

PRESBYTERIAN HOMES & SERVICES

Management Retreat November 10, 2011

Mark McCloskey

**UNDERSTANDING YOUR
STRENGTHS & HAVING
COURAGEOUS
CONVERSATIONS
November 10, 2011**

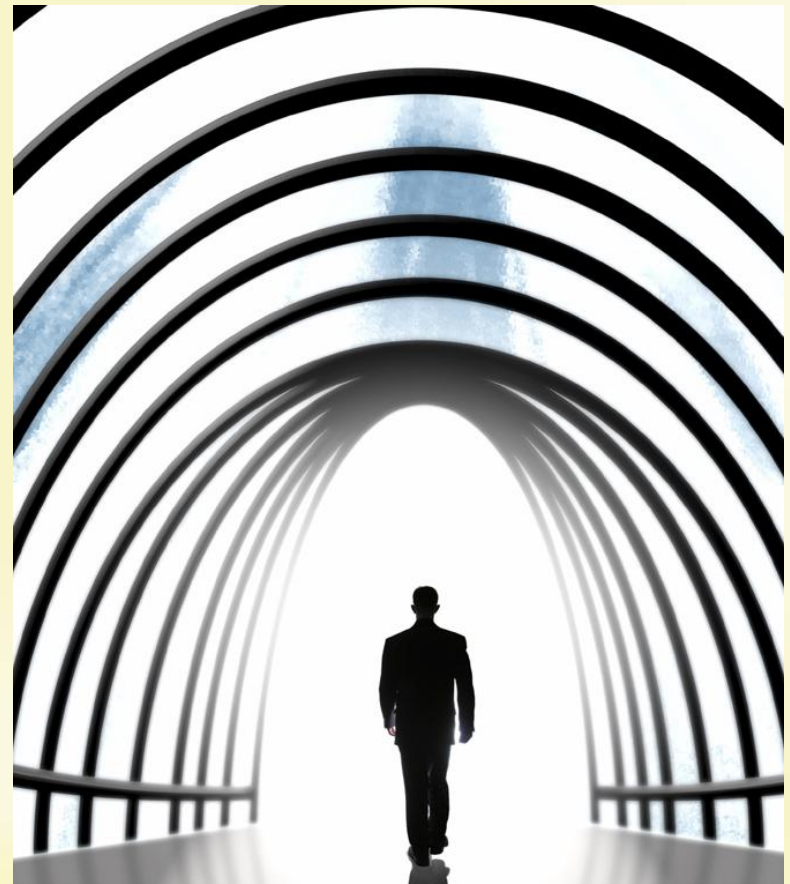
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Learning Objectives

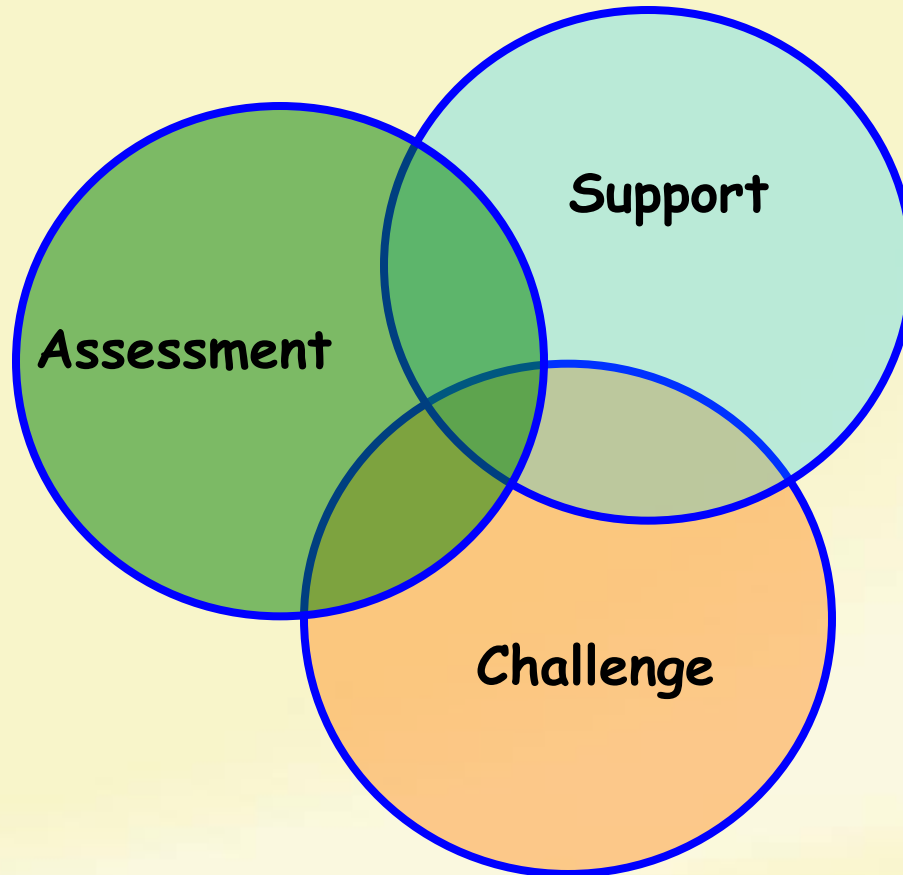
- You will review your “top five” Gallup StrengthFinder themes as well as explore the “top ten” of PH & S
- You will gain a greater understanding of your team’s talents
- You will learn how to write a “Strength Plan”
- You will learn how to navigate difficult conversations.

A Brief History

- 2007—StrengthsFinder given to PH & S leadership
- 2008—Train the trainer in strengths coaching
- 2011—”Strengths Plan” part of formal development process
- Emerging development philosophy



Strengths Philosophy & the Employee Development Process



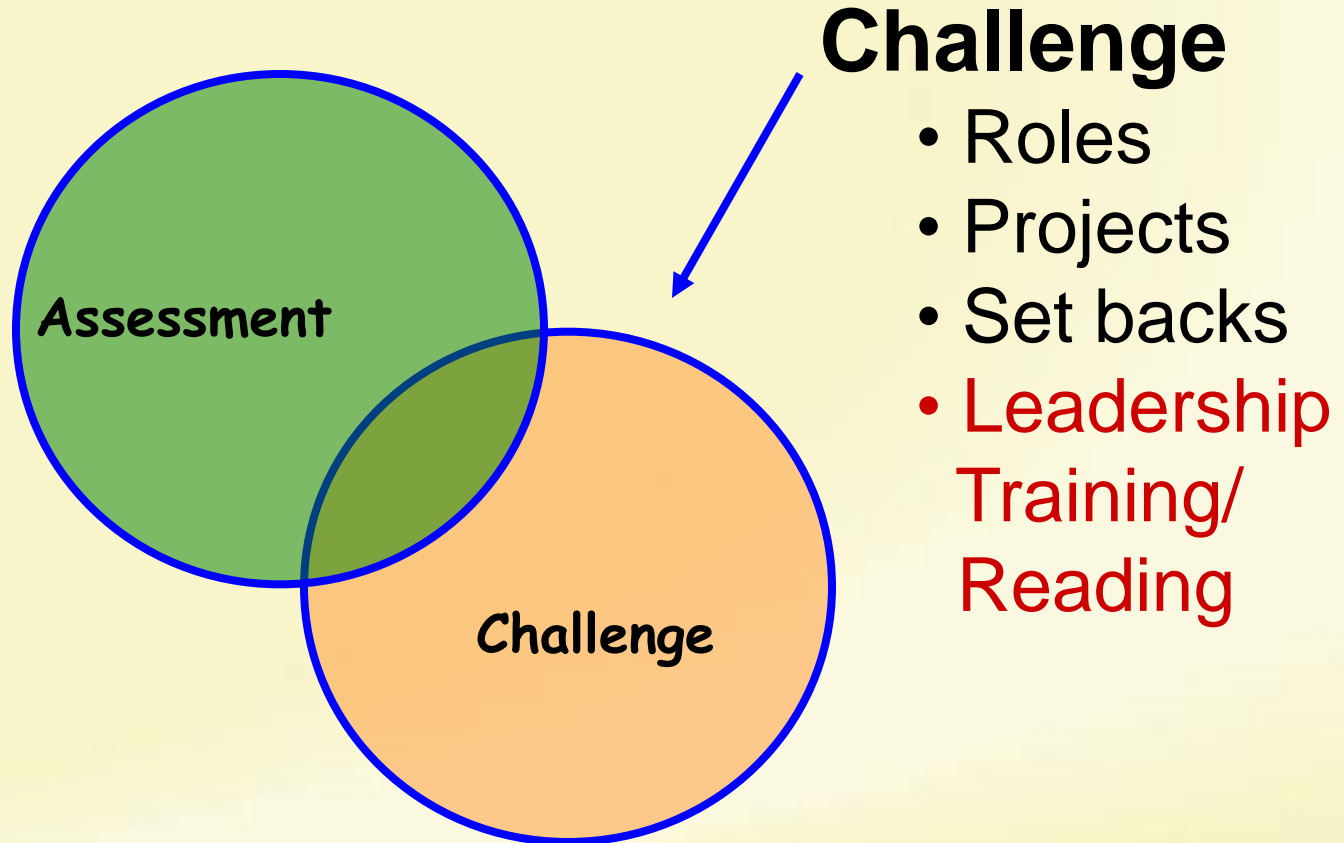
Leadership Development Process



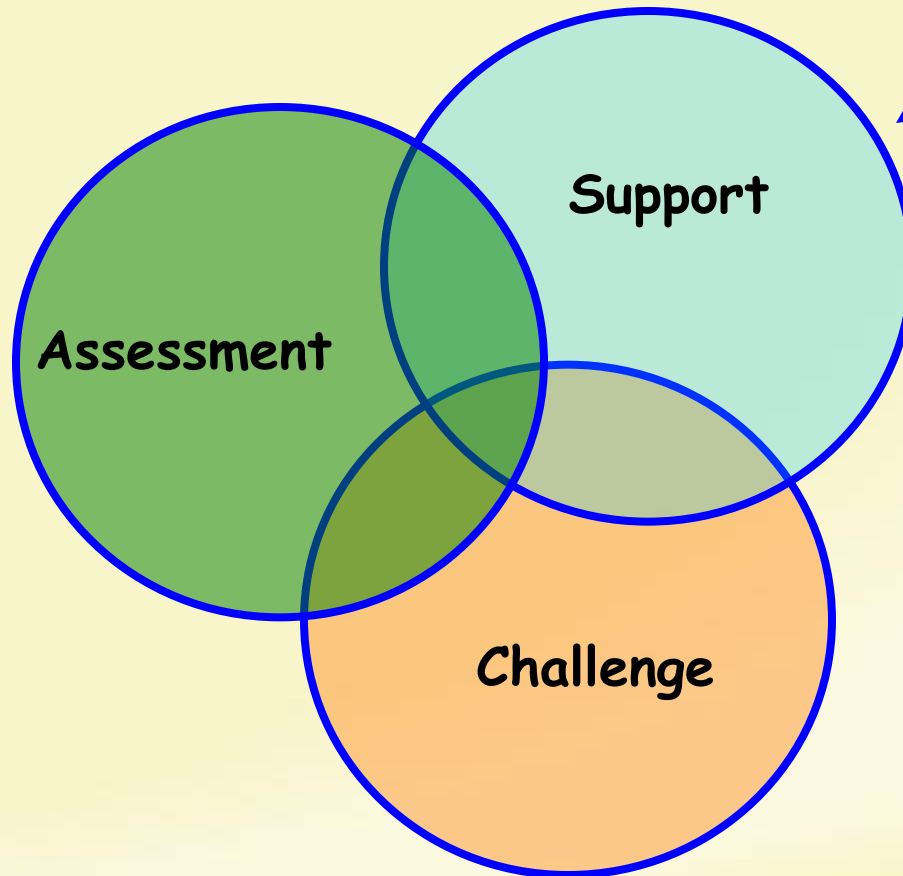
Self-Awareness

- Strengthsfinder
- Myers-Briggs
- BARon
- CPI

Leadership Development Process



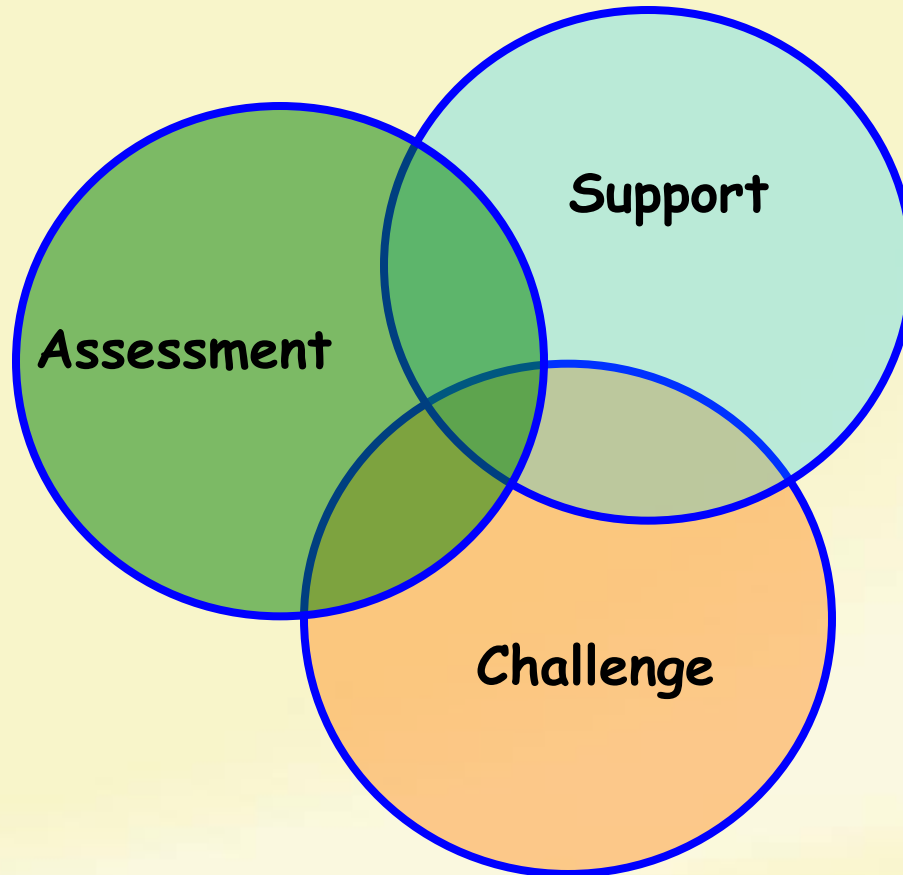
Leadership Development Process



Support

- Coaching
- Mentoring
- Friends
- Spouses

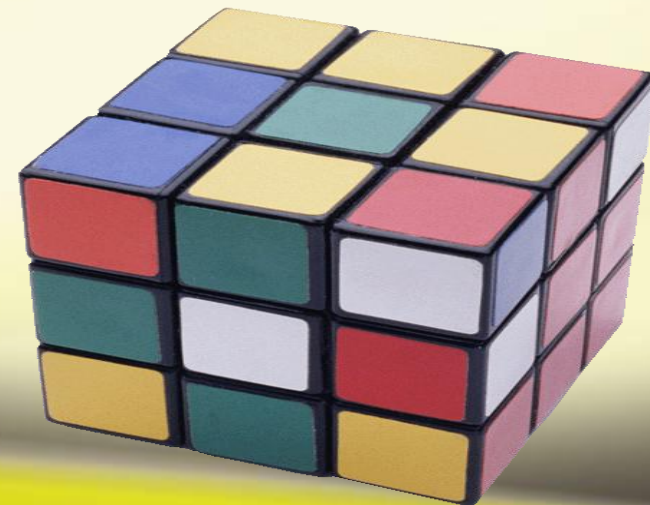
Leadership Development Process



1. Self-awareness is the beginning of development
2. Knowing our strengths is the foundation of self-awareness

A Strengths-based Developmental Culture

- Keeps new employees enthusiastic about their future
- Develops more leaders to expand the scope and mission of the organization
- Sustains high employee engagement
- Retains top talent
- Fosters collaboration



I. YOUR STRENGTHS: Overview of PH & S

Presbyterian Homes Top 10

- Responsibility (204)
- Achiever (170)
- Relator (126)
- Learner (105)
- Arranger (104)*
- Developer (103)
- Positivity (97)
- Connectedness (93)*
- Empathy (93)
- Strategic (83)*

Top 10 in 2007

- Responsibility
- Relator
- Achiever
- Developer
- Empathy
- Learner
- Harmony *
- Input *
- Positivity
- Adaptability *

Bottom Five

- 30th Focus (19) 18th in 07
- 31st Self-Assurance (15) 27th in '07
- 32nd Significance (14) 30th in 07
- 33rd Competition (12) 33rd in 07
- 34th Command (11) 34th in 07

➤ Discipline 31st & Context 32nd in 07

EXPLORING YOUR STRENGTHS



WHAT THE STRENGTHSFINDER REVEALS

- The rare configuration that is “you”
- Your signature thumbprint
- What your greatest contribution to others might be
- How your energy and excellence is most likely to be expressed at home, work and in your community

**What if my top five talent
themes have changed?**

Talent

A naturally recurring pattern of thought, feeling, and behavior that **may--potentially** be productively applied...a center of **excellence** and **energy** waiting to be expressed...an aptitude or disposition.

- A talent cannot be “taught.”

It is a “given” of your “deep personality.”

Strength

The **proven ability** to provide consistent, high-level performance in a given situation or activity.

The ability to effect constructive results in the arena of relationships and work.

Strength = Talent + Knowledge + Skill + Experience

Journey to Strength

Talent + Knowledge + Skill x Experience = Strength

 **CAPACITY** 
VIRTUE

EXPLORING PH & S

“TOP 10”

RESPONSIBILITY:

Emotional ownership; “go-to” people; loyalty, follow through and credibility

ACHIEVER: Getting as much done as possible in a 24 hour period; passion and drive; long, never done “to do” lists

**RELATOR: Team, loyalty
& friendship;
collaboration, listening;
getting important things
accomplished with those I
enjoy**

LEARNER: Take on new challenges; enjoyment of the learning process—love going from novice to competence; embrace dynamism and change

**ARRANGER: “Five things
at once better than one
thing at a time”—jugglers;
constant readjustment &
improvement; great goal-
setters**

**DEVELOPER: Aware of
and excited by potential;
patience with others in the
process.**

POSITIVITY: Glass half full; provide a lift of energy and value high morale as necessary for sustained performance.

CONNECTEDNESS:

**We're in this together;
organizational culture;
meaning making—there is
a higher purpose at work
here; connecting the dots
and seeing the big picture.**

**EMPATHY: Recognizing
the value and content of the
emotional arena; feelings
are facts.**

STRATEGIC: Seeing the road ahead; identifying patterns & running scenarios; sort through clutter and confusion-- if this--then this.

PH & S Culture

- Take your commitments seriously & get lots accomplished—high performance
- Stay on the learning, growing edge—constantly improving & “juggling” as necessary
- Working in teams is better
- Service is core—performance is focused on people
- Big picture & where we are going is vitally important

II. TEAM DISCUSSION

Gallup Engagement Survey of Major U. S. Corporations

- 40 % did not feel engaged, appreciated or valued as a contributor
- Opportunities for growth or advancement are ill-defined
- Immediate manager has a critical impact on an employee's sense of engagement

Focuses on **Focuses on**

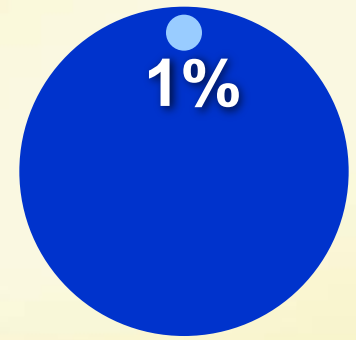
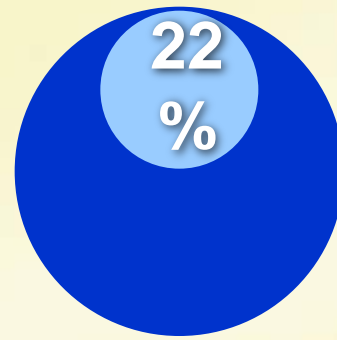
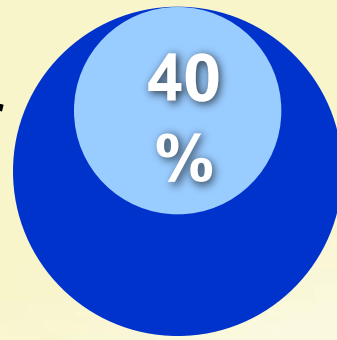
If your manager primarily... →

Ignores you

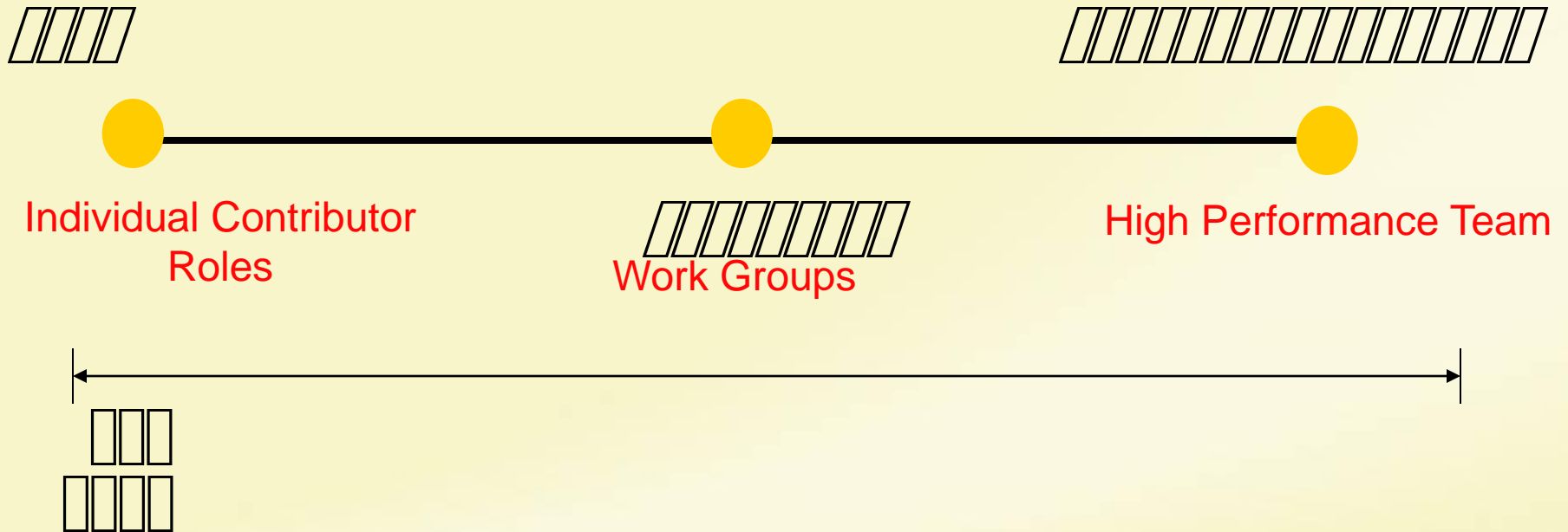
your weaknesses

your strengths

Your chances of being actively disengaged are... →



Level of Interdependence



High Performance Teams Pass a Three-fold Test



**Do you believe,
everyone is
necessary and
no one is
sufficient?**



**Are all
strengths
recognized
and valued?**



**Is there a
passion to
improve?**

A High Performance Team Says “Yes” to All of the Above

TEAM DISCUSSION QUESTIONS (HANDOUT)

III. YOUR “STRENGTH PLAN” (Handout)

A. LEVERAGING A PARTICULAR STRENGTH

**To leverage a strength means to maximize the impact of that strength by holding yourself accountable to an unusually high standard of performance with respect to that strength bringing value and benefit to others—your immediate work context, or your team or
PH & S**

WHICH STRENGTH?

**A person should get the opportunity
to say at least once a day,
“This is why I was born.”**

**-- Don Clifton, President,
Gallup Organization and developer of the StrengthsFinder®**

Self-Coaching: Recognizing & Owning Your Strengths

Resonance and Results

1. Are you naturally drawn to the activity?
2. What comes naturally to you, that also sets you apart in performance?
3. Is it in your "flow?"
(I did it well without even knowing it.)
4. Does it satisfy you deeply?
5. Does it typically bring results?

Strength Plan - Sample

Strength Opportunity #1 (use one of your top 5):

Connectedness – skilled at remembering details, thinking through processes and systems, anticipating needs and reactions, asking about unintended consequences, and seeing the linkages in systems.

Use my strength in connectedness, plus my loyalty to and history with the organization, knowledge of where we have needs and enjoyment in meeting new people to conduct informational interviews on behalf of PHS.

Action Steps:

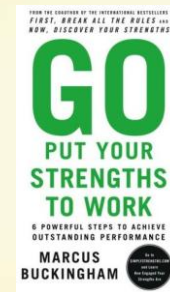
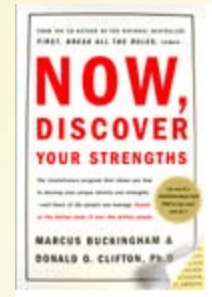
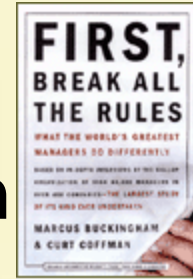
- Develop system to track candidates, their resumes and information to be completed by 11/1/11.
- Attend management and other meetings to stay aware of current and anticipated needs (ongoing).
- Work with some of the senior management team to quantify what “good looks like” to ensure that I am screening for the best attributes – to be completed by 1/1/12.
- Conduct some evaluations after candidates have been hired to see how successful I was in the identification process (avoid false positives) – check every six months to see if there is anyone to evaluate.
- Provide quarterly reports to the senior management team and semi-annual reports to the Board of activity.

EXAMPLES: Immediate Context, Team and PH & S

- Chaplain with Responsibility in personal work context
- Nutrition/ Culinary Director with Learner in team context
- Clinical Administrator/Coordinator with Arranger in team context
- HR Manager with Developer in PH & S context.

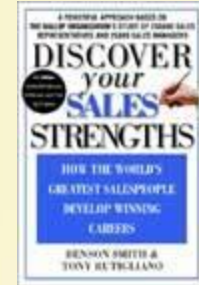
Strengths Resources

- First Break All the Rules
 - Marcus Buckingham & Curt Coffman
- Now Discover Your Strengths
 - Marcus Buckingham & Donald Clifton
- Go Put Your Strengths to Work
 - Marcus Buckingham



Additional Resources

- Discover Your Sales Strengths
– Benson Smith & Rutigliano
- Trombone Player Wanted
– DVD – Marcus Buckingham
- www.strengthsfinder.com
– Gallup and Buckingham
- www.simplystrengths.com
– Marcus Buckingham's site



B. Difficult Conversations

- A normal part of life
- A challenge to our wisdom & emotional courage
- Necessary for improved performance



Understanding Difficult Conversations (Handout)

Strength Plan

Development Opportunity #1: Courageous Conversations

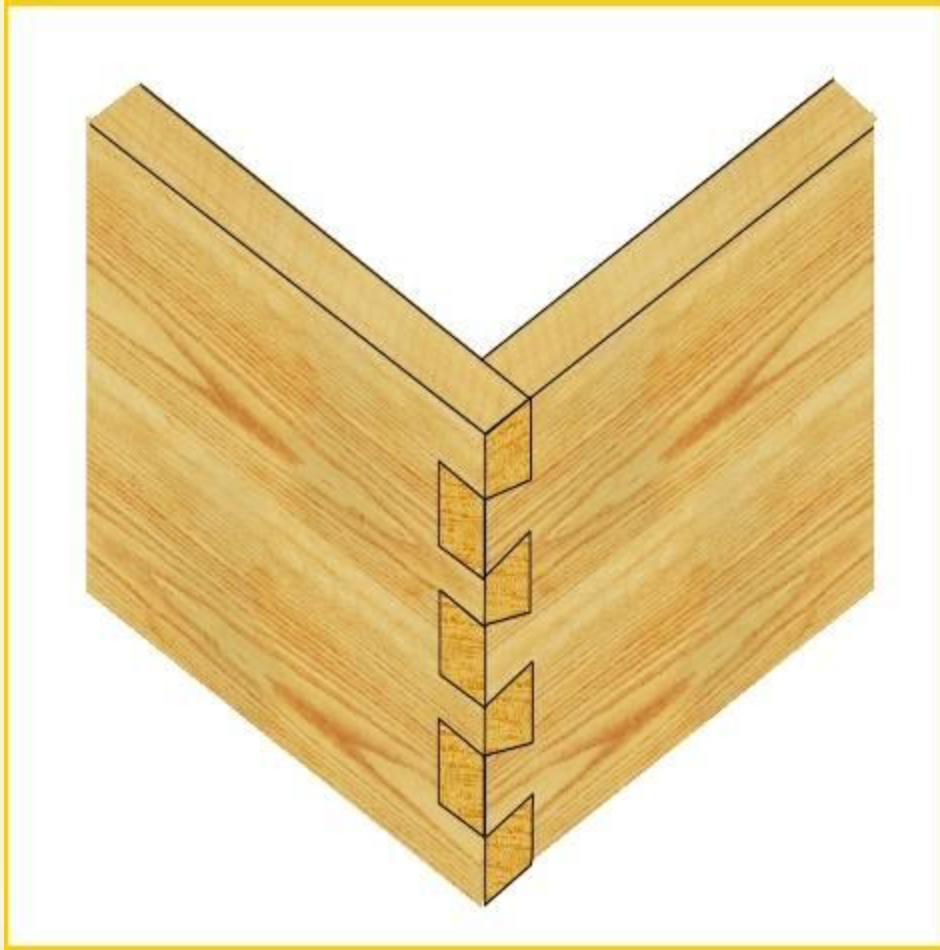
Learn more about having a candid, friendly and constructive conversation about an area/concern/issue/problem that genuinely matters to the performance of the employee/team and organization.

Action Steps:

- Read one or more of the following: “Managerial Courage” chapter in *FYI; Difficult Conversations* by Douglas Stone, Bruce Patton, Sheila Heen and Roger Fisher, Penguin, 2010; *Crucial Conversations* by Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzer, McGraw-Hill, 2004; *Perfect Phrases for Dealing With Difficult Situations at Work* by Susan Benjamin, McGraw-Hill, 2008; *Perfect Phrases for Dealing With Difficult People at Work* by Susan Benjamin, McGraw-Hill, 2007.
- Self-assess or discuss with your supervisor why difficult conversations are personally difficult for you.
- Identify a potentially difficult conversation you need to have and identify the *fact*, *feeling* and *face* dimensions of the conversation.
- Do a review (post-mortem) of a failed or underperforming project and present information on how to improve to those involved.
- If you are a supervisor, create the regular opportunity for a “candid, friendly and constructive conversation about the things that really matter” for your reports—put it into your weekly schedule.
- Take a class or workshop on difficult conversations.

WHAT HAPPENS NEXT?

Post November 10: Integration of Strengths into PH&S



- 1:1 strengths coaching with every site leader
- Strengths coach facilitating a conversation with every team
- Formal development process via your “Strength Plan”