

NOW, DISCOVER

THIS DIGEST

REMINDER

It is unclear who actually wrote this updated edition of the book, so I'll be referring to the author as Gallup, the organization built to honor and spread the work of Don Clifton, a man who made it his life's mission to write "the taxonomy of human strengths" and creating "a movement to help people spend less time fixing what's wrong with them and more time building on what's right with them".

Put Strengths to Work

THE QUESTIONS YOU'RE ASKING

- Can my themes reveal whether I'm in the right career?

Our signature themes have actually **little to say on our chosen field**, and that they can offer some **guidance only on the subject of role**. Some themes will indeed fit some roles better, but there are many routes to excellence.

Here's how Gallup summed it up:

"Our research into strengths does not support the extreme—and extremely misleading—assertion that you can play any role you set your mind to, but it does lead us to this truth: Whatever you set your mind to, you will be most successful when you can apply your dominant talents in your role most of the time."

Why doesn't it guide our choice of field?

Because that would mean that everyone in a certain field must have a similar disposition, and that is not what Gallup's research has shown:

"In our interviews, we discovered many people with similar themes who were excelling in very different fields, and many fields in which people managed to excel using different themes."

Our job is to listen to our yearnings and to look for what moves us; that's how we can identify which field to choose. We can then **apply our strengths** to our chosen profession.

"CliftonStrengths doesn't funnel you into a particular field. (...)

What [your signature themes] can help you do is make the most of whatever field you choose."

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THE QUESTIONS YOU'RE ASKING

What can it say about my role?

People who **excel** in the same role **tend to have some similar themes**. For instance, most doctors had the Responsibility theme in their top five. This is the talent allowing them to “derive deep satisfaction from taking ownership of their patients’ well-being and a strong ethical duty to each person they see.” Teachers will often find Developer, Empathy or Individualization within their Signature themes.

However, once again, there’s **no straight line** between a theme and a role. It is **more about crafting our roles to match our themes** than to select our role based on them.

MANAGING STRENGTHS

"There are many things you can do to AVOID FAILING as a manager.

*You can set **clear expectations**. You can **highlight the underlying purpose** of people's work.*

*You can **correct people** when they do something wrong.*

*And you can **praise people** when they do something right.*

*If you do all these things **often and well**, YOU WILL NOT FAIL as a manager.*

However, neither will you succeed."

Gallup reminds us that to excel as a manager, we must learn how to turn people's talents into powerful strengths. This means that **we have to learn the art of INDIVIDUALIZATION**.

"The expectations you set--and how you set them--will be slightly different for each person, as will how you talk about your company's mission: how you correct a mistake; how you nurture a strength; and how you praise, what you praise and why. You need to tailor all your moves as a manager to each individual employee."

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As Gallup reminds us, the great majority of organizations operate with the opposite intention, assuming that most employees are the same, which justifies the use of formalized processes and detailed lists of competencies dictating who should be retained or not. So here's a warning to keep in mind:

“If you are trapped in an organization that tries to train employees in the same role to acquire exactly the same style, your attempts to individualize will always meet resistance”.

However, if our only obstacle to **individualized management** is a lack of time—it is undeniably a more time consuming approach—**they made it easier for us by highlighting tailored ways** of managing a person **based on** their particular **theme!**

They advise picking a few of our employee's dominant themes and to ideally even choose them together. It will then help tailor our management style to their strengths and needs, **assuming that trust has previously been built.**

Please to refer to the book for insights on how to manage people strong in:

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

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THIS BOOK

SAVE THE DATE

TO MEET US ON ZOOM

EITHER ON

TUESDAY JULY 25th at 7 pm

OR

FRIDAY JULY 28th at 12 pm

*We'll discuss the main themes of the book,
and reflect how to build on our assessment results!!*
