

Strengths Based Leadership Training



Assess and apply your strengths
with StrengthsFinder

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NSF Science and Technology Center (STC)

PrePARE: Paths Afforded by the Research
Enterprise

August 4-9, 2019

Group Discussion

- Who has been a “leader” in your daily life?
 - you can broadly define “leader”
- Write down their initials
- Write down 3 words that describe what this person contributes positively to your life
- Share in your group. Look for themes.

Overview

1

■ Main approach

- Why is self-assessment so important?
- What are the benefits?

2

■ What are your strengths?

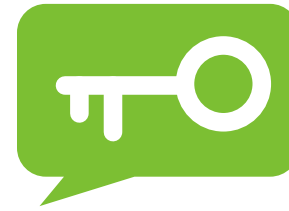
- according to StrengthsFinder?
- Group discussions

3

■ What exactly is leadership?

- If you're leading, are your followers getting what they really need?
- What do we do about weaknesses?

Key Message



Leaders know & use their strengths

Donald Clifton (StrengthsFinder creator) was asked for his greatest discovery from his leadership research:

“A leader needs to know his strengths as a carpenter knows his tools, or as a physician knows the instruments at her disposal. What great leaders have in common is that each truly knows his or her strengths – and can call on the right strength at the right time. This explains why there is no definitive list of characteristics that describes all leaders.”

p 13 in *Strengths Based Leadership*

Key Message



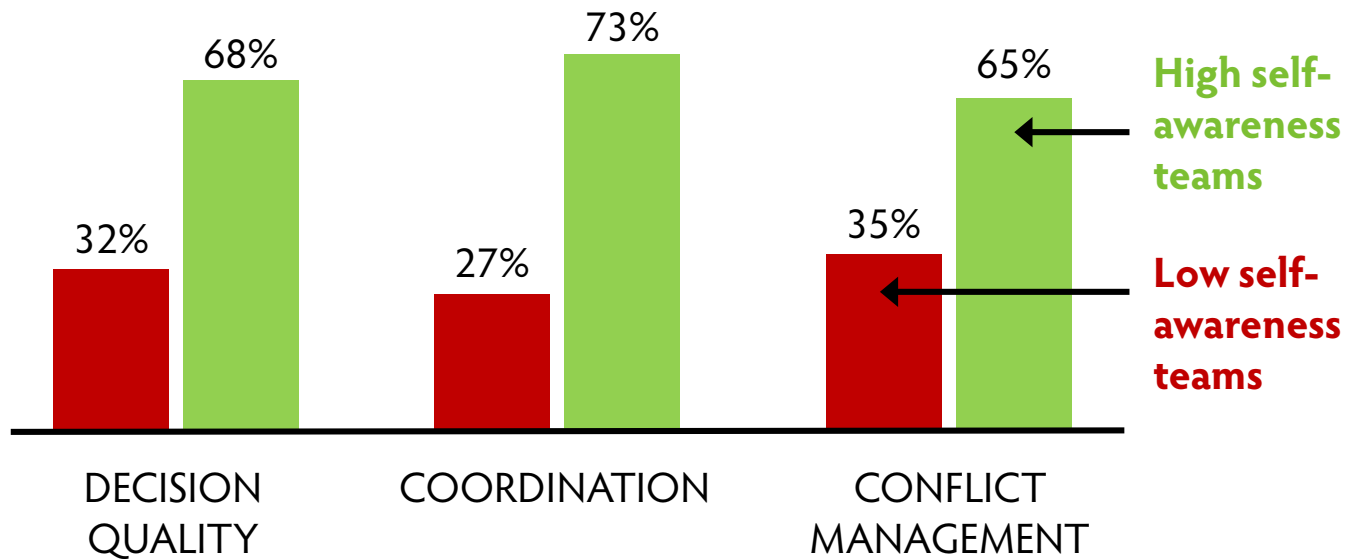
Leaders know & use their strengths



Why do we need to assess ourselves?

Because self-awareness leads to better team performance

PROBABILITY OF SUCCESS



Dierdorff & Rubin, March 2015

HBR.ORG

Why do we need to assess ourselves?

Assessments can reveal team strengths & weaknesses

Ex

In

RB

ST

Themes	Strengths	Steve	XXX	YYY	ZZZ	AAA	BBB	Scores	Totals
Executing	Achiever	2	4	4		4		14	36
Executing	Arranger			1				1	
Executing	Belief					1		1	
Executing	Consistency							0	
Executing	Deliberative							0	
Executing	Discipline	1						1	
Executing	Focus							0	
Executing	Responsibility		3	2				5	
Executing	Restorative		5		3		2	10	
Influencing	Activator							0	3
Influencing	Command							0	
Influencing	Communication							0	
Influencing	Competition							0	
Influencing	Maximizer							0	
Influencing	Self-Assurance							0	
Influencing	Significance							0	
Influencing	Woo					3		3	
Relationship Building	Adaptability							0	28
Relationship Building	Connectedness			3	4		4	12	
Relationship Building	Developer					2		2	
Relationship Building	Empathy							0	
Relationship Building	Harmony	3			5			8	
Relationship Building	Includer							0	
Relationship Building	Individualization			5				5	
Relationship Building	Positivity							0	
Relationship Building	Relator		1					1	
Strategic Thinking	Analytical	5						5	36
Strategic Thinking	Context							0	
Strategic Thinking	Futuristic							0	
Strategic Thinking	Ideation						3	3	
Strategic Thinking	Input							0	
Strategic Thinking	Intellection				1		1	5	
Strategic Thinking	Learner	4	2		2			13	
Strategic Thinking	Strategic					5	5	10	

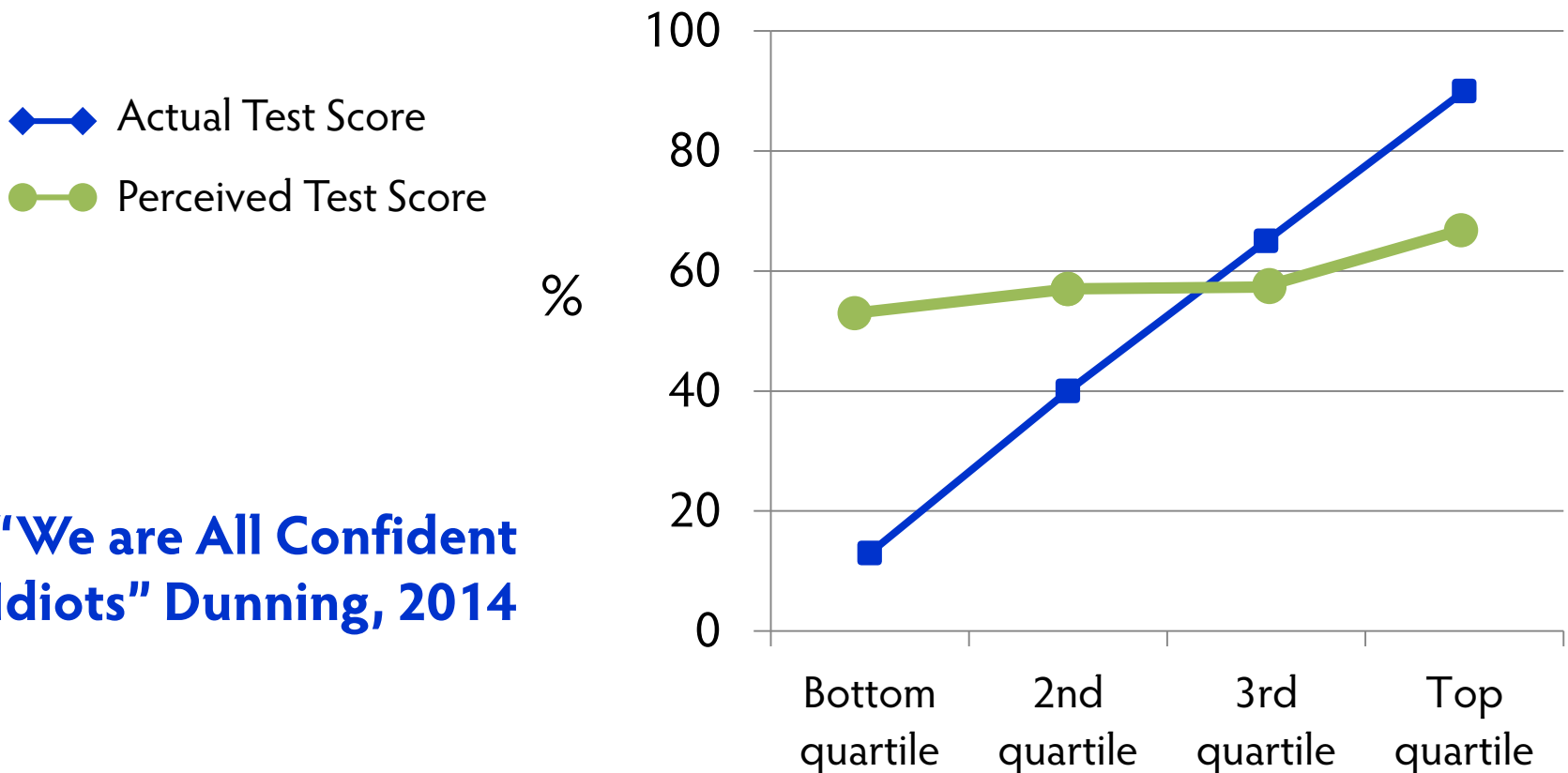
We were weak in influencing and strong in the other domains

Sample strengths team "map"

Why do we need to assess ourselves?

Because we often don't assess ourselves accurately

Dunning and Kruger, 1999 and 2003



“We are All Confident Idiots” Dunning, 2014

We don't assess ourselves accurately, but there's hope!

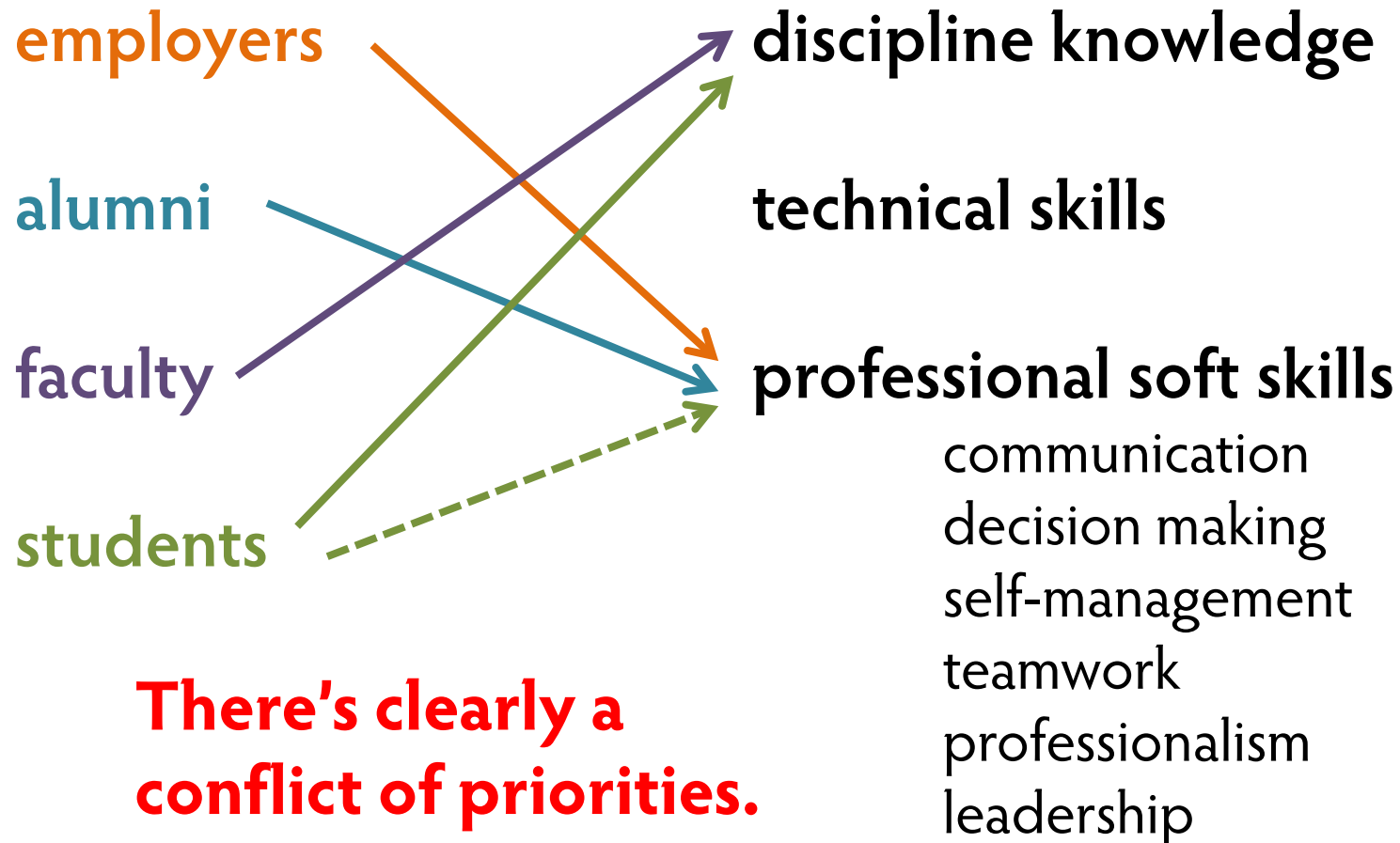
Kruger and Dunning, 1999 and 2003.

We can improve our metacognitive skills by:

- **being aware of the context of our peers,**
- **and by improving our competence.**

What are your priorities in training?

In a national study, people were asked what's important:



Are we sufficiently prepared in professional soft skills?

In a national study, people rated student's preparedness in professional skills from 1 to 7:



Assessing ourselves accurately is difficult

Identify your strengths for your career development

- This helps you communicate your strengths *meaningfully*, and address weaknesses
- Self-assessments: StrengthsFinder, Myers-Briggs, etc
- Individual Development Plans (IDP)
 - myIDP or ChemIDP websites for STEM
- Seven Success Stories exercise (past)
- Forty-Year Vision exercise (future)

Is StrengthsFinder accurate?

“Essentially, all models are wrong,
but some are useful”

George E.P. Box, British mathematician

A better question is:

Is StrengthsFinder useful?

- Yes, if you use it appropriately.
- A good leader knows how to use their strengths appropriately.

Using SF appropriately

- **Don't assume other's SF strengths**
- **Not having a particular strength doesn't mean you can't enhance it**
 - Take on a growth mindset
- **Appreciate other people's different strengths**
 - Don't try to clone yourself
 - Don't just seek to work with others with similar strengths

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- according to StrengthsFinder?
- Group discussions

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■ What exactly is leadership?

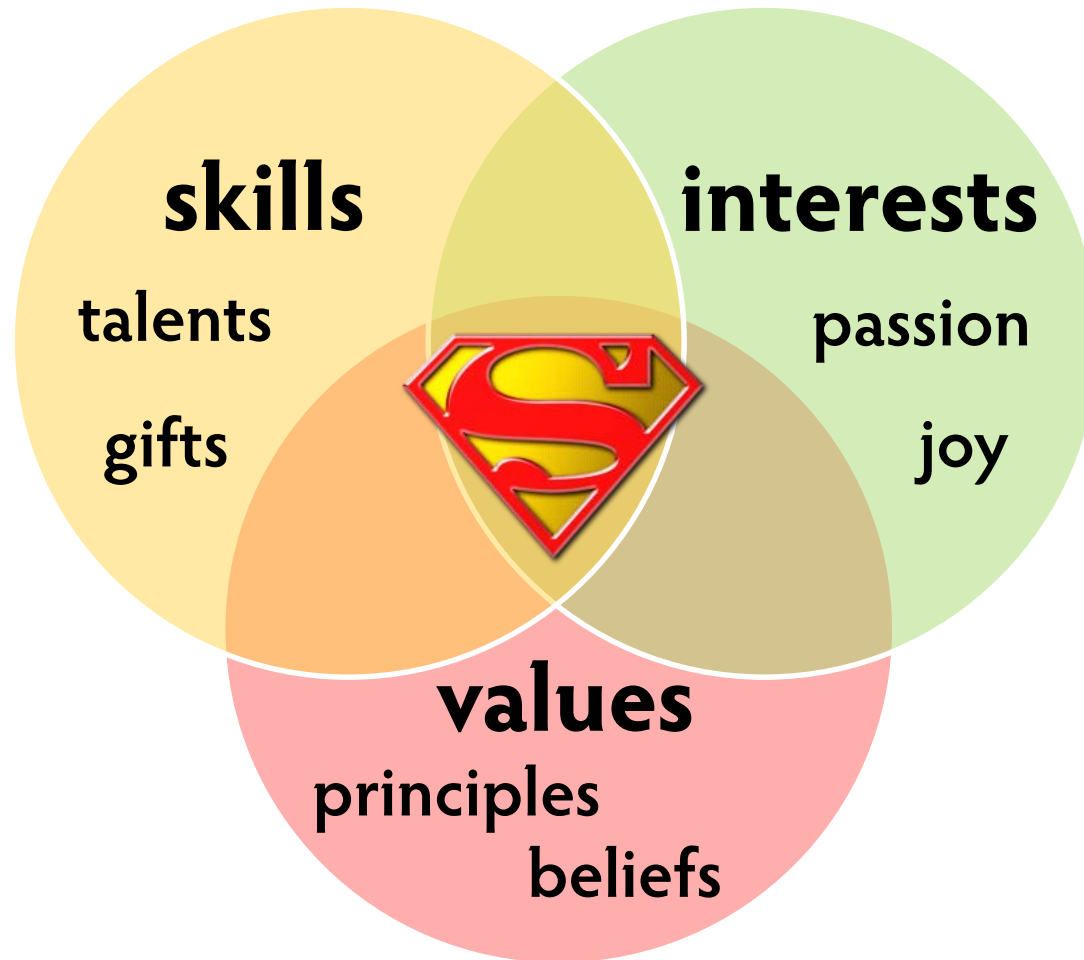
- If you're leading, are your followers getting what they really need?
- What do we do about weaknesses?

What exactly is a strength?

Gallup definition

A strength is the ability to consistently provide near-perfect performance in a specific activity. The key to building a strength is to identify your dominant talents, then complement them by acquiring knowledge and skills pertinent to the activity.

What exactly is a strength?



Our strengths are where skills, interests, and values merge,
and so where we want to grow.

Can we really enhance our strengths?

Before and after a 5-day art course:

**Yes! You can
learn and grow!**

**(Dweck's fixed
vs growth
mindsets)**



Do strengths change?

My StrengthsFinder results in:

2009	Harmony	Learner	Analytical	Discipline	Relator
	Relationship Building	Strategic Thinker	Strategic Thinker	Executing	Relationship Building

2012	Analytical	Learner	Harmony	Achiever	Discipline
	Strategic Thinker	Strategic Thinker	Relationship Building	Executing	Executing

2017	Learner	Discipline	Analytical	Harmony	Connectedness
	Strategic Thinker	Executing	Strategic Thinker	Relationship Building	Relationship Building

4 Domains of Strengths

- envision possibilities
- observe & analyze

Strategic Thinking Strengths

Executing Strengths

- implement solutions
- turn ideas into reality

- reach broader audience
- sell the team & ideas

Influencing Strengths

Relationship Building Strengths

- bring & bond people together
- welcome & invite others

My Strengths and How I Use Them

Share responses with group from your worksheet

- Everyone lists their top 5 strengths
- Person A answers questions for strength #1, then person B answers for strength #1, etc. Repeat for strength #2.
- What stood out to you as you listened to others talk about their strengths?
- Did anyone have one or more strengths in common in your group? What insights, if any, did you gain from how others discussed a shared strength?

Let's discuss strategic thinking strengths



Analytical
Context
Futuristic

Ideation
Input
Intellection

Learner
Strategic

- **If you have a strategic thinking strength:**
 - name your strength(s)
 - share a story or experience using that strength
 - give manifestations or consequences (positive or negative) using that strength
- **from *SBL*: strategic thinker domain**
 - Brad Anderson, CEO of Best Buy (pp 57-66)

Let's discuss executing strengths



Achiever
Arranger
Belief

Consistency
Deliberative
Discipline

Focus
Responsibility
Restorative

■ If you have an executing strength:

- name your strength(s)
- share a story or experience using that strength
- give manifestations or consequences (positive or negative) using that strength

■ from *SBL*: executing domain

- Wendy Kopp, Founder & CEO of Teach for America

Let's discuss relationship building strengths



Adaptability
Connectedness
Developer

Empathy
Harmony
Includer

Individualization
Positivity
Relator

- **If you have a relationship building strength:**
 - name your strength(s)
 - share a story or experience using that strength
 - give manifestations or consequences (positive or negative) using that strength
- **from *SBL*: relationship building**
 - Mervyn Davies, Chair of Standard Chartered Bank

Let's discuss influencing strengths



Activator
Command
Communication

Competition
Maximizer
Self-Assurance

Significance
Woo

- **If you have an influencing strength, share:**
 - name your strength(s)
 - share a story or experience using that strength
 - give manifestations or consequences (positive or negative) using that strength
- **from *SBL*: influencing strengths**
 - Simon Cooper, President of The Ritz-Carlton

Group strengths map can reveal overall strengths and gaps

Ex

In

RB

ST

Themes	Strengths	Steve	XXX	YYY	ZZZ	AAA	BBB	Scores	Totals
Executing	Achiever	2	4	4		4		14	36
Executing	Arranger			1				1	
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Executing	Discipline	1						1	
Executing	Focus							0	
Executing	Responsibility		3	2				5	
Executing	Restorative		5		3		2	10	
Influencing	Activator							0	3
Influencing	Command							0	
Influencing	Communication							0	
Influencing	Competition							0	
Influencing	Maximizer							0	
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Strategic Thinking	Context							0	
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Strategic Thinking	Ideation						3	3	
Strategic Thinking	Input							0	
Strategic Thinking	Intellection				1		1	5	
Strategic Thinking	Learner	4	2		2			13	
Strategic Thinking	Strategic					5	5	10	

Group strengths map can reveal overall strengths and gaps

Global, >20M respondents, 2018

	A	B	C	D	E
1	Frequency	Domains	Strengths	Number	Percentage
2	1	Executing	Achiever	6244621	6.24%
3	2	Strategic Thinking	Learner	5596555	5.60%
4	3	Executing	Responsibility	5564207	5.56%
5	4	Relationship Building	Relator	5451508	5.45%
6	5	Strategic Thinking	Strategic	4370628	4.37%
7	6	Relationship Building	Harmony	3914293	3.91%
8	7	Strategic Thinking	Input	3911497	3.91%
9	8	Executing	Restorative	3806585	3.81%
10	9	Relationship Building	Empathy	3749011	3.75%
11	10	Relationship Building	Adaptability	3348616	3.35%
12	11	Relationship Building	Positivity	3309151	3.31%
13	12	Relationship Building	Developer	3244133	3.24%
14	13	Relationship Building	Individualization	3186769	3.19%
15	14	Strategic Thinking	Ideation	2697236	2.70%
16	15	Strategic Thinking	Analytical	2681892	2.68%
17	16	Strategic Thinking	Futuristic	2596383	2.60%
18	17	Influencing	Communication	2579005	2.58%
19	18	Executing	Arranger	2575242	2.57%
20	19	Influencing	Maximizer	2566792	2.57%
21	20	Strategic Thinking	Intellection	2470907	2.47%
22	21	Relationship Building	Includer	2388969	2.39%
23	22	Relationship Building	Connectedness	2357052	2.36%
24	23	Executing	Consistency	2355944	2.36%
25	24	Influencing	Woo	2346531	2.35%
26	25	Executing	Deliberative	2255727	2.26%
27	26	Executing	Belief	2181070	2.18%
28	27	Influencing	Competition	2142122	2.14%
29	28	Influencing	Activator	1920953	1.92%
30	29	Executing	Focus	1881671	1.88%
31	30	Strategic Thinking	Context	1772255	1.77%
32	31	Executing	Discipline	1485926	1.49%
33	32	Influencing	Significance	1239377	1.24%
34	33	Influencing	Command	917303	0.92%
35	34	Influencing	Self-Assurance	904834	0.90%

Group strengths map can reveal overall strengths and gaps

Japan

	A	B	C	D	E
1	Frequency	Domains	Strengths	Number	Percentage
2	1	Influencing	Maximizer	231335	6.52%
3	2	Relationship Building	Harmony	218492	6.16%
4	3	Strategic Thinking	Learner	174211	4.91%
5	4	Relationship Building	Individualization	171156	4.82%
6	5	Relationship Building	Empathy	168839	4.76%
7	6	Relationship Building	Positivity	157298	4.43%
8	7	Executing	Restorative	156008	4.40%
9	8	Strategic Thinking	Ideation	155056	4.37%
10	9	Relationship Building	Adaptability	149101	4.20%
11	10	Strategic Thinking	Input	146342	4.12%
12	11	Executing	Deliberative	140260	3.95%
13	12	Strategic Thinking	Intellection	121450	3.42%
14	13	Relationship Building	Relator	114723	3.23%
15	14	Strategic Thinking	Strategic	110067	3.10%
16	15	Executing	Achiever	106828	3.01%
17	16	Executing	Responsibility	104654	2.95%
18	17	Strategic Thinking	Analytical	100161	2.82%
19	18	Strategic Thinking	Futuristic	97046	2.73%
20	19	Relationship Building	Developer	91602	2.58%
21	20	Executing	Consistency	85859	2.42%
22	21	Influencing	Woo	81644	2.30%
23	22	Executing	Arranger	79258	2.23%
24	23	Influencing	Communication	75330	2.12%
25	24	Influencing	Significance	74025	2.09%
26	25	Relationship Building	Includer	72640	2.05%
27	26	Executing	Focus	70170	1.98%
28	27	Strategic Thinking	Context	62797	1.77%
29	28	Influencing	Activator	50786	1.43%
30	29	Relationship Building	Connectedness	47541	1.34%
31	30	Executing	Belief	31151	0.88%
32	31	Influencing	Competition	29781	0.84%
33	32	Executing	Discipline	29147	0.82%
34	33	Influencing	Command	22819	0.64%
35	34	Influencing	Self-Assurance	21953	0.62%

Korea

	A	B	C	D	E
1	Frequency	Domains	Strengths	Number	Percentage
2	1	Executing	Responsibility	78692	6.81%
3	2	Relationship Building	Harmony	69042	5.98%
4	3	Influencing	Maximizer	62882	5.44%
5	4	Relationship Building	Individualization	59200	5.12%
6	5	Executing	Achiever	58969	5.10%
7	6	Relationship Building	Empathy	50954	4.41%
8	7	Executing	Focus	48289	4.18%
9	8	Strategic Thinking	Learner	47158	4.08%
10	9	Relationship Building	Positivity	46981	4.07%
11	10	Relationship Building	Relator	43990	3.81%
12	11	Strategic Thinking	Strategic	43208	3.74%
13	12	Relationship Building	Developer	37049	3.21%
14	13	Strategic Thinking	Analytical	36724	3.18%
15	14	Influencing	Woo	35100	3.04%
16	15	Executing	Restorative	32978	2.85%
17	16	Executing	Arranger	32759	2.84%
18	17	Influencing	Communication	32521	2.81%
19	18	Relationship Building	Adaptability	31451	2.72%
20	19	Relationship Building	Includer	30316	2.62%
21	20	Strategic Thinking	Ideation	30098	2.61%
22	21	Influencing	Significance	29198	2.53%
23	22	Strategic Thinking	Futuristic	27204	2.35%
24	23	Strategic Thinking	Input	26809	2.32%
25	24	Executing	Deliberative	23766	2.06%
26	25	Executing	Consistency	22192	1.92%
27	26	Executing	Discipline	21732	1.88%
28	27	Strategic Thinking	Context	19792	1.71%
29	28	Strategic Thinking	Intellection	17399	1.51%
30	29	Influencing	Competition	14954	1.29%
31	30	Influencing	Activator	13404	1.16%
32	31	Relationship Building	Connectedness	12072	1.04%
33	32	Executing	Belief	9001	0.78%
34	33	Influencing	Self-Assurance	5552	0.48%
35	34	Influencing	Command	3944	0.34%

Group strengths map can reveal overall strengths and gaps

Female

	A	B	C	D	E
1	Frequency	Domains	Strengths	Number	Percentage
2	1	Executing	Achiever	2932919	6.21%
3	2	Executing	Responsibility	2831336	5.99%
4	3	Relationship Building	Relator	2536900	5.37%
5	4	Strategic Thinking	Learner	2514564	5.32%
6	5	Relationship Building	Empathy	2405752	5.09%
7	6	Strategic Thinking	Input	2105341	4.46%
8	7	Relationship Building	Harmony	2065124	4.37%
9	8	Relationship Building	Developer	2020352	4.28%
10	9	Executing	Restorative	1910204	4.04%
11	10	Relationship Building	Positivity	1882893	3.99%
12	11	Strategic Thinking	Strategic	1758524	3.72%
13	12	Relationship Building	Individualization	1628116	3.45%
14	13	Relationship Building	Adaptability	1613170	3.42%
15	14	Influencing	Communication	1328827	2.81%
16	15	Executing	Consistency	1255684	2.66%
17	16	Relationship Building	Connectedness	1232746	2.61%
18	17	Strategic Thinking	Intellection	1218907	2.58%
19	18	Relationship Building	Includer	1200682	2.54%
20	19	Strategic Thinking	Futuristic	1184744	2.51%
21	20	Influencing	Woo	1165737	2.47%
22	21	Executing	Arranger	1132956	2.40%
23	22	Executing	Belief	1084739	2.30%
24	23	Influencing	Maximizer	1017415	2.15%
25	24	Executing	Discipline	934741	1.98%
26	25	Executing	Deliberative	921997	1.95%
27	26	Strategic Thinking	Ideation	910107	1.93%
28	27	Influencing	Activator	846373	1.79%
29	28	Strategic Thinking	Analytical	734786	1.56%
30	29	Executing	Focus	663596	1.40%
31	30	Influencing	Competition	614690	1.30%
32	31	Strategic Thinking	Context	568518	1.20%
33	32	Influencing	Significance	471378	1.00%
34	33	Influencing	Command	305332	0.65%
35	34	Influencing	Self-Assurance	236475	0.50%

Male

	A	B	C	D	E
1	Frequency	Domains	Strengths	Number	Percentage
2	1	Executing	Achiever	2223721	6.09%
3	2	Strategic Thinking	Learner	2015151	5.52%
4	3	Relationship Building	Relator	1865458	5.11%
5	4	Strategic Thinking	Strategic	1800730	4.93%
6	5	Executing	Responsibility	1784721	4.88%
7	6	Strategic Thinking	Analytical	1522894	4.17%
8	7	Executing	Restorative	1417610	3.88%
9	8	Strategic Thinking	Ideation	1306206	3.58%
10	9	Relationship Building	Harmony	1287654	3.52%
11	10	Relationship Building	Adaptability	1258850	3.45%
12	11	Influencing	Competition	1195209	3.27%
13	12	Relationship Building	Individualization	1147451	3.14%
14	13	Strategic Thinking	Futuristic	1137326	3.11%
15	14	Strategic Thinking	Input	1111475	3.04%
16	15	Relationship Building	Positivity	1022779	2.80%
17	16	Executing	Deliberative	996995	2.73%
18	17	Strategic Thinking	Context	949372	2.60%
19	18	Influencing	Maximizer	940349	2.57%
20	19	Executing	Arranger	901020	2.47%
21	20	Strategic Thinking	Intellection	881508	2.41%
22	21	Relationship Building	Empathy	879233	2.41%
23	22	Influencing	Communication	865549	2.37%
24	23	Relationship Building	Includer	837996	2.29%
25	24	Relationship Building	Developer	827941	2.27%
26	25	Executing	Consistency	824308	2.26%
27	26	Executing	Belief	823705	2.25%
28	27	Relationship Building	Connectedness	739056	2.02%
29	28	Influencing	Woo	735300	2.01%
30	29	Executing	Focus	707439	1.94%
31	30	Influencing	Activator	695311	1.90%
32	31	Influencing	Significance	564504	1.55%
33	32	Influencing	Command	451089	1.23%
34	33	Influencing	Self-Assurance	435162	1.19%
35	34	Executing	Discipline	384073	1.05%

Strengths “map” for NSF PrePARE

	Global 2018*	PrePARE 2017	PrePARE 2018	PrePARE 2019
Strategic Thinking	26.1%	44.4% 80/180	37.1% 65/175	29.6% 40/135
Executing	28.4%	21.1% 38/180	27.4% 48/175	31.9% 43/135
Relationship Building	30.9%	20.6% 37/180	27.4% 48/175	28.9% 39/135
Influencing	14.6%	13.9% 25/180	8.0% 14/175	9.6% 13/135

*Global frequencies from >20 million respondents, 12/2018

Strengths “map” for NSF PrePARE

Global 2018

	Domain	Strengths	%
1	Ex	Achiever	6.24%
2	ST	Learner	5.60%
3	Ex	Responsibility	5.56%
4	RB	Relator	5.45%
5	ST	Strategic	4.37%
6	RB	Harmony	3.91%
7	ST	Input	3.91%
8	Ex	Restorative	3.81%
9	RB	Empathy	3.75%
10	RB	Adaptability	3.35%

PrePARE 2019

	Domain	Strengths	#
1	Ex	Restorative	14
2	ST	Learner	11
3	RB	Relator	8
3	ST	Intellection	8
5	RB	Adaptability	7
6	RB	Harmony	6
7	Ex	Achiever	5
7	Ex	Responsibility	5
7	In	Activator	5
7	RB	Empathy	5

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1

■ Main approach

- Why is self-assessment so important?
- What are the benefits?

2

■ What are your strengths?

- according to StrengthsFinder?
- Group discussions

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■ What exactly is leadership?

- If you're leading, are your followers getting what they really need?
- What do we do about weaknesses?

Are your followers getting what they really need?

A Gallup survey asked (n = 10,000):

- What leader has the most positive influence in your daily life?
- List 3 words that best describe what they contributes to your life.

Followers' Four Basic Needs:

Trust

honesty
integrity
respect

Speak truth in love

Compassion

caring
friendship
happiness
love

Hope

direction
faith
guidance
initiating

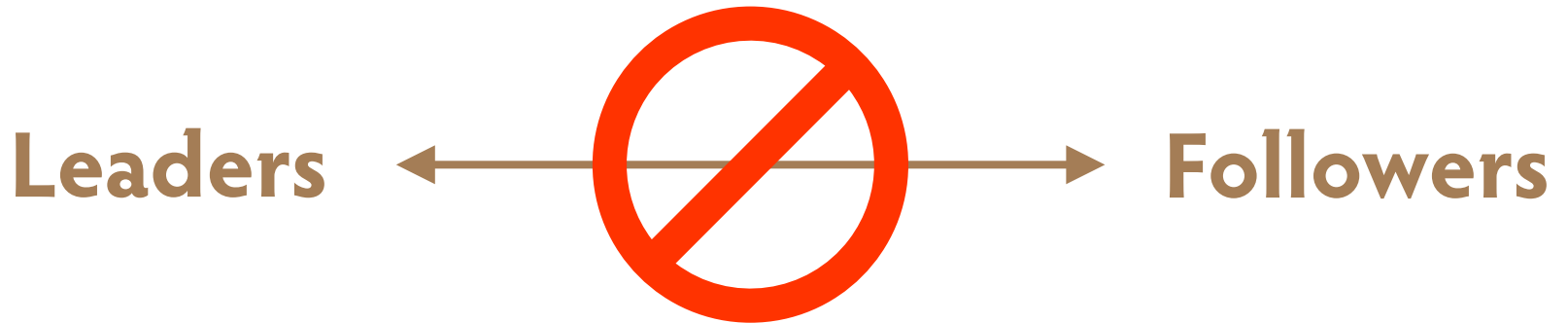
Give vision with a path

Stability

security
strength
support
peace

What exactly is a leader?

Are leaders and followers opposites?



False Dichotomy

What's the relationship between leadership and followship?

“While traditional leadership generally involves the accumulation and exercise of power by one at the “top of the pyramid,” **servant-leadership** is different. A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible.”

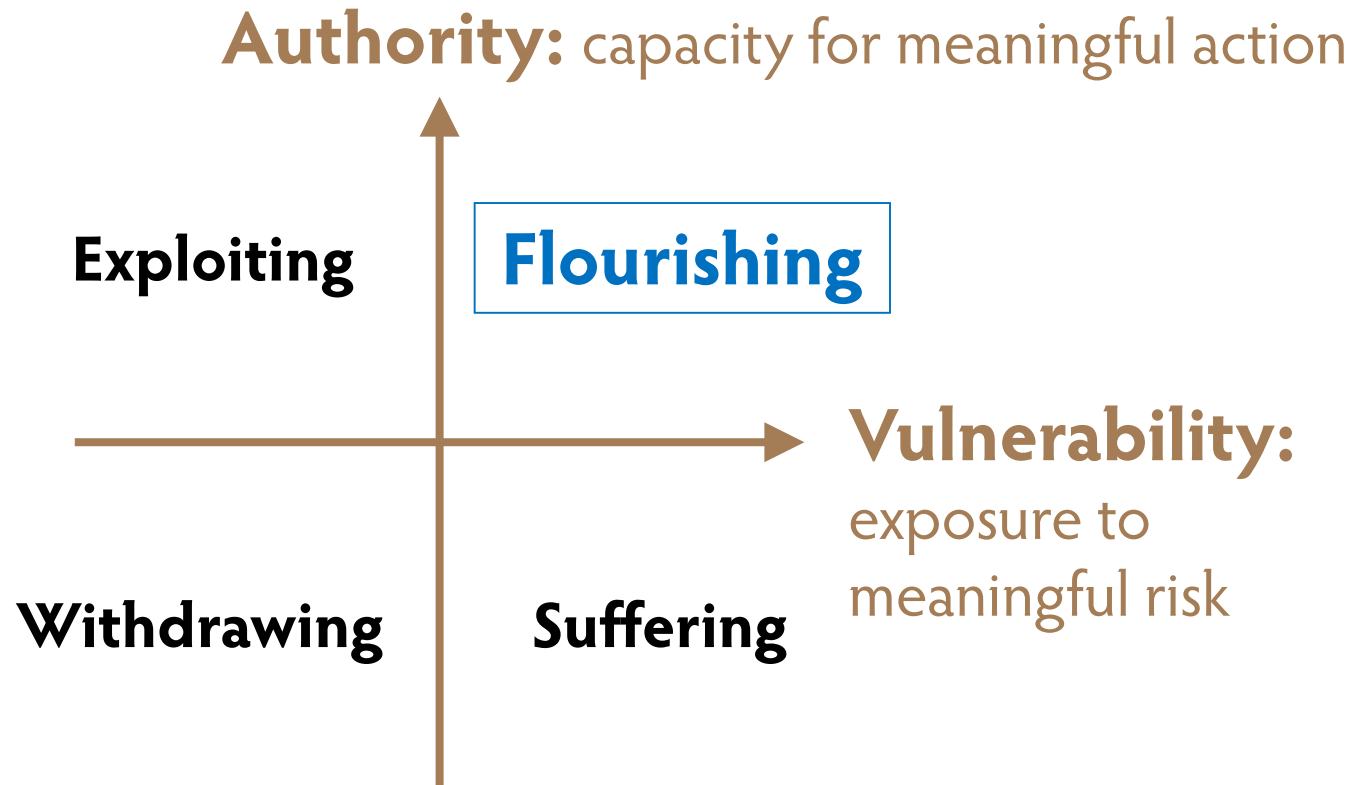
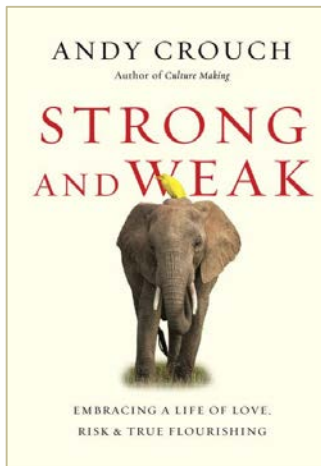
www.greenleaf.org

How is a servant-leader effective? What do they do?

“The best test, and difficult to administer, is: Do those served grow as persons? Do they, *while being served*, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? *And*, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?”

Robert Greenleaf

How do we merge leadership with servanthood?



Paradox: Flourishing requires both authority & vulnerability

Is vulnerability that important?



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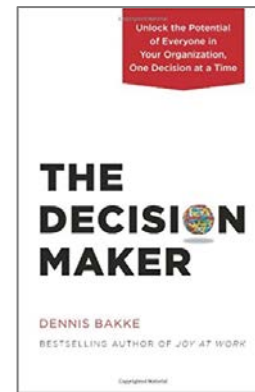
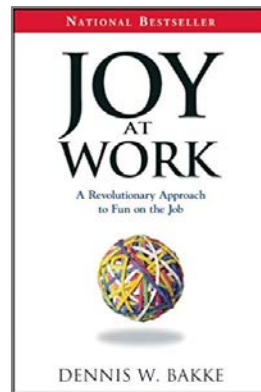
Brené Brown's 2nd TED talk

What exactly is a leader?



Traditional leaders and hierarchies

versus



Those closest to the action, not necessarily the “leaders”, should make the final decisions.



Final Key Message

**Leaders know and use their strengths
to serve others,
so we all can flourish**



Thanks for your participation!

Any questions?

