

Cřimb



First, Break All the Rules

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Atlanta, GA



Leadership Development

Cřimb



First, Break All the Rules

Max Holland, COO

Atlanta, GA



Learning
&
Development



FLORIDA STATE UNIVERSITY





UNIVERSITY OF
ILLINOIS
URBANA-CHAMPAIGN



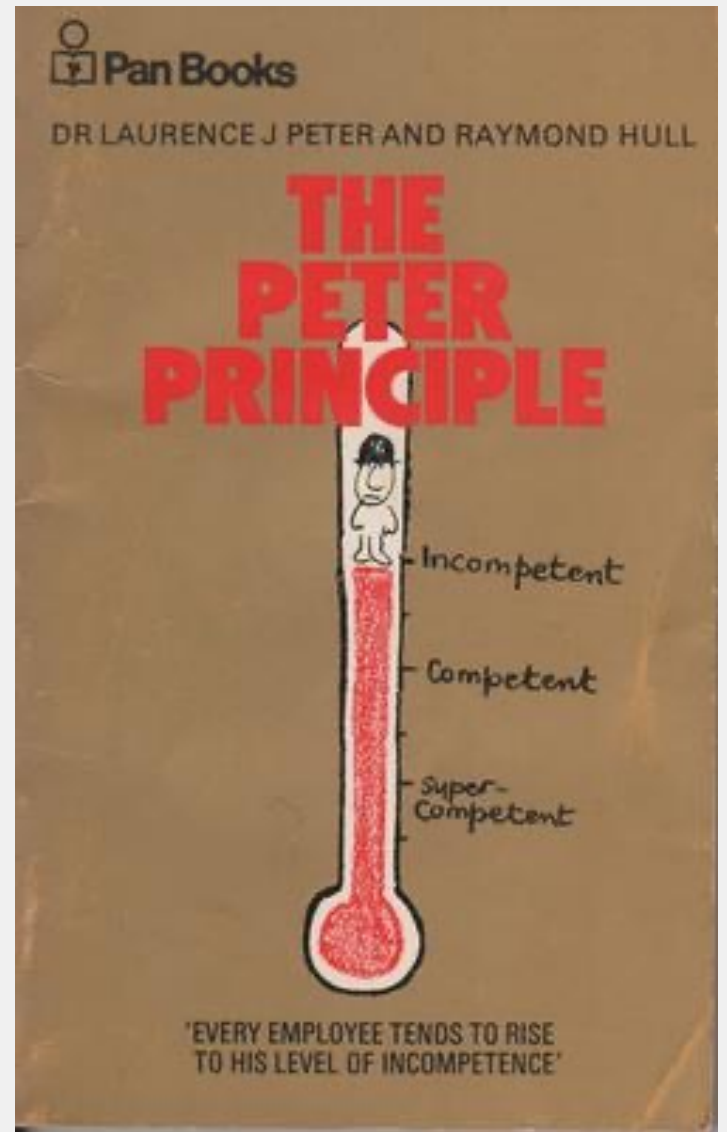


MIAMI UNIVERSITY

OXFORD, OH • EST. 1809



The theory that observes that people in a hierarchy tend to rise to "a level of respective incompetence"



DAVID CLIFTON
Father of Strengths Psychology and
Inventor of the Clifton StrengthsFinder

FIRST, BREAK ALL, THE RULES

WHAT THE WORLD'S GREATEST
MANAGERS DO DIFFERENTLY
FROM GALLUP
Foreword by Jim Harter, Ph.D.

BREAK ALL THE RULES

NOW INCLUDES
Access to the Clifton StrengthsFinder Assessment
and the Q12 Employee Engagement Survey

Gallop set out to answer two questions

1. What do the most talented employees need from their workplace?
2. How do the world's greatest managers find, focus, and keep talented employees?

Gallop

25 years

1 million employees

100 million questions

Gallop

commonality?

Gallop

manager

Gallop



Gallop

catalyst

Gallop

= 5

P P E C

12

11

10

9

8

7

CATALYST

STONGLY AGREE

CAMP 2

QUESTION

?

?

Gallop

Productivity

Profitability

Employee Retention

Customer Satisfaction

Gallop – mind shift

leadership is NOT
about getting things done
right

Gallop – mind shift

leadership IS
getting things done
through other people...

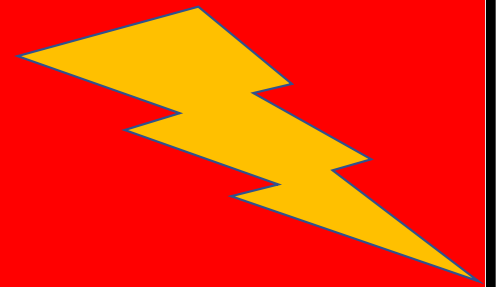
Gallop

Q12

Exercise

Questions to identify if members on your team are satisfied and engaged.

5 min



12 Questions to Measure Strength of a Workplace

2. Do I have the materials and equipment I need to do my work right?

1. Do I know what is expected of me at work?



BASE
CAMP

QUESTION

What do I get?

12 Questions to Measure Strength of a Workplace

6. Is there someone at work who encourages my development?
5. Does my supervisor, or someone at work, seem to care about me as a person?
4. In the last seven days, have I received recognition or praise for doing good work?
3. At work, do I have the opportunity to do what I do best every day?



QUESTION

What do I give?

12 Questions to Measure Strength of a Workplace

10. Do I have a best friend at work?
9. Are my co-workers committed to doing quality work?
8. Does the mission/purpose of my company make me feel my job is important?
7. At work, do my opinions seem to count?



QUESTION

Do I belong here?

12 Questions to Measure Strength of a Workplace

12. The last year, have I had opportunities at work to learn and grow?

11. In the last six months, has someone at work talked to me about my progress?

CAMP
3

QUESTION

How can we grow?

Great Managers



focus

CAMP
1

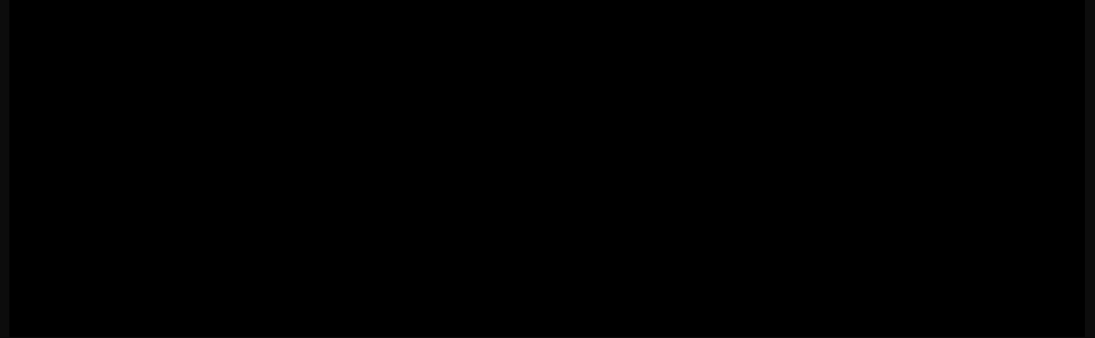
BASE
CAMP

QUESTION

What do I
give?

What do I get?

Great Managers



Great Managers




Gentleman, this is a football.

— *Vince Lombardi* —

Gallop

Employee Engagement Survey

Base Camp

1. I know what is expected of me at work.  0 

- Strongly Disagree (1) Disagree (2) Neither agree nor disagree (3) Agree (4)

Strongly Agree (5)

2. I have the equipment and materials I need to do my work right.  0 

- Strongly Disagree (1) Disagree (2) Neither agree nor disagree (3) Agree (4)

Strongly Agree (5)

12 Questions to Measure Strength of a Workplace

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CAMP
1

BASE
CAMP

QUESTION

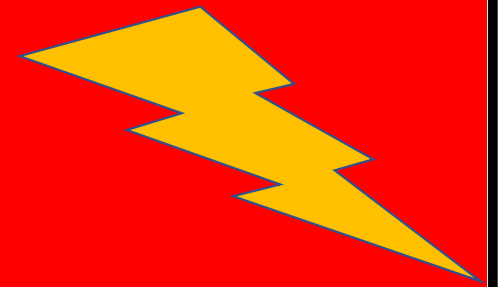
What do I get?

What do I get?

Exercise

Identify some keys to obtaining “5’s – Strongly Agree” to Base Camp & Camp 1 Q’s?

5 min



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BASE
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4. In the last seven days, have I received recognition or praise for doing good work?
3. At work, do I have the opportunity to do what I do best every day?
2. Do I have the materials and equipment I need to do my work right?
1. **Do I know what is expected of me at work?**

CAMP
1

BASE
CAMP

QUESTION

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What do I get?

12 Questions to Measure Strength of a Workplace

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BASE
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CAMP
1

BASE
CAMP

QUESTION

What do I get?

What do I get?

Base Camp & Camp 1

Written job
description
with clear
roles &
responsibilities



Base Camp & Camp 1

Simplicity in leadership

1. What are we doing?
2. Why are we doing it?
3. **What is my role in it?**

Base Camp & Camp 1

Leadercast 2019 – Simply Lead

1. What is your critical role?
2. What is your unique contribution?
3. What is your core responsibility?

Base Camp & Camp 1

The one sentence job description...

“To inspire our teams to be fully engaged in our mission and strategy.” - CEO

Base Camp & Camp 1

The one sentence job description...

“To create, implement, and monitor systems that ensure our organization remains fiscally secure.” - CFO

Base Camp & Camp 1

The one sentence job description...

“To keep the path clear of non-essential tasks and decisions so that they can do what only they can do.”
- Executive Assistant

Base Camp & Camp 1

1:1 Meetings



1:1 meeting mindset

Common mindset

I hold 1:1s to check on people's progress.

Effective mindset

I hold regular 1:1s to help people get – and stay – engaged.

Simple 1:1 meeting tips

1. Hold 1:1s at regular intervals
2. Schedule at least 30 minutes
3. Prep to identify priority topics
4. Draw out issues and interests with *empathetic listening* and coaching questions
5. Help find solutions rather than solve problems

The 4 Keys for Great Managers

1.

2.

3.

4.

Break the Rules...

Conventional Wisdom says...

1. Select a person...based on experience, intelligence and determination
2. Set expectations...by defining the right steps.
3. Motivate the person... by helping identify and overcome weaknesses
4. Develop the person...by helping learn and get promoted

Great Manager says...

1. **SELECT FOR TALENT**, not experience, skills and knowledge.
2. When setting expectations, **DEFINE THE RIGHT OUTCOMES** not right steps.
3. Motivate with **FOCUS ON STRENGTHS** not weaknesses.
4. When developing, **FIND THE RIGHT FIT**...not next rung on ladder

The 4 Keys for Great Managers

1. Select for Talent
2. Define the right Outcomes
3. Focus on Strengths
4. Find the Right Fit



1. Select for Talent

1. Select for Talent

Point: How great managers define talent:

“A recurring pattern of thought, feeling or behavior that can be productively applied.”

1. Select for Talent

Great managers see through 2 myths:

Myth 1: Talents are rare and special.

Myth 2: Some roles are so easy they don't require talent.

1. Select for Talent

Point:

“Every role, performed at excellence,
requires talent.”



2. Define
the right
outcomes

2. Define the Right outcomes

Point: Great managers focus people toward performance.

“Define the right outcomes and let and let each employee find the right route.”



3. Focus on strengths

3. Focus on strengths

Point: Great managers focus on strengths and manage around weaknesses.

“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.”



4. Find the right fit

4. Find the right fit

Point: Great managers know that all employees are not wired, skilled or talented to climb the hierarchical ladder.

“Great managers identify individuals' strengths and talents and put people in the roles where they will have the highest probability of excellence.”



Summary



DON CLIFTON
Father of Strengths Psychology and
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You might be a great manager...

“If you stay wildly dedicated to selecting people with the right identified talents...”

You might be a great manager...

“If you keep the highest priority on identifying, understanding and trying to capitalize on individual’s strengths...”

You might be a great manager...

“If you view your employees as an individually uniquely gifted strategic asset...”

You might be a great manager...

“If your focus is NOT on putting in what was left out, but drawing out what was left in...”

**“I would have been
briefer if I had more
time.”**

-Mark Twain

Climb

THE  LEADERSHIP PROGRAM

2024

May 15-17
McKinney, TX