Inclusive Mentoring:
A Strengths-based Approach

STRENGTHS FOR SCIENTISTS

Julie Lockman, PhD

Director of Faculty Affairs, Culture and Inclusion
Assistant Vice President for Graduate Education
WVU Health Sciences Center

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Objectives for Today

- Identify the role of strengths-based approaches in an inclusive work environment.
- Gain an understanding of how a strengths-based approach can be used in professional settings.
- Explore the Clifton Strengths® assessment and the information provided in the report.
- Gain awareness of how Clifton Strengths® can be used as a mentor and mentee to support progress and the mentoring relationship.

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What Do Talents and Strengths have to do with DEI?

DIVERSITY

Any difference between individuals and groups

INCLUSION

A culture that values the unique perspectives and contributions of all employees

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Diversity

Thinking Style	Language	Ethnicity*	Religion
Perspectives	Experiences	Nationality*	Geography
Race*	Culture	Skills	Gender*	Physical Abilities
Sexual Orientation	Disability*	Age	Socioeconomic Status*

*Underrepresented Populations in U.S. Biomedical, Clinical, Behavioral and Social Science Research

https://diversity.nih.gov/toolkit

https://sloanreview.mit.edu/tag/diversity/

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An Inclusive Work Culture

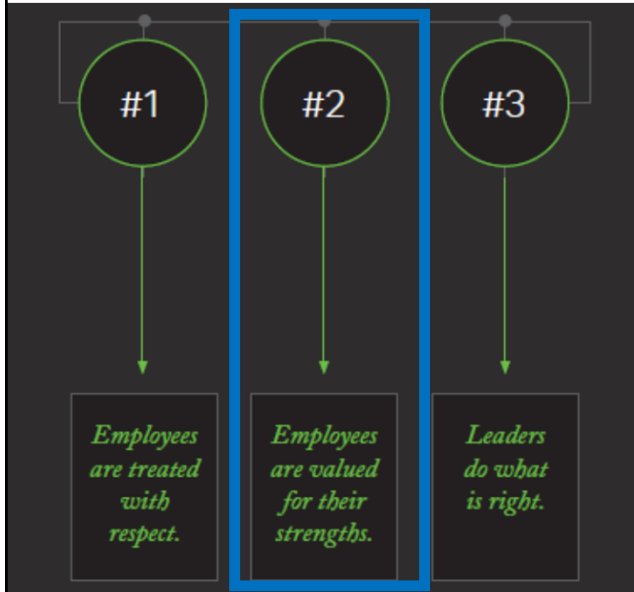| #1	#2	#3
Employees are treated with respect.	Employees are valued for their strengths.	Leaders do what is right.

Based on our study of more than 200 organizations and review of existing academic research, Gallup has identified three requirements for creating inclusive environments for all employees.
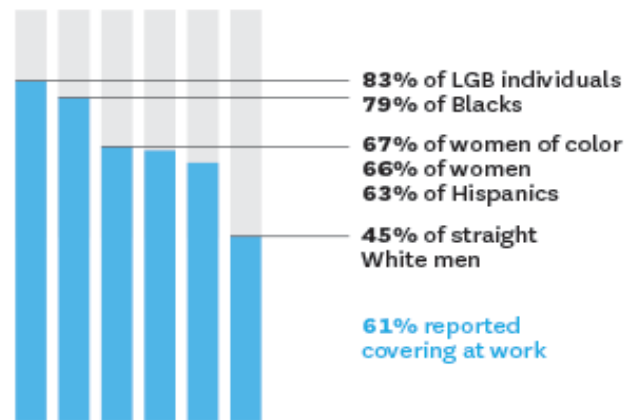
Three Requirements of a Diverse and Inclusive Culture — and Why They Matter for Your Organization . 2018 Gallup

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Authenticity at Work

- **Deloitte Study: https://hbr.org/2014/11/help-your-employees-be-themselves-at-work**
- **https://www.talentinnovation.org/_private/assets/CrackingTheCode_EPMC-ExecSummFINAL-CTI.pdf**

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A MAJORITY OF EMPLOYEES REPORT DOWNPLAYING THEIR DIFFERENCES AT WORK
Even 45% of white males say they do.

PERCENTAGE OF EMPLOYEES WHO REPORTED COVERING AT WORK

83% of LGB individuals
79% of Blacks

67% of women of color
66% of women
63% of Hispanics

45% of straight White men

61% reported covering at work

SOURCE "UNCOVERING TALENT: A NEW MODEL FOR INCLUSION" BY KENJI YOSHINO AND CHRISTIE SMITH, DELOITTE UNIVERSITY   HBR.ORG

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Building an Inclusive Culture is a Shared Responsibility

- An inclusive work environment is one where faculty, staff, and students are valued, respected, accepted and encouraged to fully participate.
- This involves the recognition of the unique backgrounds, experiences, personalities and talents that each individual brings to the table allowing for the presence of their authentic self.
- Understanding the strengths of others allows for greater appreciation for different perspectives and the opportunity for more effective and innovative collaborations and complementary partnerships.
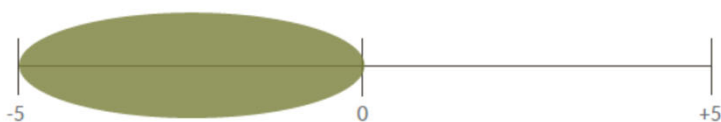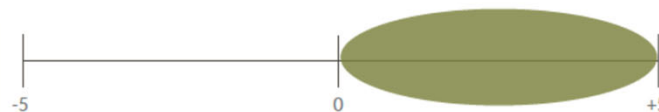
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Fig. 1 a focus on repairing weakness

Fig 2. A focus on building strengths

The Strengths-Based Approach

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Derived from the field of Positive Psychology

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Conventional Approach to Personal Development

Maintain your strength and work on fixing weaknesses.

Identify improvement areas → Develop an improvement plan

Poor Assumptions:

You can learn most, if not all, behaviors to a level of excellence.

If you try hard enough, you can master anything.

Fixing weaknesses leads to success.

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From Gallup: Introduction to Strengths Based Development

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Strengths-Based Approach to Personal Development

Focus on developing a person's talents into strengths and managing weaknesses.

Identify talents → Develop strengths

You can learn only some behaviors to a level of excellence.

People contribute best in very unique ways.

Fixing weaknesses prevents failure; building strengths leads to success.

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From Gallup: Introduction to Strengths Based Development

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THE SCIENCE BEHIND STRENGTHSFINDER®

/ >50 years of research

/ >24 million people have taken the assessment

/ Uniqueness of Insight Guides: Over 5,000 unique paragraphs with over

   33,390,720 different sets of signature theme possibilities.

/ Subjected to repeated psychometric scrutiny.

/ Researched to confirm validation and reliability.

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Asplund et al. 2016. Strengths Meta-analysis.

https://www.gallup.com/cliftonstrengths/en/253790/science-of-cliftonstrengths.aspx

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THEMES ARE THE BASIC LANGUAGE OF TALENT

MAXIMIZER INDIVIDUALIZATION
EMPATHY ARRANGER POSITIVITY
LEARNER CONNECTEDNESS
HARMONY BELIEF RESPONSIBILITY

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Four Domains of Team Strength

Executing	Influencing	Relationship Building	Strategic Thinking
People with dominant Executing themes know how to make things happen.	*People with dominant Influencing themes know how to take charge, speak up, and make sure the team is heard.*	*People with dominant Relationship Building themes have the ability to build strong relationships that can hold a team together and make the team greater than the sum of its parts.*	*People with dominant Strategic Thinking themes help teams consider what could be. They absorb and analyze information that can inform better decisions.*
Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative	Activator Command Communication Competition Maximizer Self-Assurance Significance Woo	Adaptability Connectedness Developer Empathy Harmony Includer Individualization Positivity Relator	Analytical Context Futuristic Ideation Input Intellection Learner Strategic

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The Strengths Equation

Talent + **Knowledge, Skill and Practice** = **Strength**
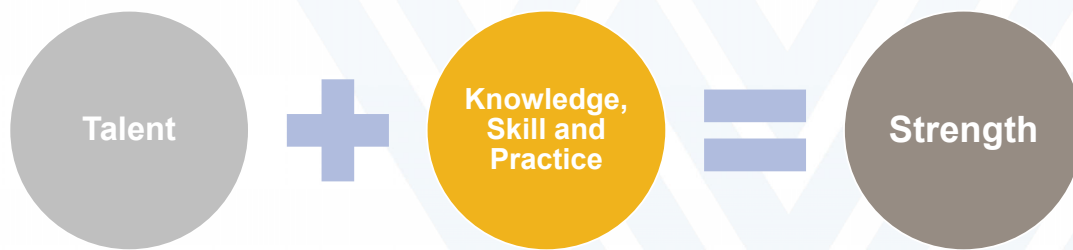
Talents are naturally re-occurring patterns of thought, feeling and behavior that can productively be applied.

By refining our dominate talents with skill and knowledge, we can create strength: the ability to provide consistent, near perfect performance in a given activity.

The ability to provide consistent, near perfect performance in a specific given activity
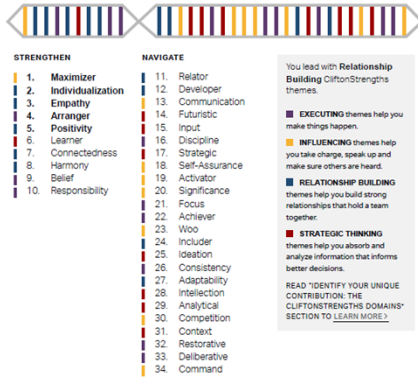
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Slide 15

Your CliftonStrengths 34 Results

You are uniquely powerful. Your distinct CliftonStrengths 34 profile sets you apart from everyone else. This is your talent DNA, shown in rank order based on your responses to the assessment.

Use this report to make the most of your strongest CliftonStrengths themes, navigate the rest and maximize your infinite potential:

- **Read and reflect on your results** to understand what you naturally do best.
- **Learn how to apply** your strongest CliftonStrengths every day.
- **Share your results with others** to create stronger relationships and improve teamwork.

STRENGTHEN

1. Maximizer
2. Individualization
3. Empathy
4. Arranger
5. Positivity
6. Learner
7. Connectedness
8. Harmony
9. Belief
10. Responsibility

NAVIGATE

11. Relator
12. Developer
13. Communication
14. Futuristic
15. Input
16. Discipline
17. Strategic
18. Self-Assurance
19. Activator
20. Significance
21. Focus
22. Achiever
23. Woo
24. Includer
25. Ideation
26. Consistency
27. Adaptability
28. Intellection
29. Analytical
30. Competition
31. Context
32. Restorative
33. Deliberative
34. Command

You lead with **Relationship Building** CliftonStrengths themes.

■ **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.

READ "IDENTIFY YOUR UNIQUE CONTRIBUTION: THE CLIFTONSTRENGTHS DOMAINS" SECTION TO LEARN MORE >

Your Report

Dominant Themes: Dominant talents show up frequently and powerfully in almost everything we do, guiding our actions, thoughts and feelings.

Supporting Themes: A person might occasionally notice these themes in their behaviors and thoughts, and they might use these themes in conjunction with one or more of their dominant ones. These themes can support their abilities and relationships.

Lesser Themes: Everyone has talents or strengths that don't show up often in their daily lives. The themes at the bottom of a person's CliftonStrengths profile are their lesser talents. These are not necessarily weaknesses — they are a person's least powerful themes. If people do not manage these themes properly, they could prevent them from maximizing their potential.
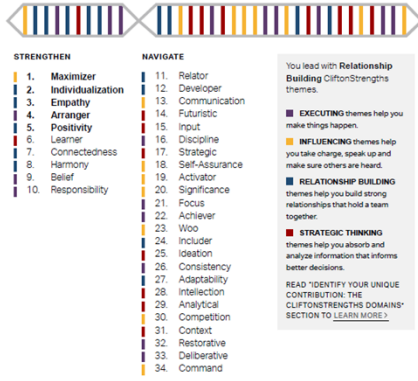
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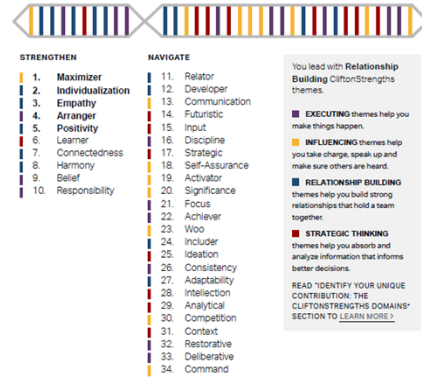
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Blind Spots and Vulnerabilities

- One must be equally aware of the power of their CliftonStrengths® and the biases and filters they create.

- Blind spots happen when a person's strongest themes cause <u>unintended negative misperceptions</u>. It is important for individuals to anticipate how their talents may influence their thoughts and actions and how their team members perceive them.

Weaknesses

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Bring-Need

- This is what I can contribute (value)

- This is what I need (energizers)

	I Bring This is what I can contribute (The value I add)	I Need This is what I need (My Energizers)
Maximizer	A quality orientation. An eye for improvement. A commitment to excellence. A desire for the best outcome. A focus on strengths in self and others.	A measure of excellence. Opportunities to exceed the standards. Quality to be valued as much as quantity. Opportunities to focus on what I do best every day.
Individualization	An understanding of people that is valuable for placement. A perception of the talents in others. A tailored approach for each person. A way to easily figure out how different people can work together productively. An eye for the uniqueness in people, data or objects.	Flexibility to customize the approach with each individual. Venues to identify and put to use each individual's unique strengths. Freedom to treat each person differently.
Empathy	Emotional Intelligence. Emotional comfort and stability. Emotional depth to relationships. An awareness of the needs, unvoiced questions and emotions of others. A view of the world through the eyes of others. The right words to help others express their feelings.	Meaningful relationships. Freedom to express my feelings. A value for emotional language Opportunities to make decisions based on intuition.
Arranger	Calmness when there are many moving parts. Flexibility, interactivity and resourcefulness. Effective collaboration working with others. An intuitive sense how different people can work together.	A dynamic environment. Opportunities to think on my feet. Responsibility to create and modify the plan. Autonomy to consider and arrange all the variables in the most productive way.

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Personal Insights Grid

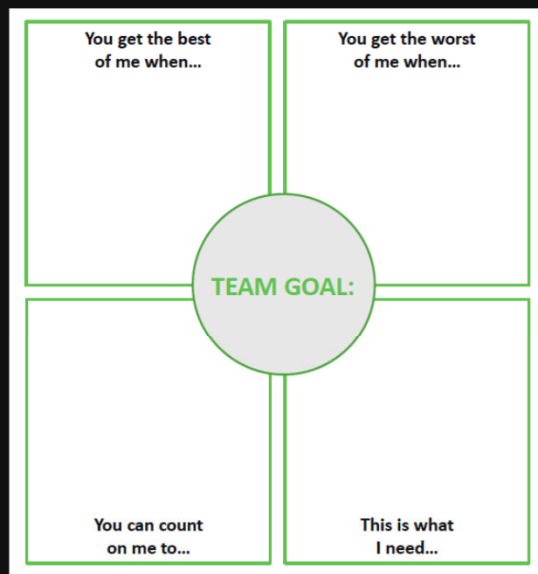|	Maximizer	Individualization	Empathy	Arranger	Positivity
	People exceptionally talented in the Maximizer theme focus on strengths as a way to stimulate personal and group excellence. They seek to transform something strong into something superb.	People exceptionally talented in the Individualization theme are intrigued with the unique qualities of each person. They have a gift for figuring out how different people can work together productively.	People exceptionally talented in the Empathy theme can sense other people's feelings by imagining themselves in others' lives or situations.	People exceptionally talented in the Arranger theme can organize, but they also have a flexibility that complements this ability. They like to determine how all of the pieces and resources can be arranged for maximum productivity.	People exceptionally talented in the Positivity theme have contagious enthusiasm. They are upbeat and can get others excited about what they are going to do.
Descriptive Words	Strengths-oriented, quality-oriented, results-oriented, strengths-obsessed, excellence-aware, discriminating, choosy	Aware, unique, perceptive, people-oriented, astute, fair, accurate, insightful, diverse	Listening, emotional, expressive, sensitive, aware, caring, intuitive, confidential, helpful, sensate, instinctive	Flexible, interactive, controlling, collaborative, multi-thinking, configuring, real-time, resourceful	Fun, optimistic, hopeful, generous, giddy, happy, enthusiastic, energetic, joyful, influential, light-hearted, dramatic, positive-minded
The Role I Play (Words describing who I am)	Leader, driver, clarifier, persuader, fighter, challenger, demander, perfectionist, quality controller	Customizer, observer, acceptor, noticer, spotter, anthropologist, novelist, biographer	Feeler, confidant, expresser, sage, absorber, listener, resonator, sensor	Juggler, orchestrator, coordinator, rearranger, multi-thinker, controller, enlister, conductor	Energizer, optimist, encourager, influencer, comedian, performer, celebrator, recognizer, enthusiast, promoter
I am (being)	committed to excellence	a customizer	an emotional person	comfortable with lots of moving parts	optimistic, hopeful, fun loving
I will (doing)	focus on what is strong and manage around what is weak	see the potential in human diversity rather than its problem	make the visceral explicit	work effectively and efficiently through others	lift and lighten emotional environments
The Value I Bring	a quality orientation	an understanding of people that is valuable for placement	emotional Intelligence	flexibility and interactivity	contagious energy and enthusiasm
The Needs I Have (Give me..)	quality to be valued as much as quantity	individualized expectations created to fit a person	freedom to laugh, cry, vent	a dynamic environment	freedom to experience the joy and drama of life
Metaphor / Image	good-to-great, good-better-best	casting director - uses intelligence about people	a person's affect will determine his or her effect	a maestro, a conductor	glass half full, not half empty
Barrier Label	picky, never satisfied	sacrifices group needs for individual needs	bleeding heart	difficult to follow because of frequent rearrangements	naïve
My Motivators (I Love)	a maximum return on investments	people getting to do what they do best	the gladness, sadness and madness of humanity	initiating and managing necessary change	living life to its fullest
My Demotivators (I Dislike)	an obsession with weakness fixing	a one-size-fits-all approach	those things that block or limit emotional expression	resistance to necessary change	negative people who drain life out of others

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Team Strengths Grid

Strategic Thinking — 38% — 10 People — 23								Influencing — 8% — 3 People — 5								Relationship Building — 32% — 9 People — 19									Executing — 22% — 8 People — 13								
Analytical	Context	Futuristic	Ideation	Input	Intellection	Learner	Strategic	Activator	Command	Communication	Competition	Maximizer	Self-Assurance	Significance	Woo	Adaptability	Connectedness	Developer	Empathy	Harmony	Includer	Individualization	Positivity	Relator	Achiever	Arranger	Belief	Consistency	Deliberative	Discipline	Focus	Responsibility	Restorative
						2						5	3											4	1								
							1														5	2			3							4	
		5				1				4						3									2								
3						2												4				1						5					
2		3		5	4	1																			1								
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																		2	3											4		5	1
																2	5						3										
						1	4																										

Best of Us – Team Goal Version

ADD THE TEAM PERFORMANCE GOAL

You get the best of me when…	You get the worst of me when…
TEAM GOAL:	
You can count on me to…	This is what I need…

#GallupAtWork

VIRTUAL
Gallup *at* **Work**
— SUMMIT —

APPLYING YOUR TALENTS
YOUR REPORT IS A BEGINNING, NOT AN END.

NAME IT!

AIM IT!

CLAIM IT!

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Mapping Your Talent Themes

- **Project Management:** Planning, Resourcing, Implementing, Completing

- **Build Relationships**: Establish connections with others to build trust, share ideas and get work done.

- **Communicate Clearly**: Listen, share information and be receptive to others' opinions.

- **Think Critically**: Seek and evaluate information, apply knowledge and solve problems.

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Theme Advantage: Collaboration

		Theme 1	Theme 2	Theme 3	Theme 4	Theme 5
• Selecting partners	**Selecting the right partners** Which of your themes can help you identify the best people to work with?					
• Share common purpose	**Sharing the common purpose** How can your themes help create alignment towards a common goal?					
• Building Trust	**Building Trust** Which themes foster understanding and cooperation to build trusting relationships?					
• Appreciating Diversity	**Appreciating diversity** How can your themes recognise and appreciate the different contributions from others?					

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Theme Advantage: Getting Things Done

		Theme 1	Theme 2	Theme 3	Theme 4	Theme 5
• Motivation to get started	**Motivation to get started** Which aspects of your themes provide the trigger or ambition to want to get things done?					
• Best course of action	**Best course of action** How can your themes help determine the best way to carry out the task and consider the people involved?					
• Quality/Productivity of work	**Quality / Productivity of work** Which themes consider the efficiency of the work or the quality of the result?					
• Determination to finish	**Determination to finish** How can your themes help provide the momentum and dedication to keep going until completion?					

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Using Strengths as a Tool for Inclusion: For Mentors and Leaders

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Mentees are Valued for their Strengths: ORGANIZATION ACTIONS

- Use the CliftonStrengths assessment to identify unique talents.
- Individualize personal development planning and overall learning and development programs.
- Define career advancement and pathway opportunities, focusing on the development and reinforcement of diverse strengths.
- Create balanced scorecards for leaders, mentors, and mentees with goals that managers and employees create together.

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Mentees are Valued for their Strengths: LEADER ACTIONS

- Focus on strengths to individualize performance coaching conversations to each team member's unique successes and challenges.
- Give strengths-based feedback about how specific talents can help or hinder individual and team performance goals.
- Identify roles and responsibilities where mentees can win and develop, helping team members align their strengths to specific job demands.
- Support cross-functional collaboration, learning and team creation, fostering additional diversity within and across teams as well as peer development and lateral advancement.

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Mentees are Valued for their Strengths: LEADER REFLECTION QUESTIONS

- How do your strengths affect your mentoring style?
- How do your strengths help and hinder your ability to individualize your mentoring approach?
- How do you take ownership of developing your team's strengths?
- What adjustments, if any, can you make to better appreciate each team member's unique strengths?
- How can you make the most of your team members' strengths to meet their motivational and developmental needs?

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Mentees are Valued for their Strengths: LEADERS QUESTIONS TO ASK THE TEAM

- Do you feel like people value your unique attributes, skills, experiences and background at work?

- How comfortable are you being yourself at work?

- In what ways do you feel like you are valued and essential to your team?

- How could we make time to reflect on and discuss how to make things better?

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JAL

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

Donald O. Clifton, Ph.D. (1924-2003)

Contact me at: jmlockman@hsc.wvu.edu

strengthsforscientists   Edit Profile
97 posts   96 followers   83 following
Dr. Julie Lockman
Scientist 🧑‍🔬 Gallup-certified #strengthscoach. Professional development of graduate students, faculty and academic leaders. #cliftonstrengths

G GALLUP CERTIFIED Strengths Coach

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