This document contains proprietary research, copyrighted materials, and literary property of Gallup, Inc. It is for the guidance of your organization only and is not to be copied, quoted, published, or divulged to others outside your membership/organization. All of Gallup, Inc.'s content is protected by copyright.

Neither the client nor the participants shall copy, modify, resell, reuse, or distribute the program materials beyond the scope of what is agreed upon in writing by Gallup, Inc. Any violation of this Agreement shall be considered a breach of contract and misuse of Gallup, Inc.'s intellectual property.

This document is of great value to Gallup, Inc. Accordingly, international and domestic laws and penalties guaranteeing patent, copyright, trademark, and trade secret protection safeguard the ideas, concepts, and recommendations related within this document.

No changes may be made to this document without the express written permission of Gallup, Inc.

Gallup® are trademarks of Gallup, Inc. All rights reserved. All other trademarks and copyrights are property of their respective owners.

GALLUP®

Know Thyself: Lead with your STRENGTHS

Jennifer Gotkin, GALLUP® Education Consultant
Achiever | Competition | Maximizer | Competition | Woo

Jennifer_Gotkin@gallup.com

ABOUT GALLUP - K12 EDUCATION

DELIVERING EXTRAORDINARY ANALYTICS AND ADVICE FOR SCHOOLS

Collect the opinions of people all over the world on issues critical to education and student success.

Recruit, select, and develop highly talented teachers and principals.

Build student, teacher, staff and parent engagement.

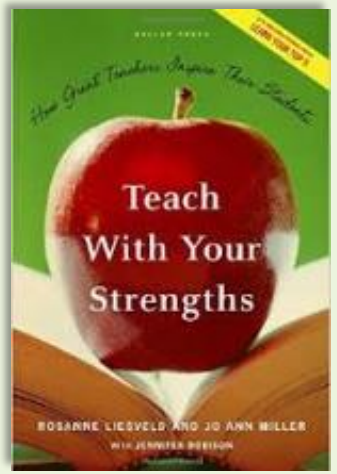
Create strengths-based schools.

Copyright © 2015 Gallup, Inc. All rights reserved.

GALLUP

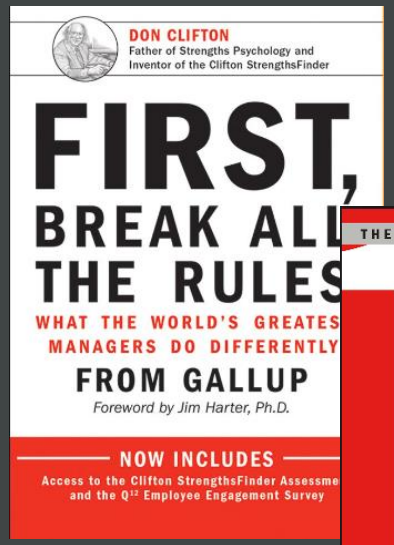
About GALLUP - K12 EDUCATION

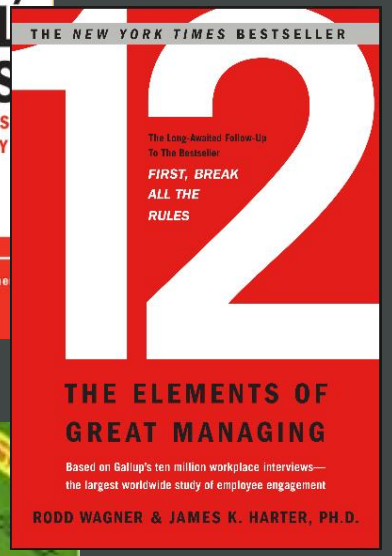
…focuses on the development of students into successful, healthy, and happy individuals who thrive by doing meaningful work and contributing to society.

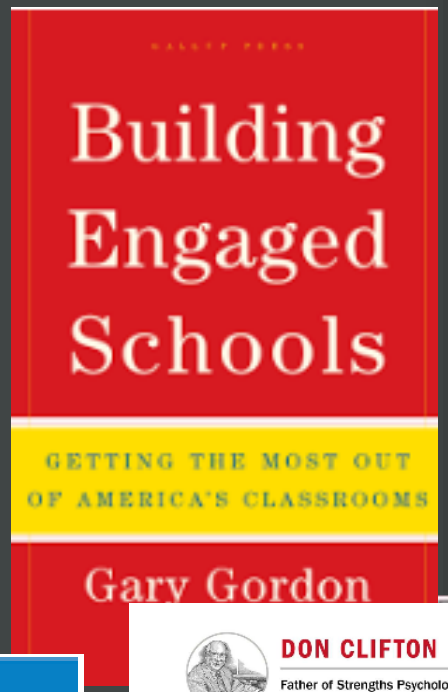


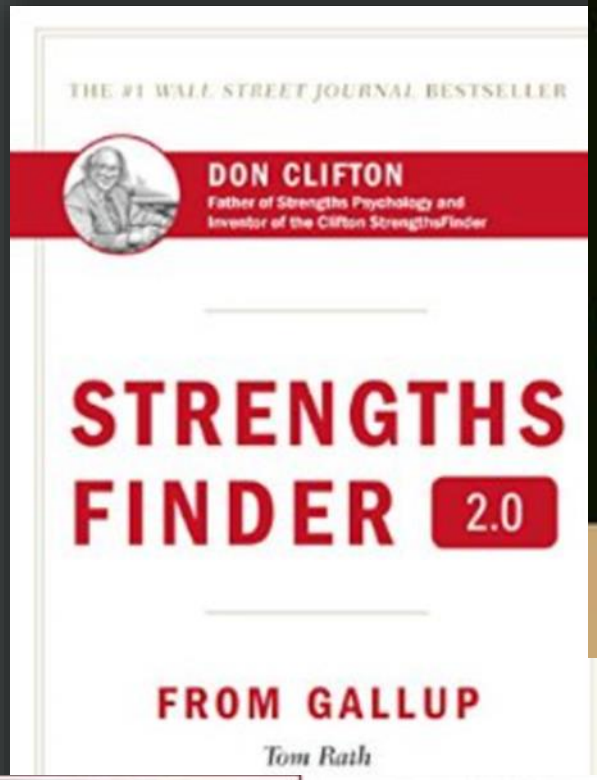
- More attitudinal and behavioral research on students and teachers than any organization in the world
- Largest panel of fifth- to 12th-graders in the U.S. through the **Gallup Student Poll**
- Forty-six year study on public perceptions of K-12 schools with **PDK/Gallup Poll**

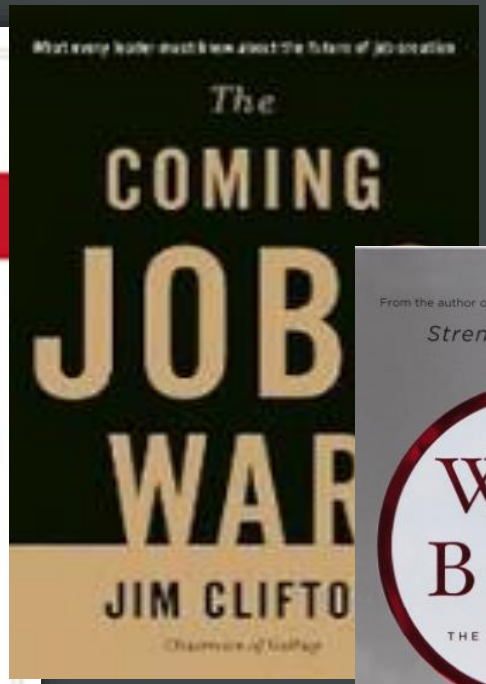
GALLUP Press

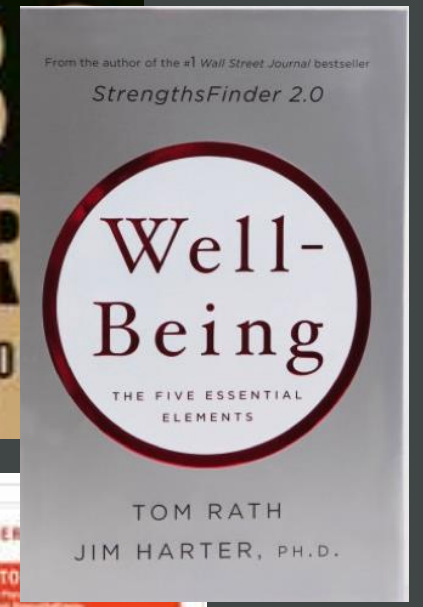


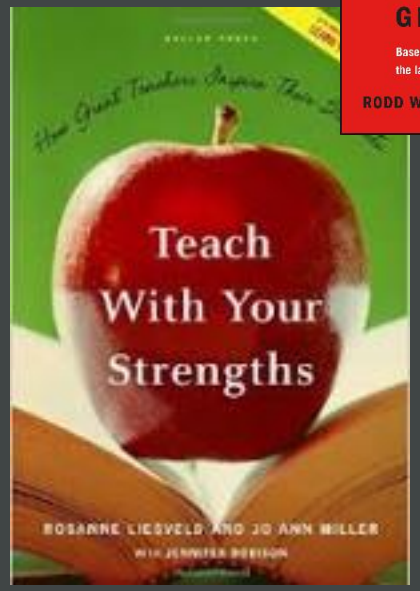


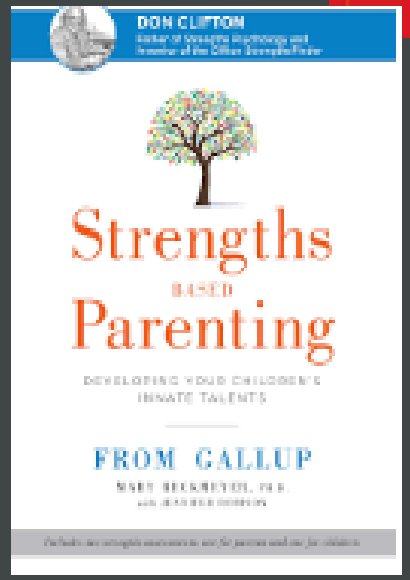


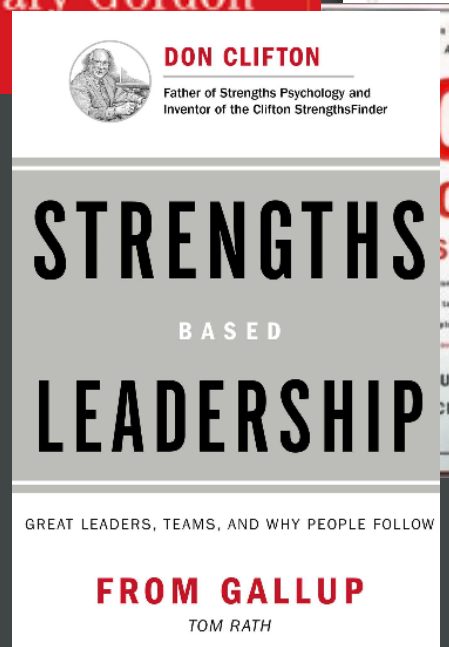


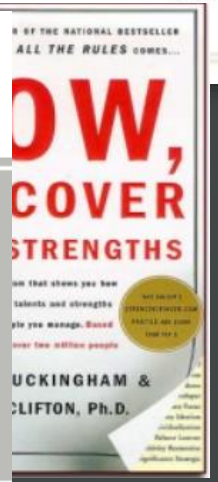


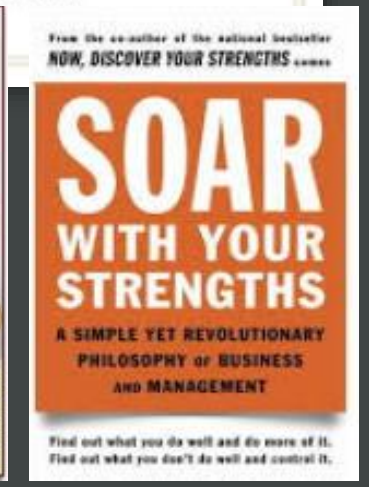


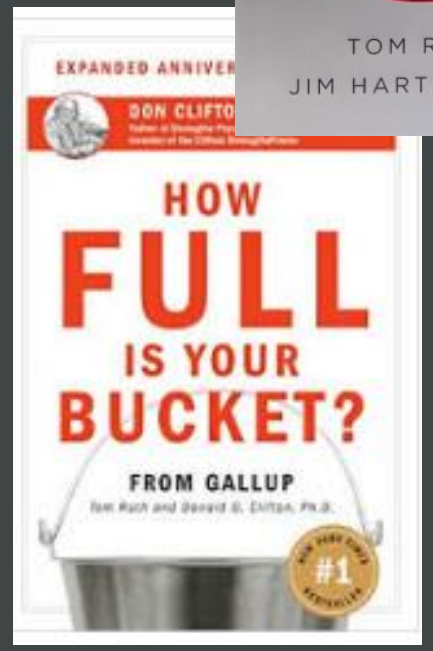












GALLUP

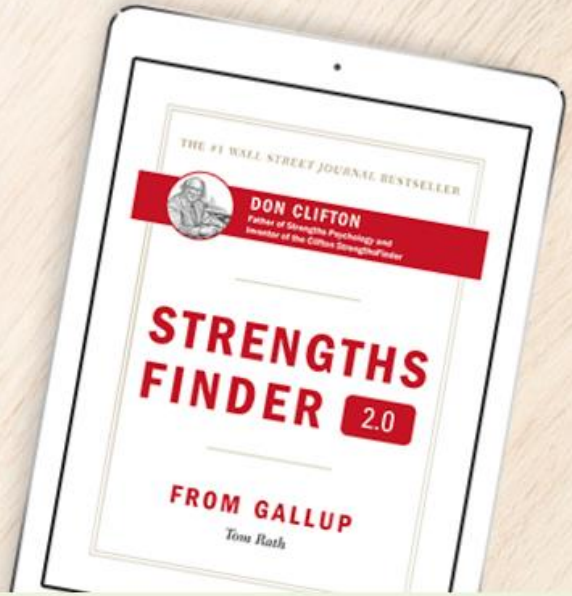
The Science of Strengths - #1 bestselling book

Your Success Starts With StrengthsFinder.

Discover what makes you unique & powerful.

Take the talent assessment from **StrengthsFinder 2.0, Amazon's bestselling nonfiction book of all time.**

BUY NOW

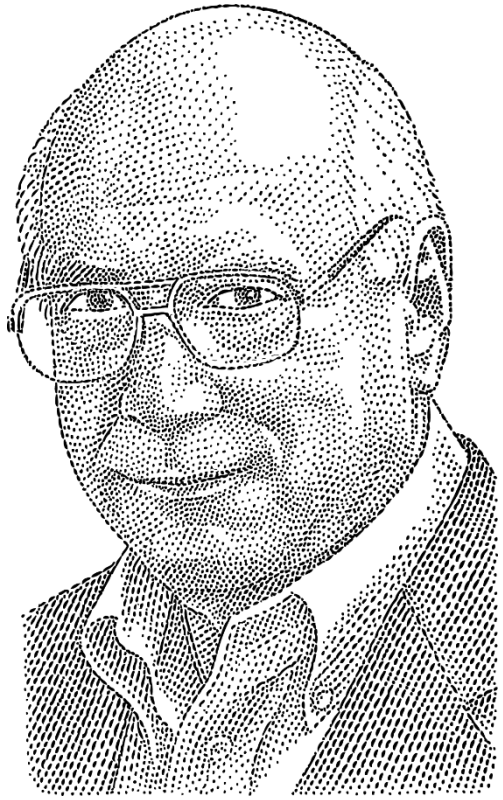


Join the movement.

16,302,807 people

across the globe have
discovered their CliftonStrengths.

“What will happen when we think about what is right with people rather than fixating on what is wrong with them?”



Donald O. Clifton,
psychologist and
business executive
(1924-2003)

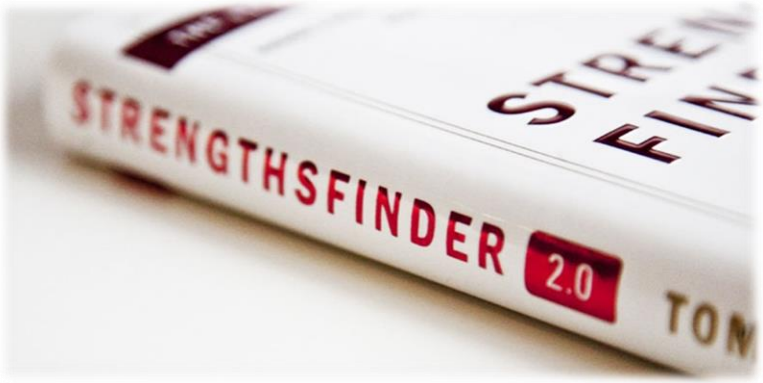
Copyright © 2015 Gallup, Inc. All rights reserved.

NATURAL talent x KEY { experiences + FOCUSED development } = leadership strength

HOW IS TALENT MEASURED?

Gallup works with leaders to identify their natural talents using a scientific assessment tool called **CliftonStrengths**.

- Developed over 30 years of multimillion-dollar research
- Completed by over 16 million individuals
- Over 5,000 per day
- Over 50 countries
- Over 20 languages



Copyright © 2017 Gallup, Inc. All rights reserved.

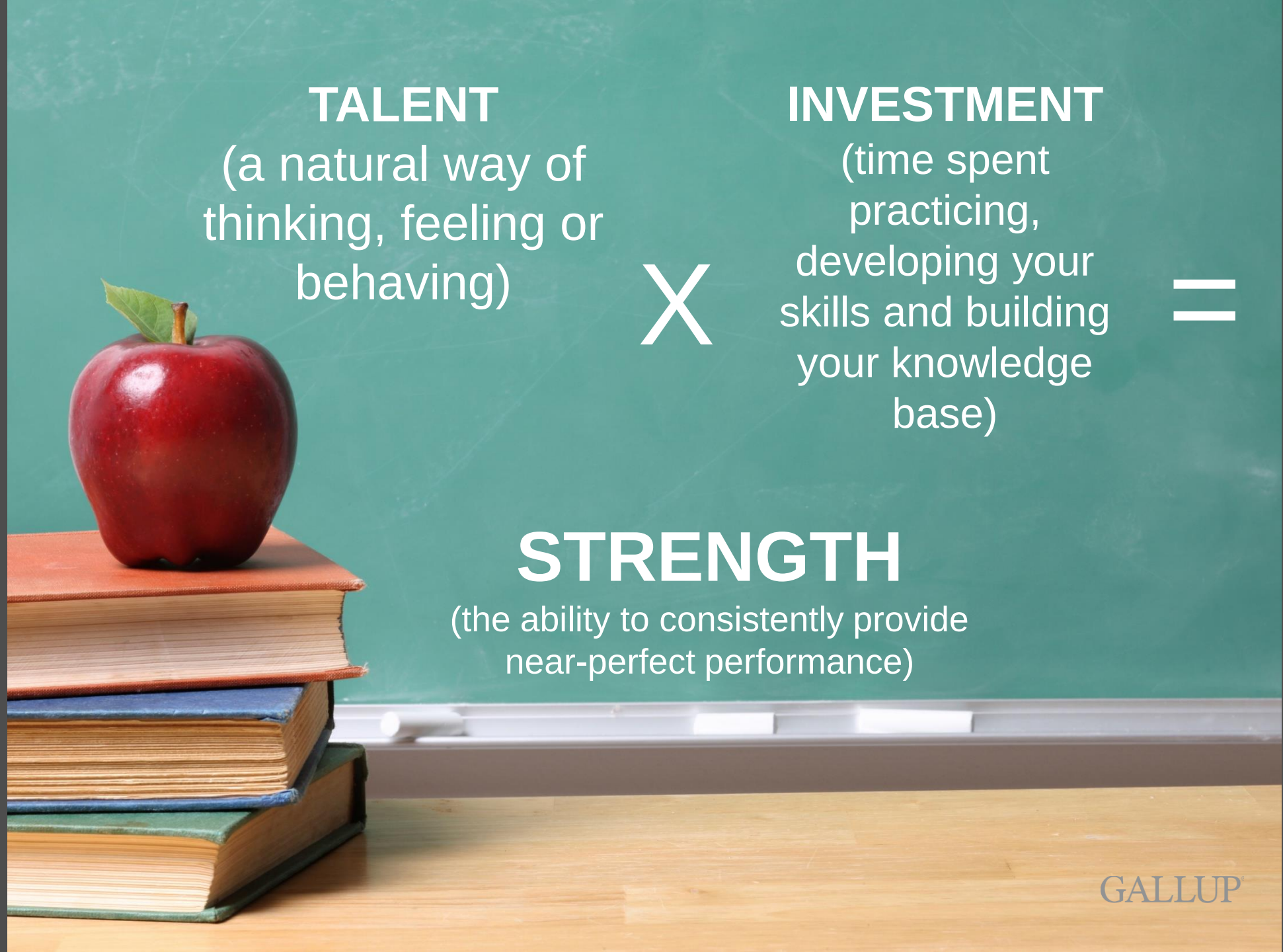
GALLUP

What is Talent?

TALENT:

The natural capacity for excellence.

Copyright © 2017 Gallup, Inc. All rights reserved.


TALENT
(a natural way of thinking, feeling or behaving)
X
INVESTMENT
(time spent practicing, developing your skills and building your knowledge base)
=
STRENGTH
(the ability to consistently provide near-perfect performance)
GALLUP

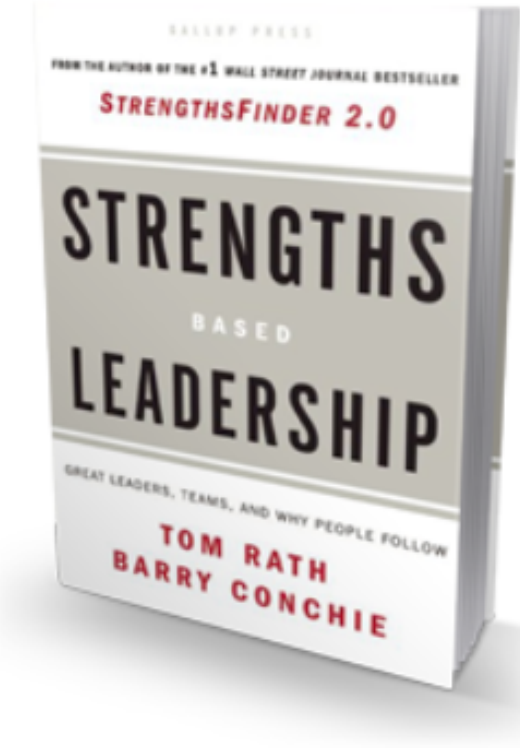
STRENGTHS BASED LEADERSHIP

Co-Authored with Barry Conchie

The long-running *New York Times* bestseller, based on a landmark study of leaders, teams, and why people follow.

A long with a team of Gallup researchers, Rath and Conchie studied decades of data from more than 1 million work teams, conducted more than 20,000 in-depth interviews with leaders, and even interviewed more than 10,000 followers around the world to ask exactly why they followed the most important leader in their life.

The results of that research are unveiled in *Strengths Based Leadership*. Using Gallup's discoveries, authors Rath and Conchie identify three keys to being a more effective leader and use firsthand accounts from highly successful leaders — including the founder of Teach For America and the president of The Ritz-Carlton — to show how each person's unique strengths can drive their success. Filled with novel research and actionable ideas, *Strengths Based Leadership* will give you a new road map for leading people toward a better future.



Copyright © 2012 Gallup, Inc. All rights reserved.

GALLUP

Talent Spotting: Five Characteristics

Listen for YEARNINGS

Watch for SATISFACTIONS

Total performance of excellence: FLOW

Watch for RAPID LEARNING

Glimpses of EXCELLENCE

Copyright © 2012 Gallup, Inc. All rights reserved.

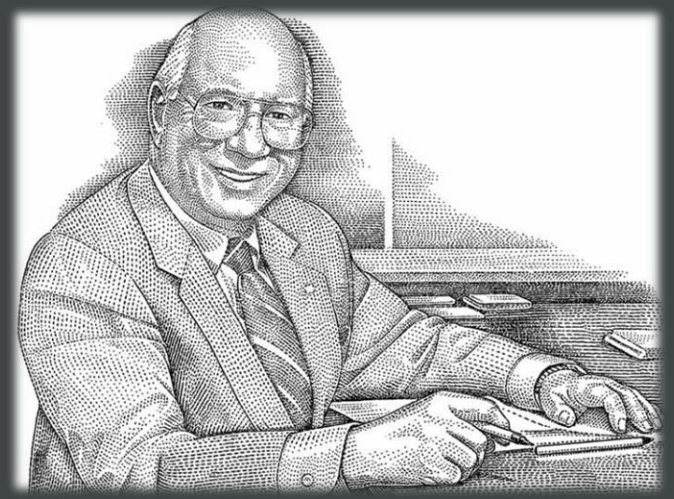
LEADERSHIP– THE BEST OF ME

1. You get the best of me when . . .
2. You get the worst of me when .. .
3. You can count on me to…
4. This is what I need from you…

- What do you like to be called?
- How do you like to be praised and recognized?

Copyright © 2012 Gallup, Inc. All rights reserved.

"A leader needs to know his strengths as a carpenter knows his tools, or as a physician knows the instruments at her disposal…



Don Clifton (1924-2003)

…What great leaders have in common is that each truly knows his or her strengths --and can call on the right strength at the right time."

GALLUP

Superintendent Thoughts on Strengths Based Development

55%

of superintendents strongly agree they know their personal strengths…

…but only

15%

of superintendents strongly agree the district has an effective leadership coaching program in place for school and district administrators.

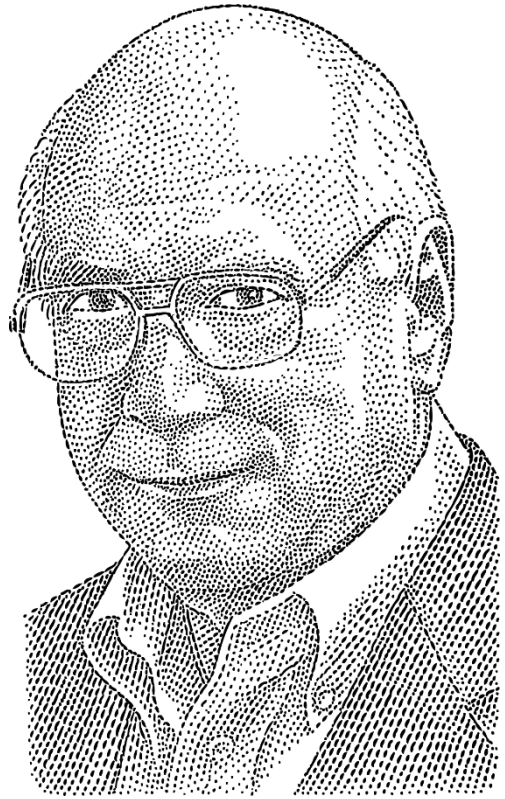
Using a 5-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with each of the following statements. You may use any number between 1 and 5.

Copyright © 2017 Gallup, Inc. All rights reserved.

GALLUP

Do you really know **strengths?**

- Do you receive feedback regularly about your **strengths?**
- Do you have a sophisticated vocabulary around **strengths?**
- Are you aiming your **strengths** appropriately?
- Do you spend time thinking about and adapting to *others'* **strengths?**
- Are you building teams and staff with consideration for their **strengths?**
- Are you managed in a **strengths based way**?



Donald O. Clifton, psychologist and business executive (1924-2003)

Copyright © 2015 Gallup, Inc. All rights reserved.

GALLUP

Are schools strengths-based?
GALLUP

LESS THAN 50%

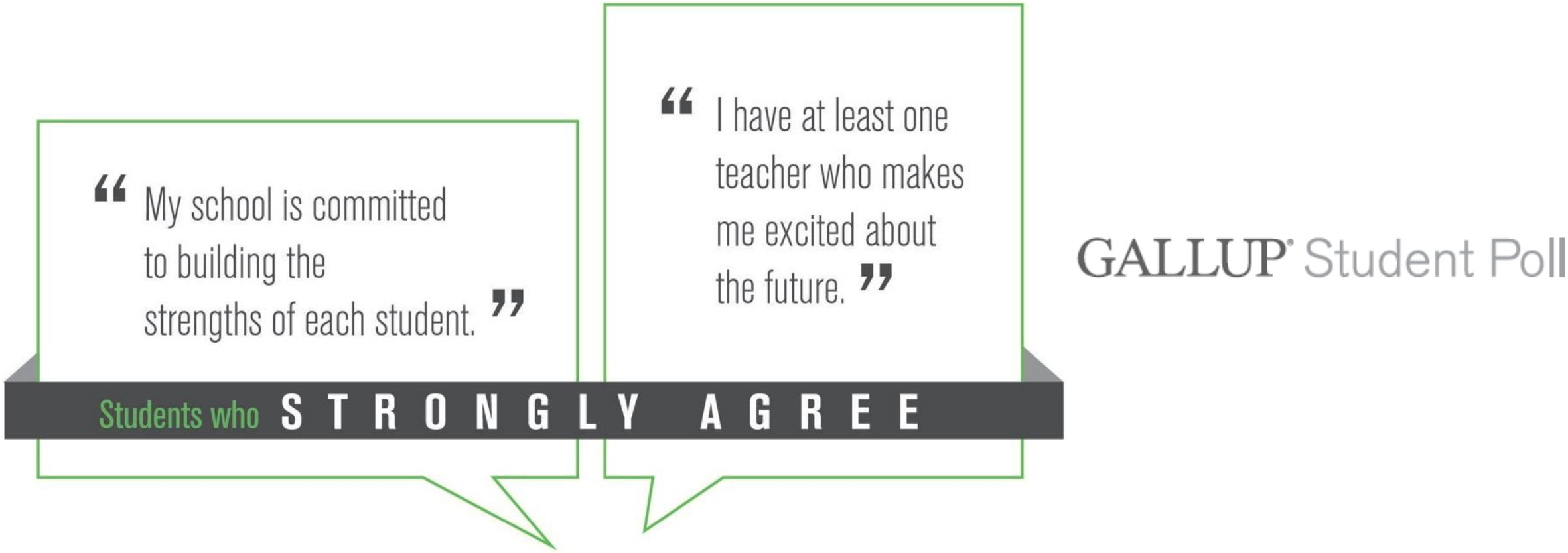
OF U.S. STUDENTS **STRONGLY AGREE** THAT THEY GET TO DO WHAT THEY DO BEST EVERY DAY

Copyright © 2015 Gallup, Inc. All rights reserved.

MORE THAN EIGHT IN 10 STUDENTS

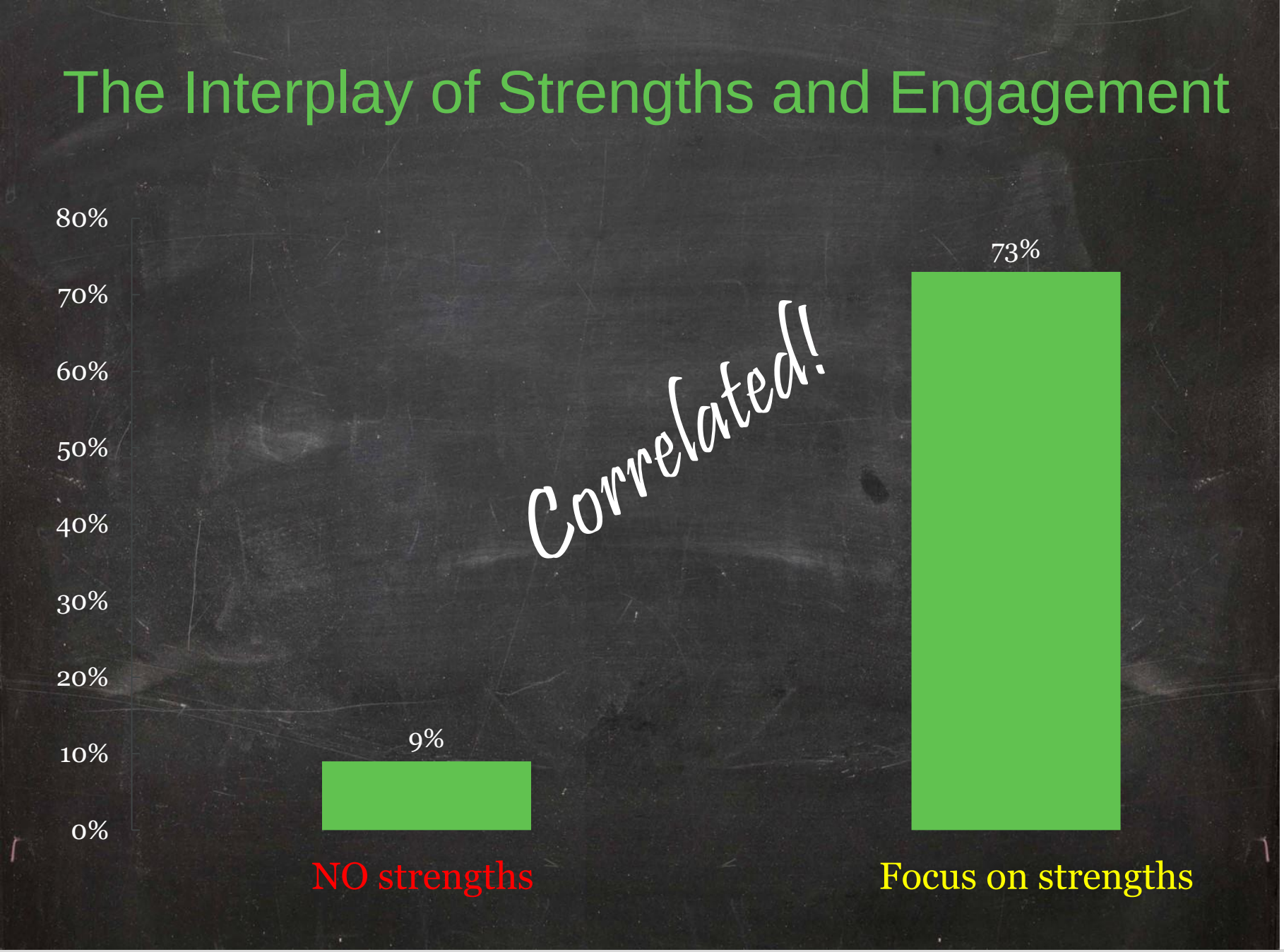
who strongly agree their school is committed to building each student's strengths are engaged in school

Copyright © 2015 Gallup, Inc. All rights reserved.



Copyright © 2015 Gallup, Inc. All rights reserved.

The Interplay of Strengths and Engagement



GALLUP'S Q12 ENGAGEMENT SURVEY…

(from "Building Engaged Schools" workshop)

Copyright © 2016 Gallup, Inc. All rights reserved.
GALLUP

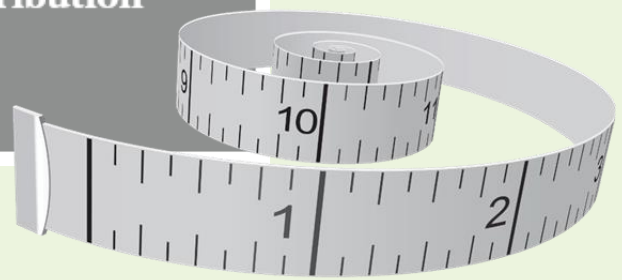
THE 12 ITEMS THAT MEASURE EDUCATOR ENGAGEMENT

Q12	EDUCATOR'S NEEDS
Knowing What's Expected Q1	Focus Me
Materials and Equipment Q2	Free Me From Unnecessary Stress
Opportunity to Do Best Q3	Know Me
Recognition and Praise Q4	Help Me See My Value
Someone at Work Cares Q5	Care About Me
Someone at Work Encourages Development Q6	Help Me Grow
Opinions Count Q7	Hear Me
Connection to the Mission Q8	Help Me See My Importance
Committed to Quality Work Q9	Help Me Feel Proud
Best Friend at Work Q10	Help Me Build Trust
Talking About Progress Q11	Help Me Review My Contribution
Opportunities to Learn and Grow Q12	Challenge Me

GALLUP

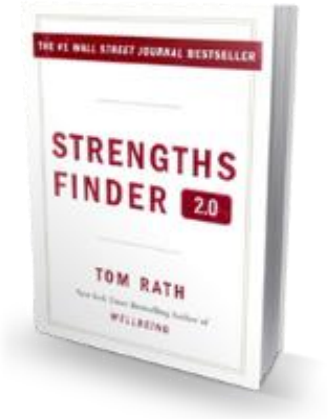
GALLUP'S Q12 ENGAGEMENT SURVEY…

(from "Building Engaged Schools" workshop)



GALLUP CLIFTON STRENGTHSFINDER© - 34

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



Copyright © 2012 Gallup, Inc. All rights reserved.

Strengths Based Leadership: Four Domains of Leadership Team Strength

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

Copyright © 2012 Gallup, Inc. All rights reserved.

TEAM STRENGTHS GRID

Welcome to my team

18 People

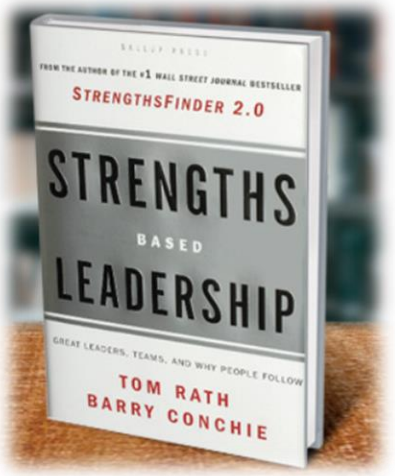
			Strategic Thinking								Influencing								Relationship Building									Executing								
			18%		11 People					21	13%			7 People				15	49%			16 People				56	20%			13 People				23		
			Context	Analytical	Strategic	Futuristic	Ideation	Input	Learner	Intellection	Maximizer	Self-Assurance	Significance	Competition	Activator	Woo	Communication	Command	Developer	Empathy	Individualization	Relator	Includer	Harmony	Connectedness	Adaptability	Positivity	Achiever	Arranger	Restorative	Focus	Belief	Consistency	Discipline	Responsibility	Deliberative
			1	1	4	1	2	1	6	5	5	1	0	0	3	3	2	1	8	9	4	6	4	6	7	8	4	3	4	1	0	5	2	0	7	1
Departmer	Team	Name																																		
	Gallup	Person 9			1		2				7	3			4		10	5											8			9			6	
	Gallup	Person 10									4									3		5		2											1	
	Gallup	Person 11							5	2									9				8	10	3	1	6	7				4				
	Gallup	Person 12							2		4								6		1	3		5	9				10			7			8	
	Gallup	Person 13			1		2				5				8	10	3		4						9	6						7				
	Gallup	Person 14						5		3										4	9	8		2	7	1			6						10	
	Gallup	Person 15			3	7			9		1				4							5			8	2	10		6							
	LGEB	Person 16								4															3	1				5					2	
	LGEB	Person 17							4	1														5				2							3	
	LGEB	Person 18														5			3	2			4				1									
	LGEB	Person 19														3			5	4					2	1										
	LGEB	Person 20																		1	2										5			3	4
	LGEB	Person 21							2	1										3				5				4								
	LGEB	Person 22		5	4				1													3	2												
	LGEB	Person 23	4																5	2	1					3										
	LGEB	Person 24																	2	1		3				5						4				
	LGEB	Person 25																	3	1			2				4					5				
	LGEB	Person 26																																		

Copyright © 2012 Gallup, Inc. All rights reserved.

GALLUP

Leading with… ACHIEVER

From "*Strengths Based School Leadership*" Workshop --GALLUP



Achievers like to be **busy**.

They tend to like crossing things off (and adding things to) **lists**.

Possessing an **internal drive**, this is a consummate **self-starter**.

They are the **volunteers.**

They are the chairs and committee leads.

Long meetings can be *painful*.

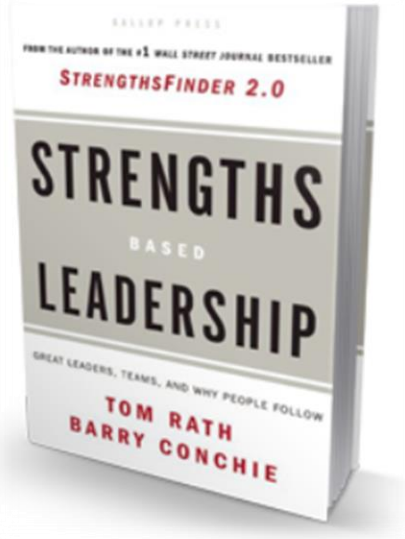
Achievers may struggle to relate with those who are less productive.

Achievers don't want to be slowed down.

Adapting Praise & Recognition

When leading an Achiever, praise diligence: *"Wow! How late did you stay up to get this done?"*

What are the Keys to Being a More Effective Leader?



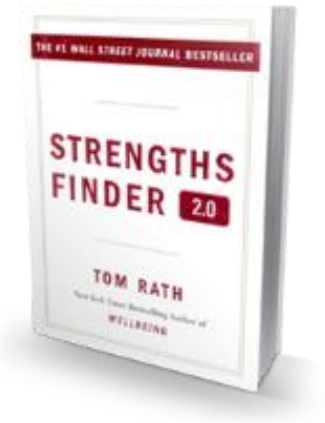
- The most effective leaders are always investing in strengths.
- The most effective leaders surround themselves with the right people and then maximize their team.
- The most effective leaders understand their followers' needs.

Copyright © 2012 Gallup, Inc. All rights reserved.

YOU ARE UNIQUE!

1 in 275,000 chance of meeting someone with the same TOP 5

1 in 33m chance of meeting someone with the same TOP 5 in the **same order.**



Copyright © 2012 Gallup, Inc. All rights reserved.

GALLUP

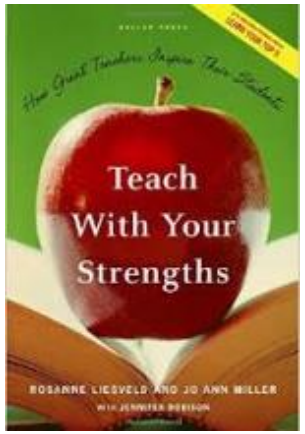
STRENGTHS BASED "STUMP SPEECH"

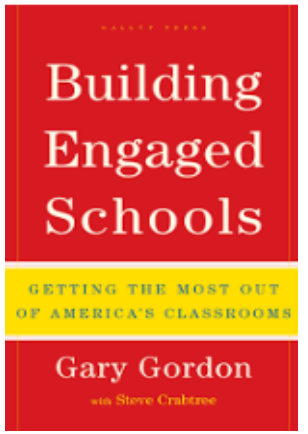
Top 5:

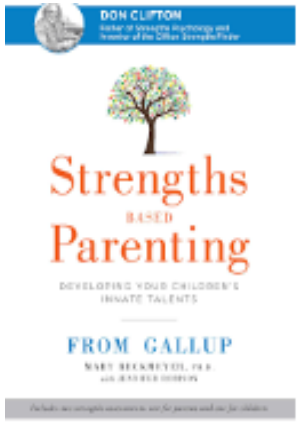
- Communication
- Positivity
- Woo
- Adaptability
- Strategic

Copyright © 2012 Gallup, Inc. All rights reserved.

STRENGTHS BASED SCHOOLS







"All In" – Leaders, Staff, Teachers, Students—and Parents!

Strengths is a *process,* not a one-time event.

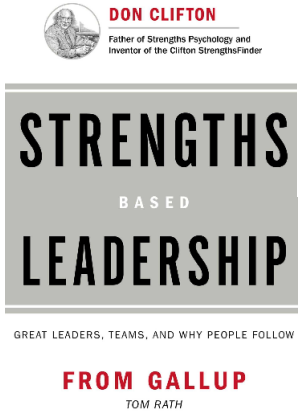
Infusion – Strengths is the diet.

Accountability – *Beyond* academics.

Personalized Learning – Each student knows and uses their strengths.

Designated, Trained Strengths Champions at the local school level.

- Counselors, Educators, and Student Advisors



CLIFTONSTRENGTHS FOR STUDENTS

Copyright © 2012 Gallup, Inc. All rights reserved.

GALLUP®

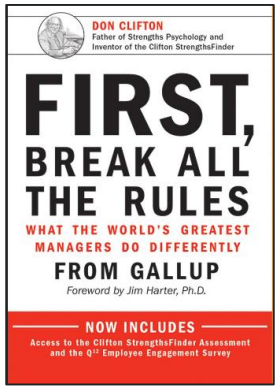
When people do what they do best, they not only help themselves, they change the world.

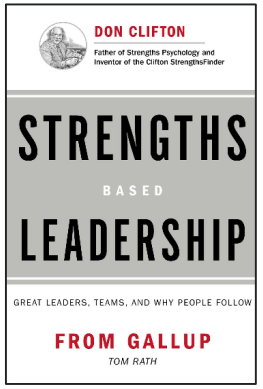
Contact me for the ***Gallup Education*** *discount.*

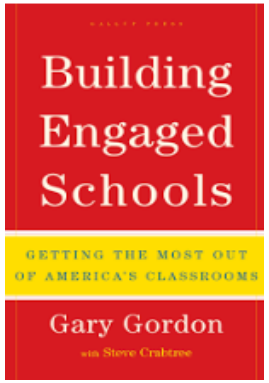
Copyright © 2012 Gallup, Inc. All rights reserved.

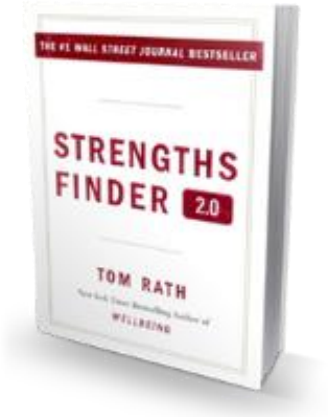
GALLUP®

WHAT NEXT FOR LEADERS?









Administer GALLUP'S Q12 ENGAGEMENT SURVEY at your school

GALLUP® Student Poll

LinkedIn™

Connect with me!

SUBSCRIBE

Gallup.com

CLIFTON STRENGTHSFINDER®

Copyright © 2015 Gallup, Inc. All rights reserved.

GALLUP®

WHAT NEXT FOR YOUR STUDENTS?

CliftonStrengths for Students

Ages 10-14

CLIFTONSTRENGTHS FOR STUDENTS

Ages 14+

Contact me for special **EDUCATION RATES** for *Clifton StrengthsFinder* resources.

NEW! Gallup "Student Strengths Specialist" Workshop!

Copyright © 2015 Gallup, Inc. All rights reserved.

GALLUP

GALLUP

Know Thyself:
Lead with your Strengths!

Jennifer_Gotkin@gallup.com