

Individual and Team Strengths

Intention – You will be able to use strengths-based management and apply SWOT to your team competencies

Strengths Based Management Defined

Strengths-Based Leadership or Management is a method of maximizing the efficiency, productivity, and success of an organization by focusing on and continuously developing the strengths of organizational resources.

- David Berkus, Oral Roberts



Prioritizing employee development

- **Jamie** is your best employee. You hired her yourself. She has a great attitude and gets her work done. She is a pleasure to work with and you don't need to look over her shoulder to ensure she's getting results.
- In contrast, **Louise** is your weakest performer. You inherited her when you took on your current role and you have struggled to get her working effectively since day one. She generally meets the bare minimum job expectations as long as you stay on her.

Who gets your time?

- As a busy manager with your own projects to deliver on, in addition to managing your team, time is not a luxury.
- In addition to the existing weekly one-to-ones you have with your team members to guide their work, you want to spend an additional **2 hours/month** working directly with them to develop their abilities and help them grow.

The Fatal Flaw Caveat

You don't get to abdicate complete responsibility for this person – you still need to manage them.

You **MUST** address something that presents great risk of taking down the team, and your goals, such as:

disrespectful, harmful, or discriminatory behaviour

Consider t

Your time is best spent developing your individual strengths and your strongest performers.



Paired Share

How have you been allocating time to your development and that of your people?

Where might you want to shift this in order to be more effective at strengths-based management?



SWOT Analysis to Your Team's Competencies

Internal Attributes:

- Strengths
- Weaknesses

External Factors:

- Opportunities
- Threats



Exercise – Inventory Your Attributes

1. Make a list in their notebooks of a list of strengths or positive attributes you have individually.
2. Trade them with your partner.
3. Join another pair and take turns reading out attributes from your partner's lists, eg "Geoff is..."

Creating Your Team SWOT

1. Continue with the rest of the SWOT analysis, focussing on the team, rather than individuals.
2. Discuss them as a whole with your team, focussing on your strengths and opportunities.
3. Create a list of actions to take to further exploit these positives.

4. Consider the potential benefits of your findings

Results-Based Management

Intention – You will be able to:

Understand and use results-based management and the physics of getting results

Begin with the End in Mind

A results-based approach to planning and implementation will:

- 1. Vastly improve your effectiveness**
- 2. Provide greater satisfaction**



Implement Results-Based Management by Defining

Impacts

↓ **skin cancer**

Outcomes

↑ **sunscreen use**

Outputs

Public awareness campaign



Focus Your Objectives by:



Defining key metrics to quantify your success at each level.

Impact: Decrease skin cancer rate in young adults by 30%

Outcome: Increase sunscreen use by 50% by 2000

Output: 20 million media Great, Jim Col

What is Power?



Consider that:

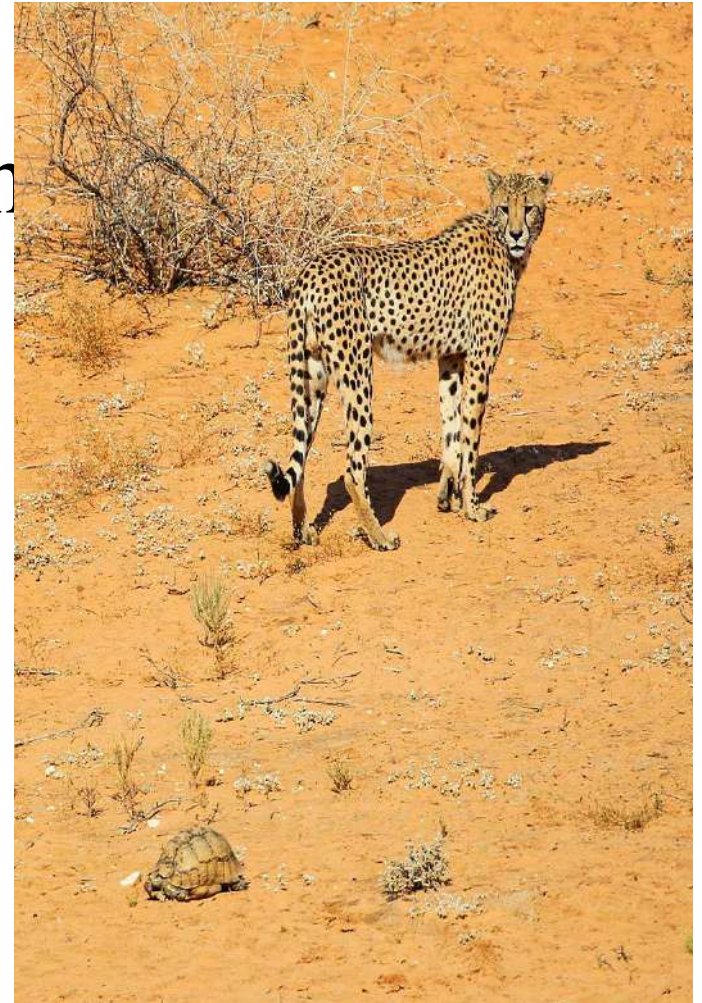
Power is the velocity with
which you achieve your
inter



The Physics of Power and Getting Results

Work = force X distance

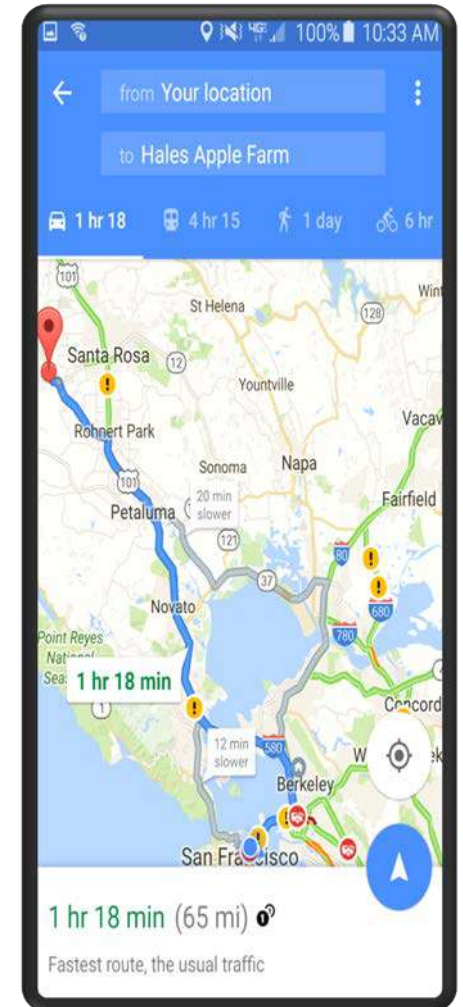
Power = $\frac{\text{work}}{\text{time}}$



Delegation, Feedback and Coaching

The Goal:

Ensure the time of every team member is the best spent to achieve your team's goals.





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