

CliftonStrengths® for Managers

Welcome to CliftonStrengths for Managers, the report that guides you through your unique talents and how you can use those talents to succeed in your role.

We designed this report to make your days easier, bring clarity to your role and strengthen your management practice.

Use this report to learn about your results and better understand what you naturally do best as a manager. Then, go implement the action items into your role responsibilities — starting today.

YOUR TOP 10 THEMES

1. Futuristic

Share your visions of a better future.

2. Learner

Use your passion for learning to add value to your own and others' lives.

3. Arranger

Improve effectiveness and efficiency by reorganizing resources.

4. Individualization

Appreciate the uniqueness in each person you meet.

5. Analytical

Use your logical, objective approach to make important decisions.

6. Communication

Use your gift for stimulating conversation to connect with and inspire others.

7. Focus

Set specific goals with timelines to motivate yourself.

8. Relator

Connect deeply with the right people to gain friends for life.

9. Strategic

Always have at least three options in mind so you can adapt if circumstances change.

10. Responsibility

Take ownership for the things that matter most to you.

Each Theme Fits Into a Leadership Domain

EXECUTING themes help you make things happen.

INFLUENCING themes help you take charge, speak up and make sure others are heard.

RELATIONSHIP BUILDING themes help you build strong relationships that hold a team together.

STRATEGIC THINKING themes help you absorb and analyze information that informs better decisions.

Better Management Starts Here



- 1. **Futuristic**
- 2. **Learner**
- 3. **Arranger**
- 4. **Individualization**
- 5. **Analytical**
- 6. Communication
- 7. Focus
- 8. Relator
- 9. Strategic
- 10. Responsibility

The role most critical for success in any organization is that of a manager. Your role is essential — and challenging — and we know that the best way to *lead confidently* and *lead well* is to lead with your strengths.

Your distinct CliftonStrengths profile sets you apart from every other manager. Above is your talent DNA, shown in order based on your responses to the assessment.

Learn About Your Most Powerful Strengths

The first 10 themes are your most dominant. This report outlines how each of those gives you an advantage in your management practice. But to fully understand your talent DNA, you must know that your top five themes — the ones that shine through in almost everything you do — are the *most powerful* of your dominant 10. Take the time to learn more about them.

Discover Practical Ways to Apply Them

Incorporate your strengths into your day-to-day routine: from the one-on-one conversations you're already having and team meetings you're already running to the way you're strategically planning and overseeing processes.

Each theme page includes:

- **How that theme contributes to your success**
- **How that theme could get in the way of your success**
- **Action items that you can implement immediately**

Use Them

The most important expectation of an excellent manager is to have **one meaningful conversation every week with each team member about their goals**. Keep reading this report to learn how to best apply your strengths in every one of those conversations to work with your team members to achieve those goals.

Whether you're looking for a better way to more confidently manage a meeting that starts in 30 minutes or for long-term solutions or strategies, the theme of this report is clear: **Use your strengths to become a better manager.**



STRATEGIC THINKING

1. Futuristic

You are inspired by the future and what could be. You energize others with your visions of the future.

How This Theme Contributes to Your Success

You think more about what *can be* than what *is*. When you share this curiosity about the future with others, you push your team to think beyond today and find new and smarter ways of working.

Today's events are leading *somewhere*, and you focus on what that somewhere could be. Team members benefit from hearing your ideas about what's coming and feel inspired by understanding how their work will secure future success.

Likely, your team members always go to you when they need a gut reaction or opinion about something related to the future. These discussions help you better understand their passion and guide their development toward their ideal future.

How This Theme Could Get in the Way of Your Success

- Some employees might be concerned or anxious about your vision of the future because change intimidates them. Know when you need to further explain your plans and ideas or when you need to slow down.
- Spending too much time dreaming about the future can discourage others. If your team members' day-to-day responsibilities take up all of their time, they might see your visualizing as downplaying the importance of their current struggles or workloads.
- Your vision of the future is so clear that you may move forward without giving your team more context about it. Ensure that you create alignment with your team members on where you are going by describing why you are excited about your vision.

ACTION ITEMS

How to Apply Futuristic as a Manager

This theme gives you an edge — here's how you can use it.

- ☐ **Describe what the ideal picture of success looks like and the steps your team should take to reach it.** Because you have a firm grasp of what the future could be, you can make this vision a reality by connecting your team's current work and its future successes. This will strengthen your team's focus on achieving its purpose and mission.
- ☐ **Ask your team members to describe their brand.** What do people in our organization know them for? What do people like best about working with them? When people think of them, what words do they associate with them? The future picture helps arrange initial steps; collaborate to create a plan to make that vision a reality.
- ☐ **Connect your team's work with the organization's performance goals and mission.** Keep team members focused on the bigger picture and their role — both as a team and as individuals — in the organization's overall success.
- ☐ **Ask team members where they want to be professionally a year from now.** Collaborate with them to decide what developmental opportunities they need to get to where they want to be in a year, and then make them happen. A lack of options for development is one of the main reasons employees leave their organization.

Reflect to Plan for Action

What new goals and ideas have you been considering recently?

How do you communicate new ideas and plans to your team?



STRATEGIC THINKING

2. Learner

You have a great desire to learn and want to continuously improve. The process of learning, rather than the outcome, excites you.

How This Theme Contributes to Your Success

You are a catalyst for learning. Whether it's information about the work your organization does, industry trends or something completely unrelated to your role, you enjoy figuring out the processes that keep your team at the forefront of new information, which can lead to greater success.

You are an expert in team development. You push others outside of their comfort zone so that they can develop in their role. The way you see it is simple: You can't learn what you already know, so you can't stay exactly where you are. Continued learning and personal and professional development are values that guide your team.

Being *always* willing to learn new things means you are a reliable manager during times of change. Whether change comes easily for you isn't the point, the point is that you excel at challenging others to learn and grow despite their circumstances. And what better opportunity to do that than in the face of change?

How This Theme Could Get in the Way of Your Success

- Not everyone loves to learn. You often forget that not everyone has the same innate desire for more knowledge as you do. Adding extra pressure to learn more could make team members feel like you're dissatisfied or disappointed in their development.
- When you're learning, you don't always focus on team outcomes or goals. While not all your education needs to be work-, industry- or team-related, most of it should be. If something you've learned is relevant, share it with team members who could benefit from it.
- The way you learn is unique to you. Be careful not to force others to learn the same way as you. Take inventory of your team's learning styles so that you account for everyone when you share your knowledge with them.

ACTION ITEMS

How to Apply Learner as a Manager

This theme gives you an edge — here's how you can use it.

- ☐ **Identify your team members' learning styles.** Some like to read about a topic, while others ask questions; some want to gather and study data, while others aspire to be the first to try something new. Knowing your team members' learning styles helps you individualize your coaching to keep them developing.
- ☐ **Discover how skills, training and applying new knowledge will affect business outcomes.** This proves the benefits of learning and the value of growth and development in your team members' role. Research supports the link between learning and performance.
- ☐ **Set aside time to learn and share new things with your team.** Challenge yourself to sort through everything you're learning and share your three most important takeaways with your team. Realizing what's most important to your team helps you prioritize the *value* over the volume of what you're learning.
- ☐ **Learn all you can about your team members.** Find out their motivations, areas of expertise, values and career aspirations. Use this information to set them up for success every day and collaborate with them on their long-term career goals.

Reflect to Plan for Action

Where do you see opportunities for performance development on your team?

How do you learn best?

**EXECUTING**

3. Arranger

You can organize, but you also have a flexibility that complements this ability. You like to determine how all of the pieces and resources can be arranged for maximum productivity.

How This Theme Contributes to Your Success

Managing projects with many moving parts does not overwhelm you, but just the opposite. You get energy from organizing processes, assigning roles to team members and adapting to meet the needs of the current moment.

You set up your team for success when you put them in roles that fit them best. But things can — and often do — change without notice. When something becomes chaotic, you can maneuver and adjust current plans. This is when your ability to efficiently put things in order gives your team stability.

Others might try to figure out whether your plans are rigid and unmovable or flexible and everchanging. But no matter the label, you are more concerned with improving workflows and increasing performance by rearranging whatever it takes to succeed.

How This Theme Could Get in the Way of Your Success

- Your willingness to change course or start a new plan could frustrate your team and create feelings of unpredictability. Once you organize a process or strategy you think is best, write a plan so that your team can follow your thinking.
- Because you enjoy deciding how every piece of the puzzle fits together, you forget that others might not be as good at managing so many things at once. To ensure that team members don't feel overwhelmed or incapable, consider delegating some responsibilities to others who would excel in those areas.
- You enjoy bringing a meaningful structure to disorganized or chaotic situations. Be sure that you don't intentionally create turmoil when you want to change a plan or make something more manageable. Making unnecessary changes to processes, goals, standards, etc., can frustrate others.

ACTION ITEMS

How to Apply Arranger as a Manager

This theme gives you an edge — here's how you can use it.

- ☐ **Define and communicate each team member's priorities.** Outlining what team members should focus on is especially important when considering cross-functional roles and processes. This will make sure their effort within and across teams is successful.
- ☐ **Organize your team's multiple projects based on priority and timeline.** Your team depends on you for this guidance. By coordinating tasks, you position the team to complete each project without pausing to sort out confusing and competing priorities.
- ☐ **Identify what resources team members need to complete every assignment.** Make it your priority to find and stock these resources for your team ahead of time. If resources are limited or unavailable, help your team find ways to make progress without them or with alternative solutions.
- ☐ **Update your team on progress and priorities and give feedback on current assignments frequently.** This information gives your team members a way to communicate their work to best achieve team and organizational goals. Because you see how things work together for maximum productivity, your team depends on you for these updates.

Reflect to Plan for Action

How do you keep the details of multiple projects organized?

How do you decide what each team member's priorities should be?



RELATIONSHIP BUILDING

4. Individualization

You are intrigued with the unique qualities of each person. You have a gift for figuring out how different people can work together productively.

How This Theme Contributes to Your Success

You naturally know what your team members need. Because you know their strengths and weaknesses and how they like to work, you assign tasks, and even roles, based on whom they are best suited for. Why leave success up to chance when you know exactly how to build a thriving team where everyone feels like they're winning individually?

You're not satisfied until you make each person feel seen, heard and valued. To do this, you get to know your employees better in the context of work while discovering who they are at a personal level. This helps you build stronger, longer-lasting relationships with your team members.

You detest one-size-fits-all approaches, and this shows in the way you engage your team members. Performance conversations, goal-setting discussions and recognition all look different for each person. You notice the slightest differences in people — and you *appreciate* those differences.

How This Theme Could Get in the Way of Your Success

- Sometimes, you spend too much time individualizing your approach, trying to ensure a perfect outcome for an employee. It's OK to create one consistent plan or process and then change it to save time and build a foundation for fairness.
- Your relationships may feel one-sided because you want to know everything about a person. Just as you want to know about others, you want others to know about *you*. Most people won't naturally return this individualized attention, so manage your expectations so that others don't disappoint you.
- You may be quick to assume things about people because your instinctive feelings give you the confidence to say, "trust me, I just know." However, your team members might prefer that you just ask them about their wants, needs and values.

ACTION ITEMS

How to Apply Individualization as a Manager

This theme gives you an edge — here's how you can use it.

- ☐ **Recognize your team members regularly.** Describe each team member's best contribution to every major success. Praise helps them become more aware of their unique ability, encouraging them to use it more often and leading to new levels of success.
- ☐ **Recognize each team member's communication preferences.** Ask them how often they want the two of you to get together, their communication preferences and how they process information best — whether it's reading, discussing or listening.
- ☐ **Ask each employee to describe their best day at work.** What they did, goals they achieved, whom they worked with and recognition they received. These insights can help you and the team member find ways to create opportunities for more days like their best.
- ☐ **Learn how each team member works best.** Once you do, you can better position them to succeed. Some employees need to think, while others need to talk; some need a partner, while others prefer working alone. And while some need to ask questions, others want to jump into action. Knowing this will help you motivate your team members more effectively.

Reflect to Plan for Action

How often do you praise your team members for their successes?

What information must you get to feel like you know someone?



STRATEGIC THINKING

5. Analytical

You search for reasons and causes. You have the ability to think about all of the factors that might affect a situation.

How This Theme Contributes to Your Success

Before making a decision for your team or organization, you gather as much information as possible to compare different options. This need to analyze is your way of maintaining credibility and proving to yourself and others that you've made the best choice. Having time to think isn't a *want* — it's a *need*.

Your evidence-based approach to coming to a conclusion helps your team members trust that you'll make the right decision without personal biases or prejudices getting in the way. You insist that team members have thorough and concrete ideas.

You can manage team members' emotions with objectivity and logic. You believe focusing solely on emotions won't guide anyone to a healthy or satisfactory conclusion. You bring clarity and balance to your team.

How This Theme Could Get in the Way of Your Success

- Because logic and objectivity influence your approach to decision-making and search for deeper meaning, your team members and colleagues may perceive you as harsh, emotionless or distrusting. Be open about why you're constantly asking pointed questions, and communicate your thinking so that your team knows your approach isn't void of emotion — just practical.
- While your calculated approach to most things brings much-needed order and logic, your team members need emotional stability and guidance from you every so often. Try being more open about your feelings to encourage the same thing from your team members.
- When you decide on a plan, you act quickly and decisively — often alone — which means your decision could surprise others. Letting your team members know what you're thinking at every point of the process helps them better understand your thoughts.

ACTION ITEMS

How to Apply Analytical as a Manager

This theme gives you an edge — here's how you can use it.

- ☐ **Break down new processes, technology or systems into their most basic parts.** Train your team using this approach. Your ability to simplify the complex will increase team members' clarity and confidence.
- ☐ **Share your three best decision-making questions with your team.** Establish these questions as criteria for all team members to use to decide on priorities and strategies. This will help your team quickly reach an agreement without relying on opinion.
- ☐ **Have frequent question-and-answer sessions with your team.** Before this meeting, have team members give you questions to answer or have them bring at least one to the discussion. These sessions will energize you and develop your team members' ability to think critically.
- ☐ **Help your team members become more aware of their successes and contributions to the organization.** Create and present charts or graphs that show quarterly progress toward team goals and year-over-year successes. Data are powerful, so use them to show the team how it has grown and inspire continuous improvement for the future.

Reflect to Plan for Action

How does your objective approach to your job help you achieve your goals?

What is your approach to simplifying complex tasks?

**INFLUENCING**

6. Communication

You generally find it easy to put your thoughts into words. You are a good conversationalist and presenter.

How This Theme Contributes to Your Success

You can tell stories that help convey essential information in a way that people enjoy. When you focus your messages on the most important topics, you help your team move forward with clarity and energy.

You pull the right people into the right conversations. Instinctively, you have clear discussions to help build alignment on the team. This is because you can communicate back what you hear your team members say, resulting in team consensus and confidence.

You use vivid imagery, carefully thought-out words and clear descriptions to describe your team members' thoughts and concerns. Your ability to find the appropriate words in the moment allows you to effectively capture how your team feels. Because you've communicated a common ground, your team can build an action plan.

How This Theme Could Get in the Way of Your Success

- Telling a story whenever you get the chance could turn off others to hearing what you have to say. Pick well-timed moments to communicate and share your stories to make sure your team members don't stop listening when it's necessary.
- Listening is the key to knowing what to say. You might have a tendency to unintentionally interrupt others who want to share their own perspectives and just need you to listen.
- While you may do your best thinking aloud, be careful not to count on team members to listen to your thoughts as they evolve. Not everyone likes to process ideas externally, meaning they might disregard important things you need to share.

ACTION ITEMS

How to Apply Communication as a Manager

This theme gives you an edge — here's how you can use it.

- ☐ **Ask your team members how they naturally communicate.** From needs and priorities when work is hectic to moving quickly from one assignment to another, when you ask, you learn how employees communicate best. This will support a sense of teamwork and strong relationships in times of change or disruption.
- ☐ **Meet with your team members one on one to get to know them better.** Write down important words and phrases employees use during these conversations to better understand their emotions and motivations. These words can help you become a better coach by learning how to talk about each team member's performance.
- ☐ **Review the different ways you communicate with your team.** As you examine these ways, make sure they all intentionally support engagement and performance. If your messaging becomes repetitive for your team, it could lose its effect. You might need to reinforce communications during team or individual conversations.
- ☐ **Ask your employees open-ended questions, and then listen to their answers.** Use your talents less like a boss and more like a coach. Bosses tell; coaches ask and listen. Ask questions that require more than just a one-word response such as "what" and "how" questions. While your tendency may be to talk more, be intentional about listening.

Reflect to Plan for Action

How does your communication style help you achieve your goals?

When is it hardest and easiest to listen rather than talk?

**EXECUTING**

7. Focus

You can take a direction, follow through and make the corrections necessary to stay on track. You prioritize, then act.

How This Theme Contributes to Your Success

Your Focus theme helps you prioritize, then act. First, you easily decide whether a task is necessary — if it's not helping, it's not needed. Second, you determine in what order you should complete the most important tasks. This doesn't always come easily for others, but it helps you guide your team toward success.

You prefer to work toward a specific objective and want your team to do the same. Because you know where you're headed every day, you can easily help your team and each individual set goals that align with your expectations and other organizational objectives.

When projects derail — no matter how chaotic or cluttered — you know how to get the team headed in the right direction again. Because you can easily assess a situation to determine the priority, your team members know that they can depend on you for the directions to success.

How This Theme Could Get in the Way of Your Success

- Sometimes, you get engrossed in your work, which can make you feel unreachable to your team. Employees might feel like they can't talk to you and then decide to deal with their wants and needs alone. Remember to set aside time to walk away from your work to check on your team.
- You have little patience for delays and obstacles, but you can't guarantee that both won't occur. Practice adjusting your focus to the things that matter most in the moment. As long as you shift your attention, your expertise and ability to prioritize can save the team from being overcome by difficulties.
- Your individual goals are so strong that team members who set less ambitious goals could frustrate you. But instead of being disappointed, coach employees to see the importance of individual goals that align with organizational success, even if they don't share your commitment to them.

ACTION ITEMS

How to Apply Focus as a Manager

This theme gives you an edge — here's how you can use it.

- ☐ **Ensure that each new project plan includes detailed expectations.** Include how often and at what points the team should meet to review and reflect on progress. No matter how well you organize your project, new conditions can challenge your team's focus. Figuring out ways to gauge improvement increases your team's ability to stay focused on its goals.
- ☐ **Discuss the team's top three priorities during team meetings.** This conversation unifies team efforts by clarifying what should be the team's primary concern. Team members rely on you to keep them focused on what matters most to achieve team and organizational goals.
- ☐ **Learn when each team member feels the most productive.** Discover what environment or factors help team members stay focused. Ask team members to describe when they feel the most involved, committed and enthusiastic. Re-create those circumstances to help them concentrate on top-priority work.
- ☐ **Ask team members regularly if they are dealing with competing priorities.** In a matrixed work environment, every project and each piece of communication feels increasingly important. If team members feel overwhelmed, your response can clarify their roles and goals to help them complete tasks and meet priorities more efficiently.

Reflect to Plan for Action

How do you prioritize projects and goals?

Where can you clarify expectations for your team members?



RELATIONSHIP BUILDING

8. Relator

You enjoy close relationships with others. You find deep satisfaction in working hard with friends to achieve a goal.

How This Theme Contributes to Your Success

You build strong relationships with your team members. You want to know and care about them and have them know and care about you. Employees trust and respect you for refusing to settle for surface-level relationships and insisting that they bring their authentic selves to work.

Because you value meaningful relationships, you give employees time to form profound connections with others. You encourage each person to find a best friend at work. You know the benefits of having someone to connect with while on the job and hope those relationships between your team members continue outside of work.

You likely spend a lot of time thinking about your team members. Based on your conversations, you know how each person feels, what they're working on, etc. This positions you as a subject-matter expert — the *subject* being the people on your team. You are the strongest advocate for your people, and you don't take that responsibility lightly.

How This Theme Could Get in the Way of Your Success

- You might not enjoy meeting new people because you're more comfortable strengthening existing relationships. This natural tendency can be challenging to overcome as you are onboarding new employees. During this process, try partnering with your existing team members who enjoy meeting new friends.
- Some team members might see you as highly selective of who you choose as friends. If they feel that you include only a few people in your "inner circle," this could cause animosity and jealousy. Invest in the relationships between you and every team member.
- You might seem like a hard person to get to know because you are not entirely comfortable around someone until you know all about them. As a manager, deliberately learn more about your employees as often as possible. Talk about yourself (your personality, quirks, goals, etc.), and ask your employees to do the same.

ACTION ITEMS

How to Apply Relator as a Manager

This theme gives you an edge — here's how you can use it.

- ☐ **Help your team build trusting relationships.** In your team meetings and one-on-one conversations, ask employees who they count on to help them in a difficult situation. Remind your team that dependable relationships within and across teams get the best results.
- ☐ **Schedule weekly or biweekly meetings with each team member.** Strong leaders are not afraid to let people see their humanness. By intentionally connecting with each of your team members on a human-to-human level, you encourage working relationships that lead to more success.
- ☐ **Assign projects to each team member based on what suits them best.** Getting to know your team members personally is your competitive advantage. When building your team and making assignments, you instinctively begin with the person and then find the job, task or responsibility that fits them best.
- ☐ **Recognize powerful partnerships with outstanding performances.** Emphasize the complementary relationships between those partners. This will reinforce the importance of having strong relationships and collaborating effectively to navigate workplace change and complexities.

Reflect to Plan for Action

What questions can you ask to make one-on-one conversations with your team members more meaningful?

Which team members need more of your attention and which want more independence?



STRATEGIC THINKING

9. Strategic

You create alternative ways to proceed. Faced with any given scenario, you can quickly spot the relevant patterns and issues.

How This Theme Contributes to Your Success

Because you know that multiple paths, scenarios and plans can lead to similar outcomes, you easily move your team forward by quickly finding the most effective one. These choices and complexities might overwhelm your team, but you see the line that cuts through the mess and leads to a clear path to success.

You instinctively have an alternate strategy when the first plan doesn't look like it will work out. As a result, team members are confident in your ability to lead them because they know you've thought of multiple ways to achieve success.

Your natural ability to see possible complications helps your team stay focused on the most important goals while you strategize how to avoid any obstacles. You help them navigate the course, adjusting the route as needed.

How This Theme Could Get in the Way of Your Success

- Because you can quickly evaluate options, others might not feel that you are considering every choice fairly. Your team could feel like you missed something when you don't intentionally outline each path you've considered.
- Slowing down and explaining your strategy to your team members can help them fully understand your decisions. Without clarification, your plan could overwhelm others. They need to see the patterns in your thinking.
- You tend to completely change a strategy in the middle of a project. This could make others feel like you are critical of their original plan or the work they've done to get there. Not every decision needs to result in a significant change of direction but sometimes only needs minor tweaks.

ACTION ITEMS

How to Apply Strategic as a Manager

This theme gives you an edge — here's how you can use it.

- ☐ **Give your team options.** Rather than always directing team members to your desired choice or path, show them the best two or three options and let them have an opinion on what is best. You sort through scenarios and anticipate potential challenges quickly, but your team's buy-in creates a shared strategy that can ensure the path to success.
- ☐ **Talk to your team members about their career goals.** Ask them how they plan to achieve their aspirations and what obstacles could slow them down. As they consider *how* to accomplish their career objectives, your Strategic theme supports them by giving them different ways to achieve their goals.
- ☐ **Tell your team that you are a *thinking* resource.** When stumped by a particular problem or hindered by an obstacle, be a mentor for your team members. Your strategic thinking is beneficial and effective when team members know that they have an issue but can't find a way forward.
- ☐ **Find the best, simplest path forward to achieving goals.** Help team members navigate *and* thrive during times of change by making connections they cannot see. You see patterns where others see chaos and complexity. Set the course to lead your team ahead.

Reflect to Plan for Action

How do you figure out what is the best or clearest path forward?

When do you know that it is time to move to the next plan?



EXECUTING

10. Responsibility

You take psychological ownership of what you say you will do. You are committed to stable values such as honesty and loyalty.

How This Theme Contributes to Your Success

You always do what you promise you'll do. Your values of honesty and loyalty are the foundation for your team's standards. Because of your unwavering dependability, your team members know they can always count on you. If you say you'll do it, you will — no questions. Because they trust you, your employees feel inspired to meet such high expectations and levels of success.

Because you feel personally responsible for your employees and their performance, you always set them up for success. You ensure that your employees have the resources needed to do their jobs well and on time. As you care for them, you model a willingness to take on more, a commitment to meeting timelines and the dependability of a team player.

You rarely give things up; instead, you take on more. You work tirelessly to achieve all that you've committed to and do it with excellence. Your team admires that you are a hard worker and someone who others trust to get things done.

How This Theme Could Get in the Way of Your Success

- As you take on more projects or responsibilities for yourself and your team members, you could overwhelm them with the number of new tasks and projects you'll assign them. Don't let your struggle to say no become the fire that burns out your team.
- You may be more likely to micromanage your team as you search for ways to increase ownership. When team members start worrying more about what you think than about what customers think, you'll know you may have gone too far. If you find yourself checking in often, make it a point to let your team members do their jobs independently.
- It's tempting to step in and fix things when team members struggle or fail. Remember that you are responsible for helping your people develop, and sometimes that looks like trusting them to work, fail and learn.

ACTION ITEMS

How to Apply Responsibility as a Manager

This theme gives you an edge — here's how you can use it.

- ☐ **Decide who is the best fit for each project.** Before each assignment, figure out who on your team could do it best or who *you* could partner with to do it best. Your answers can help prevent responsibility overload. They'll also ensure that you manage the process and completion of these tasks.
- ☐ **Encourage each team member to accept their role responsibilities.** Continually adjust expectations and ask for opinions about resources needed to complete assignments. By keeping ownership at the core of your coaching, you model the value of responsibility through focus and follow-through.
- ☐ **Stay committed to top priorities by keeping an accountability list.** Write down three to four priorities that are the most important. Determine importance based on your greatest organizational, relational or team goals. As more requests come in, weigh them against these priorities. Regularly remind yourself of your existing commitments.
- ☐ **Delegate tasks often and intentionally.** You don't have to do everything yourself. While handing over duties might feel like you are neglecting your responsibilities, delegating creates developmental opportunities for your team. Find ways to give team members work to help them grow in their roles and meet their goals.

Reflect to Plan for Action

How do you typically manage your many commitments?

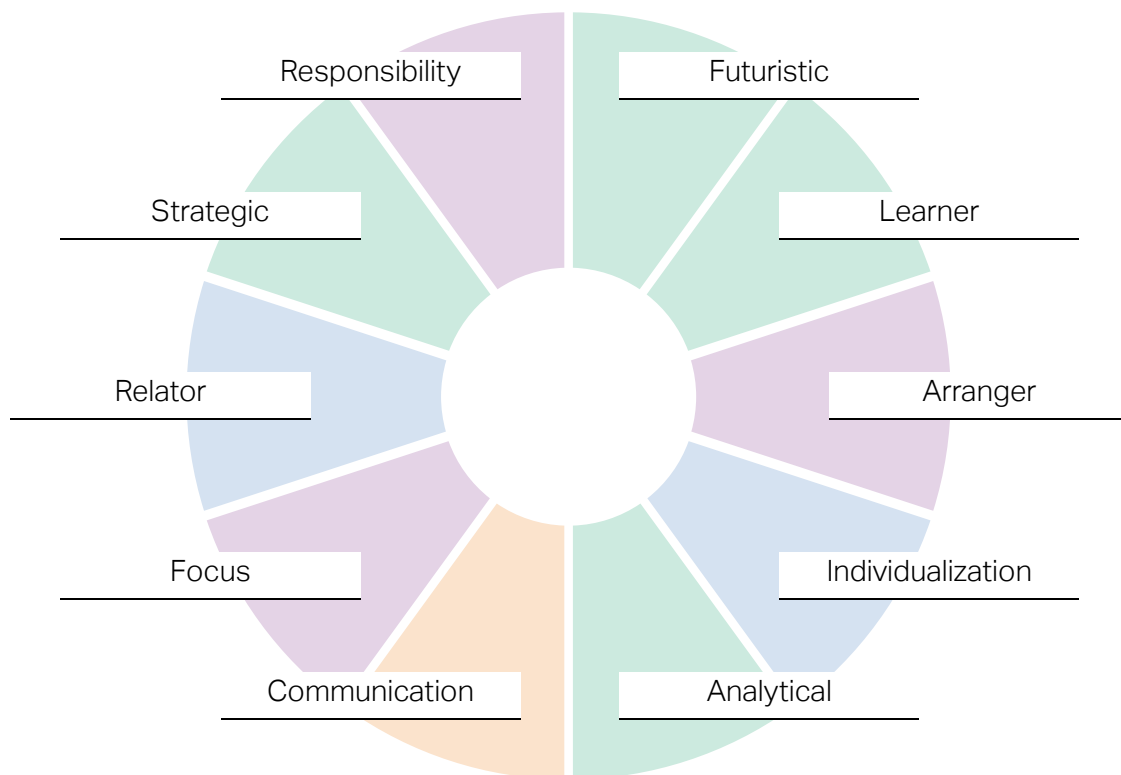
How do you keep track of all your competing priorities?

Accomplish Your Goals

As the manager, you are responsible for 70% of the variance in employee engagement on your team. This means you have the power to change the trajectory of your team's performance.

With a commitment to using your strengths, this report becomes the first step you take on the road to exceptional management.

Write your most meaningful goal in the center of the circle. Next, think about the themes you can use to achieve this goal to help you answer the questions below.



How will you use your strengths to reach this goal?

How will you know you have been successful?