

Strengths-Based Leading (and other modern tools) To Manage Remarkably



Nick Coquillard

General Manager

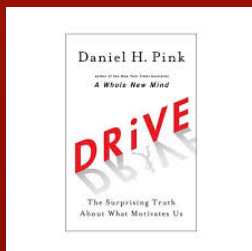
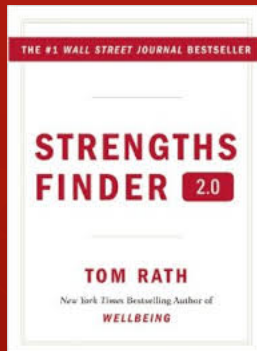
The Inter-Cooperative Council at the University of Michigan

BRAINSTORM!

- WHY? What's your "Why" for being who you are?
(at work, yes ... and that's only part of it, remember)
- What are your definitions of "Meaningful Work?"
- ...Oh, there's a place to create in the back...



Today's Journey



Recognizing our Challenges and Realities as Leaders

"Leadership is scarce because few people are willing to go through the discomfort required to lead. This scarcity makes leadership valuable. ...It's uncomfortable to stand up in front of strangers. It's uncomfortable to challenge the status quo. It's uncomfortable to resist the urge to settle. When you identify the discomfort, you've found the place where a leader is needed. If you're not uncomfortable in your work as a leader, it's almost certain you're not reaching your potential as a leader."

-Seth Godin, *Tribes: We Need You to Lead Us* and quoted in *Daring Greatly* by Brene Brown



Willingness to Evolve or: We Only Live Once or: People First or: [Insert Here]

- Our work is great AND hard
- What are our challenges (hint: make a list) ... and then
- Breathe deep...



Brene Brown



Brené Brown, Ph.D., LMSW is a research professor at the University of Houston [Graduate College of Social Work](#). She has spent the past decade studying vulnerability, courage, worthiness, and shame.

Brené is a nationally renowned speaker and has won numerous teaching awards, including the College's Outstanding Faculty Award. Her groundbreaking work has been featured on [PBS](#), [NPR](#), [CNN](#), [The Katie Show](#), and [Oprah Winfrey's Super Soul Sunday](#).

Living Wholeheartedly

- Build Self-Compassion
- Cultivate a Resilient Spirit
- Cultivate Joy & Gratitude
- Embrace Creativity
- Cultivate Intuition
- Value Planning and Trust Faith



Living our Best Lives

WHOLEHEARTED LIVING

Wholehearted living is about engaging in our lives from a place of worthiness. It means cultivating the courage, compassion, and connection to wake up in the morning and think, *No matter what gets done and how much is left undone, I am enough.* It's going to bed at night thinking, *Yes, I am imperfect and vulnerable and sometimes afraid, but that doesn't change the truth that I am also brave and worthy of love and belonging.*

— Brené Brown



LIFE CLASS
PRESENTS

Brené Brown
THE GIFTS OF
Imperfection

www.oprah.com/brenebrowncourse

Meaningful Work



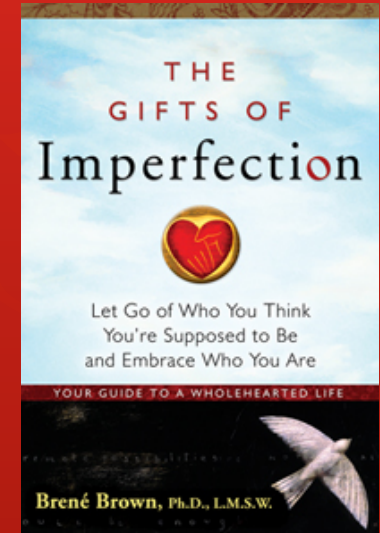
...Certain Words are Connected to Meaningful Work

- Gifts and Talents → Commitment
- Spirituality → Supposed To's
- Making a Living → Self-Doubt

Research Shows...

- We ALL have gifts and talents.
- Squandering our gifts brings distress to our lives.
- Sharing our gifts and talents with the world is the most powerful source of connection with our higher power.
- Using our gifts and talents to create meaningful work takes a tremendous amount of commitment (often meaningful work doesn't pay the bills).
- No one can define what's meaningful for us.
- ****AND YET AS LEADERS...We CAN FOSTER environments that make truly meaningful work possible.****

-Brene Brown in *The Gifts of Imperfection*.



Connecting YOU with US in Meaningful Work. Ask: Why are YOU here?



- WHAT'S YOUR WHY?
- What do you expect out of the rest of our time together?
- HOW we gonna do it ... NOW and when we get home?



Meaningful Work Means?



- ❖ Write down very specifically your own criteria for “meaningful.” (or meaningful work ... has anything changed?)
- ❖ Consider / discuss Malcolm Gladwell’s 3 criteria for meaningful work: complexity, autonomy, and a relationship between effort and reward – and that these can be found in creative work.
- ❖ Make a list of what inspires you. What’s on your team’s lists?
- ❖ Remember: No one can define what’s meaningful for us

Wait...aren't we here to enliven and enhance our relationships?



Sometimes the bravest
and most important
thing you can do is just
show up.

Brené Brown,
Daring Greatly

...We just did...

If you want to “Dig Deeper” ... It’s Important to Understand

- Vulnerability
- Shame
- Culture
- Bias
- Experience
- Discomfort
- Conflict



Consider ...



It's Possible!



“Owning our STORY and
loving ourselves
through that process
is the **BravEST** thing
that we will ever do.”

-Brené Brown, from *The Gifts of Imperfection*

Daring Greatly: Meaningful Work *Engaged*

“It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; . . . who at best knows in the end the triumph of high achievement, **and who at worst, if he fails, at least fails while daring greatly.**”

—Theodore Roosevelt



Ahhh....



- Creativity
- Openness
- Listening
- Shame-resistant Culture
- Innovative
- Engaged Learning
- Engaged Feedback
- Discomfort Normalized
- Strengths Perspective

Leadership is the art of giving people a platform for spreading ideas that work.

Seth Godin

meetville.com



The Daring Greatly Leadership Manifesto



How we doing?

...List one idea to bring one of these ideas to your team

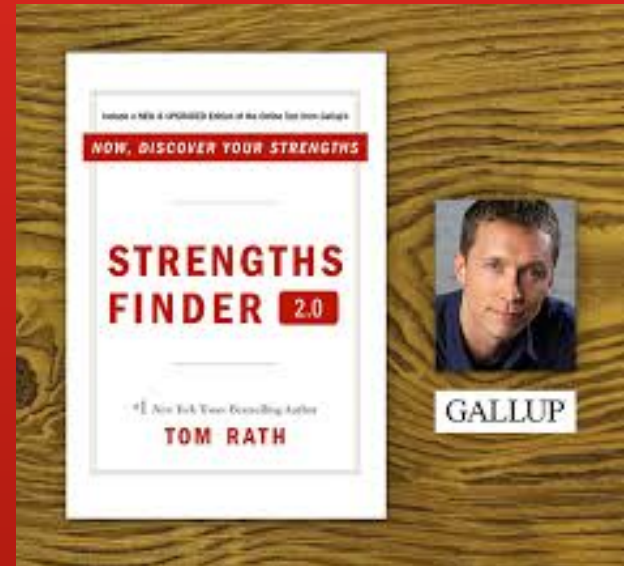


Strengths-Based Leadership

- Wholehearted Living
- Remembering our Definition of Meaningful Work
- Embracing our Strengths & Talents (also means embracing our weaknesses)
- A Commitment to Modern Motivation Centered Around Autonomy, Mastery & Purpose (coming soon)
- Dare Greatly Each & Every Day
- Use a Tool (or 2)



StrengthsFinder



- Research-Based – 40 Years by Gallup
- When we focus on Strengths, we are 6 times more likely to be engaged at work ... which leads to greater productivity and satisfaction
- Define “Strengths” – maybe “Talents?” ... When you take the assessment – it’s an exploration and provides you with 5 “signature themes.” ...
- Who has taken ... and wants to share?
- Pro’s/con’s?
- Ideas for use ... Just a beginning

StrengthsFinder

The screenshot shows a web browser window with multiple tabs. The active tab is 'Strengths Dashboard' at the URL <https://strengths.gallup.com/en-us/private/home.aspx>. The browser's address bar and tabs are visible at the top. Below the browser window, the StrengthsFinder user dashboard is displayed for user NICHOLAS COQUILLARD on Thursday, November 06, 2014.

The dashboard features a 'User Home' sidebar on the left with the following sections:

- StrengthsFinder 2.0**
- Strengths Based Leadership**
- MY TOP 5 STRENGTHS**
 - 1 Positivity
 - 2 Achiever
 - 3 Developer
 - 4 Empathy
 - 5 Connectedness
- Social media links for email, Facebook, and Twitter (labeled 'Tweet').

The main content area displays two book covers:

- StrengthsFinder 2.0** by Tom Rath: 'Take the StrengthsFinder assessment'. Below the cover are buttons for 'Reports' and 'Resources'.
- Strengths Based Leadership** by Tom Rath and Barry Conchie: 'Learn more about this book'. Below the cover is a button to 'Enter an access code'.

At the bottom of the dashboard, a 'Welcome' message states: 'This area is your home for learning about strengths, discovering strengths-based books, and accessing your book-specific resources. General strengths resources are also available here for your convenience. To learn more about Gallup books and their associated resources, please visit the [Publications](#) page.'

The Windows taskbar at the bottom shows several open applications, including 'DaringGreatly-Arena....pdf', 'DaringGreatly-Leade....pdf', and 'DaringGreatly-Engag....pdf'. The system clock indicates 5:19 PM on 11/6/2014.

StrengthsFinder

The screenshot displays the StrengthsFinder website interface within a web browser. The browser's address bar shows the URL <https://strengths.gallup.com/private/sf2/reports/default.aspx>. The page features a sidebar on the left with a navigation menu containing 'Reports' and 'Resources'. Under 'Resources', the 'Strengths Based Leadership' section is active, displaying 'MY TOP 5 STRENGTHS' as a numbered list: 1 Positivity, 2 Achiever, 3 Developer, 4 Empathy, and 5 Connectedness. Below this list are social media sharing icons for email, Facebook, and Twitter. A large graphic in the sidebar asks 'HOW FULL IS YOUR BUCKET?' and shows 'TOTAL DROPS SENT 454945' and 'YOU'VE SENT'. The main content area is titled 'Reports and Tools For Building Your Strengths' and includes a paragraph about exploring the items on the page. A 'NOTE' states that reports are available in English, Chinese, and Spanish. Below the note are three sections, each with a PDF icon and a title: 'Strengths Insight and Action-Planning Guide', 'Strengths Insight Guide (Brief)', and 'Action-Planning Guide'. Each section has a brief description and two buttons: 'View as PDF' and 'Share Report'. The bottom of the screen shows a Windows taskbar with various application icons and a system clock indicating 5:21 PM on 11/6/2014.

Reports

Resources

Strengths Based Leadership

MY TOP 5 STRENGTHS

- 1 Positivity
- 2 Achiever
- 3 Developer
- 4 Empathy
- 5 Connectedness

✉️ Tweet

HOW FULL IS YOUR BUCKET?

TOTAL DROPS SENT
454945

YOU'VE SENT

Reports and Tools For Building Your Strengths

Discover even more about what makes you unique by exploring the items on this page. Use these tools to learn more about yourself and about the actions you can take to develop and apply your strengths.

NOTE: StrengthsFinder reports and resources are available in English, Chinese, and Spanish.

Strengths Insight and Action-Planning Guide

This guide, based on your Clifton StrengthsFinder 2.0 results, features an in-depth dive into what makes you unique. For each of your top five themes, you will find: a brief shared theme description, your personalized Strengths Insights, examples of what the theme "sounds like," and 10 Ideas for Action. Your guide also contains a Strengths Insight Activity and a Strengths-Based Action Plan to help you think about how to start building and applying your strengths.

[View as PDF](#) [Share Report](#)

Strengths Insight Guide (Brief)

This shorter version of your Strengths Insight and Action-Planning Guide contains your top five themes along with the brief shared theme descriptions and your personalized Strengths Insights for each theme.

[View as PDF](#) [Share Report](#)

Action-Planning Guide

Use this tool to customize your strengths-based action plan. For each of your top five themes, review the 10 Ideas for Action. Then, choose the ones that really speak to you, and click the checkboxes next to them. You may see suggestions for action and start focusing on your

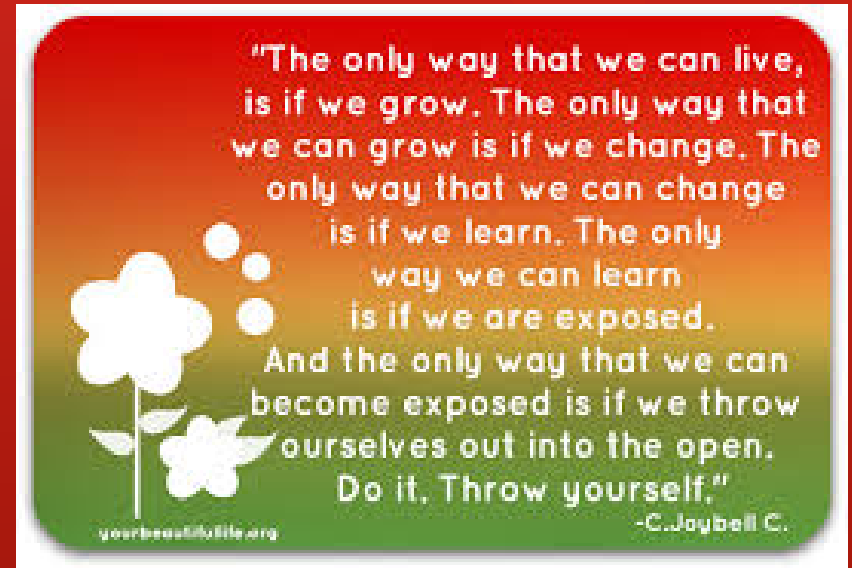
StrengthsFinder-Resources

The screenshot displays the Gallup StrengthsFinder YouTube channel page. The browser's address bar shows the URL <https://www.youtube.com/user/GallupStrengths/playlists>. The channel banner features the StrengthsFinder logo and the text "Gallup Strengths Center". Below the banner, the channel name "Gallup Strengths Center" is visible, along with a "Subscribed" button. The "Created playlists" section is active, showing a grid of six playlists:

- Strengths Technical Instruction Videos**: 3 VIDEOS, 2 days ago.
- Gallup's Called to Coach - South East Asia Edition**: 15 VIDEOS, 5 months ago.
- Gallup's Called to Coach**: 39 VIDEOS, 1 year ago.
- Gallup's Theme Thursday**: 14 VIDEOS, 7 months ago.
- Strengths Coaching Education Testimonials**: 54 VIDEOS, 1 year ago.
- Gallup's The Great Manager**: 7 VIDEOS, 6 months ago.

The Windows taskbar at the bottom shows the system clock as 5:25 PM on 11/6/2014, along with various application icons and a download bar with three PDF files.

Examples of Using StrengthsFinder



- ICC
- Gallup Strengths Center at YouTube
- Maxine's The Leader of Tomorrow
- StrengthsFinder websites

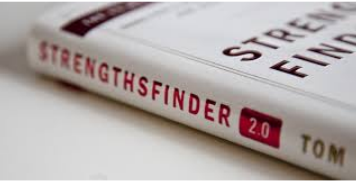
StrengthsFinder-Resources

The screenshot displays a web browser window with multiple tabs open, including 'Inbox (77)', 'Inbox (190)', 'daniel h. pink motivation', and 'nhne-pulse.org/wp-content'. The active tab shows the URL 'www.theleadertoftomorrow.com/strengthsfinder-guide/'. The website header features the logo 'THE LEADER OF TOMORROW' and navigation links: 'BLOG', 'ABOUT', 'FREE 30 DAY COURSE', and 'SAY HI'. The main content area is titled 'The Ultimate StrengthsFinder Guide – Use Your Talents to Develop Personal Excellence'. It includes an image of a 'STRENGTHSFINDER 2.0' booklet and text explaining the guide's purpose. A sidebar on the right promotes a 'Grab Your Free Course' with a photo of a woman and a 'LET'S GET STARTED' button. The bottom of the browser window shows a taskbar with various application icons and a system clock indicating 5:35 PM on 11/6/2014.

THE LEADER OF TOMORROW

BLOG ABOUT FREE 30 DAY COURSE SAY HI

The Ultimate StrengthsFinder Guide – Use Your Talents to Develop Personal Excellence



Have you received your results from the StrengthsFinder assessment and wondered what you should do with them now?


Many of us approach the results as a firework display: Fascinating to talk about and nice to have. But then life continues and we remain unchanged in every other aspect.

This analogy by [African Mosaic](#) illustrates beautifully how we fail to use the full potential of new tools and knowledge such as the StrengthsFinder.

Your top 5 Strengthsfinder themes mark the start of your strengths-journey. Instead of seeing the results as a firework display, let's see them

Grab Your Free Course

Get Maxine's posts straight to your inbox & receive your FREE course Talent Unlock - the 30 day course to discover your talents.



Enter your email here

LET'S GET STARTED

Resources

<http://www.theleadertoftomorrow.com/strengthsfinder-guide/>

This all works together

- Wholehearted, open, evolving leaders focus on strengths as part of the strategy to provide for Meaningful Work to be possible.
- Assessment tools are that ... tools
- They build a base
- They work because they are research-based and accessible and flexible
- SF is only 1 tool ...



Engaging StrengthsFinder

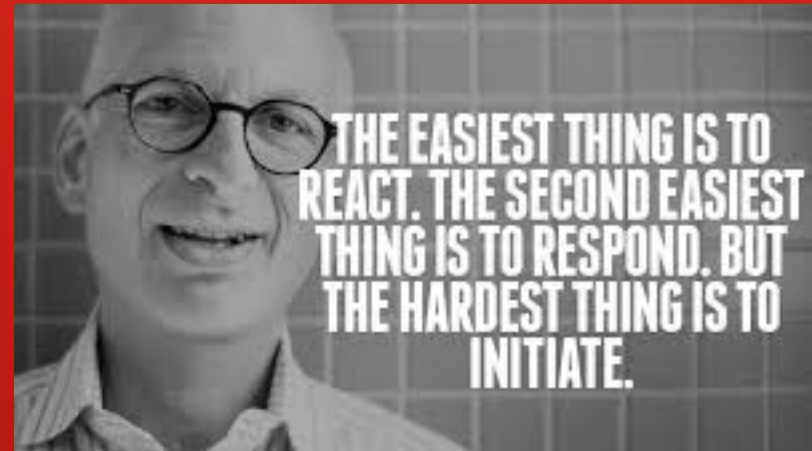


- Set a date which you will get your team a copy of SF.
- Set a date where you will ask for results.
- Create YOUR plan to initially discuss.
- Report back to this group?

So Far...

- Wholehearted Living
- Meaningful Work
- Building Strengths

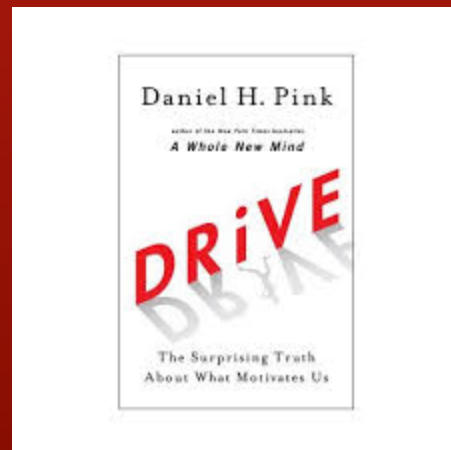
- We are “Remakabilizing” Leadership



Daniel H. Pink



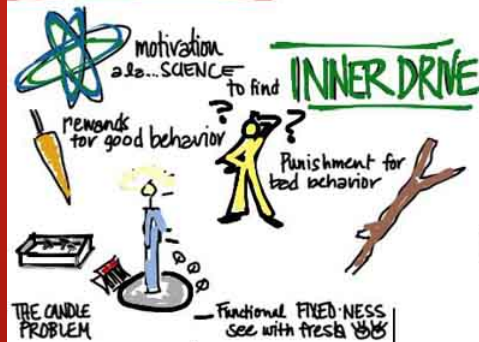
- ...modern motivation theory...
 - The oil in the Meaningful Work machine ...



DANIEL PINK

Feb 19, 201

Brevity • Levity • Repetition



Does \$ MOTIVATE

IF/THEN = SIMPLE

IF/THEN = COMPLEX



NEW YORK TIMES BESTSELLER

"Pink makes a strong, science-based case for rethinking motivation—and then provides the tools you need to transform your life."

—MEHMET C. OZ, MD, coauthor of *You: The Owner's Manual*

Daniel H. Pink

author of *A Whole New Mind*

DRIVE

The Surprising Truth
About What Motivates Us

Drive: The Cocktail Party Summary

- “When it comes to motivation, there’s a gap between what science knows and what business does. Our current business operating system—which is built around external, carrot-and-stick motivators—doesn’t work and often does harm. We need an upgrade. And the science shows the way. 1) Autonomy—the desire to direct our own lives; 2) Mastery—the urge to get better and better at something that matters; and 3) Purpose—the yearning to do what we do in the service of something larger than ourselves.

-Daniel H. Pink, Drive



Modern Motivation Theory

Motivation 3.0

Motivation 3.0 moves the focus from the "reward-punishment" compliance approach of the 20th century to an "engagement" model that is better suited to workplaces of 21st Century economies.



Motivation 3.0 is a concept of Daniel Pink

9 Ideas to Engage

- 20% Time
- Peer Rewards
- Autonomy Audit
- 3 Steps Toward Giving Up Control
- Play “Whose Purpose Is It Anyway?”
- Reich’s Pronoun Test
- Design for Intrinsic Motivation
- Promote Goldilocks for Groups
- Have a “FedEx Day”



BRAINSTORM!

- Pick one tool or idea to engage in Meaningful Work to bring back to your team in the next 2 weeks
- Be as specific as you can
- Set a date
- Report back to this group?

Guideposts for Wholehearted Living

By Brene Brown

1. **Cultivating authenticity:** Letting go of what people think
2. **Cultivating self-compassion:** Letting go of perfectionism
3. **Cultivating a resilient spirit:** Letting go of numbing and powerlessness
4. **Cultivating gratitude and joy:** Letting go of scarcity and fear of the dark
5. **Cultivating intuition and trusting faith:** Letting go of the need for certainty
6. **Cultivating creativity:** Letting go of comparison
7. **Cultivating play and rest:** Letting go of exhaustion as a status symbol and productivity as self-worth
8. **Cultivating calm and stillness:** Letting go of anxiety as a lifestyle
9. **Cultivating meaningful work:** Letting go of self-doubt and “supposed to”
10. **Cultivating laughter, song and dance:** Letting go of being cool and “always in control”

BE UNCOMFORTABLE



Our Premise – Our Goals

- List them now ...

- *Thank you so much! Lead Remarkably!*



Dance like no one is
watching. Sing like no
one is listening. Love like
you've never been hurt
and live like it's heaven
on Earth.

— *Mark Twain*

Our Remarkable Management Selves

- Meaningful Work

- Our Why

Our Remarkable Management Selves

- StrengthsFinders

- Motivation