A Lifetime of Strengths

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GALLUP CERTIFIED STRENGTHS COACH

RELATOR – EMPATHY – RESPONSIBILITY – ARRANGER – DISCIPLINE
Agenda - Week 4

I. DEVELOPMENT OF THE ASSESSMENT
II. BALCONIES AND BASEMENTS
III. PEAK PERFORMANCE/AIMING YOUR TALENTS
IV. DEEP DIVE INTO NEXT 6 THEMES
“The CliftonStrengths assessment is an online assessment of personal talent that identifies areas where an individual’s greatest potential for building strengths exists.”
<table>
<thead>
<tr>
<th>Strongly Describes Me</th>
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I can get other people excited.

I can calm others down.
I am good at figuring out how people who are very different can work together.

I have a gift for treating different people equally.
DEVELOPMENT AND VALIDATION

1,000,000
TWO MILLION INTERVIEWS
1,000,000
over
THREE DECADES
<table>
<thead>
<tr>
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<td>Activator</td>
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<tr>
<td>Context</td>
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<td>Deliberative</td>
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<td>Developer</td>
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DEVELOPMENT AND VALIDATION

Spanning 30+ unique cultures

Leading to 430+ themes
Which were condensed to 34 Themes and 4 Domains
There are 278,256 possible combinations of the Top 5 themes.
Researchers both inside and outside Gallup have investigated the reliability, validity, and applicability to the general population.

Studies have looked at internal structure, utility, reliability, and validity.

Validity evaluated in respect to the assessment’s intended purpose—to initiate a strength-based development process.

Reliability evaluated in respect to the instrument's stability.

Technical Report available for more detailed information.
Test-Retest Reliability

- Sits around alpha of .70.
- Issue of rank ordered themes.
- Chi-Squares completed to compare “top 5 at pre vs. post”
- Found “significant Chi-Square results, indicating that their presence in the top five on the pretest was significantly related to their presence in the top five in the post-test.” (stable over time)
- “For most respondents, any new Signature Themes in the post-test were in the respondent’s top 10 themes on the pretest, indicating that some of the apparent lack of temporal consistency is an artifact of how the results are reported."
Is There a Shadow Side?

Talent is always positive. It enables us to do things well and holds potential for positive results, better quality of life!

At the same time, talents place demands on the people who have them.
Lesser Strengths

“A focus on strengths doesn't mean we should ignore weaknesses.”

• Clues to lesser strengths:
  ...things that are frustrating
  ...things that deplete us
  ...things that make us defensive or lack confidence
  ...areas of slow learning
Exploring the Shadow Side

**Activator:** infuses energy into decision making and helps a team be more efficient

**Activator Shadow:** hinder a team’s effectiveness by pushing the team into action before a major decision has been thoroughly vetted with stakeholders
Powerful talents from in every theme can have a shadow when they operate in isolation.

- Command becomes…
- Significance becomes…
- Maximizer becomes…
- Belief becomes…
- Futuristic becomes…
- Self-assurance becomes…

- Bossiness
- Egotism
- Relentless perfectionism
- Judgmental attitude
- Inability to enjoy the present
- Insensitivity to others
Balcony
Helps others see purpose, always looking at big picture

Connectedness

Basement
Passive, naïve, too idealistic
Intellection

Balcony
Excellent thinker, capable of deep philosophical thought

Basement
A loner, isolated, doesn’t work well with others
Balcony
Grows talent in others, invests in others, teacher

Developer

Basement
Not an individual contributor, wastes time on low-potential people
Managing the Shadow Side

• Stop doing it!
• Determine if it is a skills, knowledge, or talent weakness
• Get good enough; reach a baseline of acceptable performance
• Get a support system or partner
• Maximize a strength to compensate and overshadow
Deep Dive: Power and Edge of Strengths

I. FOCUS
II. FUTURISTIC
III. HARMONY
IV. IDEATION
V. INCLUDER
VI. INDIVIDUALIZATION
• Know staying on track is the best value, can avoid distraction, has an inherent concentration, efficient

• “Clarity of vision,” prioritization comes easily. “Plan your work and work your plan”

• Productivity/goal focused; focus begins with the end in mind; sees progress

• See the “track” and can help guide others; know that not everyone can do what you do/have your focus

• More than getting work done. Shows up in family, community, health.

• Can be seen as inflexible or perceived as unapproachable
Loves to dream about, imagine, explore and visualize the future. Sometimes it's the deep future, sometimes it’s tomorrow.

Constant consideration of what may be, think about this in great detail.

Others may see you as a sounding board for advice.

Talent can be a source of optimism and hope, focus on opportunities—connecting today to tomorrow.

Legacy building mindset, sees tomorrow in vivid detail, anticipates or imagines what could be, and inspires others with that vision.

Recognize times that there are out of the box expectations lead us to do something better.
Harmony can find the agreement between differences and has the ability to set the differences in a way that mesh together.

Often provide a sense of calmness others can feel. Can diffuse conflict with practicality and agreement, encourage others to work together.

Predict and avoid emotional turbulence, can see conflict where others do not. Harmony is not timid or meek, but believes in the importance of togetherness.

Offer to summarize tone in a way for others to comprehend, can unlock opposition—negotiation.

Worry less about winning the debate, you probably don't enjoy it or learn from listening to others argue. Look closely for areas of agreement in a debate and share when appropriate.
Ideation

- Value you bring is the **intersection of novel and noteworthy**, creative quickness, fast to offer new perspectives
- 3 aspects to Ideation: Creativity, Complexity, and Connectivity
- About noticing connections that build on something AND that lead somewhere, see what ideas stick
- Seek out the “what if” space and/or put your own spin on things
- Needs appreciation and invitation to “riff” and play without commitment
- Differentiate between ideas and opinions
- May need help communicating their ideas to others, but good at brainstorming—catch ideas that resonate and tell them why (helps them build connections with what is relevant)
“Teamwork makes the dreamwork,” need to be where the people are

Ensuring that everyone in a group feels valued and respected, all voices are heard (but not for the sake of consensus), foster collaboration.

**Socially adjustable.** Quick to invite, know others who can bring their voice to an idea, expect different perspectives, awareness and honor of diversity.

Look for outsiders and seek to make them insiders

Can encourage others to speak up and have their voice heard

Because they hate feeling out of the loop, they ensure that others are up to speed and in the know. Hyper vigilant to exclusion.

Desire not to leave others out can lead you to cast the net too wide -- not everyone needs to have input on every decision.
Individualization

• Brings freshness, the ability to stay relevant and present because every situation is difference.
• Individualization can customize the approach we have outwardly; how we sell, communicate, offer insights to others in the community.
• Natural spotter of individual potential in others.
• Relationship piece of this talent is probably strongest aspect.
• Strongly believe that the **best way to treat people fairly is to treat them differently.**
• Make others feel special, like you understand and care about them.
• Need to **customize** approach to each person can slow you down.
• Dark side of individualization is manipulation (because you are attune to others, you know which buttons to push)
References


Thank you!
Questions?

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