

**Would you rather be
lucky... or good?**

Understanding the Nature of Talent

How to improve productivity:

- Replace struggling employees with better ones
- Stack ranking
- Purging

“All hazy manifestations of performance management”
–Jack Welch, former CEO of GE

Look Instead at “Talents”

- Natural tendencies which exist deep within us (why can some people decorate – others have white walls)
- These combined with skills, experience and attitude = **STRENGTHS**

**Evidence that these
“pre-dispositions” do
not change over time**

We are pretty much what
we are born with

A strength is a focused combination of...

Talents: your naturally recurring patterns of thought, feeling or behavior

Yearning, Rapid learning, Satisfaction

Knowledge: the facts and lessons learned

What you know and have picked up along the way

Skills: the basic ability to move through steps of an activity

How-to's of a role

To take this to the management level

Great managers find what is unique about each person AND THEY CAPITALIZE ON IT

Great managers think differently about their people. They focus on strengths.

Purposeful

Permission to be
who you are

Purposeful

Permission to be
who you are

Purposeful

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Balconies...

& basements

What leader has had the most positive influence on your daily life?

Now, please list three words that best describe what this person contributes to your life.

- a. _____
- b. _____
- c. _____

Followers' four basic needs:

The usual suspects

- Purpose
- Wisdom
- Humor
- Humility
- Trust
- Compassion
- Stability
- Hope

The most effective leaders:

- Are always investing in strengths
- Surround themselves with the right people and maximize their team
- Understand their followers' needs

Leaders stay true to who
they are – and then
make sure they have the
right people around
them.

The Four Domains of Leadership Strength

Executing	Influencing	Relationship Building	Strategic Thinking
ACHIEVER	ACTIVATOR	ADAPTABILITY	ANALYTICAL
ARRANGER	COMMAND	DEVELOPER	CONTEXT
BELIEF	COMMUNICATION	CONNECTEDNESS	FUTURISTIC
CONSISTENCY	COMPETITION	EMPATHY	IDEATION
DELIBERATIVE	MAXIMIZER	HARMONY	INPUT
DISCIPLINE	SELF-ASSURANCE	INCLUDER	INTELLECTION
FOCUS	SIGNIFICANCE	INDIVIDUALIZATION	LEARNER
RESPONSIBILITY	WOO	POSITIVITY	STRATEGIC
RESTORATIVE		RELATOR	

Executing – these leaders know how to make things happen. These are the people who will work tirelessly to implement a solution.

Influencing – these leaders help their team reach a much broader audience. They sell the team's ideas both inside and outside the organization.

Relationship building – the essential glue that holds the team together to create a sum greater than its parts. Makes the team more than just a group of individuals.

Strategic thinking – these are the leaders that keep us focused on what *could be*. They stretch our thinking and help us make better decisions.

The Four Domains of Leadership Strength

	Executing	Influencing	Relationship Building	Strategic Thinking
Dave Hunke				
Marcia Bullard				
John Hillkirk				
Ken Kirkhart				
Susan Lavington				
Larry Lindquist				
Myron Maslowsky				
John Palmisano				
Janet Richardson				
Jeff Webber				
Brett Wilson				

John Palmisano

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Shirley Carr

The Four Domains of Leadership Strength

Executing	Influencing	Relationship Building	Strategic Thinking
			Input (1)
			Learner (2)
	Maximizer (3)		
		Individualization (4)	
			Ideation (5)
Achiever (6)			

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them.

“Unique solutions often come from pairing people with complementary skills, says Darrell Rigby, Boston-based head of global innovation practices for management consulting firm Bain & Company... **“Brain transplants are not as successful as simple teamwork,”** he jokes.”

USA TODAY 7/13, Right brain-left brain

"Success is achieved by developing our strengths, not by eliminating our weaknesses."

- Marilyn vos Savant



Things Leaders Do

GE's Jeff Immelt on the 10 keys to great leadership.

When GE's CEO Jeff Immelt teaches up-and-coming leaders at the company's famed management-development center, he runs through a checklist of what he calls "Things Leaders Do." In an interview with Fast Company, Immelt reveals his own leadership checklist.

1. Personal Responsibility
2. Simplify Constantly.
3. Understand Breadth, Depth, and Context.
4. The importance of alignment and time management.
5. Leaders learn constantly and also have to learn how to teach.
6. Stay true to your own style.
7. Manage by setting boundaries with freedom in the middle.
8. Stay disciplined and detailed.
9. Leave a few things unsaid.
10. Like people.



Leader

Strategize accounts
Work side by side
Strategic planning
Thinking
Training new ways
Encourage risk taking
Improve processes
Ask why
Develop people
Recognition

Focus on people **50%**
Focus on strategy **25%**
Focus on operations **25%**

People

Manager

Read reports
Ask questions
Provide feedback
People problems
Short term planning
Manage expenses
Interviewing

15%
25%
60%

Work