

STRENGTHS & CHALLENGER

MANAGER COACHING & ACTIVITY TOOLS





STRENGTHS RECOGNITION



I appreciated seeing this Strength of yours in action today. It contributed to our team in this beneficial way.

"Life's most persistent and urgent question is, 'what are you doing for others?' — Martin Luther King, Jr.

TO:

STRENGTH: _____

IT CONTRIBUTED IN THIS BENEFICIAL WAY:

FROM:



TO:

STRENGTH: _____

IT CONTRIBUTED IN THIS BENEFICIAL WAY:

FROM:



TO:

STRENGTH: _____

IT CONTRIBUTED IN THIS BENEFICIAL WAY:

FROM:





GIVING NUSANCE MONKEYS THE BOOT



Three wise monkeys once said: "Look for other's Strengths. Every word is not truth. Only speak words of kindness."

This week I booted these monkeys from my life, for now. You can help me keep them away by ... _____.

YOUR NAME: _____

MONKEY BOOTED: _____

HOW YOU BOOTED THIS MONKEY: _____

HOW I CAN HELP YOU KEEP THIS MONKEY AWAY:



YOUR NAME: _____

MONKEY BOOTED: _____

HOW YOU BOOTED THIS MONKEY: _____

HOW I CAN HELP YOU KEEP THIS MONKEY AWAY:



We do not fear people
whose story we know.



— Margaret J. Wheatley

YOUR NAME: _____

SOMETHING YOU TAKE GREAT PRIDE IN: _____

TELL ME MORE ABOUT IT: _____

STRENGTHS YOU RECOGNIZE IN ANY OF PRIDE: _____



We do not fear people
whose story we know.



— Margaret J. Wheatley

YOUR NAME: _____

SOMEONE YOU HAVE GREAT ADMIRATION FOR: _____

TELL ME MORE ABOUT IT: _____

STRENGTHS YOU RECOGNIZE IN THIS PERSON: _____





INDIVIDUALIZING YOUR STRENGTHS

Your Strengths journey begins with your “Raw” Strengths (being-biased, inward focused) and creates success when your understanding leads to “Refined” Strengths (others-oriented, outward focused).

NAME: _____

STRENGTHS — RAW TO REFINED

- A **STRENGTH** is a thought, feeling or behavior that comes — instinctively, effortlessly, naturally.
- Strengths play an important, active role in all aspects of our lives, especially “**WELLBEING.**”
- Your Strengths interact with one another creating “**DYNAMICS**” that are unique to you.
- Strengths define HOW YOU DO THINGS, not what you can do.

1. STRENGTH: _____

2. STRENGTH: _____

3. STRENGTH: _____

4. STRENGTH: _____

5. STRENGTH: _____

STRENGTHS DOMAINS

- **DOMAINS** are four groups of Strengths that broadly define how each Strength in that group takes action toward a common end.
 1. **EXECUTING:** You get things done.
 2. **INFLUENCING:** You speak up, lead, and are the team’s voice.
 3. **RELATIONSHIP:** You bring and hold people together.
 4. **STRATEGIC:** You absorb and analyze information.

STRENGTHS FEED WELLBEING

- **WELLBEING** are our five life areas where our Strengths live and interact.
 1. **PURPOSE:** Something you enjoy and do well.
 2. **SOCIAL:** Love and relationships with family and friends.
 3. **PHYSICAL:** Health and energy to complete daily activities.
 4. **FINANCIAL:** You can effectively live within your economic life.
 5. **COMMUNITY:** Connection and engagement with your space in world.



To help ourselves & others it's
important to step outside
our frame of reference.



— Adam Grant

YOUR NAME: _____

YOU CAN HELP ME SUCCEED AT CCOK BY: _____

STRENGTHS OF YOURS THAT ARE IMPORTANT TO THIS: _____





RAW & REFINED STRENGTHS

Strengths are more powerful than emotions, if we are intentional and understand our Strengths.



A "Raw" Strength (being) is where we start our Strengths journey and that's okay. It's a self-oriented state that isn't ideally productive and takes a narrower view of the world.

A "Refined" Strength (Doing) is our end-goal for our Strengths journey. It's an others-oriented state of action that is productive, guides partnerships, leads others to their Strengths, and takes responsibility.

- List your Top Five Strengths and one emotion that can interfere with it. Choose one strength to write a Raw version of its use (being) and a Refined version of its use (doing).

1. STRENGTH: _____ EMOTION: _____

2. STRENGTH: _____ EMOTION: _____

3. STRENGTH: _____ EMOTION: _____

4. STRENGTH: _____ EMOTION: _____

5. STRENGTH: _____ EMOTION: _____

RAW STRENGTH:

REFINED STRENGTH:





TELL ME MORE?

People rarely tell you the real, deepest answer upfront. The first answer is often the answer that is given in hopes you will stop asking questions and move on. It's the third, fourth or even fifth answer that is most telling and honest.

FAVORITE STRENGTH?

• STRENGTH: _____

SURPRISE STRENGTH?

• STRENGTH: _____

MOST USED STRENGTH?

• STRENGTH: _____

STRENGTHS STORY?

• STORY: _____





WEAKNESS SELF-TEST

Sign your name, five times, the way you would on a check or on your mortgage or for an adoring fan.

DOMINANT HAND SIGNATURE

1. _____
2. _____
3. _____
4. _____
5. _____

NON-DOMINANT HAND SIGNATURE

1. _____
2. _____
3. _____
4. _____
5. _____





STRENGTHS SELF-TEST

Sign your name, five times, the way you would on a check or on your mortgage papers or for an adoring fan.

SIGNATURE STRENGTHS

1. _____

2. _____

3. _____

4. _____

5. _____

PERCEIVED WEAKNESSES

1. _____

2. _____

3. _____

4. _____

5. _____





BEST COMPLIMENT YOU'VE EVER RECEIVED

WHO GAVE IT TO YOU?

PERSON:

WELLBEING AREA:

WHAT WAS IT?

COMPLIMENT:

WHAT STRENGTH MIGHT IT BE?

DID IT MOTIVATE YOU?

MOTIVATION OUTCOME:

HAVE YOU TOLD THAT PERSON?





CONVERSATION OPENINGS (1)

These questions will help you guide team member conversations.

1. How will your _____ Strength help you achieve your goals?
2. What Strength aren't you using? How can I help you use it more?
3. What Strength would be especially helpful for a situation you are facing right now? Tell me more?
4. What is important that you receive more of to feel more fulfilled or that you have a greater impact?
5. What is something that is important that you let go of to have a greater impact?
6. What activities give you the most fulfillment and satisfaction while doing them or immediately after?
7. What would your customers and colleagues say you do well? What would they say stalls you?
8. What is the most important challenge you are facing right now? Tell me more?
9. What would you like to get better at? What Strengths of your are involved? How can I help?





CONVERSATION OPENINGS (2)

These questions will help you guide team member conversations.

10. Currently, what type of Challenger sales role type do you feel you are?
11. What makes you most uncomfortable about The Challenger Sale model? Tell me more?
12. In your organizational role, how can you best utilize The Challenger Sale model?
13. In your organizational role, how can you best support The Challenger Sale model?
14. What is a unique Challenger Insight we have not considered?
15. Is there a variation on a Challenger Insight we have not considered?
16. What could the Challenger Teaching Message or Story be around _____ ?
17. What is a recent compelling story you have heard? Tell me more about it.
18. Tell me about a company that is better than any of their competitors at what they do. Tell me more.





CHALLENGER INSIGHT BUILDING OVERVIEW

QUESTIONS IN INSIGHT DISCOVERY ORDER	ANSWER	ANSWER	ANSWER
WHAT ARE YOUR CUSTOMERS FOCUSED ON?			
WHAT ARE YOUR CUSTOMERS UNAWARE OF THAT IS HURTING THEIR BUSINESS?			
WHAT STORIES WILL CONNECT AND ENGAGE YOUR CUSTOMERS?			
IS THE STORY A TRULY UNIQUE VALUE THAT CAN BE A CHALLENGER INSIGHT?			
IF "NO," CAN THE STORY BE REFRAMED OR SHOULD IT BE DISGARDED?			
TEST AND PROVE THE STORY AND INSIGHT!			





CHALLENGERS EXCEL IN 3 SPECIFIC WAYS

1) Teaching for differentiation. 2) Tailoring for resonance. 3) Taking control of sale.



TEACHING MESSAGE / INSIGHT:

- MAIN SEGMENT: _____
- OTHER SEGMENTS: _____
- INSIGHT CATEGORY: _____
- DATA POINT: _____
- TOOLS NEEDED: _____
- INTERNAL TEAM PARTNERS: _____
- STORY & TAILORED STORIES (OTHER SEGMENTS): _____
- WAYS TO TAKE CONTROL OF SALE: _____

FOUR DOMAINS OF TEAM STRENGTH

EXECUTING

Those with dominant Strengths in the Executing Domain know how to make things happen. When the team needs someone to implement a solution, these are the people who will work tirelessly to get it done. Those with a Strength to execute, have the ability to “catch” an idea and make it a reality.

ACHIEVER
ARRANGER
BELIEF
CONSISTENCY
DELIBERATIVE
DISCIPLINE
FOCUS
RESPONSIBILITY
RESTORATIVE

INFLUENCING

Those with dominant Strengths in the Influencing domain help their team reach a much broader audience. These individuals can sell the team’s ideas inside and outside the organization. When the team needs someone to take charge, speak up, and make sure the group is heard, look to someone with the Strength to influence.

ACTIVATOR
COMMAND
COMMUNICATION
COMPETITION
MAXIMIZER
SELF-ASSURANCE
SIGNIFICANCE
W.O.O.

RELATIONSHIP

Those with dominant Strengths in the Relationship Building domain can provide the essential glue to hold a team together. Without these Strengths on a team, in many cases, the group is simply a composite of individuals. In contrast, team members with exceptional Relationship Building Strength have the unique ability to help the group become much greater than the some of its parts.

ADAPTABILITY
CONNECTEDNESS
DEVELOPER
EMPATHY
HARMONY
INCLUDER
INDIVIDUALIZATION
POSITIVITY
RELATOR

STRATEGIC

Those with dominant Strategic Thinking Strengths are the ones who keep the team focused on what could be. They are constantly absorbing and analyzing information and helping the team make better decisions. People with Strength in this domain continually stretch the team’s thinking for the future.

ANALYTICAL
CONTEXT
FUTURISTIC
IDEATION
INPUT
INTELLECTION
LEARNER
STRATEGIC



ALL 34 STRENGTHS DETAIL (P.1)

ACHIEVER — People talented in the Achiever theme work hard and possess a great deal of stamina. They take immense satisfaction in being busy and productive.

ARRANGER — People 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.

BELIEF — People talented in the Belief theme have certain core values that are unchanging. Out of these values emerges a defined purpose for their lives.

CONSISTENCY — People talented in the Consistency theme are keenly aware of the need to treat people the same. They crave stable routines and clear rules and procedures that everyone can follow.

DELIBERATIVE — People talented in the Deliberative theme are best described by the serious care they take in making decisions or choices. They anticipate obstacles.

DISCIPLINE — People talented in the Discipline theme enjoy routine and structure. Their world is best described by the order they create.

FOCUS — People talented in the Focus theme can take a direction, follow through and make the corrections necessary to stay on track. They prioritize, then act.

RESPONSIBILITY — People talented in the Responsibility theme take psychological ownership of what they say they will do. They prefer stable values like honesty and loyalty.

RESTORATIVE — People talented in the Restorative theme are adept at dealing with problems. They are good at figuring out what is wrong and resolving it.

ACTIVATOR — People talented in the Activator theme can make things happen by turning thoughts into action. They want to do things now rather than simply talk about them.

COMMAND — People talented in the Command theme have presence. They can take control of a situation and make decisions.

COMMUNICATION — People talented in the Communication theme generally find it easy to put their thoughts into words. They are good conversationalists and presenters.

COMPETITION — People talented in the Competition theme measure their progress against the performance of others. They strive to win first place and revel in contests.

MAXIMIZER — People 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.

SELF-ASSURANCE — People talented in the Self-Assurance theme feel confident in their ability to take risks and manage their own lives. They have an inner compass that gives them certainty in their decisions.

SIGNIFICANCE — People talented in the Significance theme want to make a big impact. They are independent and prioritize projects based on how much influence they will have on their organization or people around them.

W.O.O. — People talented in the WOO theme love the challenge of meeting new people and winning them over. They derive satisfaction from breaking the ice and making a connection with someone.



ALL 34 STRENGTHS DETAIL (P. 2)

ADAPTABILITY — People talented in the Adaptability theme prefer to go with the flow. They tend to be “now” people who take things as they come and discover the future one day at a time.

CONNECTEDNESS — People talented in the Connectedness theme have faith in the links among all things. They believe there are few coincidences and that almost every event has meaning.

DEVELOPER — People talented in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and derive satisfaction from evidence of progress.

EMPATHY — People talented in the Empathy theme can sense other people’s feelings by imagining themselves in others’ lives or situations.

HARMONY — People talented in the Harmony theme look for consensus. They don’t enjoy conflict; rather, they seek areas of agreement.

INCLUDER — People talented in the Includer theme accept others. They show awareness of those who feel left out and make an effort to include them.

INDIVIDUALIZATION — People 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.

POSITIVITY — People talented in the Positivity theme have contagious enthusiasm. They are upbeat and can get others excited about what they are going to do.

RELATOR — People talented in the Relator theme enjoy close relationships with others. They find deep satisfaction in working hard with friends to achieve a goal.

ANALYTICAL — People talented in the Analytical theme search for reasons and causes. They have the ability to think about all of the factors that might affect a situation.

CONTEXT — People talented in the Context theme enjoy thinking about the past. They understand the present by researching its history.

FUTURISTIC — People talented in the Futuristic theme are inspired by the future and what could be. They energize others with their visions of the future.

IDEATION — People talented in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.

INPUT — People talented in the Input theme have a need to collect and archive. They may accumulate information, ideas, artifacts or even relationships.

INTELLECTION — People talented in the Intellection theme are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions.


LEARNER — People talented in the Learner theme have a great desire to learn and want to continuously improve. The process of learning, rather than the outcome, excites them.

STRATEGIC — People talented in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.





STRENGTHS INVENTORY

TEAM MEMBER	EXECUTING										INFLUENCING						RELATIONSHIP BUILDING						STRATEGIC THINKING												
	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	
	"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."												

