

THE INSPIRATIONAL LEADER

STRENGTHS AND VITALITY

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CREW Event
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Agenda

- Inspiration – an intro and why it matters
- Strengths
- Vitality
- Wrap up

Who Inspires You?

- Take 4 post-its and put them in front of you in a 2x2
- Think of 2 leaders who have inspired you (actual people, not public paragons)
- Think of the 2 most inspiring qualities of each person (4 words)
- Write 1 quality (word) on each post it

Why Inspiration Matters – The Data

The study:

Zenger Folkman, 20k leaders, 200k respondents, 2k behaviors



The single most significant behavior of
overall leadership effectiveness

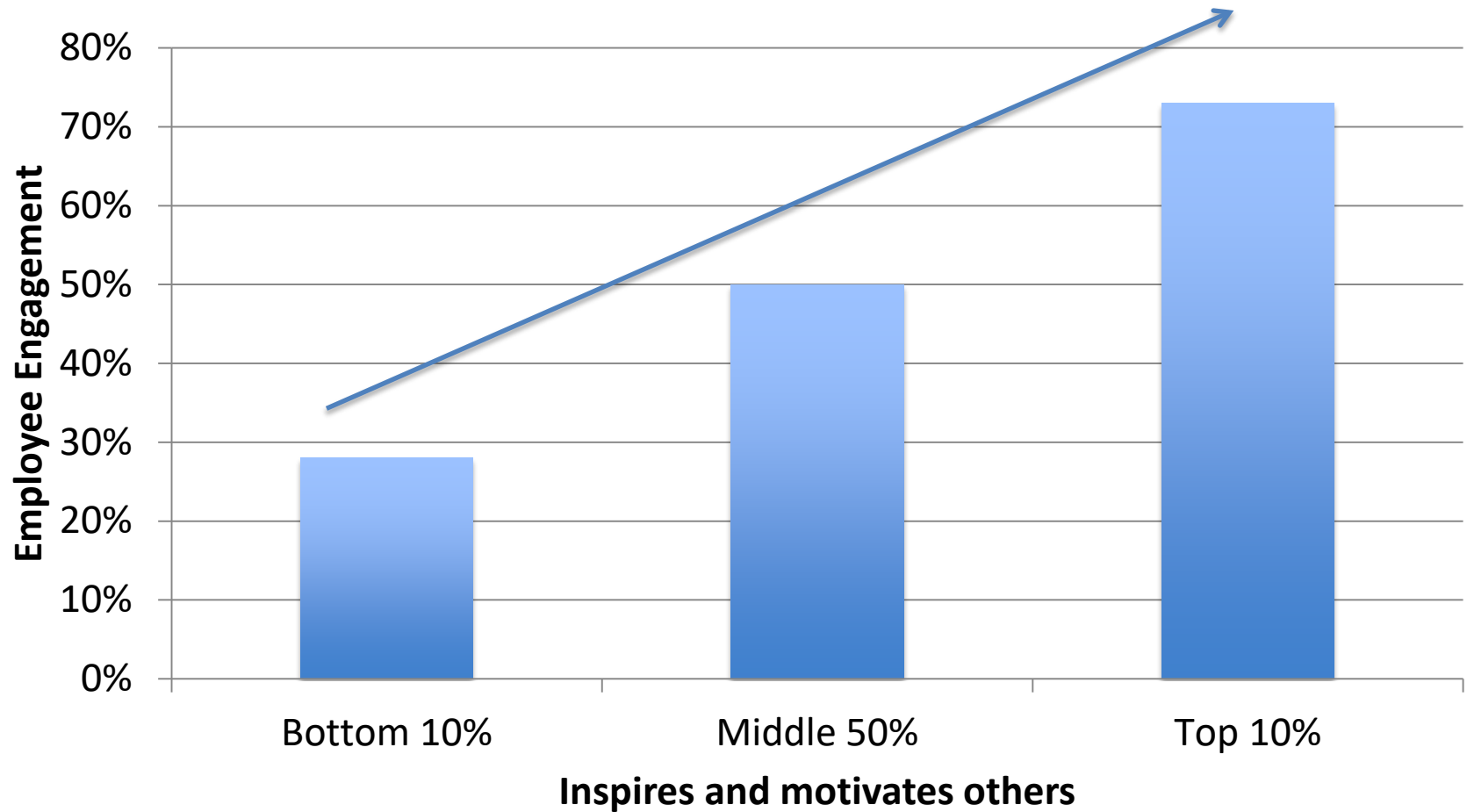


Inspiring and
motivating others

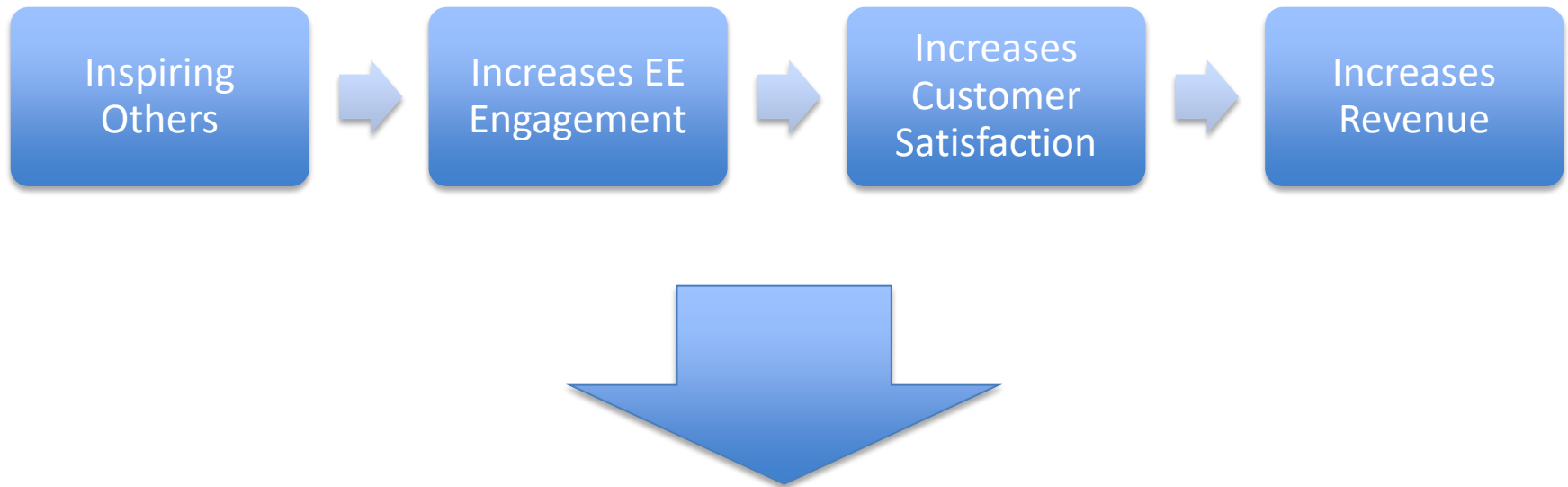
Inspiring Others – The Most Differentiating Leadership Quality

- Separates high performers from everyone else
- Highest correlation to employee engagement and commitment
- Direct reports say it's the most important and desirable trait they want in a leader, and it's also the area leaders are rated lowest

How Inspiration Impacts Engagement



Inspiration Drives Revenue



A study at Sears showed that every 5% point increase in EE engagement increased customer satisfaction by 1.3% and **increased revenue by .5%**

Similar results have been replicated with other large organizations

Source: HBR, *The Employee-Customer-Profit Chain at Sears*



**SO HOW DO I
BECOME MORE
INSPIRATIONAL?**

STRENGTHS & VITALITY



Strengths



24 VIA Character Strengths



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	

34 Clifton StrengthsFinder Themes

10 ZF Competency Companions

What they all have in common

Inspiration comes from a few wellsprings of strengths:

- **How we connect with others** - emotional intelligence, interpersonal and communication strengths
 - Empathy, listening, right actions-right words, understanding, fairness, openness, commonality, etc...
- **Leading the team** - mobilizing people and resources into action for results
 - Vision, focus, direction, teaming, hope, development, something greater than the individual, etc...
- **Personality, character, values**
 - Kindness, perseverance, honesty, courage, generosity, trust, etc...
- **Exceptional, best in class performance**

Focusing on strengths when managing others

The odds of being actively disengaged:

- 40% of employees become actively disengaged when they have a manager who focuses on neither strengths or weaknesses
- 22% when the manager primarily focuses on weaknesses
- 1% when the manager primarily focuses on strengths



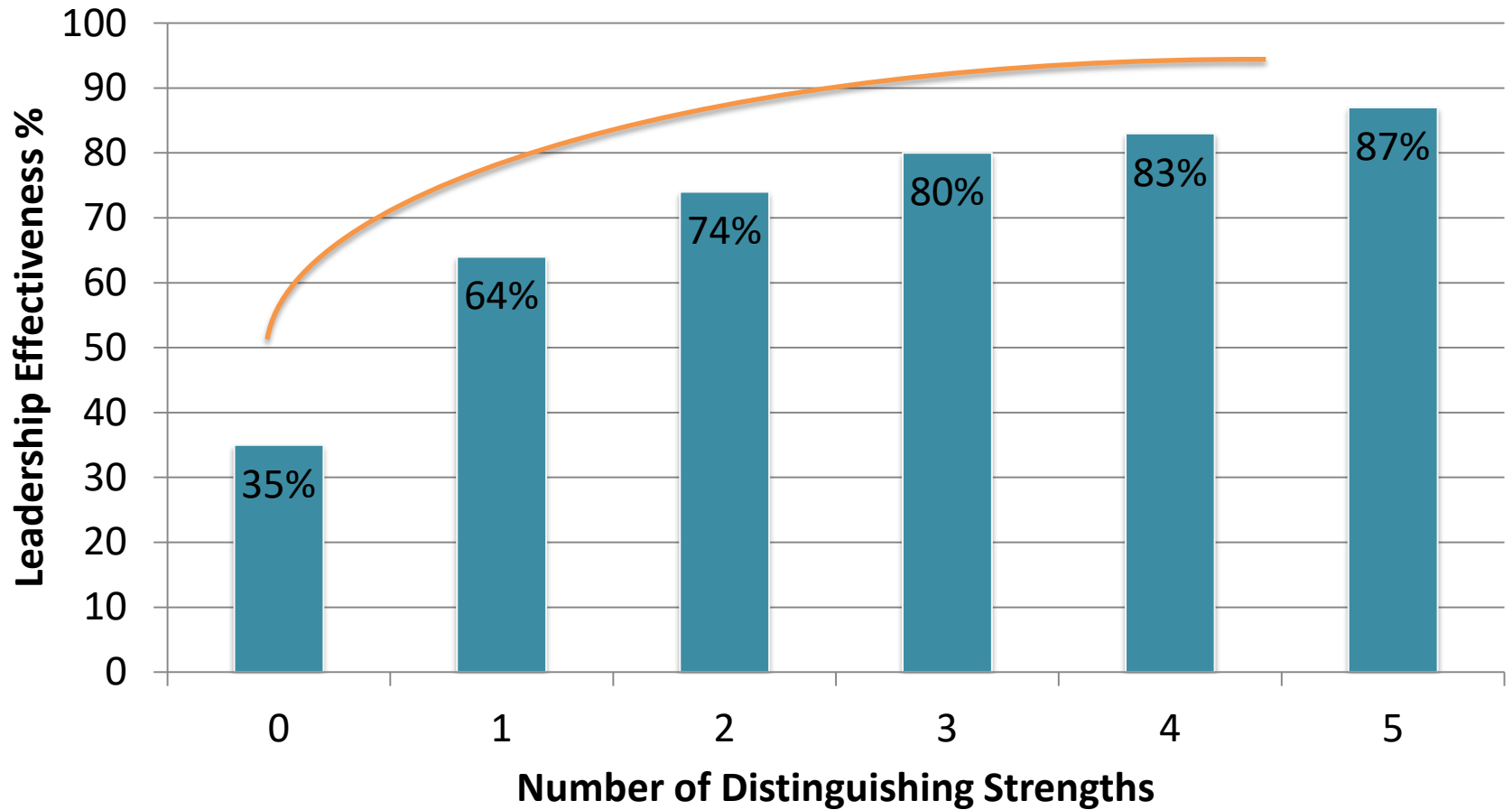
How does this inform the way you interact with your colleagues, supervisor and direct reports?

Discussion Activity - You at Your Best

- Choose a recent event at work when you were at your best – a ‘peak’ or energizing experience
- Be descriptive – what happened, why was it great, how did you feel?
- Share that experience with someone
- Partner: ask questions and listen for what qualities, strengths, passions or values come through in the event – ID them with your partner



How many signature strengths do you need?



Choosing Your Strengths

- What are you naturally or already good at?
- What are you passionate and enthusiastic about focusing on?
- What does your job, team or organization need from you?



Now it's your turn – write down

- What are your three signature strengths?
 - They should be authentic, energy giving, enthusiastic
- How do these strengths help you as a leader in your work?
- In tough times, how do these strengths serve you?
- Turn & talk

My Commitments

- **Strengths**

- The strength I want to build on in the coming month is _____.

- It is important to me because _____.

- The 2 things I will do to develop this strength are _____ and _____.

- 1 new or novel way I will use this strength is _____.



VITALITY

A person is shown from behind, with their arms raised in a gesture of triumph or joy. They are standing in front of a city skyline at sunrise or sunset, with the sun low on the horizon, creating a warm, golden glow. The person is wearing a light-colored tank top and shorts. The background shows the silhouettes of buildings against the bright sky.

Vitality

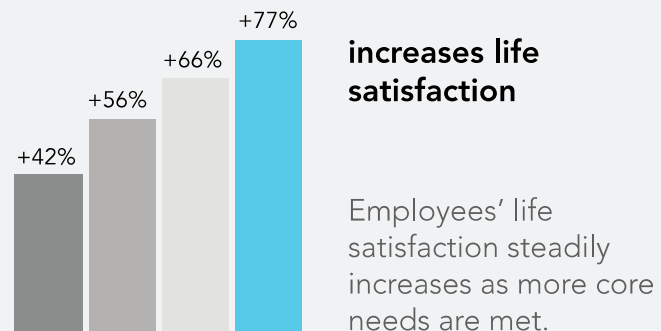
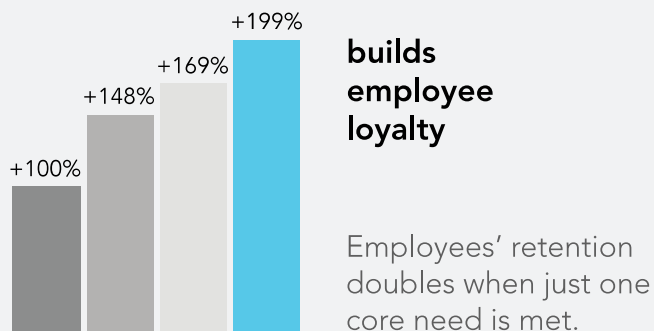
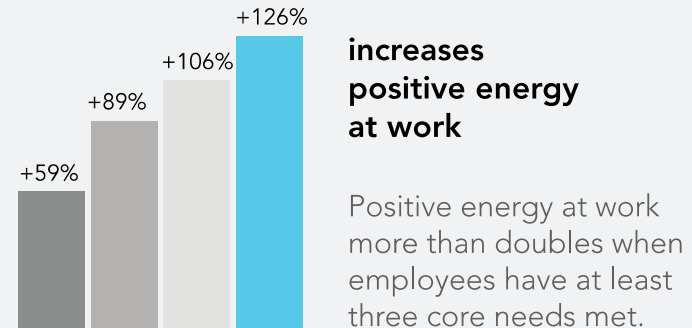
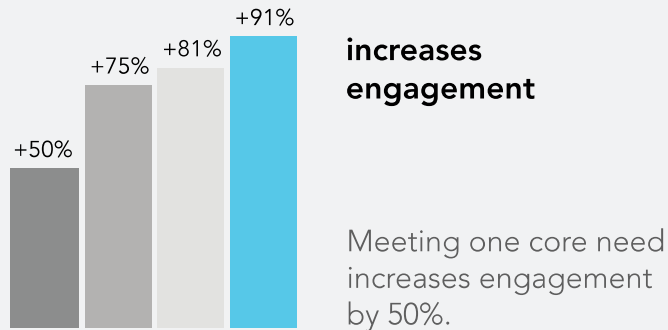
- Vitality is your life force – your physical, emotional, mental and spiritual energy
- It creates the foundation for your strengths, performance, and your ability to sustain them

59% of workers are physically depleted, emotionally drained, mentally distracted and lacking meaning and purpose

Data From The Energy Project

number of needs met compared to none

■ 1 ■ 2 ■ 3 ■ 4



source: November 2013 – June 2014, What is your quality of life at work? HBR.org & The Energy Project (n=19,900+)

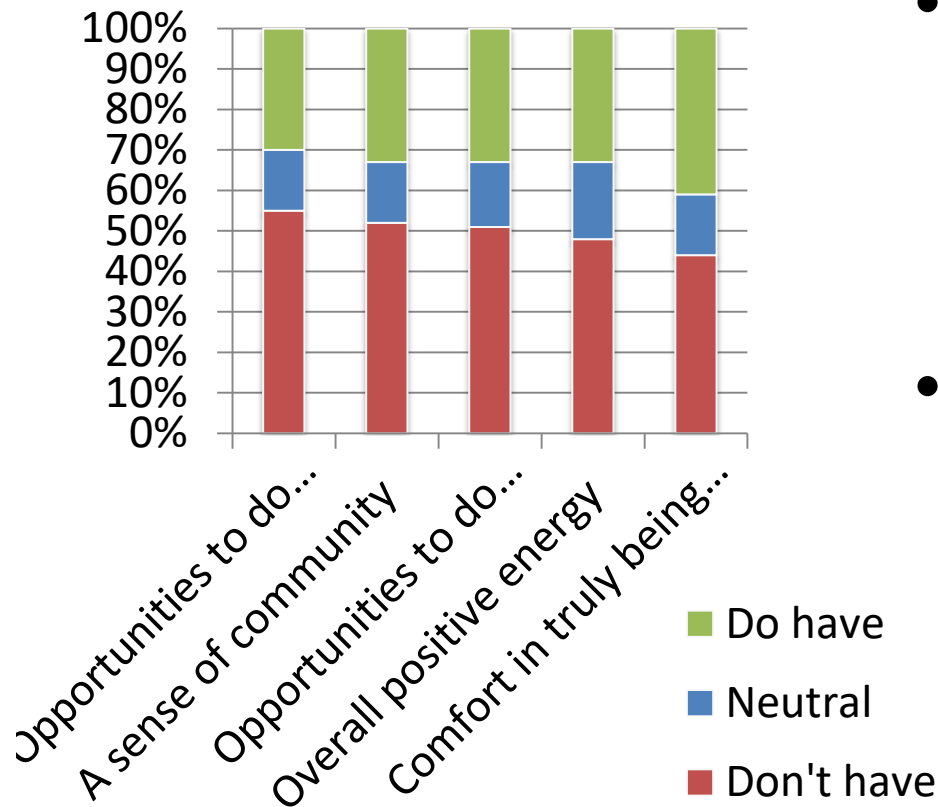
Source: The Energy Project, *What is your Quality of Life at Work*

Physical – Sleep, Rest, Move, Eat

- Take breaks– at least every 90 minutes to increase focus by 28%
- Aim for adequate sleep – go to bed and wake at the same time
- Hydrate and avoid reliance on sugar and caffeine for energy
- Eat a rainbow of nutrient dense food to sustain high performance
- Exercise – it's not just for your body, it's for your brain – combats stress, anxiety, depression, disease (Ratey: *Spark*)



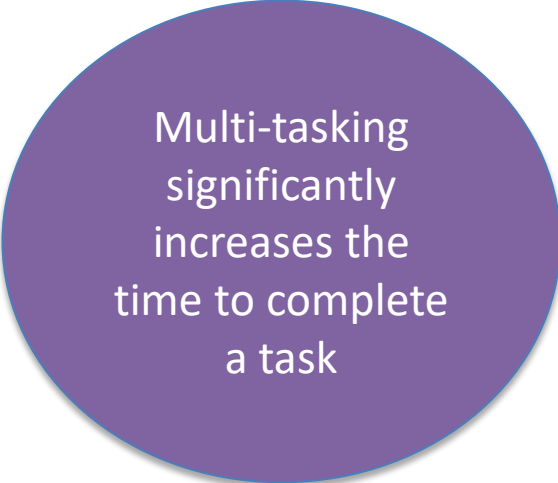
Emotional – Happy, Authentic, Positive



- 4 emotions that positively impact performance include **enjoyment, satisfaction, safety and trust**
- Lead in ways that generate a positive emotional state:
 - Be positive and optimistic
 - Recognize and appreciate
 - Treat people respectfully

Mental - Focus

- **On average, each day we:**
 - Spend 8.5 hrs in front of a screen
 - Take in 63,000 words of new info each day
 - Focus only 3 minutes or less at a time before interruption
 - Unlock our smart phones 110 times per day




Multi-tasking
significantly
increases the
time to complete
a task

- **Limit distractions**
 - Disconnect email for periods
 - Move to a private workspace
 - Schedule work blocks
 - Spend time in ‘flow’
 - Create a focus ritual

Spiritual – Meaning and Purpose

- Positive psychology research demonstrates that meaning and purpose in life are deeply connecting to our well-being and life-satisfaction
- Meaning and purpose come from many sources – communities, work, beliefs, values, relationships with others, etc.
- We can grow meaning at work through:
 - Creating connected communities
 - Relationships with clients, colleagues, mentors, supervisors
 - Meaningful, recognized contributions
 - Understanding our purpose and values and connecting them to the organization's



People who feel meaning at work are 2.8x more likely to be retained, yet only 36% report having it

Now it's your turn – write down

- On a 1-10 scale, how would you rate each area of your vitality on average recently – physical, emotional, mental, spiritual?
- What are your primary drivers of energy drains?
- What helps you re-energize?
- What do you need to continue doing for your vitality? Change?
- Turn & talk

My Commitments

- **Vitality**

- My vitality commitment in the coming month is _____.

- It is important to me because _____.

- The 2 things I will do to enhance this part of my vitality are _____ and _____.

- I will know I'm successful in my commitment if _____.

- I will hold myself accountable by _____.



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