

## STRENGTH BASED LEADERSHIP.

### INTRODUCTION: THE BEST LEADERS GET TO LIVE ON

#### Special points of interest:

INTRODUCTION

#### PART ONE

INVESTING IN YOUR STRENGTHS

A LONG TERM INVESTMENT

#### PART TWO

MAXIMIZING YOUR TEAM

#### PART THREE

UNDERSTANDING WHY PEOPLE FOLLOW

#### PART FOUR

A GUIDE TO THE 34 THEMES

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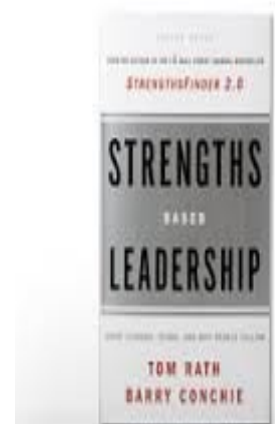
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What leaders have you respected, adored or liked. They may be presidents, head of institutions or head of organizations or families who continue to live on because of the way they have shaped your character or beliefs. These leaders may be alive or dead but their words may have effect on posterity. Where ever you find yourself either in a bank , home or in your work place you are likely to lead at a point .To find ways of being a more effective leader Gallup poll answers these questions by assembling over 10,000 followers to tell why

they follow the most influential leaders.

#### Three key findings emerged:

- The most effective leaders are always investing in strengths
- The most effective leaders surround themselves with the right people and then maximize their team.
- The most effective leaders understand their followers' needs.



### PART ONE: INVESTING IN YOUR STRENGTHS

It is important to be a well-rounded leader who is a great communicator and visionary thinker but that breads mediocrity. Leaders who strive to be competent in all areas become the least affected leaders in all.

#### LEADING BY IMITATION

Bob returns from a retreat trying to teach Sara his worker what transpired there. Bob wanted to imitate the leaders he learnt

about whiles Sara taught it was not important .Sara believes in learning from others but being of herself without necessarily imitating.

#### FINDING YOUR STRENGTH

Without an awareness of one's talent and strength it is impossible to sharpen them. It is very important to know ones

strengths in order to build up on it. In doing this one must be positively centered and be of him/herself. Wesley Clark, 2008 stated *"I've never met an effective leader who wasn't aware of his talents and working to sharpen them."*



## TOM RATH, AUTHOR



### ABOUT TOM RATH

Tom Rath is an author and researcher who studies the role of human behavior in business, health, and well-being. He has been described by business leaders and the media as one of the greatest thinkers and nonfiction writers of his generation. has written six *New York Times* and *Wall Street Journal* bestsellers over the past decade, starting with the #1 *New York Times* bestseller *How Full Is Your Bucket?* His

book *StrengthsFinder 2.0* was the top-selling book of 2013 and 2014 worldwide on Amazon.com. Tom's latest bestsellers are *Strengths Based Leadership*, *Wellbeing*, and *Eat Move Sleep: How Small Choices Lead to Big Changes*. In total, his books have sold more than 6 million copies and have made more than 300 appearances on the *Wall Street Journal* bestseller list.

..In addition to his work as a

researcher, writer, and speaker, Tom serves as a senior scientist for and advisor to Gallup, where he pre-

viously spent thirteen years leading the organization's work on employee engagement, strengths, leadership, and well-being. He is also a scientific advisor to Welbe, a start up focused on wearable technology Tom previously served as vice chairman of the VHL cancer research organization. He holds degrees from the University of Michigan and the University of Pennsylvania, where he is now a regular guest lecturer.



leadership consultant, Gallup's Barry Conchie is sought after by CEOs around the world to assist in aligning business and talent strategies that drive performance It is A renowned . An expert in executive assessment, team diagnostics, and succession planning, he brings objective measurement and insight to these important leadership areas. Conchie is the coauthor of *Strengths Based Leadership*.

### ABOUT BARRY CONCHIE

Published in January 2009, the book quickly became a *New York Times*, *Wall Street Journal*, and *BusinessWeek* bestseller. Conchie was a public sector leader in the United Kingdom before joining Gallup in London. In 2002, he brought his extensive global experience to Gallup's Washington, D.C., headquarters, where Conchie now directs Gallup's execu-

tive leadership consulting. Conchie and his wife, Nicola, live in Boulder, Colorado..



**Mahatma Gandhi**

Leaders have different leadership style in approaching issues. For instance, Winston Churchill employed autocratic and boldness leadership style in mobilizing a war-revenger which led to his success in his administration. Mahatma Gandhi on the other hand employed calm and quiet democratic approach in succeeding during Indian struggled for independ-

ence. Gandhi did not emulate autocratic domineering leadership style but used his strength judiciously in achieving his

boost the level of the organization.



At basic level it is difficult to build self-confidence when one is focused on one's weakness instead of strength. Gallup scientist explored mechanism through which strength based approached influenced lives and came out that people experienced gains in self-confidence after attaining mastery in strength finder and learning more about strength.

Investing in self-confidence helps in high productivity in an organisation. University of Florida research in 2008 which was spearheaded by Tim Judge on evaluation of self and low – confidences of children aged 14-22 reviewed that people with high self-confidence get higher income jobs, good health and rapid organizational growth while people with low self-confidence get low income jobs, develop health problems and less organizational growth.

## **Do you use your strength every day?**

Gallup finds out that majority of people do not have the opportunity to do what they do best every day in their current jobs. Dr. Donald O. Clifton in his study of unique strength of leaders, interviewed about 20,000 people on the role of leadership with struc-

tured questions and came out that a leader need to know his strength as carpenter knows his tools or a physician knows his instruments so he created a data based system on strength finder since he believed that when one finds his or her strength, it dramatically

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Strength awareness is important

Confidence boost your moral.



**Dr. Donald Clifton**

## PART TWO: MAXIMAXING YOUR TEAM

It is important to hire people with high competency and hidden potentials to your work force other than people to be trained.

*What you have to think of is the potential of the person, not his appearance. And if you can discover hidden potentials that can make a great difference to your organization. You have to dis-*

*tinguish between loyalty and brilliance. Most leaders prefer loyalty over brilliance; they're afraid that they're going to be undercut. My view is difference (Shimon, 2007-2014)*

### *What make a great leadership team*

The Four Domains of Leadership Strength include: executing, influencing, relationship building, and strategic thinking.

#### EXECUTING

Leaders with dominant strength in the Executing domain know

how to make things happen. Executing leaders work tirelessly to get solution to problems. Executing leaders have ability to catch an idea and make it real.

#### INFLUENCING

Leaders with influencing team sells the

organization both inside and outside. Influencing team have ability to speak and convince people and make sure the organization image is uplifted. Leaders with influencing team gives command and communicate to get people involved in the issue .

#### RELATIONSHIP BUILDING

Leaders with relationship building have unique ability to minimise conflict and distractions in an organization and to crate unity and oneness among team members. This leads high increase in produc-

tion and profit maximisation.

#### STRATEGIC THINKING

Strategic thinking leaders make the team focused on an impending task and help make better decision by analysing and absorbing information. They always think ahead

of the organizational goals to make room for future possibilities.



**Shimon Peres, Formal Israeli president**

*Hire the right and those with hidden potentials.*



**Team work group**

*Characteristics of the four domains of leadership strength*

Executing	Influencing	Relationship Building	Strategic Thinking
Achiever	Activator	Adaptability	Analytical
Arranger	Command	Connectedness	Context
Belief	Communication	Developer	Futuristic
Consistency	Competition	Empathy	Ideation
Deliberative	Maximizer	Harmony	Input
Discipline	Self-Assurance	Includer	Intellection
Focus	Significance	Individualization	Learner
Responsibility	Woo	Positivity	Strategic
Restorative		Relator	
<b>27</b>	<b>9</b>	<b>42</b>	<b>22</b>



**Shimon Peres, Formal Israeli president**

*Leadership*  
 is about making others better  
 as a result of your presence and  
 making sure that impact lasts in  
 your absence.

**WHAT STRONG TEAMS HAVE IN COMMON**

- 1.Strong teams focused on results, conflict does not destroy teams.
- 2.Strong teams prioritize what’s best for the organisation and then move forward.
- 3.Members of strong teams are as committed to their personal lives as they are to their work
- 4.Strong teams embrace diversity
- 5.Strong teams are magnets for talent



**FORMAL UN General Secretary, Kofi Annan**

Play in a coordinated manner encouraged team work



**Martin Luther King Jnr.**

People follow leaders based on trust, compassion, stability, and hope.

### TRUST

Leaders have to show trust by keeping their promises and avoid lies since truth set people free. Followers also expect hon-

esty, integrity and two people in a work place but ones trust is established, it can make thing happen in a fraction of time. Formal UN General Secretary,

### COMPASSION

People follow leaders who show compassion, care, love, happiness and friendship to them. Employees are significantly more likely to stay with their organization and maximise profit, if their leaders show compassion to them.

our

money in struggle-free company.

The most ef-

fective leaders try to be on his own, they take opportunity and utilized it and have the right people around themselves.

Again, the most effective leader trains his followers to continue the journey in the absence of him. Martin Luther King Jnr (1968) said 'I may not get there with you. But I want you to know tonight that we, as a people, will get to the promise land'

## UNDERSTANDING WHY PEOPLE FOLLOW

### STABILITY

Followers expect leaders who will provide a solid foundation in terms of security, strength, support and peace. Stability is required for political, spiritual, organizational leaders in order for their employees and followers to get confidence in their discharge of duties. Stability is created by transparency and information flow in terms of finance.

Leaders should make their followers feel enthusiastic about the future. Hope gives followers something to look on and it keeps them see a way through chaos and complexity. Knowing that things can and will be better in the future is a powerful motivator. Absence of hope leads people to lose confidence, disengage and helpless. Hope makes an organization more important in times of difficulty. Whiles solving difficult problems is an essential part of effective leadership, identifying opportunities for the future plays an important role in creating hope for the future

### LEADERSHIP THAT LAST BEYOND A LIFE.

When we invest our financial resources, we understand that it's best to bet on winning funds, stocks and companies. It is important to put

## LEADING WITH YOUR STRENGTHS: A GUIDE TO THE 34 THEMES.

The 34 strength finders themes are: achiever, activator, adaptability, analytical, arranger, belief, command, communication, competition, connectedness consistency, context, deliberative, developer, discipline, empathy, focus, futuristic, harmony, ideation, include, individualization, input, intellection, learner, maximizer, positivity, relator, responsibility, restorative, self-assurance, significance strategic and woo.

### **Achiever**

People leading in the achiever team take great satisfaction from being busy and productive. They take greater interest in setting goals and ensure that their goals are achieved.

### **Activator**

People in the team make things happen by turning thoughts in to action, such people help others by reducing their fear and failures. Activators can best work with analytical to prevent them from many obstacle. **Adaptability**

Leaders with this feature take things as they come and handle issues one day at a time. they do not procrastinate but take chances as they come. They believe in doing things now than in the future.

### **Leading with analytical**

People in team look at issues critically. They think about what they endorse to ensure that they are doing the right thing. They thing to uncover real truth and honesty. Others make fun to explore, stimulate debates to get new ideas to come out with facts. Since their endorsement can be a source of conditions that allows others to trust their own



the point of you and Mom working so hard if your n even show up on a Google search?"

**Communication enhances leadership.**

People strong in the arranger team can organize .They like to figure out all resources to maximize productivity. These people tell the truth and foster mutual respect by being honest and compassionate. They are discipline and systematic and reject dishonesty. They also help others in

need.

### **Leading with belief**

These category of leaders have strong belief and whether or not peoples believe them or not they know where they stand and can be confident of the stability of their beliefs. They also have strong bedrock values and they know how to align their values with those of the organization.

### **Leading with command**

People strong in command have presence .They take control of situation and take decision. They demonstrate integrity. They use their talent when faced with challenges. When confronting them one must be firm.

### **Leading with communication**

These leaders are good communicators and presenters. They are able use language to 'spin 'and to manipulate. They also have power to capture



### ***Leading with competition***

Competitors always want to win against others and measure their progress to the performance of others, Since these leaders always want to be compared to others it is important to place them closer to competitors who produce more .Do not suggest to them that winning means getting promoted.

### ***Leading with connectedness***

People strong in the connectedness believe in the people they are connected to. They believe flaws may occur and every event has room for improvement .They also build strong relationship and are trustworthy. Leaders in this category help peoples see the link among their talents and believe in what they do.

### ***Leading with consistency***

Are keenly aware of the need to treat all people the same without fear or favor. They set rules for themselves and abide by them for others to live peacefully with these leaders, they must spell out their rules to others in order not to violet them. To utilize them in organization, ask them to contribute to the development of rules.

### **Leading with context**

People in the context theme think of the past and relate them to the future. They ask questions and

listen to people's views. Such people can be put to good use by asking them to collect revealing stories and building a class around them. ***Leading with deliberative***

These leaders are good at making decisions, and need people's attention and love.

They are able to find danger and how to be protected against it.

### ***Leading with developer***

They recognise and cultivate the potential in others. They also take delight in the growth of others. They are encouragers, find opportunity for others and help them to

## **34 Themes cont'd**

excel.

### ***Leading with discipline***

They enjoy laid structures in organization. Since discipline is the basis for trust they are consistent. They work efficiently and effectively with or without supervision.

### ***Leading with empathy***

They can sense the

feeling of others, articulate with strong emotion. The happiness of others of others bring them pleasure. They show compassion and are trustworthy.

They are able to anticipate events and actions. They work best with optimistic







***Leading with Focus***

Focus is another key ability every good leader must have. They demonstrate the ability to understand and respect others decision and choice. Getting their work done is their priority and nothing else.

***Leading with futuristic***

They are inspired by the future and what they could be. They are good listeners and take interest in their dreams. One way to put such leaders to use is to let them plan for the product and services of an organization in the future.

***Leading with harmony***

These leaders look for peace and consensus. They don't enjoy conflicts, they seek areas of agreement. Their talent make life more pleasing and are able to reduce stress, conflict and friction. They groom and build long lasting relationships. They agree with people even when others are wrong ***Leader with ideation***

They are fascinated by ideas and have ideas and share excitement about possibilities. They always ensure that everything fit together.

To put them to good use one must solicit ideas from them

***Leading with include***

Everybody needs a friend. Includes help us to see others as being part of them

They welcome people and make friends with them, and introduce them to others. It is good to put them in places where they may see new people and interact with them

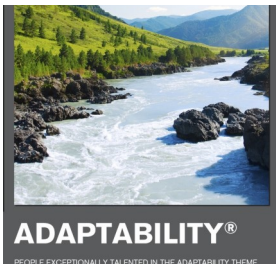
***Leading with individualization***

People strong in the individualization theme are intrigued with the unique qualities of each person. They can figure out how different people can work together productively.

***Leading with input.***

These people are eager to know more and love to an-

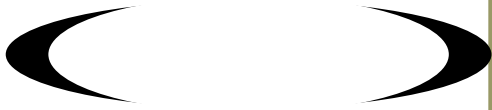
**34 Themes cont'd**



Leaders

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



***Leading with intellection***

These people are characterized by their strong intellectual ability. They love intellectual discussions and debate. They are love for their wise scrutiny and the efforts they make to put them to good use give them the opportunity to present their views to other peoples in the department.

***Leading with learner***

People in this category, have great interest to learn more where ever they find themselves. Leaning to them helps them to be current no matter their position or role given them.

***Leading with maximizers***

Everybody has something he can do best and others he can't do well you do not have to be a jack of all trades but focus on what you can do best. These people put more effort in their strength as a way to put their talent to good use.

***Leading with positivity***

People with positivity have strong enthusiasm that is contagious. Due to their enthusiastic nature, others look up to them to be positive. People with positivity must be encouraged to keep and nurture the positive environment they create. They are good planners of events in an organization

***Leading with relator***

People who are strong in the relator theme enjoy close relationship with others. They find deep satisfaction in working hard with friends to achieve goals. Most relators tell people how they care and being with others, create happiness in their lives. They think about others and extend compassion, thoughtfulness, trust, compassion, stability, interest and hope in their wellbeing. Relators are givers not takers, they are generous and always extending helping hands.

***Leading with responsibility***

People with strong responsibility take psychological ownership of what they plan doing. They are committed

**34 Themes cont'd**

to honesty and loyalty. They recognise people with strong hope and integrity. They make efforts to solve problems in an organization. They always do their own work than delegating others to do them. Peo-

ple with strong responsibility are diligent and law abiding.

**'With Great Power  
Comes Great  
Responsibility**

Spider-Man  
Saturday - Nov 10, 2012(2:00 am)



### ***Leading with restorative***

Restorators are people good at solving problems in an organization. Due to their strong problem solving skills, they always figure out what is wrong and solve them, such people are good in customer care positions.

### ***Leading with self-Assurance***

The ability to feel self- confident to manage one's own live is the hallmark for people with self- assurance. They possess an inner drive that gives them confidence that their decisions are right. They are good at managing places where their inner authority will calm people especially customers.

### ***Leading with significance***

People with strong significance wants to be important in the eyes of others. They want to impress people and also want their presence to be felt. Such people need to be appreciated and acknowledged to boost their moral. Because they place premium on others perception, their self-esteem suffer when they are not recognise People who lead by strategic create ways to proceed. Faced with any given scenario they can spot the relevance pattern and issues. They are able to create ways and see opportunities ahead of issues. They are gifted of putting ideas into words.

### ***Leading with woo***

People with strong woo theme love the challenge of meeting new people and winning over them. They drive satisfaction from breaking the ice and making connection with another person. Woo people continuously build network of trust, support and communication by contacting and relating with other people.

## **SUMMARY**

Leaders leave footprints  
deep enough for others to  
follow



**Good leaders leave memorable footprints for generations .**

Leadership is like a business just as every business should be ongoing ,leaders who have impacted much should have their legacy passed on to generation. Knowing one's strength is a key to building it, be who you are to achieve what you want. One can be a good leader without necessarily imitating any leader .Mahatma Gandhi used democratic approach to succeed during India's straggle for independence to achieve his aim. Leaders work in a coordinated manner with their followers .