



Strength Based Leadership

4th Annual NZRA 2019

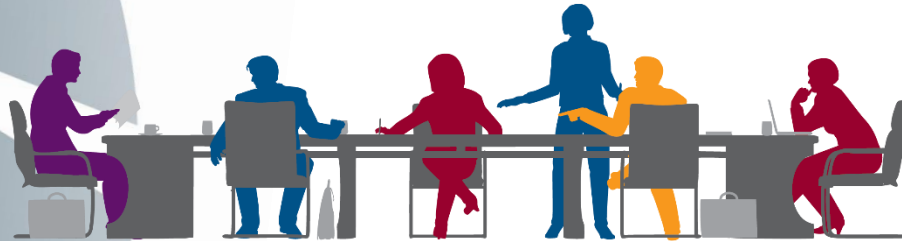


Session overview

- **Understanding the benefits of strength based leadership**
- **Self-identification of strengths (using a MBTI style framework)**
- **How to identify strengths**
- **Ways to develop and work with others**
- **4 tips to being a strength based leader**

Why Do We Want to Focus on Strengths?

The key to **success** is to fully understand how to apply your greatest **talents** and **strengths** in your everyday life.



Strength = Talent + (Skills + Knowledge)

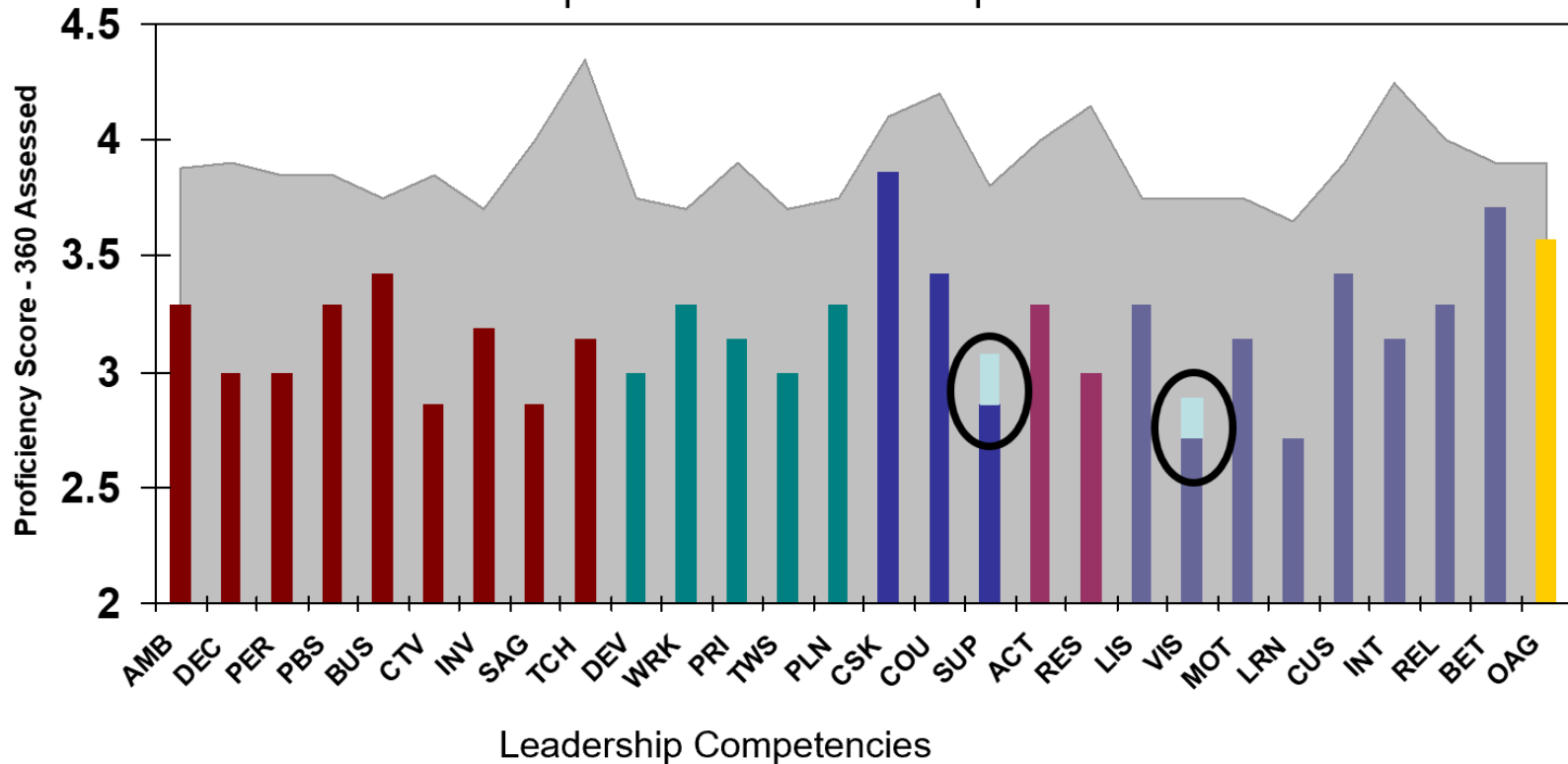
People who focus on using their strengths are 3x as likely to report having an excellent quality of life and are 6x as likely to be engaged in their jobs.

Gallop



Traditional Incremental Development Approach

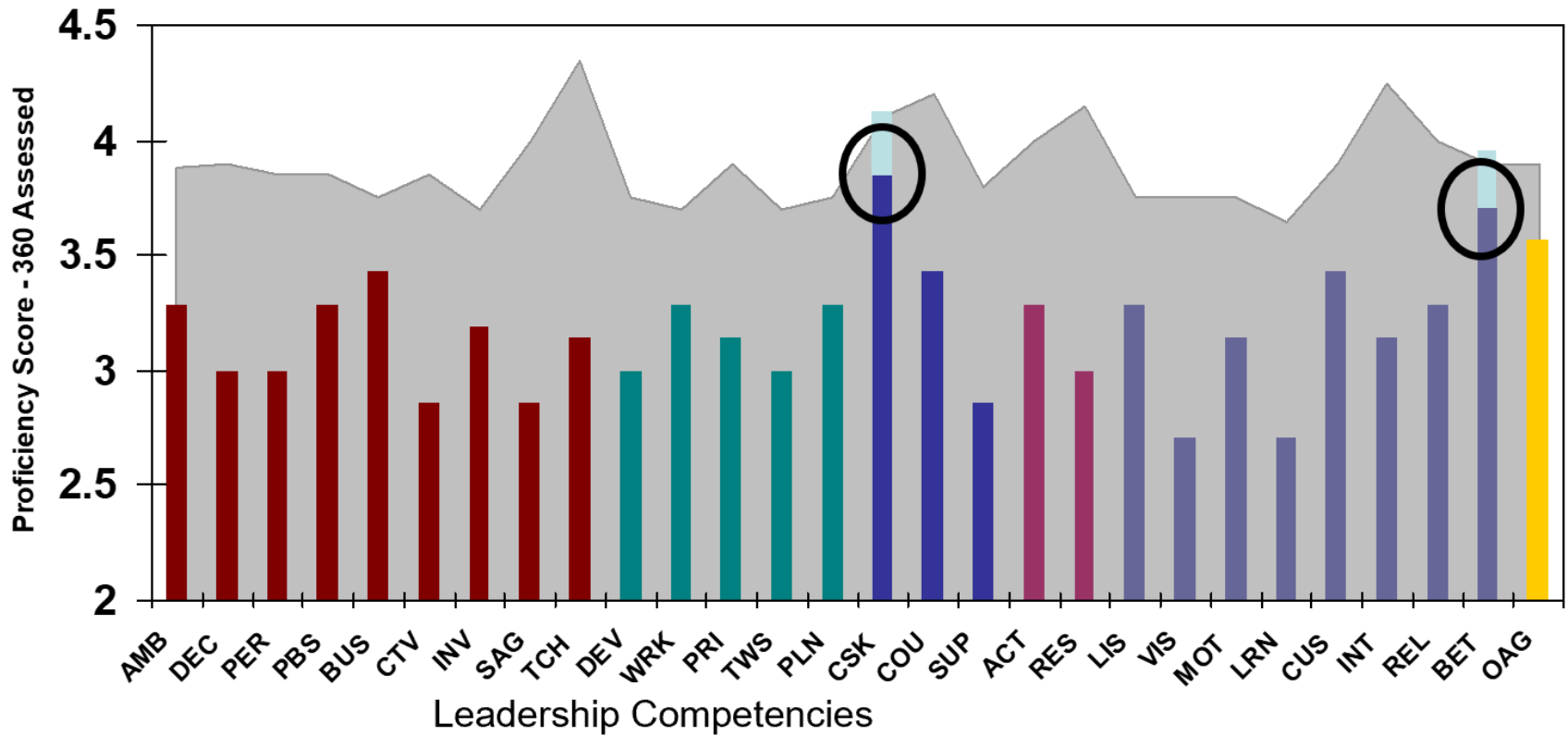
Lifting these two competencies by 10% each takes this leader from the 43rd to the 50th percentile of leadership effectiveness



Zenger and Folkman

Or Build Strengths?

Lifting these two competencies by 5% each takes this leader to the 73rd percentile of leadership effectiveness



Zenger and Folkman

Positivedirection
Creating success

People Who Focus On Using Their Strengths Maximise Their Potential



People who learn to use their strengths every day have **7.8% greater productivity.**

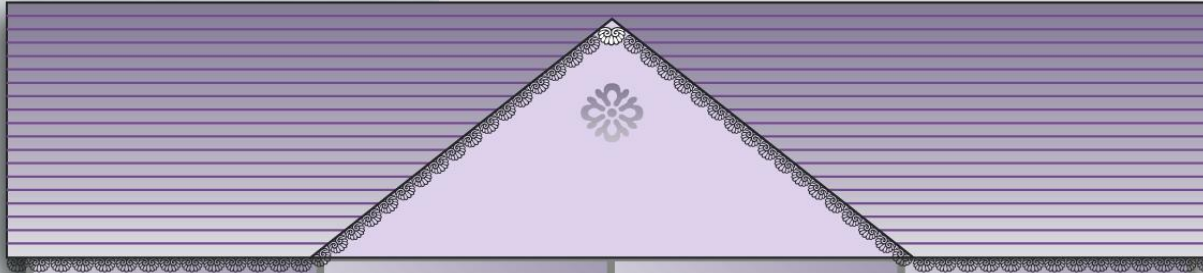


Teams who receive strengths feedback have **8.9% greater profitability.**

Asplund, J., & Blacksmith, N. "Strengthening Your Company's Performance." Gallup Business Journal.

Myers Briggs Type Indicator

MBTI



ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

The four Dichotomies

Extraversion



or



Introversion

Opposite ways to direct and receive energy

Sensing



or



iNtuition

Opposite ways to take in information

Thinking



or



Feeling

Opposite ways to decide and come to conclusions

Judging



or



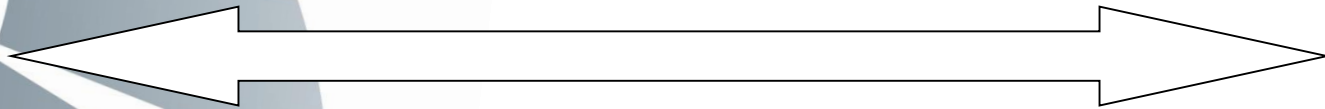
Perceiving

Opposite ways to approach the outside world



A large, white, stylized letter 'E' is centered within a solid green square. The 'E' has a slight 3D effect with a drop shadow.A large, white, stylized letter 'I' is centered within a solid green square. The 'I' has a slight 3D effect with a drop shadow.

Where do you get your energy?



Extroversion

- Energised by being with people
- Like being the centre of attention
- Act then think
- Talk more than listen
- Are easier to read; share personal information freely
- Communicate with enthusiasm
- Respond quickly; enjoy a fast pace
- Prefer breadth to depth

Introversion

- Energised by spending time alone
- Avoid being the centre of attention
- Think things through inside their heads
- Are more private, share with only a few
- Listen more than talk
- Think then act
- Prefer depth to breadth





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How do you prefer to take in information?

Sensing

- Trust what is certain and concrete
- Likes new ideas only if they have practical applications
- Values realism and common sense
- Likes to hone established skills
- Tends to be specific and literal, gives detailed descriptions
- Present information in a step-by-step manner
- Orientated by the present

Intuition

- Trusts inspiration and inference
- Likes new ideas and concepts for their own sake
- Value imagination and innovation
- Likes to learn new skills and gets bored after mastering skills
- Tends to be general and figurative; uses metaphors and analogies
- Presents information in leaps, in a round about manner
- Are orientated towards the future

**T****F**

How do you make decisions?



Thinking

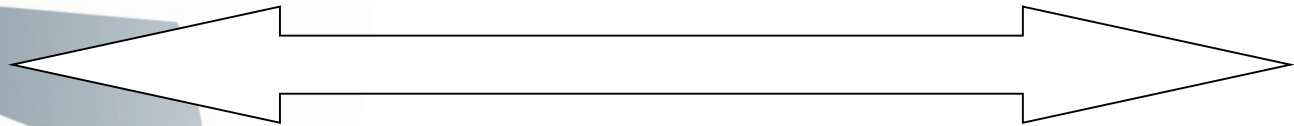
- Step back and apply impersonal analysis to problems
- Value logic, justice and fairness; one standard for all
- Naturally see the flaws and tend to be critical
- May be seen as heart-less, insensitive, and uncaring
- Consider it more important to be truthful than tactful
- Believe feelings are valid only if they are logical
- Are motivated by a desire for achievement and accomplishment

Feeling

- Step forward; consider effect of actions on others
- Value empathy and harmony; see the exception to the rule
- Naturally like to please others; show appreciation easily
- May be seen as over emotional; illogical and weak
- Consider it important to be tactful as well as truthful
- Believe any feeling is valid whether it makes sense or not
- Are motivated by a desire to be appreciated



How do you deal with the outer world?



Judging

- Are happiest after decisions have been made
- Have a "work ethic": work first, play time later (if there's time)
- Set goals and work toward achieving them on time
- Prefers knowing what they are getting into
- Are product orientated (emphasis is on completing the task)
- Derives satisfaction from finishing projects
- See time as finite resource and takes deadlines seriously

Perceiving

- Are happiest leaving their options open
- Have a "play ethic": enjoy now, finish the job later (if there's time)
- Changes goals as new information becomes available
- Likes adapting to new situations
- Are process orientated (emphasis is on how the task is completed)
- Derives satisfaction from starting projects
- See time as a renewable resource and see deadlines as elastic

How do you Identifying strengths

- **Read** - Reports, Appraisals, 360's
- **Reflect** – what would you spend an extra hour on? What do people say?
- **Select** – online assessments, lists

Developing others



70%
On-the-job
Experience



20%
Exposure



10%
Education

Suggestions to become a strengths-based leader:

1. Look for ways to **understand more about yourself**
2. Recognise the **shadow side of your strengths**.
Sometimes, overusing a strength can also become a derailer in some circumstances.
3. Get to **know what motivates your staff**. What they value, their strengths and the difference they want to make.
4. Create the **conditions for your employees to be successful**.

A leader's success is solely based on the success of their followers.