THE STRENGTHS PARADOX

COMPANION WORKBOOK



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“The task of leadership is to create an alignment of strengths so strong that it makes the system's weaknesses irrelevant.”

- Peter Drucker

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HELLO!

Welcome to the Companion Workbook for the Audio version of *The Strengths Paradox: The Power and Pitfalls of Strengths-based Leadership*.

The purpose of this workbook is to provide you with access to the graphics, templates, and tools included in the print and Kindle versions of the book. I have done my best in the audio version to describe the visual components, but as the saying goes "a picture is worth a thousand words."

At the end of the workbook, you will also find a list of cited references listed in the order initially cited in the text. These are included in the print and Kindle versions as endnotes, but I thought it would be deadly dull to listen to me read all of them in the audio book. For those who use assistive technologies to consume text, I also thought it would be preferable to have access to the full text version.

If you have suggestions for improving the workbook or believe there's been an omission, please contact me using the email address at the end of the workbook.

For now, keep playing to your strengths and learning to make the most of the contributions only you can make!

Julie

PROLOGUE

STRENGTHSCOPE TEAM REPORT



CHAPTER 1 -INTRODUCTION

24 STRENGTHS AS DEFINED BY STRENGTHSCOPE®

RELATIONAL STRENGTHS	**COLLABORATION**	You work cooperatively with others to overcome conflict and work toward a common goal.
	COMPASSION	You demonstrate a deep and genuine concern for the well-being and welfare of others.
	DEVELOPING OTHERS	You promote other people's learning and development to help them achieve their goals and fulfill their potential.
	EMPATHY	You readily identify with other people's situations and can see things clearly from their perspective.
	LEADING	You take responsibility for influencing and motivating others to contribute to their team's and organization's goals and success.
	PERSUASIVENESS	You can win agreements and support for a position or desired outcome.
	RELATIONSHIP BUILDING	You take steps to build networks of contacts and act as a 'hub' between people that you know.

24 STRENGTHS AS DEFINED BY STRENGTHSCOPE® (CONT'D)

EXECUTION STRENGTHS	DECISIVENESS	You make quick, confident, and clear decisions, even when faced with limited information.
	EFFICIENCY	You take a well-ordered and methodical approach to tasks to achieve planned outcomes.
	FLEXIBILITY	You remain adaptable and flexible in the face of unfamiliar or changing situations.
	INITIATIVE	You take independent action to make things happen and achieve goals.
	RESULTS FOCUS	You maintain a strong sense of focus on results, driving tasks and projects to completion.
	SELF-IMPROVEMENT	You draw on a wide range of people and resources to pursue self-development and learning.

24 STRENGTHS AS DEFINED BY STRENGTHSCOPE® (CONT'D)

THINKING STRENGTHS	COMMON SENSE	You make pragmatic judgments based on practical thinking and previous experience.
	CREATIVITY	You generate new ideas and original solutions to move things forward.
	CRITICAL THINKING	You approach problems and arguments by breaking them down systematically and evaluating them objectively.
	DETAIL ORIENTATION	You pay attention to detail to produce high-quality output, no matter what the pressures.
	STRATEGIC MINDEDNESS	You focus on the future and take a strategic perspective on issues and challenges.

24 STRENGTHS AS DEFINED BY STRENGTHSCOPE® (CONT'D)

EMOTIONAL STRENGTHS	COURAGE	You take on challenges and face risks by standing up for what you believe.
	EMOTIONAL CONTROL	You are aware of your emotional 'triggers' and how to control these to ensure you remain calm and productive.
	ENTHUSIASM	You demonstrate passion and energy when communicating goals, beliefs, interests, or ideas you feel strongly about.
	OPTIMISM	You remain positive and upbeat about the future and your ability to influence it to your advantage.
	RESILIENCE	You deal effectively with setbacks and enjoy overcoming difficult challenges.
	SELF-CONFIDENCE	You have a strong belief in yourself and your ability to accomplish tasks and goals.

Strength names and definitions as per the Strengthscope® assessment report.
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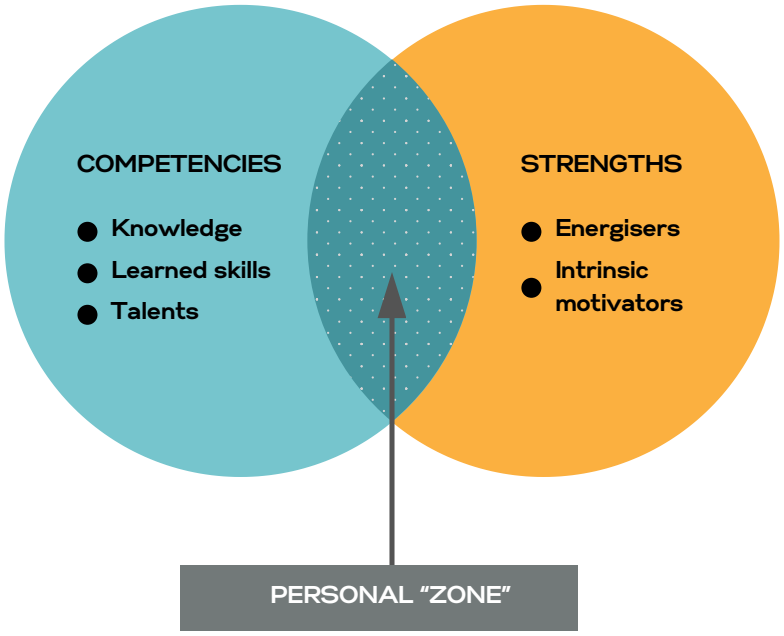
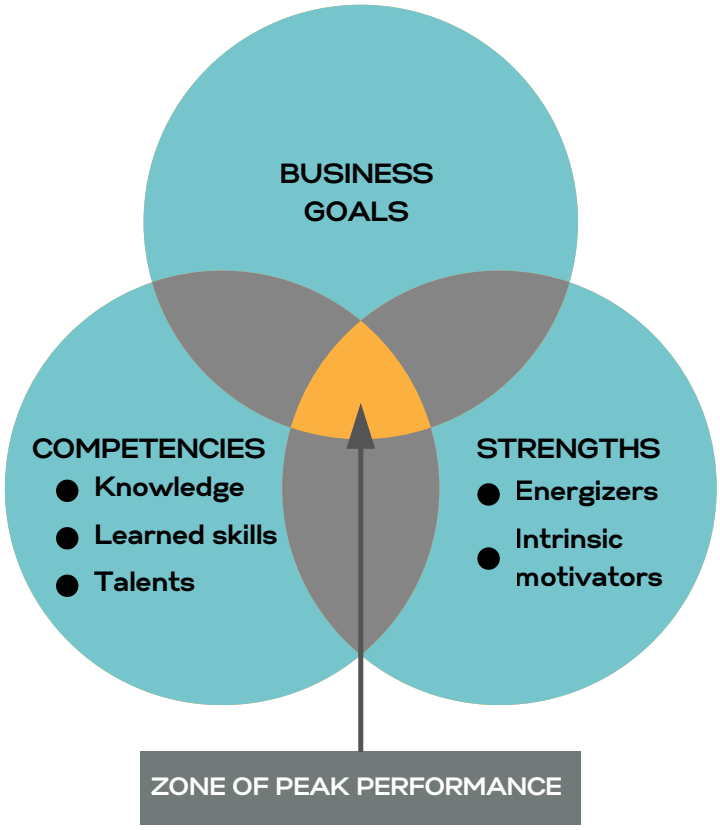
CHAPTER 2 – THE POWER OF STRENGTHS-BASED LEADERSHIP

Defining strengths



Source: Introduction to Strengthscope® presentation by Josh Dykstra. Used with permission.



Source: Adapted from Strengthscope® training materials. Used with permission.

EXERCISE: STRENGTHS V. COMPETENCIES SELF-EVALUATION

1. Things I'm Good At

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2. Things I'm Good at AND Find Energizing

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3. Things I'm Good at AND that I Find Energizing AND that Address Company Goals

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CHAPTER 3 – IMPLEMENTING STRENGTHS-BASED LEADERSHIP

EXERCISE: Energy Journal

TEMPLATE

Day/Date	DRAINERS "Wears me out!"	ENERGIZERS "Lights me up!"
Mon __/__		
Tue __/__		
Wed __/__		
Thu __/__		
Fri __/__		

STEP 1: Complete the Energy Journal

- [ ] Keep the journal for 8-10 workdays.
- [ ] Make a note in the appropriate column when you find yourself feeling particularly engaged and energized ("Lights me up!") or particularly drained and disengaged ("Wears me out!") by your work activity.
- [ ] Don't log all your work activities, just those that either light you up or wear you out.
- [ ] If you're a person who likes to log everything, add a column in the middle labeled "Neutral."
- [ ] Give each task you record a name and jot down enough detail to remember the task and situation when reviewing your Energy Journal. Here are a few sample activity entries:
    - Hiring interviews
    - Counseling an employee
    - Doing performance reviews
    - Budgeting
    - Pitching an idea to leadership
    - Facilitating a team meeting
    - Evaluating new vendors
    - Troubleshooting customer complaints
    - Doing incident investigations
    - Performing complex care tasks

Step 2: Look for Patterns in your Energizers and Drainers

After a week or two, review what you've written. Here are a couple prompts to guide you:

- ***What types of activities do I find energizing or draining?***

  For instance, do you have multiple entries for meetings, working with spreadsheets, or reviewing regulations? Or perhaps your entries are more related to people issues, such as solving customer problems or dealing with personnel issues.

- **What is it about either the task itself, the people (or lack of people) involved, or other aspects of the working conditions that contribute to my enjoyment or to feeling drained?**

  Recall the story about Tanya, the technical writer, who wasn't drained by her work tasks but rather her isolated work conditions, including the transactional email communication with her coworkers.

Step 3: Reflect on your Energy Journal Experience to Surface Implicit Biases

Now that you have a clearer sense of what energizes and drains you, use the prompts below to reflect on the experience of thinking about your work this way.

1. Start with the "Lights me up!" column.

- Do others know you enjoy these activities and why you enjoy them?
- What difference would it make in your own work experience if you could spend 10 - 20% more of your time doing one or more of the activities in this column?

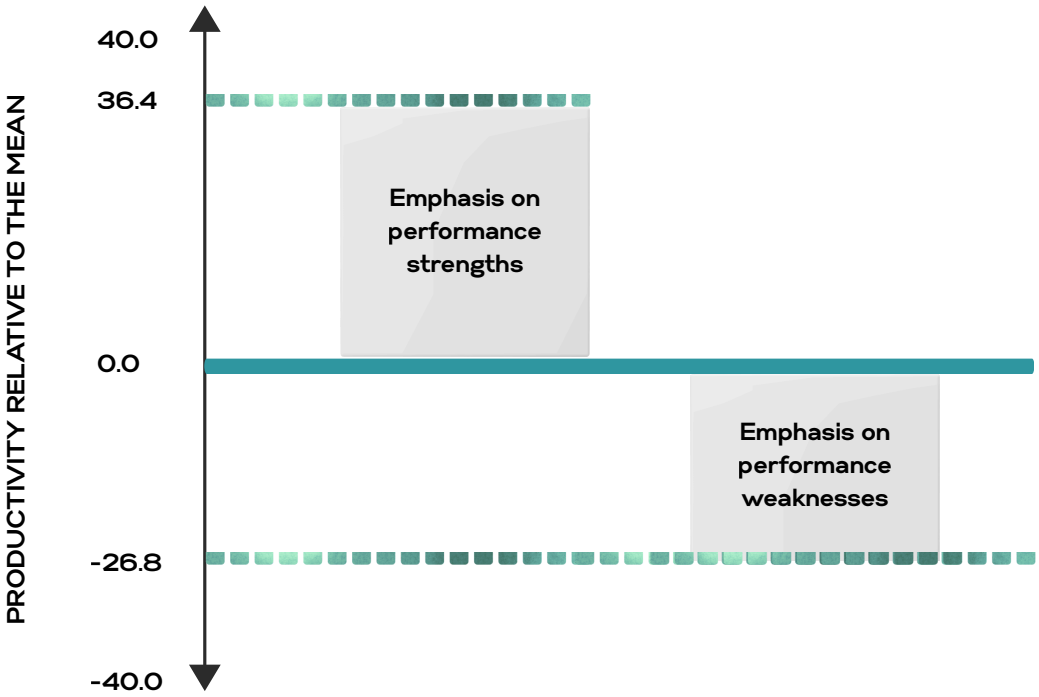
2. Now shift your attention to the "Wears me out!" column.

- What thoughts ran through your mind as you documented that a task drained you?
- Do you feel you *should* be more enthusiastic, disciplined, consistent, detail-oriented, or any other way you might think of yourself as lacking?
- Would you be embarrassed to ask a coworker for help with one of these tasks to make it less draining or fear they would perceive you as "whining," "lazy," or "incompetent"?

SAMPLE "CALL ON ME" CHART

Task or task characteristic	Anika	Jerry	Amit	Dana	Sara	Kris
Writing new processes and procedures						
Brainstorming problem solutions						
Dealing with difficult clients						
Creating project timetables						
Orienting new hires						
Serving as liaison to other teams/depts						
Making presentations						
Teaching peers about new tech						
Market analysis						
Data analysis						

IMPACT OF STRENGTHS-BASED PERFORMANCE REVIEWS ON PRODUCTIVITY



Reproduced from Building the High-Performance Workforce: A Quantitative Analysis of the Effectiveness of Performance Management Strategies. Corporate Leadership Council, 2002, pg. 29b.

CHAPTER 4 – POTENTIAL PITFALLS

Unmanaged strengths can pose significant performance risks, both individually and for your team. A key benefit of identifying and understanding your strengths is developing the companion ability to recognize the performance risks associated with your unique strengths profile.

Common Performance Risks

- DRAINING – Spending too much of your time doing tasks that require capabilities you find draining will leave you feeling...DRAINED! This robs you of energy for doing tasks you're great at and would find energizing.

- OVERDRIVE – It is possible to have too much of a good thing! Using your strengths in excess or in ways that are not constructive - aka "strengths in overdrive" - results in lower personal performance and negatively impacts team performance.

- CONFLICT – The same complementary strengths needed for a team to be successful can also be a source of conflict resulting from misinterpretation and lack of appreciation of a teammates' strengths.

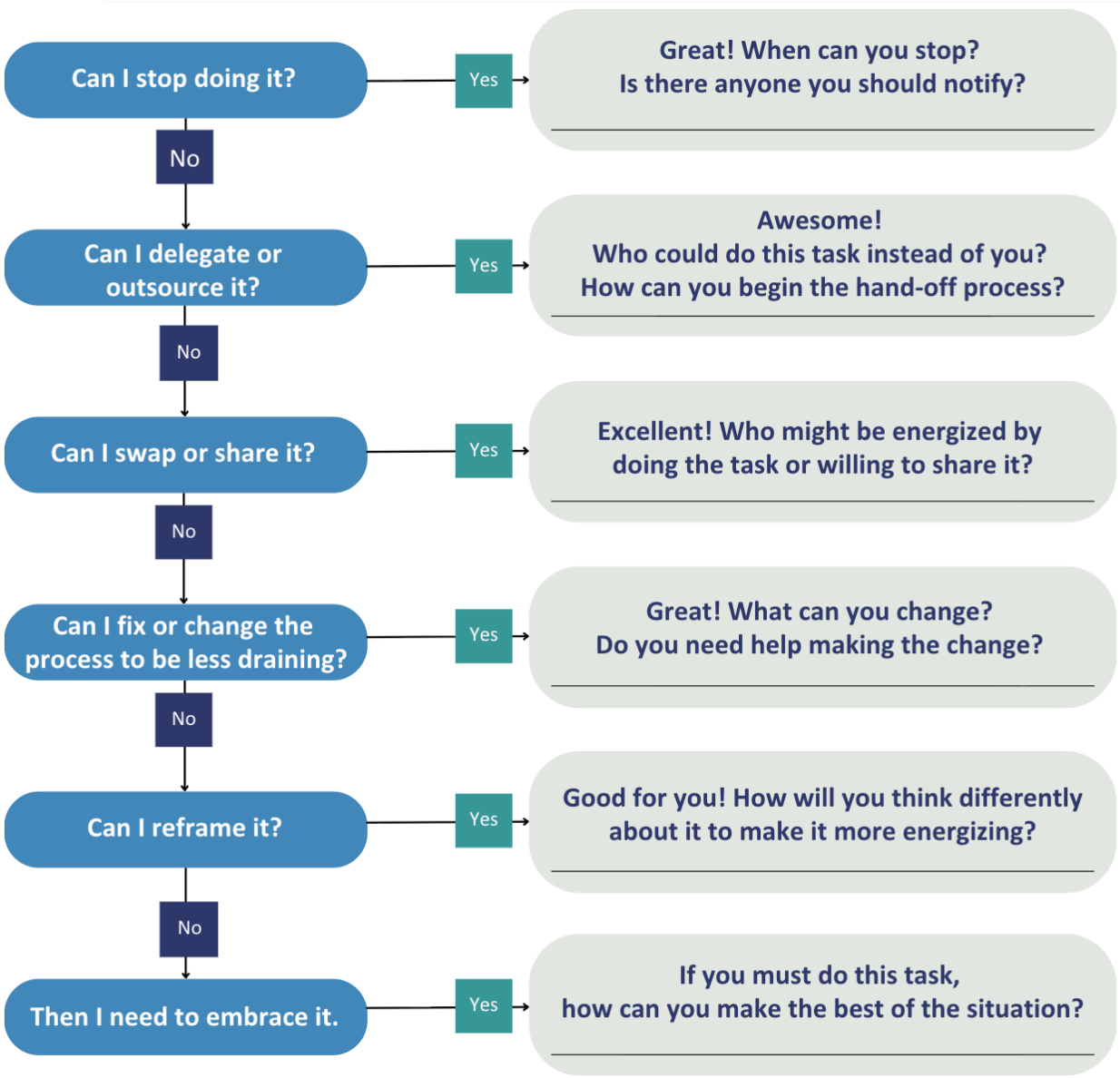
CHAPTER 5 –
DUMP YOUR DRAINERS!

Energy Journal Template

Reuse the Energy Journal you created in Chapter 3, or see pages 11-13 for instructions.

Day/Date	DRAINERS "Wears me out!"	ENERGIZERS "Lights me up!"
Mon __/__		
Tue __/__		
Wed __/__		
Thu __/__		
Fri __/__		

Dump Your Drainers Decision Tree



CHAPTER 6 –
REIN IN OVERDRIVE

Instructions

1. Read through the list of strengths definitions in the first two columns of the tables on the follow pages. Identify your top 3-5 strengths.
2. Now read the Overdrive Descriptions for each of your top strengths.
3. Identify which of your strengths you think are most likely to go into overdrive in a work situation.
4. Practice saying the Sample Recovery Scripts out loud.
5. Consider how you will recognize when you are in overdrive so you will know when to use the scripts.



EMOTIONAL STRENGTHS	Strength	Strengthscope ® Definition	Overdrive Description	Sample Recovery Script
	Courage	You take on challenges and face risks by standing up for what you believe in.	Readily take on risky positions and challenges that have a high risk of failure; May be seen as reckless or extreme in defending your position.	My **Courage** strength makes me think almost any risk can be managed. Do you think I'm being too extreme?
	Emotional control	You are aware of your emotional 'triggers' and how to control these to ensure you remain calm and productive.	Come across to others as dispassionate, aloof, and 'difficult to read'; Don't share relevant emotions or ideas with others.	My **Emotional Control** strength makes me feel like I don't always need to speak up. Will you please ask me if you want my input?
	Enthusiasm	You demonstrate passion and energy when communicating goals, beliefs, interests, or ideas you feel strongly about.	Your passion overwhelms others or makes them feel 'bulldozed', invisible, and/or under-valued.	My **Enthusiasm** strength makes it hard for me to contain my excitement when I talk about something I care about. Please let me know if I need to 'take it down a notch'?
	Optimism	You remain positive and upbeat about the future and your ability to influence it to your advantage.	Overlook risks or ignore details necessary for success.	My **Optimism** strength makes me look at the bright side of things. Can you help me see what I'm missing here?
	Resilience	You deal effectively with setbacks and enjoy overcoming difficult challenges.	May deliberately take on 'mission impossible' tasks or projects regardless of the value to the overall goal.	My **Resilience** strength makes me want to take on huge challenges. Would you let me know if I'm pushing too hard?
	Self-confidence	You have a strong belief in yourself and your ability to accomplish tasks and goals.	Self-belief may cause you to overlook flaws in your thinking or ignore feedback from others; May be perceived as brash or arrogant.	My **Self-confidence** strength makes me sound like I think I have the answer, but I'm open to other ideas. Am I missing something?

RELATIONAL STRENGTHS

Strength	Strengthscope® Definition	Overdrive Description	Sample Recovery Script
Collaboration	You work cooperatively with others to overcome conflict and build towards a common goal.	Seeking out collaboration and consensus when it isn't necessary.	My **Collaboration** strength causes me to err on the side of consensus. Do we need consensus or should we just move forward?
Compassion	You demonstrate a deep and genuine concern for the well-being and welfare of others.	Allow yourself to be taken advantage of and become so immersed in caring for others that it undermines your own work or well-being.	My **Compassion** strength makes me want to help everyone all the time. Is my help helpful right now or do I need to rein it in?
Developing others	You promote other people's learning and development to help them achieve their goals and fulfill their potential.	Spend excessive time helping and developing others at the expense of achieving your own goals; May be too quick to give others solutions rather than letting them figure things out.	My **Developing others** strength makes me always look for ways to include learning opportunities. Do we have time for that now or do we need to move forward?
Empathy	You readily identify with other people's situations and can see things clearly from their perspective.	Become so immersed in others' situations that start thinking of them as your own and lose ability to provide objective support.	My **Empathy** strength causes me to sometimes lose objectivity and perspective. Am I going overboard here?
Leading	You take responsibility for influencing and motivating others to contribute to the goals and success of the team and organization.	Take on leadership role in inappropriate situations so others perceive you as domineering – or become overly dependent on you.	My **Leading** strength makes me want to take the reins and provide direction, but I don't want to quash others' ideas or initiative. Would someone else like to take the lead?
Persuasive-ness	You are able to win agreement and support for a position or desired outcome.	Become focused on getting others to see your view without regard for impact on the team or relationship.	My **Persuasiveness** strength makes me want to convince people. Will you let me know if I'm pushing too hard?
Relationship building	You take steps to build networks of contacts and act as a 'hub' between people you know.	Relationship building becomes a distraction from pursuing productive goals and commitments.	My **Relationship** building strength makes me want to keep creating new connections. Is that helpful right now?

THINKING STRENGTHS

Strength	Strengthscope® Definition	Overdrive Description	Sample Recovery Script
Common sense	You make pragmatic judgements based on practical thinking and previous experience.	Tendency to dismiss new ideas that don't fit with conventional logic; May stifle creative and inspirational ideas.	My **Common sense** energizer makes me always look for the 'tried and true' solution, but I don't want to stifle others' input. Are my ideas helpful right now?
Creativity	You generate new ideas and original solutions to move things forward.	Continue generating options when team has moved on to execution; Overlook obvious solutions; Generate unworkable solutions that don't account for context.	My **Creativity** strength causes me to constantly generate new ideas, and I have trouble stopping myself. Do we need more ideas now or should we move ahead?
Critical thinking	You approach problems and arguments by breaking them down systematically and evaluating them objectively.	Continuously question or look for flaws in proposed solutions; Perceived by others as 'negative' or 'overly critical.'	My **Critical thinking** strength makes me see everything that might not work. I'm trying to save us hassles down the road but know I can come across as overly critical. Would my feedback be helpful now or would you rather I wait?
Detail orientation	You pay attention to detail in order to produce high-quality output, no matter what the pressures.	Tendency to spend too much time on detail, losing perspective on the overall goal; May be perceived as 'perfectionist.'	My **Detail orientation** strength makes me need a certain amount of information before I feel comfortable moving forward. Could I ask a few more questions or could we make time for my questions later?
Strategic mindedness	You focus on the future and take a strategic perspective on issues and challenges.	Become so focused on the 'big picture' and future scenarios that you ignore the current reality.	My **Strategic-minded** strength makes me tend to focus on the future and the big picture. Is that what we need to be doing right now or are there more pressing matters we need to focus on?

EXECUTION STRENGTHS

Strength	Strengthscope® Definition	Overdrive Description	Sample Recovery Script
Decisiveness	You make quick, clear, and confident decisions even when faced with limited information.	Hasty decision-making without considering alternatives or possible outcomes.	My **Decisiveness** strengths makes me want a decision 'NOW' even if we're missing key information. Are we missing key data that will be available soon?
Efficiency	You take a well-ordered and methodical approach to tasks to achieve planned outcomes.	May be perceived as inflexible or not open to new information as a project unfolds.	My **Efficiency** strength makes me want a clearly defined process for everything. Is that possible right now?
Flexibility	You remain adaptable and flexible in the face of unfamiliar or changing situations.	May have a preference for change for change's sake without regards for implications; May be viewed as 'restless.'	My **Flexibility** strength makes me love change, but I don't want to push for change for change's sake. Are my ideas helpful right now?
Initiative	You take independent action to make things happen and achieve goals.	Habitually start new tasks or activities without considering the team's bandwidth, the chances of success, or the political implications	My **Initiative** strength makes me excited to start new things. Do we have the bandwidth to start something new right now?
Results focus	You maintain a strong sense of focus on results, driving tasks and projects to completion.	In driving for results, you may overlook stakeholder needs or concerns.	My **Results focus** strength makes me want to drive toward the finish line. Am I pushing us too hard or too fast?
Self-improvement	You draw on a wide range of people and resources in the pursuit of self-development and learning.	Become overly-focused on acquiring new knowledge for its own sake without regard for usefulness or relevance for team.	My **Self-improvement** strength makes me want to keep learning more. Is that helpful right now?

CHAPTER 7 – COOL THE CONFLICT



The Proverbial Blindfolded People Describing an Elephant

Understanding Your Stress Triggers

Knowing your own strengths-related stress triggers is the first step in a strengths-based approach to conflict. Though it's easier to blame other people's failings, blaming leaves you feelling stuck with no clear path to change the situation.

Step 1: Keep a Frustration Log

Use the table on the following page as a template for briefly documenting the situations you currently find frustrating.

- In the **Frustrations** column – Write down what was happening when you felt frustrated.
- In the **Unmet Expectations** column – Write down what you expected to happen or think should have happened.

Though our primary focus here is workplace situations, examples from your family and social life outside work can also be helpful for identifying your personal stress triggers.

	Frustrations *Things that made me sigh, roll my eyes, and grumble.*	**Unmet Expectations** *What I think should have happened instead.*	**Strengths** *What strengths are at play?*
Example	*An hour-long meeting with no decisions.*	*Example – We should have made at least one decision and left with an action plan for next steps.*	*<u>My strengths</u> - Decisiveness; Results-focus* *<u>Their strengths</u> - Creativity; Flexibility*
1			
2			
3			
4			
5			

	Frustrations *Things that made me sigh, roll my eyes, and grumble.*	**Unmet Expectations** *What I think should have happened instead.*	**Strengths** *What strengths are at play?*
6			
7			
8			
9			
10			
11			

Step 2: Identify which of your strengths are being frustrated.

- Review your entries, concentrating on the Unmet Expectations column.
- Compare your Unmet Expectations with the definitions of the 24 strengths (as defined by Strengthscope®) in the list on pages 20-23.
- Your Expectations – what you wish had happened, what you would have been more comfortable with – reflect your Strengths.
- Situations that inhibit the expression and utilization of our strengths – our most natural way of working, thinking, and relating – can trigger discomfort that can quickly translate into frustration in the context of goal-oriented, time-constrained work activities.

Step 3: Identify which of your teammates' strengths trigger your frustration.

- Now concentrate on the Frustrations column.
- Compare the team members' actions you found frustrating with the strengths descriptions.
- For each situation, see if you can identify which of your teammates' strengths could be contributing to your frustration.

TOOL: THE SIX THINKING HATS



PURPOSE: Eduard de Bono's Six Thinking Hats is a discussion structuring tool for improving the quality and efficiency of group discussions, leading to better decisions.

WHEN TO USE: The Six Thinking Hats can be used in sequence anytime a group of people needs to evaluate one or more options before making a decision. The more diverse the group (e.g., age, gender, race, nationality, profession, etc.), the more beneficial it will be to use the Thinking Hats.

Examples of decisions where a team might use the Six Thinking Hats in sequence to include:

- hiring a new employee
- adding or changing a service or product feature
- whether to adopt a new business or service delivery model
- selecting a new vendor from several options
- whether or not to participate in a joint venture
- determining a strategy to achieve the annual growth goals

WHY IT WORKS: We use our brains differently when we are gathering information, generating ideas, identifying benefits, and critiquing shortcomings. As individuals, our brains prefer some functions more than others and approach them in different orders. As a group, this can be chaotic.

Using the Six Thinking Hats in sequence helps group members to coordinate their thinking while ensuring everyone is given multiple opportunities to contribute their unique perspective. The process decreases competition for speaking time while ensuring everyone considers a situation from many perspectives before making a decision. This process results in better and more efficient information sharing, idea generation, analysis, and, ultimately, decision-making.



WHITE HAT - The White hat is about data and information. This includes what is currently known as well as additional information you would like to gather. It's important to do the White Hat first to ensure everyone begins with the same information.



RED HAT - The Red Hat is about emotion, intuition, passion, and gut reactions that require no justification. This Hat is the opportunity to express emotion without concern for being judged.



YELLOW HAT - The Yellow Hat is about positivity. When "wearing" the Yellow Hat, look for the benefits of the proposed course of action, even if you disagree with it.



BLACK HAT - The Black Hat is about critical judgement, identifying shortcomings and risks associated with the proposal, even if you think it's a great idea.



GREEN HAT - The Green Hat is the creative thinking hat. This hat is about generating new ideas or ways to improve upon the proposal, to make it even better if you're in favor or to make it acceptable if you're opposed.



BLUE HAT - The Blue Hat is about process and analysis, rising above the details of each of the other Hats to summarize the information that's being generated and draw conclusions.

THE SIX THINKING HATS PROCESS

The following process is recommended for anyone new to using the Six Thinking Hats and for experienced groups approaching a new decision or challenge. As you gain experience, you may modify the process below depending on the importance of the decision to be made and the degree of information-sharing already completed.

1. Choose someone to be the Recorder to document the group's ideas.
2. Choose someone to be the Facilitator and Timekeeper.
3. Write one decision-option at the top of a physical or virtual whiteboard (or slide) in the form of a question. E.g., "Should we offer a lower cost service package to bring in new business?"
4. Facilitator announces each Hat color (white, red, etc.) and its purpose, proceeding in the order listed on the previous page.
5. Facilitator leads the group in a round-robin style contribution process, ensuring participants' comments are consistent with the purpose of the current round. E.g., "That's a critique, Sara. Right now, we're doing the White Hat, focused on gathering information. You'll get a chance to point out limits and risks in just a few minutes."
6. Process Rules:
   - Everyone must contribute at least once to each Hat.
   - Like brainstorming, contributions are not to be critiqued or debated. Questions about the accuracy of a contribution can be addressed under the Blue Hat.
   - Continue each round for 2-5 minutes or until there are no new contributions for a total of 12-30 minutes.
   - If there is more than one proposal, complete the process for each proposal before deciding.
   - After each idea has been examined using the Six Thinking Hats, members can then score the options on a set of agreed-upon criteria.

TOOL: LEFT-HAND COLUMN

PURPOSE: Use this tool when you want to review a conversation that did not go as well as you expected to understand where and why the breakdown occurred. Follow the process below to fill in the worksheet on the next page and then analyze your responses.

Step 1: In the right column, record as closely as you can remember what happened, what a bystander would have seen and heard: "I said... then they said..." Include non-verbal cues you noticed, such as posture and facial expression.

Step 2: In the left column, write what you were thinking and feeling but did not say at each step of the interaction.

Step 3: Review the content of the left column.

a. Are there points where you were uncertain about the other person's meaning but didn't ask for clarification?

b. What feelings did you experience - e.g., hurt, anger, frustration, disappointment, confusion? How did your feelings influence your own words and actions?

c. What assumptions did you make about the other person's motives, meaning, or feelings? How did your assumptions affect either your interpretation of the other person's words or your own actions?

Step 4: Based on your observations in Step 3:

- What questions might you ask the other person to ensure you were correctly interpreting their motives and meaning?
- What might you have said to make your own motives and meanings clearer to the other person?

(Optional) Just for fun, consider what might be in the other person's left-hand column (what they might have been thinking or feeling but not saying).

Step 2: What you thought and felt but did not say?	Step 1: What happened?

Source: Exercise adapted from several writings by the late Chris Argyris, Professor Emeritus, Harvard University, and creator of the left-hand column exercise.

CHAPTER 8 – BECOMING A STRENGTHS-BASED LEADER

Completing a strengths assessment isn't enough!

Strengths-based leadership is a daily, deliberate practice – a new way of seeing, deciding, and leading that requires intentional practice, including

- **Self-awareness:** Tuning into your own energy, overdrive tendencies, and blind spots to recognize when your strengths serve your team – and when they put the team at risk.
- **Situational awareness:** Recognizing what the situation – and your team – require to move forward.
- **Humility:** Understanding that success requires diverse strengths working in concert, which means knowing when to step back and let others' strengths shine.
- **Curiosity and appreciation:** Responding to tension and discomfort between team members with curiosity and appreciation for the perspective each person brings.
- **Intentional action:** Embedding strengths-awareness into how you design work, run meetings, make decisions, and resolve conflict to build environments where people can do their best work – and where they'll want to stay.

Leaning into one's strengths is energizing. True mastery of your own and your team members' strengths to achieve something greater, however, requires both moderation and flexibility.

Where do you go from here?

Remember the three phases outlined for your journey:

Phase I: Mindset – Shifting your own assumptions about work and leadership to free yourself and others to make your highest and best contributions.

Phase II: Methods – Building awareness of strengths in action; experimenting with new ways of working to maximize the time team members spend doing energizing work and minimizing time spent doing draining activities; practice reining in overdrive; and effectively managing conflict.

Phase III: Momentum – Embedding strengths-based practices into every aspect of your team's (and company's) operations, beginning with talent management.

Be patient. You've chosen a path that runs counter to generations of deficit-based management thinking and practice about how to lead, solve problems, and improve performance.

You can be confident, however, that the strengths-based path is grounded in decades of research and will serve both profits and people.

Some of the results you can expect include

- More creativity
- More ownership
- More trust
- Better results
- Greater satisfaction
- Decreased burnout

You don't have to wait for permission.
You don't have to be perfect.
You just need to start.

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ADDITIONAL RESOURCES

If you've found the exercises in this workbook helpful, use the QR code or URL below to access additional toolkits for each of the performance risks:

- Dump Your Drainers
- Rein in Overdrive
- Cool the Conflict

https://www.strengthsparadox.com/toolkit-library



FROM THE AUTHOR

In hospitals, classrooms, engineering firms, and boardrooms around the world, I keep encountering the same problem: smart, talented, deeply committed professionals who struggle to work together. Not because they don't care. Not because they lack skill. But because they don't know how to collaborate effectively with people who think differently than they do.

Solving the biggest problems we face – curing disease, healing the planet, building organizations that bring out the best in people – requires collaboration across functions, disciplines, and perspectives.

We can no longer afford the costs of wasted talent, mediocrity, unproductive conflict, underperformance, and burnout that result when people don't know how to work together.

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The companion workbook to ***The Strengths Paradox: The Power and Perils of Strengths-Based Leadership*** – the exercises that turn these ideas into daily practice.