

Navigating Integration: Need-to-Have Leadership Skills for PBHCI Project Directors

Nurture Your Strengths

Professional development guru Marcus Buckingham says we are each born with unique weaknesses and strengths that we're wise to heed. Dispelling decades of myths, Buckingham offers some new realities about knowing and leveraging our true strengths:

- Our strengths and weaknesses don't actually change as we grow. Our goals may change, our skills usually improve, but cradle to grave our strengths and weaknesses remain true.
- We recognize our weaknesses and strengths by the way different activities make us *feel*, not by our competence. If a task leaves you exhausted, depleted, fuzzy-headed, or drained that's a weakness. The activity itself actually makes you feel weak. Our strengths are those activities that excite or rejuvenate, leave us exhilarated, even after a physically demanding day.
- Trying to improve our weaknesses is head-banging futility. It ain't gonna happen. We may improve those skills, but activities that weaken or drain us today will still weaken or drain us a decade from now.
- We get far more mileage if we put the bulk of our energy toward our strengths (those things that energize us) where we do actually get wildly better. Those activities will sustain us a lifetime.
- Being good at something doesn't necessarily make it a strength. Our enthusiasm – not our competence – marks the thing we're wired to do. If even your best talent also makes you want to jump off a cliff or curl up and sob, it's not your strength.
- Our strengths have a yearning, forceful quality – we're compelled to do them, and then we're blissfully lost in the moment. Excited and rejuvenated. At the end of the day our strengths leave us feeling powerful, magnificent, and *strong*.
- We're the best ones to discern our own strengths because it's not what we accomplish (usually externally defined) but the internal truth of how we *feel*. If we're exuberant actually doing something, bingo, there it is.

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Exercise – My Weaknesses (Activities That Deplete & Drain Me)

Using the prompting questions, identify the activities you did last week that were genuine weaknesses (activities that drained, depleted you or made you fuzzy-headed). Use the prompts if they help. **BE SPECIFIC!**

- This past week I did these things that I dreaded ...
- This past week I was exhausted and depleted by these activities ...
- These activities actually made me want to sob or punch something ...
- I've never liked doing ...
- I know I'm supposed to be good at this or I'm supposed to improve this but I don't or can't ...
- This activity or skill comes up as an "opportunity for improvement" on almost every performance review ...

Dig deeply into your weakness. For example, if conflict profoundly drains you, be more specific: do you dislike having to give others bad or critical news? Do you worry you'll hurt someone's feelings or de-motivate someone? Or do you find conflictual interactions annoying and unproductive? **Get specific!**

1. My Clear Weaknesses Are:

2. Three Specific Things I Can Do This Week to Move Away from My Weaknesses in Productive Ways:

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Exercise – My Strengths **(Activities That Excite, Stimulate, and Jazz Me)**

Using the prompting questions, identify the activities you did last week that were your true strengths (that invigorated and rejuvenated you). Use the prompts if they help. **BE SPECIFIC!**

- This past week I did these things that made me feel great, jazzed, excited, and/or deeply satisfied ...
- This past week I was completely absorbed, lost in the moment when I ...
- This past week these activities actually made me feel powerful, strong, magnificent ...
- When I was a child I loved to ...
- When my team is in a crunch and needs a great performance I know this is my best “play” to offer ...
- I always really look forward to doing this at work ...

Dig deeply into each strength. For example, if coaching staff is your strength, be more specific: do you like teaching someone new skills, helping a person experience her own ah-ha, or shepherding a group of people to solve a problem successfully? **Get specific!**

1. My Clear Strengths Are:

2. Three Specific Things I Can Do This Week to Amplify My Strengths:

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Your Leadership & Management Strengths

The following is a list of skills and qualities that research shows contribute to leadership and management excellence. **Review the list and identify your 2 greatest strengths that you love doing and you want to grow and your 2 greatest weaknesses that if ignored may derail your future growth.** (Remember to use Buckingham’s definition: weaknesses are those activities that deplete or exhaust you; strengths are those activities that make you feel strong and energized.)

If you’re having trouble choosing, think of concrete experiences that illustrate the ones you’re obsessing over – that should help you narrow your selection. Be ruthlessly honest, too, even though it may be difficult to choose. If most, but not quite all, of the definition is a true strength you can select it, for it will offer improvement opportunities.

Identify Your Leadership & Management Strengths	Strong Choose 2	Weak Choose 2
Deep humility and gratitude for opportunities and for the skills, expertise, and work of others as contributors to my own success. Easily take responsibility for mistakes or problems and readily enlist others to gain further clarity and promote solutions.		
Unequivocal demand for excellence and high quality performance, from myself and from others. Set clear and high expectations with strong confidence that they can be reached. Maintain steely focus on achieving those expectations.		
Understand change in general; able to see & analyze steps & flows that may be linear, circular, divergent or intersecting.		
See the big picture, how the past, present and future fit together, how they contribute to broader goals, objectives & needs. Able to set and articulate overall direction.		
Consummate planner. Able to see and articulate long range vision and goals and define clear planful strategies for		

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Identify Your Leadership & Management Strengths	Strong Choose 2	Weak Choose 2
achieving them.		
Highly analytical. Able to see, dissect, and understand elements, structures, and components, and able to articulate how they fit together.		
Strong project manager. Able to map, flow and direct a complex array of decisions and activities and keep everything on task toward a clear outcome.		
Master at process management. Very detailed. Can define all the specific steps, activities, responsibilities, timeframes, measurement points, desired outcomes for processes.		
Exemplary team leader and team member. Excel when working with others. Contribute to teams so teams also excel. Use both formal and informal ways of inspiring collaboration and the power of the collective to achieve creative & sustained results.		
Keen ability to anticipate and develop what staff will need regarding guidance, decisions, support, direction, guidelines, decision-trees, checksheets, and other tools.		
Excellent communication, persuasion & motivational skills to explain an initiative, what's needed, the purpose, and "what's in it for me" so staff feel motivated.		
Strong ability to align people toward a shared goal or outcome, particularly those with different functions, responsibilities, or interests.		
Strong empathic ability to understand and provide what staff need so they feel supported, knowledgeable, and increasingly skilled/successful.		
Strong eye for data. Ability to focus on key indicators, find biggest problems or glitches. Can communicate data in accessible ways.		
Savvy problem-solver. Quickly spot problems & potential solutions, and find, test, and implement solutions.		

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Identify Your Leadership & Management Strengths	Strong Choose 2	Weak Choose 2
Can hold people accountable. Right combination of high expectations, steady support, swift interventions, and passion for results.		
Can develop people, see their strengths and talents, can nurture & leverage them effectively. May also include keen eye for staffing, succession planning, and growing leaders from within.		
Strong advocate. Can influence public opinion, spark improvement, and advocate for change both internally and externally.		
Exceptionally inspiring, motivational, and powerful in encouraging people to see beyond themselves and feel empowered or enthusiastic about a vision or challenge.		
Other (Describe):		
Other (Describe):		
Other (Describe):		

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My 2 Greatest Leadership – Management Weaknesses Are:

I need to mitigate these weaknesses in these ways (such as asking for help, finding others who complement, interweaving a strength to shore up a weakness, working around my weakness best I can, etc.):

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My 2 Greatest Leadership – Management Strengths Are:

In the next month I will do these things to amplify, support, and enhance my leadership – management strengths:

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Small Group Exercise

Applying Your Strengths To Your Most Pressing Problem

1. Please introduce yourselves by sharing your name, where you're from, and the type of integrated setting you direct.
2. Now each share what you identified during the previous exercises as your greatest strengths. (We appreciate this might be a bit personal for a "meet me" warm-up exercise, but go for it anyway!)
3. Prior to this workshop you were asked to identify a real-life problem you are wrestling with at your organization. If you feel comfortable, share this problem with your group and collectively problem-solve how you might tap your strength to address or resolve the issues. During this part of the workshop focus on your strengths as they relate to the issue. (You might also mention your weaknesses, too, which are fine, but spend more time focusing on your strengths.) Your strengths won't be the only thing necessary to resolve the problem, but it's a starting place, and you will have time later today to attack the problem with additional lenses and strategies.

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Change Management

Identify 1 change or opportunity you learned about or dived more deeply into during the last 5 days that you would really like to implement back home.

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Planning & Delivering Change
Rider – Elephant -- Path

What's your desired destination for the change? Direct the Rider simply, rationally, and with no ambiguity:

What's the single sentence that captures the right feeling to Motivate the Elephant?

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List all the concrete tools you need to Shape the Path (scripts, checksheets, procedures, auto-correct menus & tools, training and practice, tip and Q&A sheets and anything else that will ensure quicker mastery, build habits, and reinforce the behavior/actions you want without people having to over-think, exert willpower, or wrestle with in-the-moment choices):

Shape-the-Path Tools We Already Have	Shape-the-Path Tools We Need to Develop

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Identify 2-3 anticipated tough spots you might encounter implementing or ramping up that change (barriers, resistance, difficulties, complexities) ...

When thinking about these anticipated tough spots, how can you mitigate your weaknesses and leverage your strengths to get through them successfully?

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How Do We Handle or Weather Change?

What's Your Myers-Briggs Related to Change?	
I/S Let's Keep It!	I/N Let's Think About It Differently!
Quiet, contemplative Think deeply before speak Few but deep interests & attachments Very grounded, here & now, 5 senses	Quiet, contemplative Think deeply before speak Few but deep interests & attachments Visionary, grand future, possibilities, 6 th sense
E/S Let's Do It!	E/N Let's Change It!
Lively, gregarious, think out loud, love bouncing ideas around in group Wide array of diverse interests & attachments Very grounded, here & now, 5 senses	Lively, gregarious, think out loud, love bouncing ideas around in group Wide array of diverse interests & attachments Visionary, grand future, possibilities, 6 th sense

Do you find you tend to get stuck in one of Bridges' 3 stages, and if so, which one?



Review the separate handout about our personal responses to change. What are the most typical symptoms you see yourself and others express? What improvement strategies might help?

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Healthy Conflict

Take one of the white index cards on your table and write down a particularly distressing, unresolved conflict you are having or you anticipate having back home. It can be a conflict with a peer, boss, supervisee, another colleague, someone from another organization ... anyone and any type of conflict. Keep it confidential so don't include identifying information. We will then shuffle the cards around, redistribute them, and ask you to form groups of 3 and discuss the cards you've been dealt. Talk about how you might resolve the issues. We will also discuss a couple of them in our large groups.

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Identify a simple, ordinary Good Fact or Intriguing Vision about something you heard these past 5 days that you're really excited to bring home. It could be an idea you really love or something you heard about that you've already partially implemented and can take further, or anything else that really caught your enthusiastic attention.

The facilitators will now give you simple instructions (almost a guided meditation) so you can FEEL it. Let it fill your mind & heart. Let it sink in, like golden syrup ... or warm you, like sunshine. Don't make it a big deal or hold on to it, but feel it for a few seconds.

If you want to, describe your experience of the difference between knowing a Good Fact and feeling a Good Experience.

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