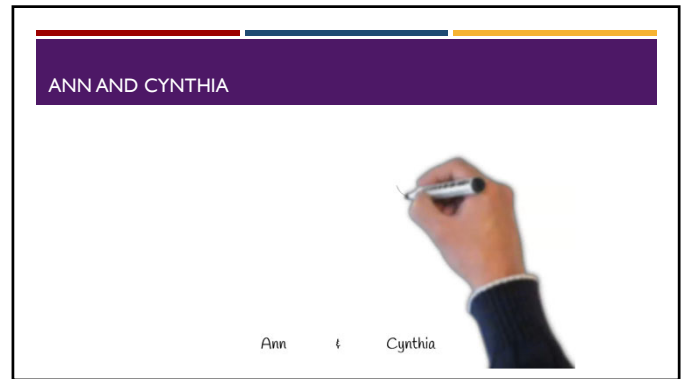
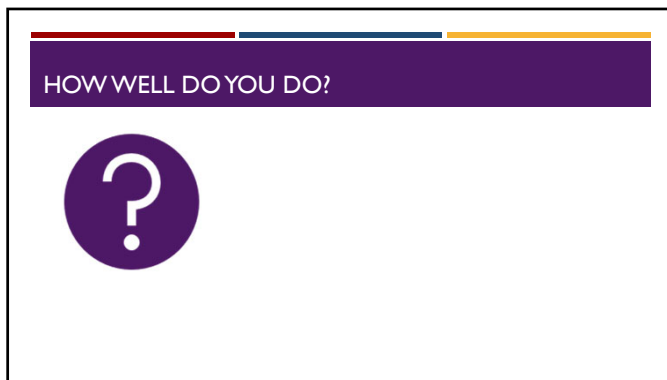




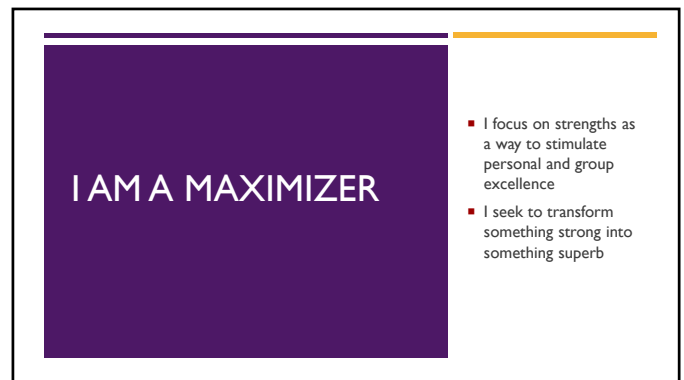
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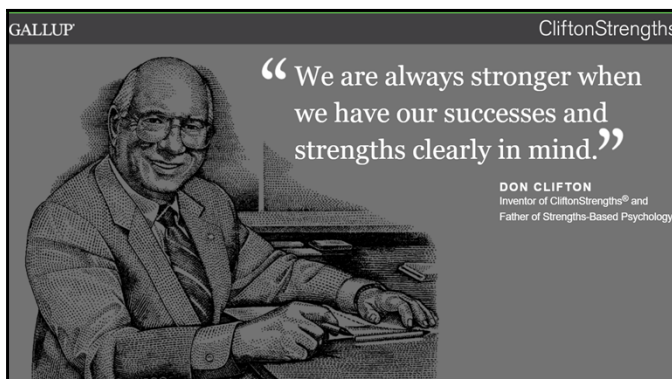
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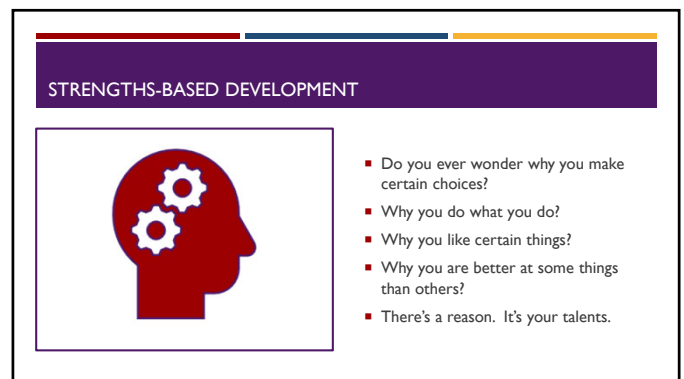
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6

## STRENGTHS-BASED DEVELOPMENT

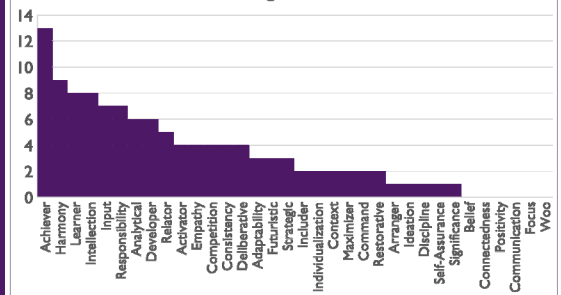


- Your talents are built into strengths
- Strengths-based development builds on areas of greatest potential rather than seeking to shore up weaknesses
- Your greatest opportunity for success lies in building on your natural talents—not in fixing your weaknesses

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## VSPA Strength Distribution

VSPA THEME DISTRIBUTION



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## GALLUP'S 2015 STRENGTHS META-ANALYSIS

Business performance outcomes with strengths-based development



- ▶ Business units achieved performance increases of:
  - 3.4-6.9% in customer engagement
  - 9.0-15.0% in employee engagement
  - 14.4-29.4% in profit
  - 10.3-19.3% sales



- ▶ Business units achieved performance decreases of:
  - 22.0-59.0% safety incidents
  - 5.8-71.8 pts in turnover

GALLUP  
OVERVIEW

8

## TOP THEMES - ACHIEVER®

- Work hard
- Possess a great deal of stamina
- Take immense satisfaction in being busy and productive

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**VSPA**  
VETERINARY SPECIALTY PRACTICE ALLIANCE

WHERE DO YOU FALL?

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## TOP THEMES - HARMONY®

- Look for consensus and agreement
- Don't enjoy conflict

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THE THEMES	
<b>Activator®</b> <ul style="list-style-type: none"> <li>Make things happen by turning thoughts into action</li> <li>Want to do things now, rather than simply talk about them</li> </ul>	<b>Adaptability®</b> <ul style="list-style-type: none"> <li>Prefer to go with the flow</li> <li>Tend to be "now" people who take things as they come and discover the future one day at a time</li> </ul>
<b>Analytical®</b> <ul style="list-style-type: none"> <li>Search for reasons and causes</li> <li>Ability to think about all of the factors that might affect a situation</li> </ul>	<b>Arranger®</b> <ul style="list-style-type: none"> <li>Organizer, but with flexibility</li> <li>Like to determine how all of the pieces and resources can be arranged for maximum productivity</li> </ul>

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THE THEMES	
<b>Discipline®</b> <ul style="list-style-type: none"> <li>Enjoy routine and structure</li> <li>Their world is best described by the order they create</li> </ul>	<b>Empathy®</b> <ul style="list-style-type: none"> <li>Can sense other people's feelings by imagining themselves in others' lives or situations</li> </ul>
<b>Focus®</b> <ul style="list-style-type: none"> <li>Can take a direction, follow through and make the corrections necessary to stay on track</li> <li>Prioritize, then act</li> </ul>	<b>Futuristic®</b> <ul style="list-style-type: none"> <li>Inspired by the future and what could be</li> <li>Energizes others with their vision of the future</li> </ul>

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THE THEMES	
<b>Belief®</b> <ul style="list-style-type: none"> <li>Core values that are unchanging</li> <li>Defined life purpose based on those values</li> </ul>	<b>Command®</b> <ul style="list-style-type: none"> <li>Have a real presence</li> <li>Can take control of a situation and make decisions</li> </ul>
<b>Communication®</b> <ul style="list-style-type: none"> <li>Generally find it easy to put their thoughts into words</li> <li>Good conversationalists and presenters</li> </ul>	<b>Connectedness®</b> <ul style="list-style-type: none"> <li>Faith in the links among things</li> <li>Belief that there are few coincidences and that almost every event has meaning</li> </ul>

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THE THEMES	
<b>Competition®</b> <ul style="list-style-type: none"> <li>Measure progress against the performance of others</li> <li>Strive to win first place</li> <li>Revel in contests</li> </ul>	<b>Ideation®</b> <ul style="list-style-type: none"> <li>Fascinated by ideas</li> <li>Able to find connections between seemingly disparate phenomena</li> </ul>
<b>Includer®</b> <ul style="list-style-type: none"> <li>Accepts others</li> <li>Aware of those who feel left out and make an effort to include them</li> </ul>	<b>Individualization®</b> <ul style="list-style-type: none"> <li>Intrigued with the unique qualities of each person</li> <li>Have a gift for figuring out how different people can work together productively</li> </ul>

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THE THEMES	
<b>Consistency®</b> <ul style="list-style-type: none"> <li>Keenly aware of the need to treat people the same</li> <li>Create stable routines and clear rules and procedures that everyone can follow</li> </ul>	<b>Context®</b> <ul style="list-style-type: none"> <li>Enjoy thinking about the past</li> <li>Understand the present by researching its history</li> </ul>
<b>Deliberative®</b> <ul style="list-style-type: none"> <li>Serious care to make decisions or choices</li> <li>Anticipation of obstacles</li> </ul>	<b>Developer®</b> <ul style="list-style-type: none"> <li>Recognize and cultivate the potential in others</li> <li>Spot the signs of each small improvement and derive satisfaction from evidence of progress</li> </ul>

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THE THEMES	
<b>Input®</b> <ul style="list-style-type: none"> <li>A need to collect and archive</li> <li>Accumulate information, ideas, artifacts or even relationships</li> </ul>	<b>Intellection®</b> <ul style="list-style-type: none"> <li>Characterized by intellectual activity</li> <li>Introspective</li> <li>Appreciate intellectual discussions</li> </ul>
<b>Learner®</b> <ul style="list-style-type: none"> <li>Great desire to learn and continuously improve</li> <li>Excited by the process of learning itself</li> </ul>	<b>Maximizer®</b> <ul style="list-style-type: none"> <li>Focus on strengths as a way to stimulate personal and group excellence</li> <li>Seek to transform something strong into something superb</li> </ul>

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THE THEMES	
<b>Positivity®</b> <ul style="list-style-type: none"> <li>Contagious enthusiasm</li> <li>Upbeat and able to get others excited about what they are doing</li> </ul>	<b>Relator®</b> <ul style="list-style-type: none"> <li>Enjoy close relationships with others</li> <li>Find deep satisfaction in working hard with friends to achieve a goal</li> </ul>
<b>Responsibility®</b> <ul style="list-style-type: none"> <li>Take psychological ownership of what they say they will do</li> <li>Committed to stable values such as honesty and loyalty</li> </ul>	<b>Restorative®</b> <ul style="list-style-type: none"> <li>Adept at dealing with problems</li> <li>Good at figuring out what is wrong and resolving it</li> </ul>

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Front & Center	Take Time	Focus	Notice
Keep your report on your desk or Post your certificate where you can see it	Take the time each morning to read the description of one of your top strengths	Focus on the words and phrases that resonate most with you Highlight those phrases now	Notice throughout the day when you feel yourself using your strengths in an intentional way
KNOW YOUR STRENGTHS			

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THE THEMES	
<b>Self-Assurance®</b> <ul style="list-style-type: none"> <li>Confident in ability to take risks and manage their own lives</li> <li>Have an inner compass that gives them certainty in their decisions</li> </ul>	<b>Significance®</b> <ul style="list-style-type: none"> <li>Want to make a big impact</li> <li>Independent and prioritize projects based on how much influence they will have on their organization or people around them</li> </ul>
<b>Strategic®</b> <ul style="list-style-type: none"> <li>Create alternative ways to proceed</li> <li>Quickly spot relevant patterns and issues in any scenario</li> </ul>	<b>Woo® - Winning Over Others</b> <ul style="list-style-type: none"> <li>Love the challenge of meeting new people and winning them over</li> <li>Derive satisfaction from breaking the ice and making a connection with someone</li> </ul>

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<b>Talent</b> (a natural way of thinking, feeling, or behaving)
<b>Investment</b> (time spent practicing, developing your skills, and building your knowledge base)
<b>Strength</b> (the ability to consistently provide near-perfect performance)

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Find a partner...someone you know and work with	
Share	Share your top 5 themes
Self-Reflect	How did you react when you read your report?
React	Does anything in your partner's report surprise you?
GETTING STRONGER!	

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Find a NEW partner...someone you do NOT work with

Select	Select one of your top themes
Think	Think about a recent success at work
Discuss	Discuss how this theme helped you


**GETTING STRONGER!**

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**WHAT IS A WEAKNESS THEN?**

Anything that gets in the way of your success

- Any of your strengths themes might prevent you from maximizing your potential
- In some situations and with some people, your strengths can hinder your effectiveness and become blind spots
- Themes at the bottom of your profile can get in the way of your success because they don't come naturally to you



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Goals	Identify a goal you would like to accomplish in the next 3 months
Discuss	Discuss how your themes can help you accomplish your goal

or

Meetings	Think about a meeting that you are responsible for
Discuss	Discuss how your themes can help you make that meeting more productive and successful

**GETTING STRONGER!**

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**IDENTIFYING YOUR WEAKNESSES**


- Does a theme ever undermine my success?
- Have I ever received negative feedback related to this theme?
- Does my role require me to use this theme but I feel drained when I do?

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**PERSONAL DEVELOPMENT**

**CONVENTIONAL APPROACH TO PERSONAL DEVELOPMENT**


Maintain each person's strengths and work on fixing weaknesses.



Most, if not all, behaviors can be learned.  
The best in a role display the same behaviors.  
Weakness fixing leads to success.

**STRENGTHS-BASED APPROACH TO PERSONAL DEVELOPMENT**

Focus on each person's strengths and manage around weaknesses.



Only some behaviors can be learned (skills and knowledge).  
The best in a role deliver the same outcomes using different behaviors.  
Weakness fixing prevents failure; strengths building leads to success.

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**MANAGING YOUR WEAKNESSES**

- Claim them
- Collaborate or find a tool
- Apply a strength
- Just do it!

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## MANAGING MY OWN WEAKNESSES

- Claim it
  - I **know** this is my issue
- Collaborate
  - I have accountability partners
- Apply a Strength
  - I use my strategic strength to plan through what needs to be done
- Just do it
  - I lean in and do the best I can

### Stephen Covey's Time Management Matrix

	Urgent	Not Urgent
Important	<b>Quadrant 1</b> <ul style="list-style-type: none"> <li>• Crises</li> <li>• Pressing problems</li> <li>• Projects with deadlines</li> </ul>	<b>Quadrant 2</b> <ul style="list-style-type: none"> <li>• Strategic Planning</li> <li>• Building processes/procedures</li> <li>• Relationship building</li> </ul>
Not Important	<b>Quadrant 3</b> <ul style="list-style-type: none"> <li>• Interruptions</li> <li>• Some phone calls</li> <li>• Some Mail</li> <li>• Some reports</li> </ul>	<b>Quadrant 4</b> <ul style="list-style-type: none"> <li>• Busy work</li> <li>• Some phone calls</li> <li>• Some mail</li> <li>• Time wasters</li> </ul>

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## ACHIEVER: BARRIER LABELS AND VULNERABILITIES

Barrier Label or Vulnerability	Ideas for Managing this Barrier Label or Vulnerability
Work is more important than people	Ensure your to-do list includes items beyond work
He can never say no	get someone else to say no for you. just lean in
He tends to overcommit	say no, write things down, learn how to say
He burns the candle at both ends	take care of yourself on your to do list
He is a brownnoser	

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## TOP THEMES - ACHIEVER®

- Work hard
- Possess a great deal of stamina
- Take immense satisfaction in being busy and productive

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Go back with the partner who knows you and works with you

Identify	Look back at your list from the beginning of the session, the theme reference card and at your journal cards. Can you identify any other weaknesses?
Support & Partnerships	What support systems or complementary partnerships could you employ to manage these weaknesses?
Strengths	What strengths can you apply to help to manage these weaknesses?

GETTING STRONGER!

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## ACHIEVER: INSIGHTS AND DISCOVERIES

	Insights Into this Theme	Ideas for Strengthening this Theme Dimension	Ideas for Managing this Theme Dimension
I am...	a hard worker	Take advantage of your self-motivation by setting challenging goals.	Remember to take time for yourself.
I will...	set the pace for production	communicate goals	set smaller goals - chunking set realistic goals
I bring...	intensity and stamina of effort	lead by example, demonstrate be the one to start the avoided tasks	apply intensity to recognizing others' strengths mindful of others' strengths
I need...	freedom to work at my own pace	build in flex time	communicate
I love...	completing tasks	checklists	make reminders, take a deep breath
I hate...	a lack of diligence	leading by example, communicate expectations	leading by example, communicate expectations

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## STRENGTH IN LEADERSHIP

SELF-ASSURANCE  
RELATOR  
STRATEGIC  
COMMUNICATION  
WOO  
LEARNER  
ACTIVATOR  
MAXIMIZER  
INDIVIDUALIZATION  
ACHIEVER

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## STRENGTH IN LEADERSHIP

### Gallup data

- 20,000 in-depth interviews with senior leaders
- Studies of more than one million work teams
- 50 years of Gallup Polls about the world's most admired leaders
- Gallup study from 2005-2008 surveyed 10,000 random followers

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## 2. SURROUND YOURSELF WITH THE RIGHT PEOPLE AND MAXIMIZE YOUR TEAM

### The Four Domains of Leadership Strength



**EXECUTING** – THEY KNOW HOW TO MAKE THINGS HAPPEN



**INFLUENCING** – THEY TAKE CHARGE, SPEAK UP AND MAKE SURE THE GROUP IS HEARD



**RELATIONSHIP BUILDING** – THEY ARE THE GLUE THAT HOLDS A TEAM TOGETHER AND CREATE SYNERGY



**STRATEGIC THINKING** – THEY KEEP US FOCUSED ON WHAT COULD BE

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## STRENGTH IN LEADERSHIP

### 3 key findings from the research regarding the most effective leaders

1. Always investing in strengths
2. Surround themselves with the right people and then maximize their team
3. Understand their followers' needs

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## THE THEMES WITHIN LEADERSHIP DOMAINS

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	

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### Select

Select 1-2 of your top themes

### Discuss

Discuss ways you can invest in yourself to develop this talent

### Commit

Commit to each other what you will do and by when

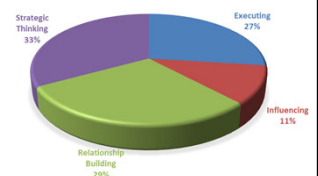
## I. ALWAYS INVEST IN STRENGTHS

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## MAXIMIZING THE VSPA TEAM

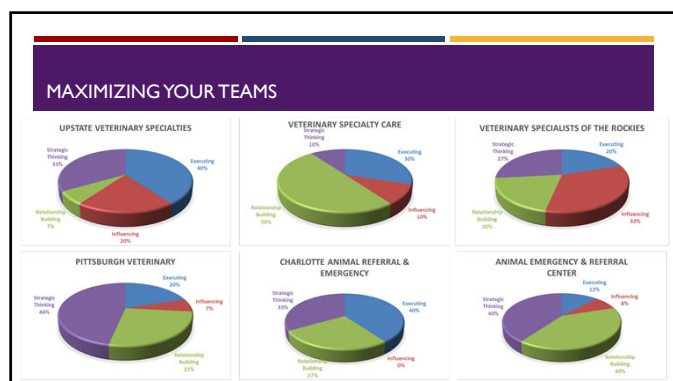
- Leverage your team's leadership strengths
- VSPA is a balanced organization
- What does your hospital's leadership team
- Where can you find balance?

### LEADERSHIP DOMAINS



**VSPA**  
VETERINARY SPECIALTY PRACTICE ALLIANCE

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### 3. UNDERSTAND YOUR FOLLOWER'S NEEDS

"A leader is someone who can get things done through other people"

- Warren Buffet

Identified 4 basic needs of followers:

1. Trust
2. Compassion
3. Stability
4. Hope

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### Changes at the Collaborative Care Coalition

- Completed studies to quantitatively show that patient outcomes AND pcDVM practice finances are better with collaboration between specialists and primary care veterinarians
- Completed a behavior survey of pcDVM referral patterns/preferences to help specialists
  - Presenting at ACVIM - Friday, June 7 11:20 am
- Looking for funding to complete rebranding, disseminate information and complete more studies (including a client behavior survey regarding referral to specialists)
- Open to new board/advisory council members

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### NOW GO OUT AND BE STRONG!

Thank you!!!  
Email me with questions any time:  
JoAnn Stewart, RVT, CVPM  
[jstewart8600@gmail.com](mailto:jstewart8600@gmail.com)

Additional Resources

- CliftonStrengths 34 Upgrade Report – learn about how you fall with all 34 talents – \$39.99
- Clifton Strengths-Based Leadership – get the book and customize your assessment to your leadership style- \$19.99
- Bulkbookstore.com – CliftonStrengths book with code \$13.99 (must buy at least 25)

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