



Slide 2

**Some Reflection**

Questions
What are you paid to do?
What types of challenges give you the most satisfaction?
To what types of activities do you feel drawn to at work and in your personal life?
What do you enjoy most about your role?
What do you enjoy least about your role?
Of all the things you do well, which two things do you do best?
What are the key outcomes for which you are held accountable?

- Make this slide a hand out by copying the slide.
- Distribute it to your attendees and ask them to answer each question.
- Give the about 5 minutes or so.

Slide 3



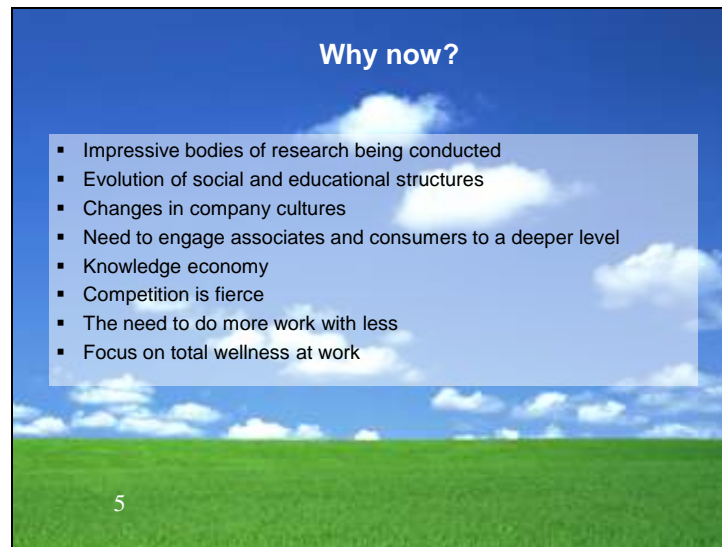
**Why all the talk about Strengths?**

- Individual and Team Awareness
- Building Culture
- Accelerating Engagement
- Connecting to Work
- Delivering Results



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- Use this slide to marry the concept to IAAP, IAAP Leadership, IAAP membership/recruiting.



- Generally explains why companies find this an effective course of action.
  - Lays the ground work
- Use this slide to marry the idea of the administrative professional as a consumer
  - Administrative professionals have a choice in how they choose their professional development
  - Current members need to remain engaged so they will infuse the membership with their value and retain their membership

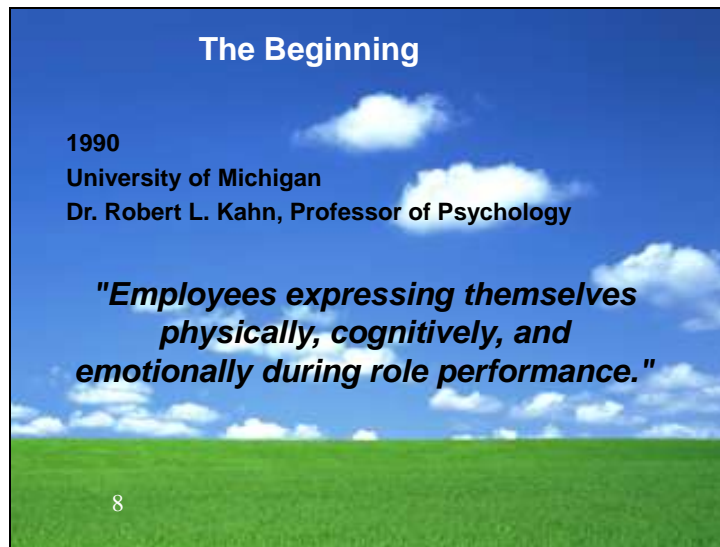
**Current Research and Practices**

- Positive Psychology, Strengths Practices, Engagement
  - Dr. Marty Seligman, University of Pennsylvania
  - Dr. Kim Cameron, University of Michigan
  - Gallup
  - Harvard
  - Corporate Leadership Council
  - Marcus Buckingham
- Practices
  - Many Fortune 500 companies, including
    - Best Buy, Ann Taylor, Ritz-Carlton, Humana, Caterpillar, Toyota
  - Case studies show the dramatic improvement in engagement (associate and consumer), individual and team performance and specific business outcomes

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- Dr. Marty Seligman is the Director of the University of Pennsylvania Positive Psychology Center.
- Dr. Kim Cameron is from the University of Michigan School of Business





- Gallup's approach builds upon the thinking of Dr. Robert Kahn, who conducted a lot of early research around the psychological aspects of engagement.
- He emphasized that engagement requires an emotional, as well as rational, commitment.

**The Fundamentals Of Engagement**

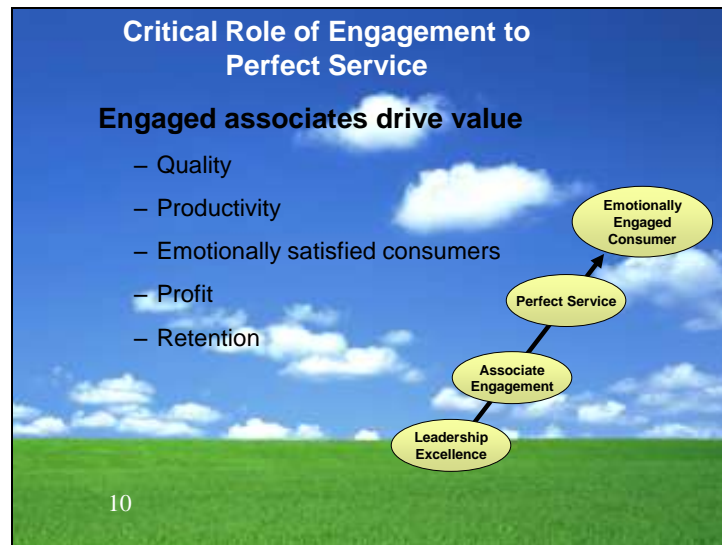
1. I **know what's expected** of me at work → **Focus me**
2. I have the materials and equipment I need to do work right
3. At work, I have the opportunity to **do what I do best** every day → **Know me**
4. I have received recognition for doing good work in the last seven days
5. My supervisor, or someone at work, **seems to care** about me as a person → **Care about me**
6. There is someone at work who encourages my development
7. At work, my opinions seem to count
8. The mission and purpose of the company makes me feel my job is important
9. My associates and coworkers are committed to doing good work
10. I have a best friend at work
11. In the last six months, someone at work has talked to me about my progress
12. This last year, I have had opportunities at work to learn and grow

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- Gallup’s extensive research has shown that there are twelve fundamental needs that support engagement
- These needs have been identified as a set of deceptively simple questions – known as the Q12 (12 questions).
- They create a hierarchy of needs, beginning with the basics of knowing what is expected of you and having what it takes to succeed, and progressing through to being part of a unified team or having opportunities to learn and grow.
- These twelve questions can be viewed in three main buckets -- those being Focus Me, Know Me and Care About Me. (coined by Marcus Buckingham)

*Simply put, high performing individuals and teams strongly agree with these 12 questions.*



- Highly engaged work units outperform their counterparts on many fronts.
- They experience on fewer errors and higher than average quality ratings
- They are on average two and a half times more productive
- The consumers and customers they touch contribute on average 23% more share of wallet
- They are more profitable
- They experience anywhere from 15-40% better retention
- Tie in to IAAP:
  - IAAP Leadership (Division Officers/Chapter Officers and Division/Chapter Committee Chairmen) create/maintain the culture.
  - If they foster engagement, they will experience more professionals wishing to join and more members wishing to not only stay, but become more involved.

Description of an Engaged Associate

**“An engaged employee brings his/her ‘A’ game to work, goes the extra mile, and feels a strong sense of commitment both to and from the organization.”**

- Leigh Branham

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- What does an engaged employee look like? How do we know when we have them?
- Simply put - you see the energy and the discretionary effort (may manifest itself in many ways)
- Tie in to IAAP:
  - What does an engaged member look like?
  - Again, energy and discretionary effort.



- And the importance of that associate is undeniable.
- If they are the voice and face of IAAP, they define the experience for our consumers.
- Tie in to IAAP—if a new member, or prospective new member, is at a membership meeting and everyone is looking at their watches and commenting that they need to leave, you may have lost the opportunity to gain/retain that member.
- It takes a village!

Emotionally Engaged Consumers . . .

**Deliver 23% more over the average consumer in terms of wallet share, profitability, revenue, and relationship growth.**

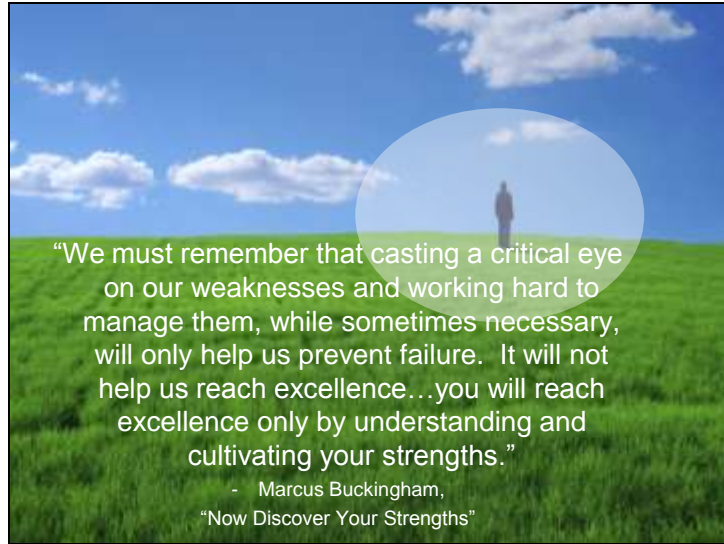
Harvard Business Review  
"Manage Your Human Sigma"

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- And when it goes well, we benefit significantly.
- Those touch-points and the experience that engaged associate delivers is irreplaceable when it leads to an engaged consumer.
- IAAP tie in: members and prospective members are consumers in this scenario.







“We must remember that casting a critical eye on our weaknesses and working hard to manage them, while sometimes necessary, will only help us prevent failure. It will not help us reach excellence...you will reach excellence only by understanding and cultivating your strengths.”

- Marcus Buckingham,  
“Now Discover Your Strengths”

**Strengths Fundamental Premise**

*Greatness requires more than skill and knowledge. Strength requires skills, knowledge and talent. Talent comes naturally to you, while knowledge and skills are learned.*



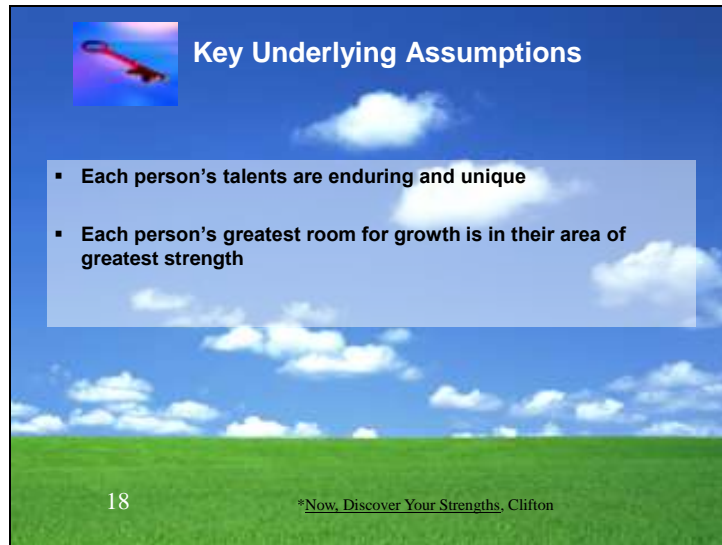
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People come with talent and capability

In order to create and leverage strengths we must add:

Knowledge

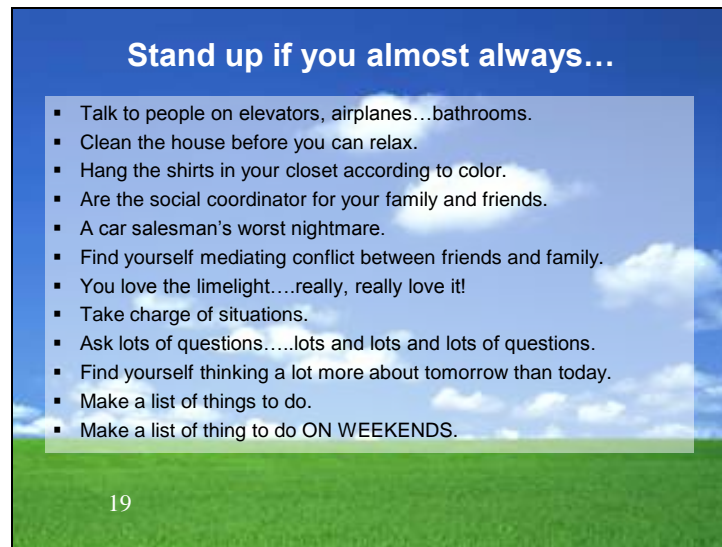
Skills



 **Key Underlying Assumptions**

- **Each person's talents are enduring and unique**
- **Each person's greatest room for growth is in their area of greatest strength**

18 \*Now, Discover Your Strengths, Clifton



**Stand up if you almost always...**

- Talk to people on elevators, airplanes...bathrooms.
- Clean the house before you can relax.
- Hang the shirts in your closet according to color.
- Are the social coordinator for your family and friends.
- A car salesman's worst nightmare.
- Find yourself mediating conflict between friends and family.
- You love the limelight....really, really love it!
- Take charge of situations.
- Ask lots of questions.....lots and lots and lots of questions.
- Find yourself thinking a lot more about tomorrow than today.
- Make a list of things to do.
- Make a list of thing to do ON WEEKENDS.

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These bullet points click in one at a time.

### An Innate Strength:

- Is drawn from the way your are wired neurologically
- Comes easy for you
- You have a yearning to do it
- You may take it for granted
- You can learn it fast
- You get satisfaction from it
- Time passes quickly when you are engaged in it
- You feel "strong" when using a Strength

**Strength = Natural Ability + Knowledge + Skill + Practice**

**Natural Ability**

- A natural way of thinking, feeling or behaving. The more natural the ability, the greater its power, and the greater your opportunity for strength.

+

**Knowledge:**

- What you know. Can be acquired through formal or information education.

**Skill:**

- The basic aptitude to move through the fundamental steps of a task. Can be acquired through formal or informal training.

**Practice:**

- Repeated performance or systematic exercise for the purpose of acquiring skill or proficiency: *Practice makes perfect.*

↓

**Strength:**

- The ability to consistently produce a nearly perfect positive outcome in a specific task

Personal Investment

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- Apply an example i.e. a kid who likes math; does well with math and focuses on Accounting and Finance in their formal education; finds employment in the finance realm; becomes CFO of a Fortune 100 company; etc.

The slide features a blue sky with white clouds and a green field at the bottom. A semi-transparent light blue box contains a list of five items. A vertical bracket on the right side of this box is labeled 'Create'. A callout bubble points from the bracket to the text 'Positive Outcomes That Add Value'.

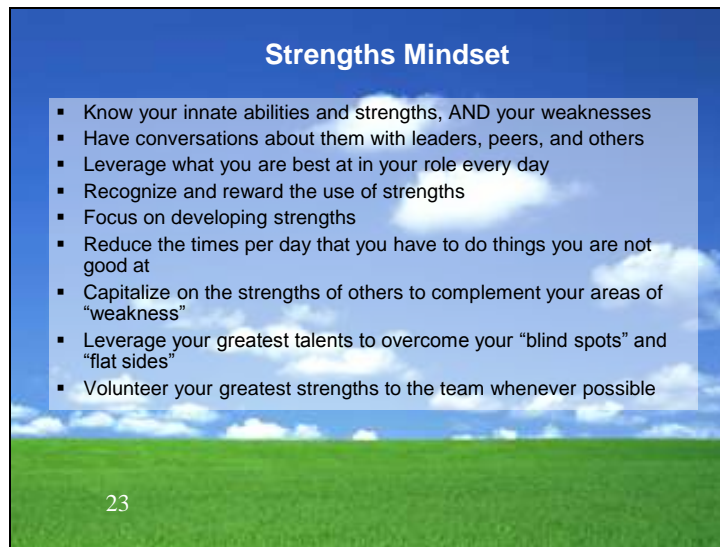
### Strengths are when....

- The way we think
- The way we act
- The way we do things
- The way we build relationships
- The way we see the world

Create

Positive Outcomes That Add Value

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### Strengths Mindset

- Know your innate abilities and strengths, AND your weaknesses
- Have conversations about them with leaders, peers, and others
- Leverage what you are best at in your role every day
- Recognize and reward the use of strengths
- Focus on developing strengths
- Reduce the times per day that you have to do things you are not good at
- Capitalize on the strengths of others to complement your areas of "weakness"
- Leverage your greatest talents to overcome your "blind spots" and "flat sides"
- Volunteer your greatest strengths to the team whenever possible

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- Keep this mindset active when recruiting members for leadership roles or participation.



- Walk the audience through the chart.

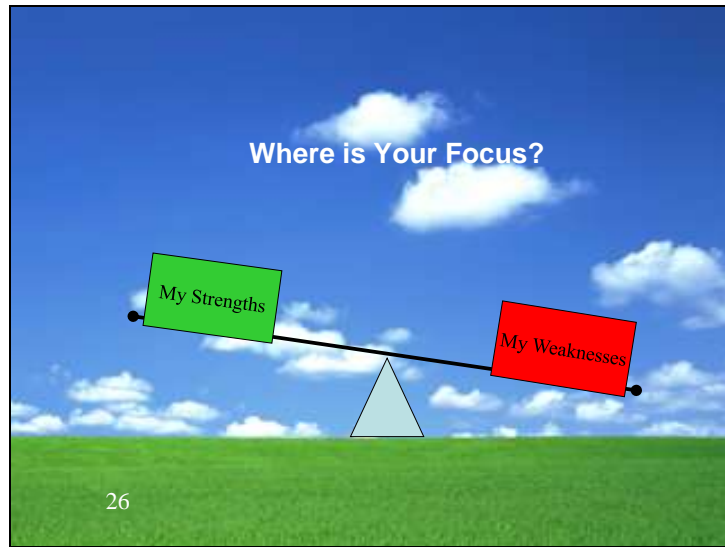
### The Reality Is...

- Only **17%** of the US workforce believes they use all of their strengths at work
- 51% of workers say they play to their strengths “**about once a week**”
- An employee who truly knows how to apply their strengths is **8.2 times as likely** to strongly agree that they know what is expected of them at work.
- Of the people who felt their manager focused on their weaknesses, **22% were actively disengaged** as employees.
- When people felt their manager focused on their strengths, only **1% were actively disengaged**.

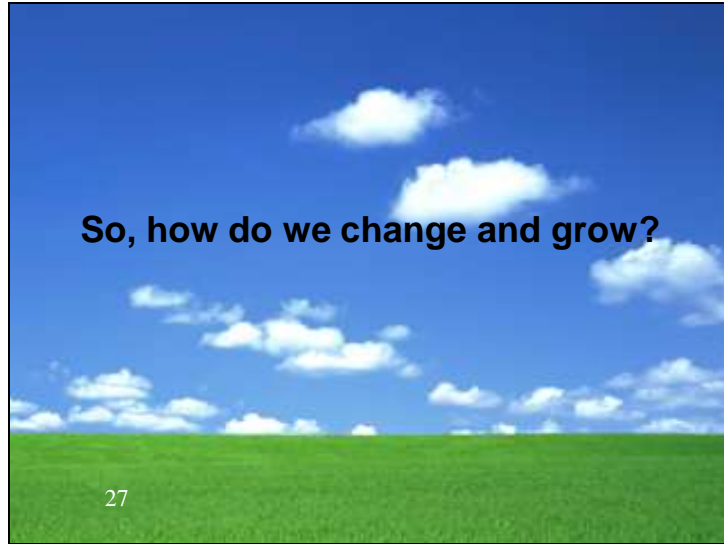
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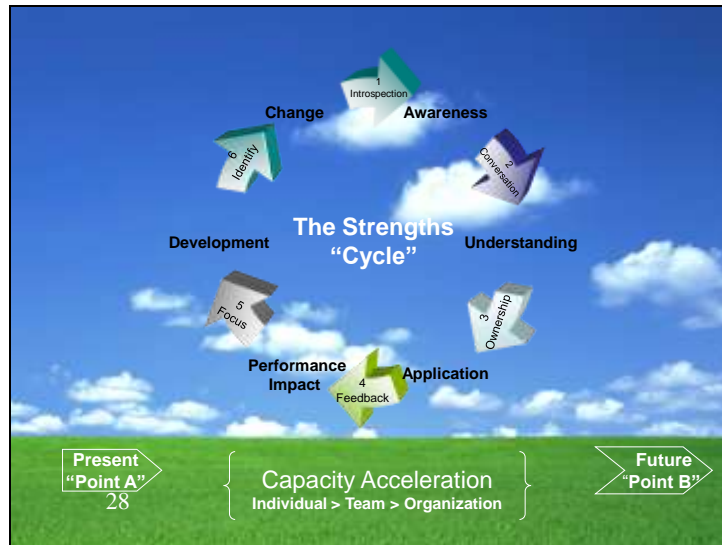
Sources: Marcus Buckingham Company & Gallup, 2006-07

- Have different participants read each point.



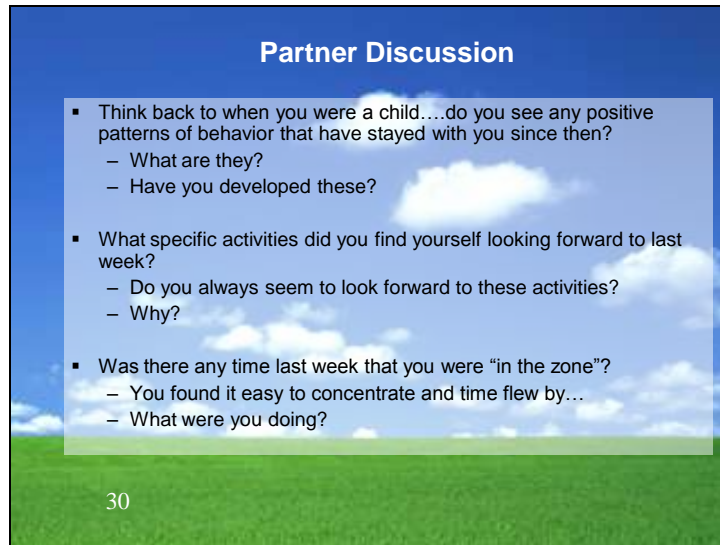
- Get the audience involved/engaged. Ask individuals to “self asses” a little bit.





- Walk the audience through the cycle.





**Partner Discussion**

- Think back to when you were a child...do you see any positive patterns of behavior that have stayed with you since then?
  - What are they?
  - Have you developed these?
- What specific activities did you find yourself looking forward to last week?
  - Do you always seem to look forward to these activities?
  - Why?
- Was there any time last week that you were “in the zone”?
  - You found it easy to concentrate and time flew by...
  - What were you doing?

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- Make handouts
- Create teams

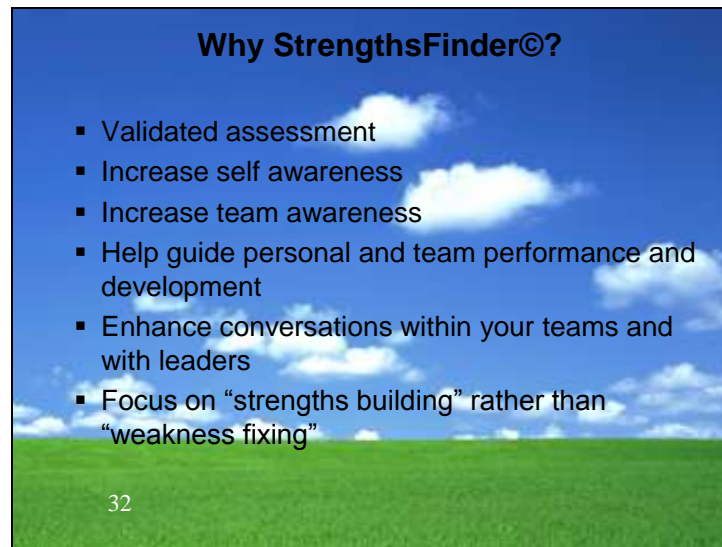


### What is the Clifton StrengthsFinder ©?

- An online, 180 question assessment validated through years of research, testing and millions of interviews
- Created by Donald Clifton and The Gallup Organization; [Now, Discover Your Strengths](#)
- Based on “positive psychology”
- 34 “Talent Themes”
- Results of the assessment provide you with your Top 5 Talent Themes
  - Areas where you are innately wired to have the greatest potential
  - Provided with a personal development plan to help you focus on your strengths

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- You should get the book and do the StrengthsFinder so you can describe the experience.



**Why StrengthsFinder©?**

- Validated assessment
- Increase self awareness
- Increase team awareness
- Help guide personal and team performance and development
- Enhance conversations within your teams and with leaders
- Focus on “strengths building” rather than “weakness fixing”

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•The StrengthsFinder slides imply moving to the next step. Keep this in mind as you finish the presentation.

**The 34 Themes**

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*A Common Language*

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<i>Achiever</i>	<i>Connectedness</i>	<i>Harmony</i>	<i>Relator</i>
<i>Activator</i>	<i>Consistency</i>	<i>Ideation</i>	<i>Responsibility</i>
<i>Adaptability</i>	<i>Context</i>	<i>Inclusiveness</i>	<i>Restorative</i>
<i>Analytical</i>	<i>Deliberative</i>	<i>Individualization</i>	<i>Self-Assurance</i>
<i>Arranger</i>	<i>Developer</i>	<i>Input</i>	<i>Significance</i>
<i>Belief</i>	<i>Discipline</i>	<i>Intellection</i>	<i>Strategic</i>
<i>Command</i>	<i>Empathy</i>	<i>Learner</i>	<i>Woo</i>
<i>Communication</i>	<i>Focus</i>	<i>Maximizer</i>	
<i>Competition</i>	<i>Futuristic</i>	<i>Positivity</i>	

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What StrengthsFinder © Strengths Are	What StrengthsFinder © Strengths Are Not
<ul style="list-style-type: none"><li>✓ Useful in focusing on individual and team development</li><li>✓ Aligned with our desire to increase performance by leveraging what we're good at</li><li>✓ Multi-dimensional</li><li>✓ Individual means of achieving and approaching competencies and contribution</li></ul>	<ul style="list-style-type: none"><li>✓ A selection tool</li><li>✓ A promotional tool</li><li>✓ Do not define a role</li><li>✓ A replacement for competencies which define corporate direction and desired behaviors</li></ul>

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## Some Steps You Can Take

1. Bust the Myths – capitalizing on your strengths is the way to succeed rather than “fixing” your weaknesses
2. Get Clear – identify your own strengths and weaknesses
3. Focus – develop your talents into strengths, create a plan, stick to it
4. Free Your Strengths – Learn how to volunteer your strengths to the team
5. Stop Your Weaknesses – Learn the best strategies for lessening the impact of your weaknesses on the team
6. Speak UP – Master the art of talking about your strengths
7. Build Strong Habits – that you will repeat day after day that push you toward activities that play to your natural talents and strengths

36 Adapted from [Go Put Your Strengths To Work](#), Buckingham

**Step 1 Bust the Myths**

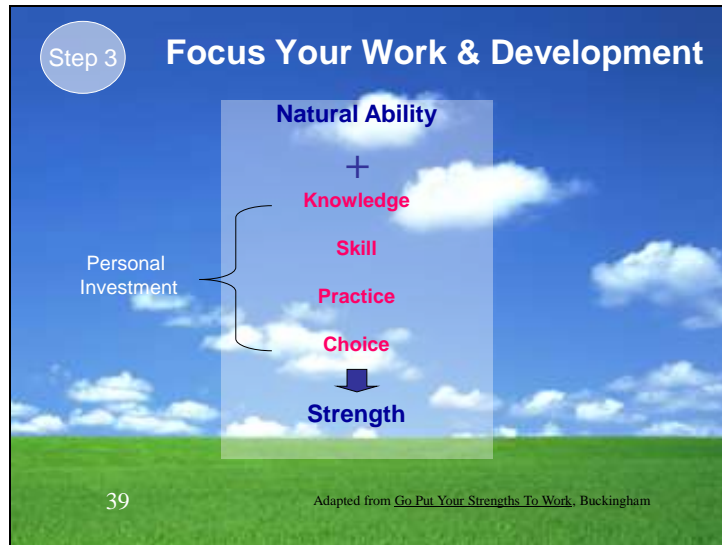
- **As you grow, your personality changes**
  - Your values, skills, self-awareness and some of your behaviors may change, but the most dominant aspects of your personality will remain the same
- **You will grow the most in your areas of greatest weakness**
  - You will be the most inquisitive, most resilient, most creative and most open to learning in your areas of strength.
- **A good team member does whatever it takes to help the team**
  - A great team member is not well rounded, but a great team is.

37 Adapted from [Go Put Your Strengths To Work](#), Buckingham

**Step 2 Get Clear**

- 4 Signs of a Strength
  - Success
  - Instinct
  - Growth
  - Needs
- Capture, Clarify, Confirm
  - I loved it...
  - I loathed it...

38 Adapted from [Go Put Your Strengths To Work](#), Buckingham



## What's Your Personal Investment?








Discuss these questions at your table:

1. What knowledge have you added to you innate talents ?
2. What skill have you developed that aligns with your talents?
3. Describe how you have practiced – what have you done with your talents + knowledge/skill?
4. What challenges have you faced with bringing your natural talents to life?
5. What successes have you had?

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### Strengths Based Development

- Choose 2-3 “strengths” upon which to focus
- Create a development plan that gives you knowledge, skill and/or practice for those strengths
- Highlight specifics and measures of success
- Share with your leader, mentor, etc
- Review your plan every month to check your progress
- Focus the bulk of your development time, resources and energy not on what makes you well rounded , but on areas of ability/strength.

Individual Worksheet		Your Developmental Board of Directors		HUMANA <small>Insurance to what you need for life</small>	
How does / can this person help you grow?				How does / can this person help you grow?	
Do they know what you expect of them? Y N	<input type="text"/>		<input type="text"/>	Do they know what you expect of them? Y N	<input type="text"/>
How does / can this person help you grow?				How does / can this person help you grow?	
Do they know what you expect of them? Y N	<input type="text"/>	You	<input type="text"/>	Do they know what you expect of them? Y N	<input type="text"/>
How does / can this person help you grow?				How does / can this person help you grow?	
Do they know what you expect of them? Y N	<input type="text"/>		<input type="text"/>	Do they know what you expect of them? Y N	<input type="text"/>

Board members outside of work

Print this as a handout.

**Step 4** **Free Your Strengths**

- **Focus**
  - Identify how and where this specific strength helps you in your current role
- **Release**
  - Find the missed opportunities in your current role
- **Educate**
  - Learn new skills and techniques to build this strengths
- **Expand**
  - Build your role around these strengths

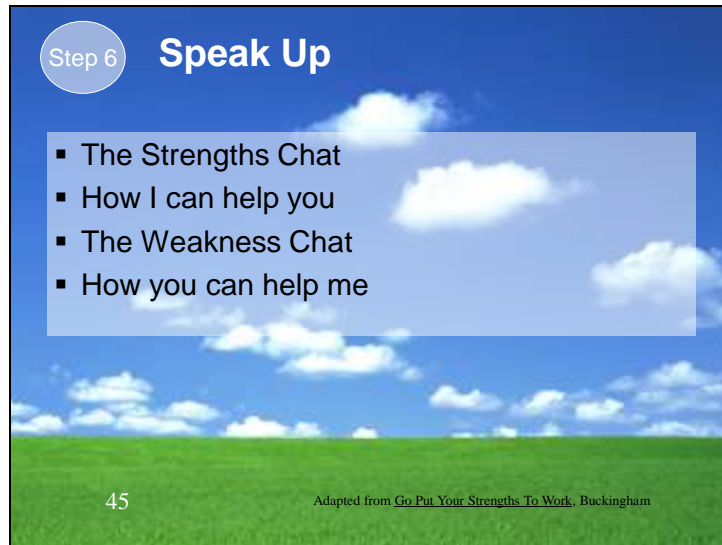
43 Adapted from [Go Put Your Strengths To Work](#), Buckingham

**Step 5 Stop Your Weaknesses**

- Stop doing the activity (does anyone care or notice?)
- Team up with someone
- Offer up one of your strengths
- Perceive your weakness differently

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Adapted from [Go Put Your Strengths To Work](#), Buckingham



Step 6 **Speak Up**

- The Strengths Chat
- How I can help you
- The Weakness Chat
- How you can help me

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Adapted from [Go Put Your Strengths To Work](#), Buckingham

**Step 7** **Build Strong Habits**

- Every Day...
- Every Week...
- Every Quarter...
- Every 6 Months...
- Every Year...

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Adapted from [Go Put Your Strengths To Work](#), Buckingham

Sum up briefly based upon the next steps you/Chapter Leadership intend to take.