeper into our perceptions of the Talents and how others perceive them in us.

Now, write the theme that answers the next question in large letters on the other side of the card stock.

ENVY

What is one talent theme that you ENVY? Why do you wish you had this theme?

Seeing Both Sides of Talents

Structured Planner Efficient Organized Neat

DISCIPLINE

Overbearing Rigid Mechanized Can't Handle Change

Seeing Both Sides of Talents

Self-Starter Mover and Shaker Energy Source Fearless

ACTIVATOR

Ready-Fire-Aim Loose Cannon Speaks Before
Thinking In Left Field

Seeing Both Sides of Talents

Caring Trusting Forgiving Generous Best Friend

RELATOR

Cliquish Plays Favorites Crony Limited Inner Circle

Seeing Both Sides of Talents

Imaginative

Creative

Visionary

Inspiring

FUTURISTIC

Dreamer

Lacks
Pragmatism

“Fantasy
Island”

Out in Left
Field

Johari Window Model

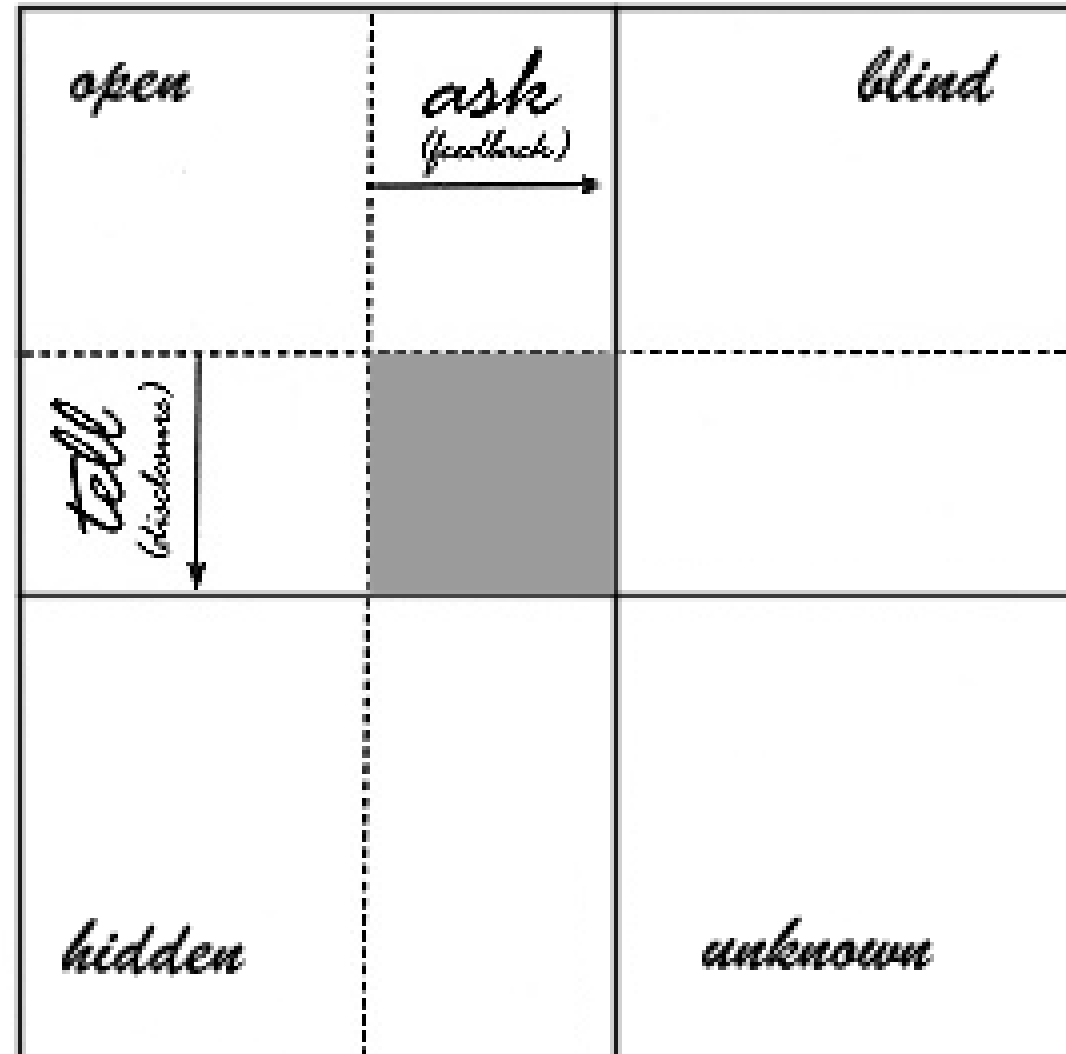
- Developed by Joseph Luft and Harry Ingham (Jo+Harry=Johari)
- Two critical ideas
 - Individuals can build trust between themselves by disclosing information about themselves; and
 - Individuals can gain insight about themselves and receive help with feedback from others.

SELF		
OTHERS	Known to Others	Known to Yourself
		Unknown to Yourself
	Unknown to Others	<u>OPEN AREA</u> <u>Transparent Behaviors</u> <ul style="list-style-type: none"> Known talents, strengths, weaknesses, emotions, intentions You see the same things as others Goal: Expand this area Analogy: Glass fishbowl
		<u>BLIND SPOTS</u> <u>Misperceptions and Misunderstandings</u> <ul style="list-style-type: none"> Possible lack of self-regulation You see one thing, but others see something different Goal: Reduce this area Analogy: Spinach in your teeth
	Unknown to Others	<u>HIDDEN AREA</u> <u>Unclaimed Talents</u> <ul style="list-style-type: none"> Underutilized talents Past experience or fears Feels vulnerable Goal: Reduce this area Analogy: My bad tattoo
		<u>UNKNOWN AREA</u> <u>Unknown Potential</u> <ul style="list-style-type: none"> Potential new strengths Lots to discover Goal: Reduce this area Analogy: Diamond in the rough

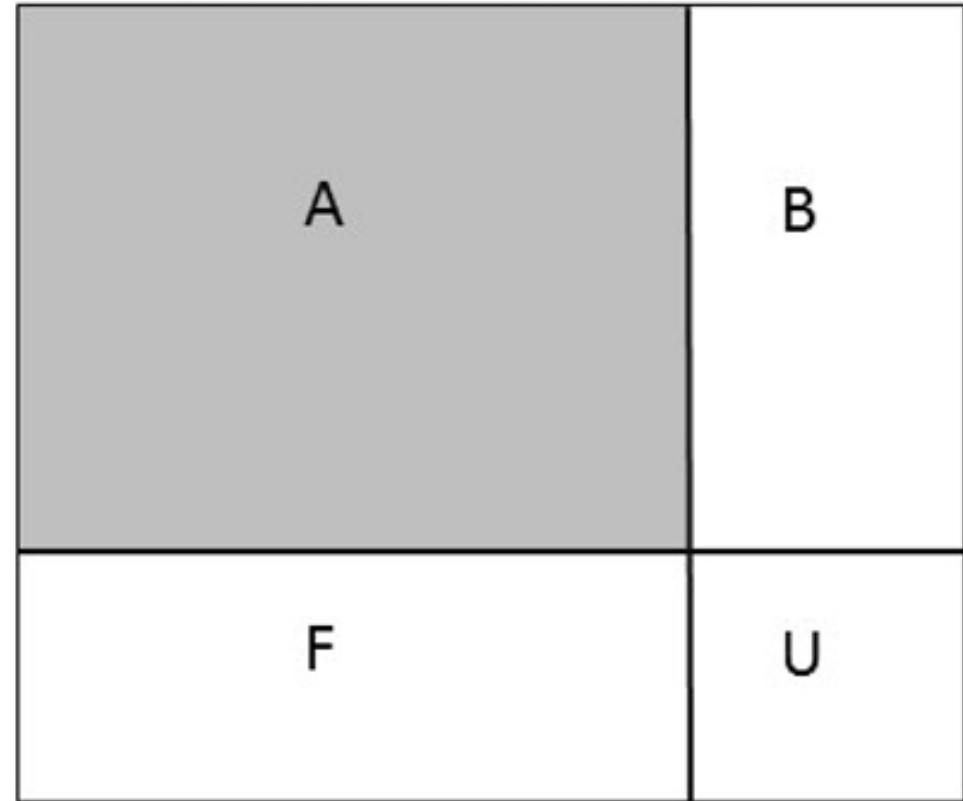
Leveraging Talents – Minimizing Blind Spots



Johari Windowpanes can be Fluid...



And, they can Change Situationally...



And, they can Change Situationally...



And, they can Change Situationally...

A	B
F	U



And, they can Change Situationally...

A	B
F	U



Exploring Strengths through the Johari Window: Self-Reflection

Think about your top five talents and select one to focus on for this activity.

- How does this talent manifest itself in your open area?
- How can you leverage this talent in your leadership role?
- Does this talent support other panes?
- Does the talent hinder growth in one (or more) of the panes?

		SELF	
		Known to Yourself	Unknown to Yourself
OTHERS	Known to Others	<u>OPEN AREA – BUILDING A SUPER STRENGTH</u>	<u>BLIND SPOTS</u>
	Unknown to Others	<u>HIDDEN AREA</u>	<u>UNKNOWN AREA</u>

Exploring Strengths through the Johari Window: Gaining Feedback

- Now, it's time to expand your windows. You will be partnered with one of your teammates to discuss the following two questions:
 - What are strengths or talents that might create blind spots for you?
 - What is one strength or talent that you might need to find in another member of your team that is not high for you?

Exploring the 34 Talents



Why is it important to understand my own talents in relation to influencing others, building relationships and getting things done?

Closure – Piece of P. I. E

