



GALLUP UNIVERSITY

National Association of State Auditors, Comptrollers and Treasurers

August 21, 2006
Omaha, Nebraska

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THE GALLUP ORGANIZATION

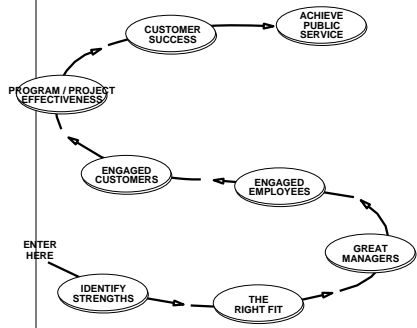
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Part One:

Bringing Talent to Life

Strengths Discovery

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The Performance Equation

What you know

- Experience
- Insight

What you can do

- Practice
- Mastery

WHO YOU ARE

- Enduring
- Hard-Wired

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Why Focus On Strengths?

- **Speed**
 - People operating from strength learn the role faster and adapt to more variance in the role quicker.
- **Productivity and Precision**
 - People operating from strength produce significantly more at higher quality.
- **Longevity and Attendance**
 - People operating from strength stay longer, miss less work, and build stronger customer relationships.

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What is talent?

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Talents

Recurring patterns of thought, feeling or behavior that can be productively applied.

Talent is the necessary basis of the capacity for consistent, near-perfect performance.

Talents reflect who you are, not what you know.

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Strengths Assumption:

There is a difference between talent, skills, and knowledge.


Strength	<u>Giving a Painless Injection</u>
Talent	Having empathy for the patient. Finding joy in helping the patient. Curing the patient.
Knowledge/ Skills	<ol style="list-style-type: none"> 1. Wrap tourniquet 2. Locate vein 3. Pick up syringe 4. Place needle above vein 5. Angle syringe at 45 degrees 6. Insert needle

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How Talents Develop



Birth to 3 years
Highly Flexible and Active



3 –15 years
Pruning

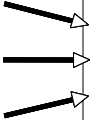


15 + years
Structured Networks

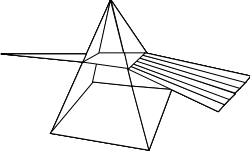
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How Talents Develop


Input



Your Filter



Your Response



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Putting it Simply

People don't change that much.
Don't waste time trying to
put in what was left out.

Try to draw out what was left in.
That is hard enough.

First, Break All the Rules
(Marcus Buckingham and Curt Coffman)

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***“Roads with the most traffic get widened.
The ones that are rarely used fall into disrepair.”***

Dr. Harry Chugani, Professor of Neurology

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- ***“I ask people –What are you good at? It’s remarkable the number of people that don’t speak to that question with any degree of insight. You’ve got to know what you’re good at because those are the cards you bring to the party.”***

Larry Bossidy Chairman Allied Signal

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- ***“I’ve always felt that you shouldn’t have to change your personality when you come to work, so, we decided we are going to hire good people and let them be themselves - let them be individualistic.”***

***Herb Kelleher-Chairman and CEO
Southwest Airlines***

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- “I believe that you’ve got to manage to people’s strengths. Everybody’s got weaknesses. And if you focus on his or her weaknesses, you’re just going to make everybody unhappy. But if you have good people and focus on what they do well and kind of work around their weaknesses, they’ll be happy and do better and so will the company.”

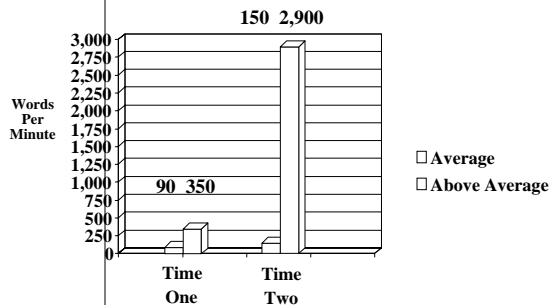
*Bill Steere
Chairman & CEO
Pfizer Inc*

It is not enough to get the right people on the bus, it is important to get the right people in the right seats on the bus.

It’s not about how much you pay people, it is about who you are paying in the first place.

*Jim Collins, author
Good to Great and Built to Last*

**Strengths Assumption:
Weakness fixing prevents failure.
Strengths building leads to success.**



**Weakness Fixing:
The Wrong Assumptions**

1. All behaviors can be learned:
 - If you try hard enough, you can do it.
 - If you want it badly enough, you can do it.
 - If you dream it, you can achieve it.
2. The best in a role all get there exactly the same way.
3. Weakness-fixing leads to success.

**Strengths Building:
The Right Assumptions**

1. Some behaviors can be learned. Many are nearly impossible to learn. There is a difference between talent, skills, and knowledge.
2. The best in a role deliver the same outcomes, but use different behaviors.
3. Weakness-fixing prevents failure. Strengths-building leads to success.

Yearning

To what kinds of activities are you naturally drawn?

Rapid Learning

**What kinds of activities do you
seem to pick up quickly?**

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Flow

**In what activities did the “steps”
just come to you automatically?**

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Glimpses of Excellence

**During what activities have you had
moments of subconscious
excellence, when you thought, “How
did I do that?”**

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Satisfaction

**What activities give you a “kick,”
either while doing them or
immediately after finishing them,
and you think,
“Oh, when can I do that again?”**

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Thoughts on Individual Talents

**The appreciation of a talent is a
prerequisite to its application.

Before you can truly live
your talents you must truly
appreciate your talents.**

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The Talent of Outstanding Leaders

30+ Years of Research

- Great leaders provide clear, consistent direction.
- Outstanding leaders drive results.
- The best leaders maximize their talents.
- Effective leaders manage systems, but allow talent to flourish.

**However, outstanding leaders are not all alike.
Each leads from his or her individual set of talents.**

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How do your strengths help you contribute at work?

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Three Employees

“Our team beat the record again?”


28%



ENGAGED

“Let’s go for lunch early”


57%



NOT-ENGAGED

“Our leadership is really screwed up”

15%



ACTIVELY DISENGAGED

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Matching Strengths to Engagement

“At work, I have the opportunity to do what I do best everyday”

...of the 1.7m workers we asked in 63 countries, what % strongly agree with this statement?

20%

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Part Two:
*Recognizing and Putting
Talent to Work*

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Strengths - Development

Clifton StrengthsFinder® Themes

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

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Who you are as a group and who you are not.

You are:	You aren't:
Achiever (63)	Command (11)
Responsibility (60)	Restorative (10)
Learner (50)	Includer (10)
Analytical (43)	Futuristic (9)
Arranger (41)	Self-Assurance (8)

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Strengths - Development

Clifton StrengthsFinder® Themes

Achiever (63)	Connectedness (19)	Harmony (38)	Positivity (12)
Activator (15)	Consistency (25)	Ideation (17)	Relator (39)
Adaptability (15)	Context (20)	Includer (10)	Responsibility (60)
Analytical (43)	Deliberative (24)	Individualization (17)	Restorative (10)
Arranger (41)	Developer (19)	Input (34)	Self-Assurance (8)
Belief (21)	Discipline (13)	Intellection (17)	Significance (15)
Command (11)	Empathy (19)	Learner (50)	Strategic (30)
Communication (13)	Focus (23)	Maximizer (34)	Woo (16)
Competition (25)	Futuristic (9)		

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Part Three: *The Talent to Lead*

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Values Statement

Communication
We have an obligation to communicate. Here, we take the time to talk with one another and to listen. We believe that information is meant to move and that information moves people.

Respect
We treat others as we would like to be treated ourselves. We do not tolerate abusive or disrespectful treatment.

Integrity
We work with customers and prospects openly, honestly, and sincerely. When we say we will do something, we will do it. When we cannot or will not do something, then we won't do it.

Excellence
We are satisfied with nothing less than the very best in everything we do. We will continue to raise the bar for everyone. The great fun here will be for all of us to discover just how good we can really be.

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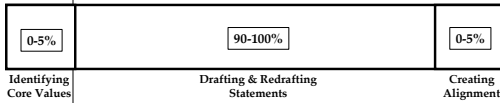
Values

“The true test of character is how we behave when we don’t know what to do.”

John Holt

Allocation of Time For Creating Alignment

Typical



Desired

