

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. Restorative

Remember that every problem has a solution. Find the answers.

3. Command

Be ready to take charge when others waver.

4. Strategic

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

5. Learner

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

6. Ideation

Refine your creativity to inspire and energize yourself and others.

7. Analytical

Use your logical, objective approach to make important decisions.

8. Significance

Look for opportunities to do important work where you can help others raise the bar.

9. Belief

Honor your values; they keep you on course during tough times.

10. Focus

Set specific goals with timelines to motivate yourself.

Each Theme Fits Into a Leadership Domain

EXECUTING themes help you make things happen.

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

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

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

Better Management Starts Here



1. **Futuristic**
2. **Restorative**
3. **Command**
4. **Strategic**
5. **Learner**
6. Ideation
7. Analytical
8. Significance
9. Belief
10. Focus

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?

**EXECUTING**

2. Restorative

You are adept at dealing with problems. You are good at figuring out what is wrong and resolving it.

How This Theme Contributes to Your Success

Your team members know that they can come to you with their problems. Not only are you OK with this, but you also encourage it. You try to find issues and look to resolve them. While some perceive their team's setbacks as tiring, seeking resolutions to difficulties energizes you.

Your approach to processes emphasizes efficiency and wholeness, which means no broken parts. This frees employees to do their job with excellence, knowing that things are as they should be and that the moment something breaks, you can fix it.

You're relatively unconcerned with potential risks or roadblocks because you focus on the problems happening now. If something breaks — a process, a project, an idea or a person — you want to fix it, no matter how complex.

How This Theme Could Get in the Way of Your Success

- People might think of you as being negative or pessimistic because you see problems that others don't. Bringing these issues to team members' attention can catch them off guard.
- You might be overly critical of yourself, constantly looking for things to fix and checking for areas where you feel deficient. If left unchecked, this can distract you from focusing on your team members' development and leave you feeling overwhelmed by all the things you perceive as problems.
- Your team could feel frustrated because you see everything as a problem worth fixing. Don't spend time fixing things that are working well for team members without first consulting them. They will tell you whether they believe it's an issue you need to address.

ACTION ITEMS

How to Apply Restorative as a Manager

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

- Look for shortcomings that limit performance development.** Gaps in quality training and developmental resources can keep an employee from fulfilling their professional potential. Identify gaps in your team members' developmental goals and find ways to meet every member's need for growth.
- Communicate your role as the primary problem-solver for your team.** Your ability to see beyond present conditions to find the root cause of a problem and a solution keeps team members confident when unexpected circumstances arise. Encourage team members to approach you with issues that keep them from meeting and exceeding goals.
- Help team members identify and define present issues.** Then, find the cause of the problem and solutions to fix it. Ask team members what challenges them, and then coach them through a solution by asking what they want to happen. Answering these questions helps your team focus more on solutions to the problems than the problems themselves.
- Ask for team members' perspectives when you are solving a complex problem.** You tend to solve problems alone just for the sheer joy of problem-solving. But doing this by yourself, you won't develop team members or increase their problem-solving ability. Involving them in finding a solution will build their confidence.

Reflect to Plan for Action

Where are your team members currently experiencing problems, and how can you help?

How do you approach a nearly impossible problem?

**INFLUENCING**

3. Command

You have presence. You can take control of a situation and make decisions.

How This Theme Contributes to Your Success

You say what's on your mind, and others hear your opinions clearly. This means that your team is a part of everything all the time. Team members are aware of your goals, expectations and ideas as well as the reasons behind them. Your confidence gives your team confidence.

You know your team better than anyone, and your assertive nature inspires you to defend your team members and fight for the resources they need to do their jobs with excellence. Your team members are loyal to you because of this.

Your team members value your opinion and input. They understand your confidence and trust you to take control of situations and make the best decisions for the team. You excel at aligning each of their individual actions with team or organizational goals.

How This Theme Could Get in the Way of Your Success

- Voicing their concerns and opinions may not come naturally to some team members, so set aside time to listen to them. Be open during these conversations because they might worry about your reaction to their opinions, especially if those ideas contradict yours.
- Your team members may feel like you try to control how they work, approach problem-solving or have conversations. Employees who feel micromanaged for an extended period might start resenting your opinions — even the helpful ones — and become disengaged.
- Your Command talents might push you to be both the first and last person to speak on a touchy or widely debated topic. Try letting your team members share their ideas first. Having them share before you do means you will more likely hear everyone's true opinions instead of ideas influenced by your thoughts.

ACTION ITEMS

How to Apply Command as a Manager

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

- Challenge your team's goals.** Growth requires risk, and your fearless attitude inspires team members to embrace these new challenges.
- Have conversations with disengaged individuals about their performance and engagement.** Frequently assess your team for actively disengaged members. Your confidence to start a discussion with these members could solve a problem that others may have ignored.
- Use your Command theme wisely during team meetings.** Listen to all ideas and opinions before deciding on the best course of action when the time is right. Your team will appreciate the ability to contribute to the discussion and your resolve to consider all the best ideas.
- Give your team members everything they need to do their jobs.** You won't mind taking a stand or working hard for your team members to get them exactly what they need. You know how to involve yourself as an advocate or coach to resolve any resource problems.

Reflect to Plan for Action

How do your opinions influence your team's decisions?

How can you include more of your team members' opinions at work?



STRATEGIC THINKING

4. 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?



STRATEGIC THINKING

5. 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?



STRATEGIC THINKING

6. Ideation

You are fascinated by ideas. You are able to find connections between seemingly disparate phenomena.

How This Theme Contributes to Your Success

Although ideas begin in your head, they certainly don't stay there. Chances are you enjoy sharing your thoughts with your team members and want to inspire them to do the same. You can then help team members connect what they do every day to these new ideas to see the broader view of their own work.

Your team members are comfortable bringing you their original ideas. They know you naturally consider issues and plans from multiple perspectives. Your willingness to hear and accept new ideas improves communication and helps your team members feel their opinions are valid.

You don't get caught up in "this is how we've always done it" thinking. You keep your team moving forward by introducing and advocating for innovative ideas. You're not afraid to challenge the status quo with an intriguing or provocative concept.

How This Theme Could Get in the Way of Your Success

- Sometimes, you might find yourself having new ideas after you and your team have already committed to a plan. While it may be tempting to start fresh or change course, consider sticking to the original plan. Consult with your team members — they'll be honest about whether they agree with your idea.
- Straying from what's conventional could cause anxiety or frustration among team members. Your unconventional approach makes it difficult to predict your next move. To ease any uncertainties, keep your team involved in your thought processes and communicate only your best ideas.
- Other team members might enjoy generating new ideas too. Make sure you're giving others a way to share their thoughts, and ensure that they know you heard and considered their views.

ACTION ITEMS

How to Apply Ideation as a Manager

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

- Identify team members' unique creativity.** Some team members have process-oriented ideas; others have ideas about building the team's social dynamic. Your job is to encourage all team members to use their distinctive thinking to help the team continually improve.
- Ask “what if?” questions.** What if we don't? What if we try? What if we fail? What if we succeed? When team members try to solve a complex problem and don't know what step to take next, “what if” questions help them examine the issue from different perspectives to find alternative solutions.
- Discuss the issues that affect team performance.** As an assignment, ask every team member to bring one concern, large or small, to a team meeting. Have team members focus on the ideas that could negatively affect performance. As a team, think of ways to fix the issue.
- Ask questions to determine where team members can't see the connections between their work and organizational goals.** You see connections where others don't and have a talent for simplifying complex concepts or situations. Understand employees' roles, and then clarify and connect them to higher-level goals. This gives your team members confidence and boosts their performance.

Reflect to Plan for Action

How does your team react to new ideas and changing plans?

Who should be involved in the brainstorming process for long-term goal setting?



STRATEGIC THINKING

7. 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 distrustful. 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**

8. Significance

You want to make a big impact. You are independent and prioritize projects based on how much influence they will have on your organization or people around you.

How This Theme Contributes to Your Success

You are determined to make a difference, and your team feels it. By focusing on the outcomes of your work, you help team members be proud of the work they do every day.

Your desire to leave a legacy inspires your team. By encouraging your employees to think about the lasting effect of their work, you push them to do great things. Your quest for long-lasting significance keeps your team focused on the future and how it connects to the current moment.

You strive to make your people better professionally *and* personally. Continuing to set high standards for what you and your employees do further solidifies your lasting outcomes.

How This Theme Could Get in the Way of Your Success

- As a manager, you might not receive recognition for your success, but that's OK. Appreciate your team members' efforts and make sure they receive the praise they deserve. Concern yourself less with your own recognition, and keep the focus on your team.
- When you believe someone downplays your contribution, you are more likely than others to become frustrated. Thinking about your team's successes will help keep this frustration from derailing your progress.
- When you focus on making a difference, you tend to overlook accomplishments that some might put great value on. Engaging others in a discussion about what they see as important can help you take pride in their achievements.

ACTION ITEMS

How to Apply Significance as a Manager

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

- Understand how team members want to be known.** Ask them: How do you define or describe greatness in your role? What are you known for? What would you like to be known for? Answers to these questions will reveal employees' expectations and give you insights into coaching them.
- Discover the audience — or person — whom your team members consider the most important.** Ask each team member the following questions: Whose approval do you value most? Whose feedback do you appreciate most? Whose endorsement do you care about most? Use this information to ensure employees get the recognition that is most meaningful to them.
- Share the most important team goals with your employees.** When your team members hear your objectives for the organization and their team, it inspires them to align their work to meet those goals and prioritize their projects based on how much influence they have on team success.
- Identify recent successes and let others know about them.** You are your team's biggest cheerleader and advocate. When the team reaches a goal, ensure that all involved know about it. Getting credit for the work they do motivates team members to higher levels of productivity and excellence.

Reflect to Plan for Action

How do you enjoy both giving and receiving recognition?

Where can you create a clear connection between team projects and organizational goals?

**EXECUTING**

9. Belief

You have certain core values that are unchanging. Out of these values emerges a defined purpose for your life.

How This Theme Contributes to Your Success

Where others see gray areas, you see black and white. You have a natural ability to quickly determine the integrity of a situation — and don't have trouble calling it out — which positions you as your team's and organization's conscience.

Your team knows what you stand for because your core values never change, meaning team members always know what to expect from you. In an environment where things are constantly changing, those beliefs give your team much-needed stability and confidence.

You appreciate responsibility and ethics; it's a standard you have set for yourself and an example for others to follow. This commitment to your beliefs can raise the bar for those on your team and your entire organization.

How This Theme Could Get in the Way of Your Success

- Your values may not always align with your employees'. But if your employees don't feel like they have the freedom to hold different beliefs than yours, they might feel alienated. Stay true to your values while encouraging your team members to do the same.
- The passions and convictions you closely identify with may come across to others as judgment. Make sure you rely on objective data or evidence when evaluating performance and not solely on alignment with how you would do things.
- While it may feel natural to view the importance of mission over the desire to earn money, make sure you don't pit them against each other as competing outcomes. Ensuring a profitable operation allows you and your team to fulfill the mission you care so deeply about.

ACTION ITEMS

How to Apply Belief as a Manager

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

- Clarify the rationale behind a new project before starting it.** Explain how the project adds value to the organization's bottom line, mission or overall success. Describing the overall goal helps your team members see how they fit in and add value to the organization — both collectively and individually.
- Ask each team member where they are feeling connected to or disconnected from their work.** You want team members to see how their work connects to the organization's mission. Their answer to this question helps you understand their engagement and coach them to a place where they see that their work matters.
- Create a list of team values with your employees' help.** On this list, write what the team stands for, the ideal way for team members to work together, what ethics guide the team and areas of debate. These shared values will unify your team members by building their trust in each other.
- Find out what each team member believes is the most rewarding aspect of their job.** As you coach them, connect performance objectives and developmental goals to these values. In this way, your team members understand how their jobs enrich their lives, which helps them figure out their ideal work-life balance.

Reflect to Plan for Action

Which of your values could you apply to the team?

How can your strong beliefs encourage your team members to meet their goals?

**EXECUTING**

10. 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?

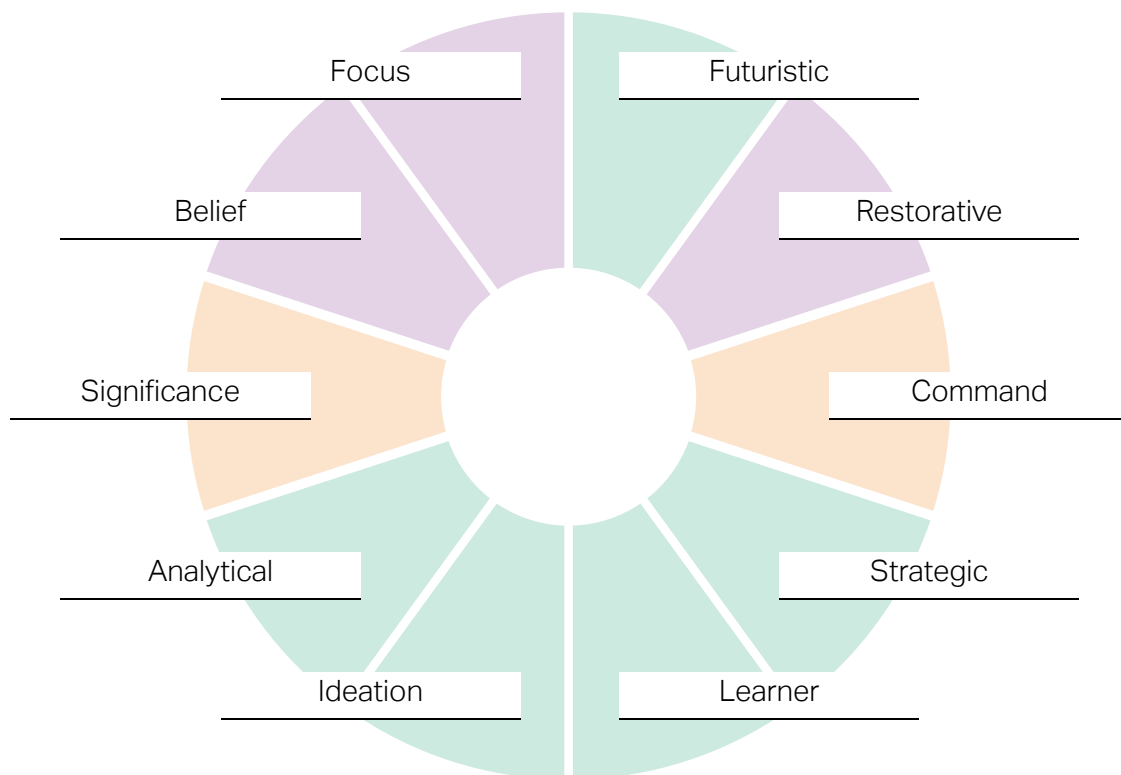
Where can you clarify expectations for your team members?

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?