



# Strengths-Based Development Learning Planning Guide

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## ABOUT THIS GUIDE

Gallup's strengths-based development curriculum helps individual employees grow and become more productive. But it's also built to help you achieve your overall company goals and enhance your culture. It will help you empower your managers, develop your employees and improve your organization's performance. The Strengths-Based Development Learning Planning Guide describes courses, tools and resources Gallup has created based on best practices.

Your learning needs have a unique timeline, budget and approach. This document will help you identify the right learning approach to match your specific needs. You can create a culture of development that engages and helps your people thrive with Gallup's:

- instructor-led courses
- webinars
- guidebooks
- packets
- facilitated workshops and conversations



Featured Product: CliftonStrengths Discovery Cards



### NAME IT

Understand and  
identify your  
CliftonStrengths themes.

### CLAIM IT

Gain awareness of  
and appreciation for  
your CliftonStrengths.

### AIM IT

Invest in and apply  
your CliftonStrengths.

# Contents

Gallup's CliftonStrengths assessment and strengths-based development curriculum are the culmination of more than 50 years of research into what makes individuals, managers, teams and organizations successful. Our learning helps individual employees grow and become more productive. But it's also built to help you achieve your overall company goals and to enhance your company culture.

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# Strengths-Based Development Produces Exceptional Performance

If there is one area that has the potential to transform an organization's entire culture and improve business outcomes, it's building a strengths-based culture. Why?

Because it's proven to have a significant effect on key performance outcomes.

The best organizations that use CliftonStrengths in their mission, values and processes see better outcomes in all the metrics that matter to leaders:

- 15% higher employee engagement
- 7% higher customer engagement
- 29% higher profit
- 72% lower attrition in high-turnover organizations



Gallup's strengths-based approach to management and leadership powers the greatest teams in the world's most successful organizations every day.

## INDIVIDUALS

Gallup research finds that people who use their CliftonStrengths are more engaged and productive at work and three times more likely than others to have an excellent quality of life.

## MANAGERS AND TEAM LEADERS

The best managers boost individual and team performance using CliftonStrengths. In fact, more than two-thirds of employees who strongly agree that their manager focuses on their strengths or positive characteristics are engaged.

## ORGANIZATIONS

A winning workplace culture is one that values strengths-based development. Organizations that focus on each employee's continuous growth and improvement transform their culture.



# Make the Most of Human Potential

**The new purpose of business — and the future of work — must include making the most of human potential.**

The way work gets done is changing: It's more creative, more collaborative and faster-paced than ever before — and the practice of management can't keep up.

The good news is that employees crave opportunities to learn and grow. Workers today want to work for organizations that offer new horizons and challenges. They yearn to do more and become more. And if their workplace doesn't give them these opportunities, they'll find one that does. In fact, the **No. 1 reason people change jobs today is for "career growth opportunities."**

A culture of high employee development is the most productive environment for both your employees and your business. Employees need continual learning and development opportunities to stay up to date. Understanding their strengths helps employees choose the developmental paths that are most likely to help them sustain a long, successful and productive career.

## The most effective way to develop and empower people is to help them use their strengths.

It isn't until people know what makes them talented and unique that they know how to improve their job performance, build stronger relationships and be better teammates. And to feel like they're improving every day.

When organizations encourage employees to use their talents to pursue a goal, individual engagement, team performance and the company's business metrics all improve.

The CliftonStrengths assessment has become the leading developmental assessment in the world.

Over 20 million people have taken it in nearly 30 languages, with close to 2.5 million people taking it just last year.

The CliftonStrengths assessment:

- is based on more than five decades of research on the nature of talents and strengths
- is the foundation for building a strengths-based workplace culture where teams know their strengths and apply them for maximum productivity
- has helped more than 20 million people discover their strengths and lead more productive lives

CliftonStrengths®

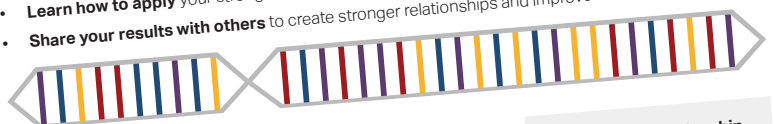
LISA ANN | 12-30-1999

## 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 CliftonStrengths 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. Responsibility
2. Relator
3. Maximizer
4. Learner
5. Analytical
6. Developer
7. Individualization
8. Focus
9. Empathy
10. Self-Assurance

### NAVIGATE

11. Futuristic
12. Connectedness
13. Belief
14. Input
15. Arranger
16. Achiever
17. Intellection
18. Competition
19. Harmony
20. Deliberative
21. Activator
22. Adaptability
23. Communication
24. Positivity
25. Consistency
26. Command
27. Significance
28. Ideation
29. Discipline
30. Includer
31. Strategic
32. Woo
33. Context
34. Restorative

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 >](#)

# Five Steps to Creating a Strengths-Based Culture

Workplaces that will win in the future need to change their strategy today. At the core of their new strategy should be a focus on strengths.

Few organizations in the world can honestly say their culture is “strengths-based.” This is a massive missed opportunity. Organizations and teams with strengths-based cultures consistently outperform their competitors. Employees who use their strengths on the job are more likely than others to be intrinsically motivated by their work — simply because it feels less like work to them. As a result, employees who say they use their strengths every day are 8% more productive and 15% less likely to quit their jobs. They are also more likely to strongly agree that they like what they do each day.

There are five steps to take to help you achieve measurable benefits from establishing a strengths-based culture:

- 1) Start with the CEO or it doesn't work.
- 2) Require every employee to discover their strengths.
- 3) Build an internal network of strengths coaches.
- 4) Integrate strengths into performance management.
- 5) Transform your learning programs.



A focus on strengths helps your managers and leaders understand how to position, develop and empower their people to make all the difference in their workplace culture.

# Target Audiences



## EXECUTIVE LEADERS

**Prioritize strengths-based development as an integral part of the organization's culture and a competitive, strategic point of differentiation in the marketplace.**

If you want a strengths-based culture, executive leadership needs to explain how capitalizing on each employee's strengths will empower the company to achieve its purpose and business objectives. Executive leaders should share their strengths and communicate how they use them.

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## MANAGERS AND TEAM LEADERS

**Maximize the team's potential by understanding and appreciating each employee's unique development.**

Managers need to become strengths-based performance coaches for their teams. This means they must first understand their own strengths and how to use them. Then, they need to understand their employees' strengths so that they can have effective, ongoing developmental conversations that lead to improved performance.

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## INDIVIDUAL CONTRIBUTORS

**Understand, appreciate and develop strengths.**

Employees need continuous learning and development opportunities to stay up to date. Understanding their strengths will help individual contributors choose developmental paths that support a long, successful career. When individual contributors learn how to apply their unique strengths in their roles, strengths becomes a vital part of your ongoing business operations rather than a temporary initiative.

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## TEAMS

**Purposefully use collective talents and strengths.**

Strengths gives teams a common language to talk about how they can collaborate and perform effectively. Awareness is just the beginning. A strengths-based measurement approach is designed primarily to improve constructive communication and development.

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## STRENGTHS COACHES

**Provide immediate coaching support to show managers how to use strengths every day.**

Internal strengths coaches give managers practical strengths insights and tools. They serve as internal consultants who can advise managers and provide ongoing support.

"There is no more effective way to empower people than to see each person in terms of his or her strengths."

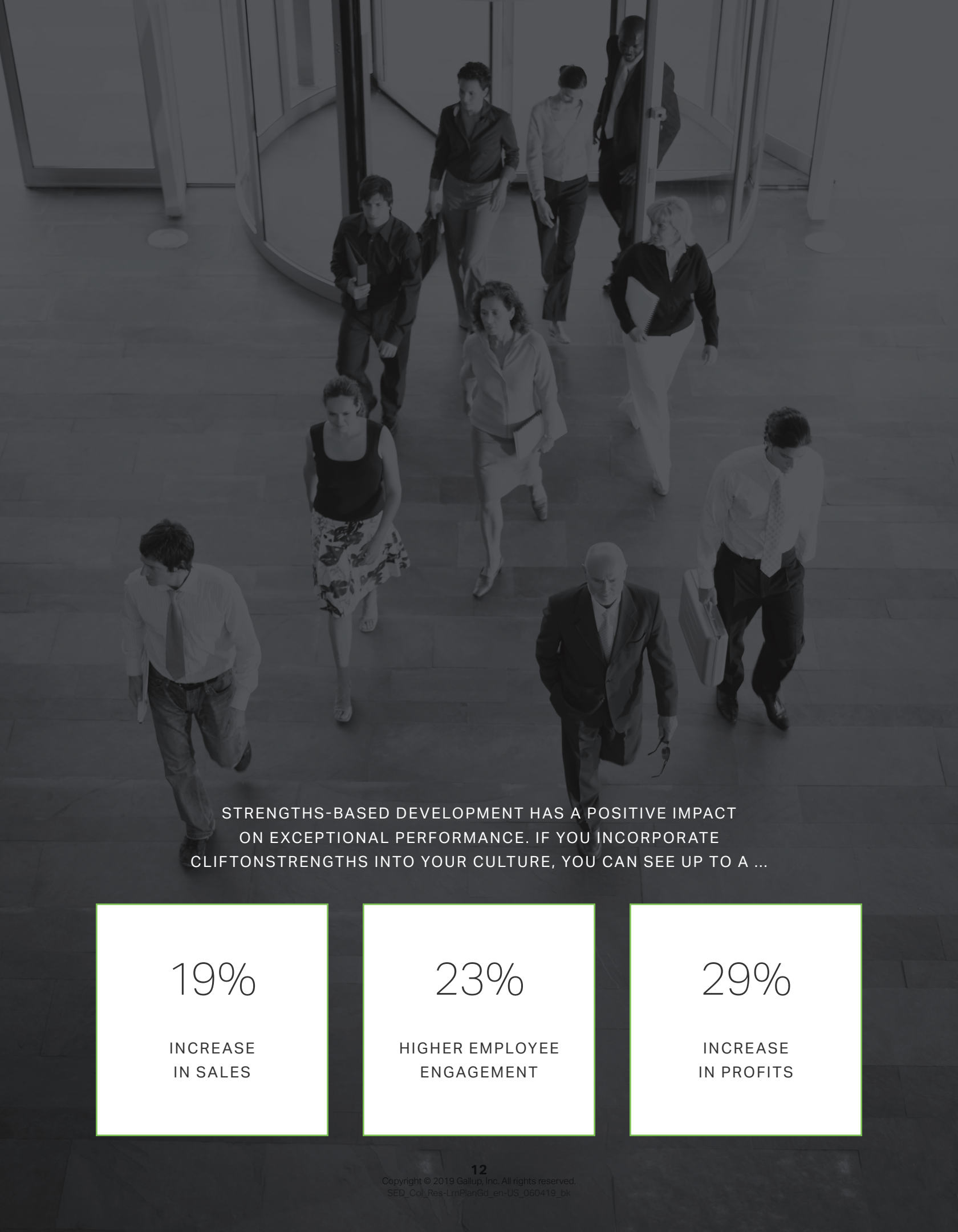
— DON CLIFTON

FATHER OF STRENGTHS PSYCHOLOGY AND INVENTOR OF CLIFTONSTRENGTHS



# Tailored Curriculum for Specific Audiences

There are several options to help you get to where you want to be.



STRENGTHS-BASED DEVELOPMENT HAS A POSITIVE IMPACT  
ON EXCEPTIONAL PERFORMANCE. IF YOU INCORPORATE  
CLIFTONSTRENGTHS INTO YOUR CULTURE, YOU CAN SEE UP TO A ...

19%

INCREASE  
IN SALES

23%

HIGHER EMPLOYEE  
ENGAGEMENT

29%

INCREASE  
IN PROFITS

EL

# Learning for Executive Leaders

If you want a strengths-based culture, executive leadership needs to explain how capitalizing on each employee's strengths will empower the company to achieve its purpose and business objectives. Executive leaders should share their strengths and communicate how they use them.

Strengths must be important to leaders for it to be important to the organization. These in-person, instructor-led courses give leaders a firsthand learning experience, including practical strategies and discussions to help them align strengths with their organization's culture.

Gallup's learning for executive leaders helps executives examine the power of a strengths-based approach to development. They explore how to use their unique strengths to enhance their unique leadership style and approach, how to work more effectively as an executive team and how to build a strengths-based culture.

## EXECUTIVE TEAMS

### ■ Strengths-Based Executive Leadership for Teams

*Instructor-Led Course  
for Executive Teams  
Two-Day*

**Anticipated Impact:** Leaders align strengths with strategic priorities and organizational identity. Leaders will:

- articulate how a strengths initiative ties to the organization's identity (*purpose, brand, culture*)
- incorporate strengths into their leadership brand
- integrate a focus on strengths into their communications and behaviors
- use strengths to create effective partnerships with other leaders

"A leader needs to know his strengths as a carpenter knows his tools, or as a physician knows the instruments at her disposal. What great leaders have in common is that each truly knows his or her strengths — and can call on the right strength at the right time."

**DON CLIFTON**

1924-2003



# Learning for Managers and Team Leaders

Managers need to become strengths-based performance coaches for their teams. This means they must first understand their own strengths and how to use them. Then, they need to understand their employees' strengths so that they can have effective, ongoing developmental conversations that lead to improved performance.

## ONLINE LEARNING

These interactive e-learning modules will help managers and team leaders understand and apply their strengths to inspire success at work and in life. Before the first module, individuals must complete the CliftonStrengths assessment and have their report available. Participants must also complete the modules in sequential order.

- |                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>■ <b>CliftonStrengths:<br/>Your Introduction</b></p> <p><i>On-Demand Online Learning</i><br/>20 minutes</p> | <p><b>Anticipated Impact:</b> Managers get a framework and language they can use to verbalize their unique strengths as well as ideas for how to use these insights to support their success. Managers will:</p> <ul style="list-style-type: none"> <li>• understand their greatest natural strengths</li> <li>• recognize how their strengths contribute to their success</li> <li>• develop their strengths to achieve a future goal</li> </ul>                                                      |
| <p>■ <b>CliftonStrengths:<br/>Your Leadership</b></p> <p><i>On-Demand Online Learning</i><br/>15 minutes</p>   | <p><b>Anticipated Impact:</b> Managers learn how to use their unique natural talents and strengths to lead others effectively. Managers will understand how to use their strengths to:</p> <ul style="list-style-type: none"> <li>• increase their effectiveness</li> <li>• help — or hinder — their performance</li> <li>• intentionally integrate them into their tasks and responsibilities</li> </ul>                                                                                              |
| <p>■ <b>CliftonStrengths:<br/>Your Teams</b></p> <p><i>On-Demand Online Learning</i><br/>15 minutes</p>        | <p><b>Anticipated Impact:</b> Managers learn more about using a strengths-based approach to manage others effectively. Managers will learn:</p> <ul style="list-style-type: none"> <li>• how to use strengths-based conversations to coach their team</li> <li>• how to individualize their approach to managing team members based on their strengths</li> <li>• ways to effectively integrate a strengths-based approach into the conversations they have with each of their team members</li> </ul> |

## IN-PERSON, INSTRUCTOR-LED TRAINING

To be an effective strengths-based manager and build a strengths-based team, you need to be an expert on your own strengths and your team members' strengths. You also must know if all of your team members know and appreciate their unique strengths and contributions. These in-person, instructor-led courses give managers an experiential learning experience, including practical exercises, activities and discussions to help them develop the skills they need to be effective, strengths-based managers.

Use these courses when you want to build a strengths-based culture, guiding managers toward a comprehensive awareness and understanding of their strengths and how they can lead effective, strengths-based conversations with their employees.

### ■ CliftonStrengths for Managers: Leading With Your Strengths

*Instructor-Led Course*

*Half-Day*

Prerequisite:

- CliftonStrengths Discovery:  
Your Unique Strengths

or

- Leading High-Performance Teams

**Anticipated Impact:** Managers develop a deeper understanding of their strengths, learn how their strengths influence their management approach and discover how to individualize their approach with each team member based on their individual talents and strengths. Managers will:

- learn how to use and build their strengths as a manager
- assume responsibility for their blind spots, which will help them fulfill their leadership responsibilities
- discover new methods for individualizing their management approach to support each team member's talents and strengths

### ■ CliftonStrengths for Managers: Building a Strengths-Based Team

*Instructor-Led Course*

*Half-Day*

Prerequisite:

- CliftonStrengths Discovery:  
Your Unique Strengths

or

- Leading High-Performance Teams

**Anticipated Impact:** Managers get practical tools to use to lead individual and team conversations focused on talents and strengths to help them clearly define expectations and increase performance. Managers will:

- get new practices for helping all team members understand their unique strengths and learn how to use them in their specific roles
- discover how to integrate strengths-based discussions into their conversations with their individual team members and the collective team
- get new techniques and tools to support strengths-based partnerships among team members

## COMPELLING OUTCOMES

This transformational, instructor-led course gives managers new insights to understand themselves and their employees differently. The Leading High-Performance Teams course incorporates Gallup's latest research and findings on what it takes to deliver high performance as a manager in today's changing workplace. Managers will learn how to integrate these findings into their own management approach to build and sustain individual, team and organizational performance.

### ■ Leading High-Performance Teams

*Instructor-Led Course  
or On-Demand  
Online Learning  
Two-Day*

**Anticipated Impact:** Managers learn how to integrate the strategies and principles of the world's best managers into their own unique management approach. They discover how to apply these strategies to achieve higher levels of team engagement and unprecedented performance.

Managers will learn how to:

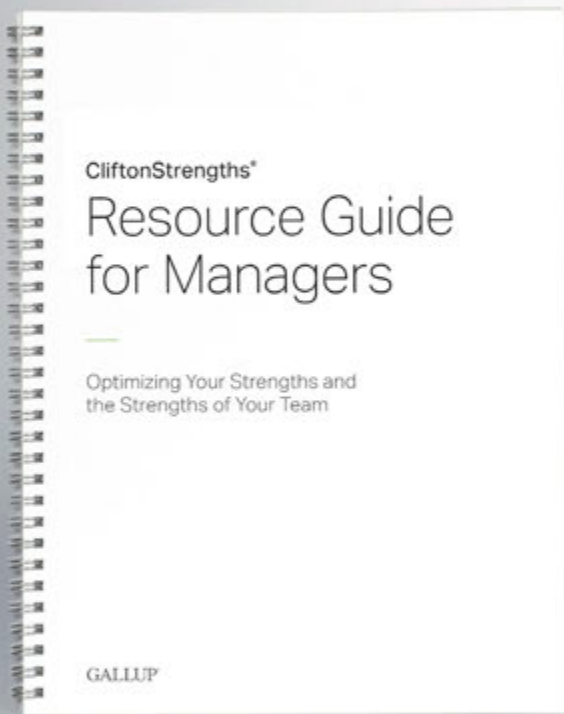
- use various resources and tools to lead individual and team conversations
- help people understand and appreciate their talents, build their engagement, and establish performance expectations for greater success
- create strategies and solutions to help their employees and team learn, grow, develop and succeed
- harness the talents of their employees and team for greater productivity and performance
- deploy a sustainable approach to naturally managing others for high performance



*Featured Product: Leading High-Performance Teams Digital Kit*

Featured Product: CliftonStrengths Resource Guide for Managers

Managers get a deeper understanding of each of the 34 talent themes in this resource guide. The guide includes theme descriptions, insights into each theme, tips for managing others dominant in the theme and specific actions managers can take to apply their strongest CliftonStrengths themes. This guide helps managers better understand their talents and the talents of those they lead.



IC

# Learning for Individual Contributors

Employees need continuous learning and development opportunities to stay up to date. Understanding their strengths will help individual contributors choose the developmental paths that support a long, successful career. When individual contributors learn how to apply their unique strengths in their roles, strengths becomes a vital part of your ongoing business operations rather than a temporary initiative.

## ONLINE LEARNING

These interactive e-learning modules will help individuals understand and apply their strengths to inspire success at work and in life. Before the first module, individuals must complete the CliftonStrengths assessment and have their report available.

■ **CliftonStrengths:  
Your Introduction**

*On-Demand Online Learning*  
*20 minutes*

**Anticipated Impact:** Individuals get a framework and language they can use to verbalize their unique strengths as well as ideas for how to use these insights to encourage their success. Individuals will:

- understand their greatest natural strengths
- recognize how their strengths contribute to their success
- develop their strengths to achieve a future goal

■ **Getting Started With  
CliftonStrengths Webinar**

*Instructor-Led Webinar*  
*55 minutes*

**Anticipated Impact:** Individuals learn the foundational knowledge and strategies they need to understand strengths and productively apply their talents for greater personal and professional excellence. Individuals will:

- develop an appreciation of the CliftonStrengths assessment as an effective instrument for measuring talent
- be able to begin identifying and understanding their top five CliftonStrengths themes
- understand that the key to success is to fully understand how to apply their greatest talents and strengths in everyday life

## IN-PERSON, INSTRUCTOR-LED TRAINING

These in-person, instructor-led courses give people a firsthand learning experience, including practical exercises, activities and discussions to help them learn, appreciate and use their strengths.

### ■ CliftonStrengths Discovery: Your Unique Strengths

*Instructor-Led Course*  
*Half-Day*

**Anticipated Impact:** Individuals discover their natural talents. They learn how to focus on their strongest talents and get strategies and techniques to begin developing their talents into strengths. Individuals will:

- discover how to make a difference by doing more of what they naturally do best
- get insights into their innate talents by working with their CliftonStrengths 34 results report
- learn how to develop their greatest talents into strengths
- get tools to help them apply their strengths to achieve greater productivity, engagement and happiness

### ■ CliftonStrengths Discovery: Strategies for Your Success

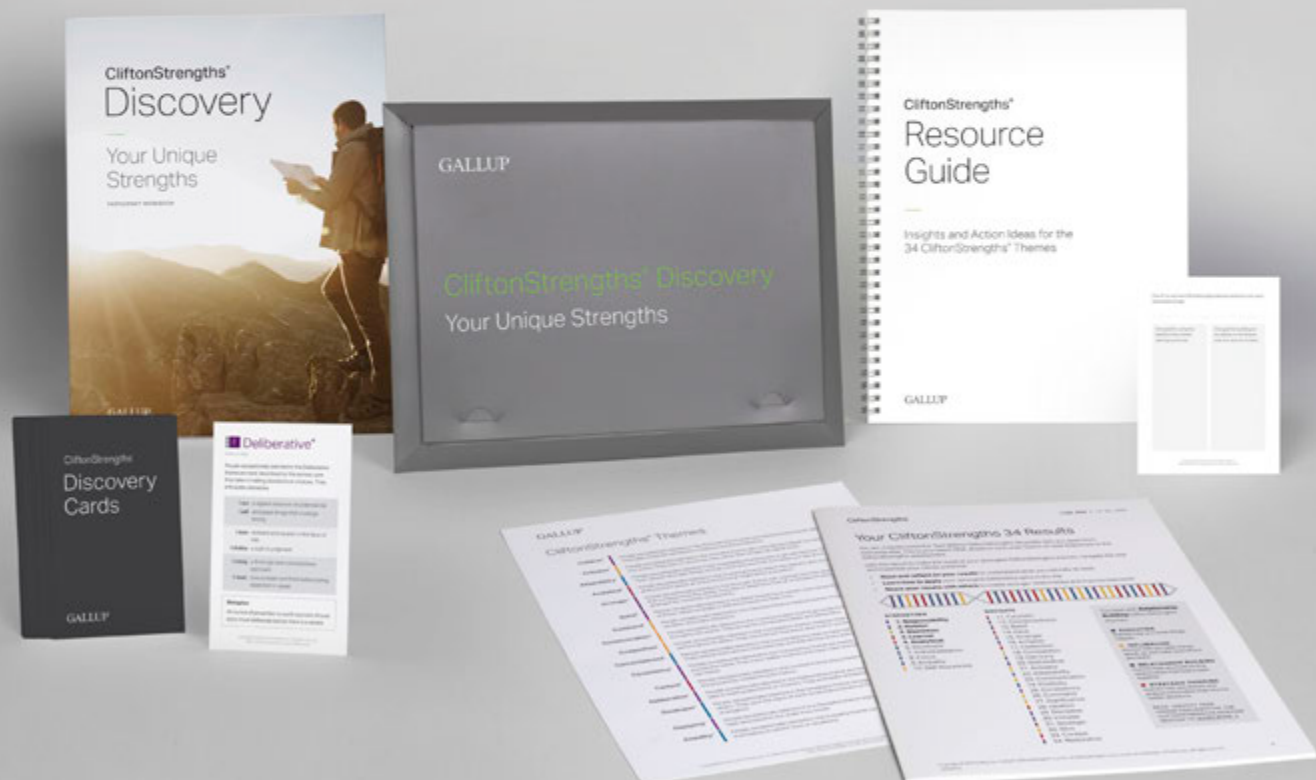
*Instructor-Led Course*  
*Half-Day*

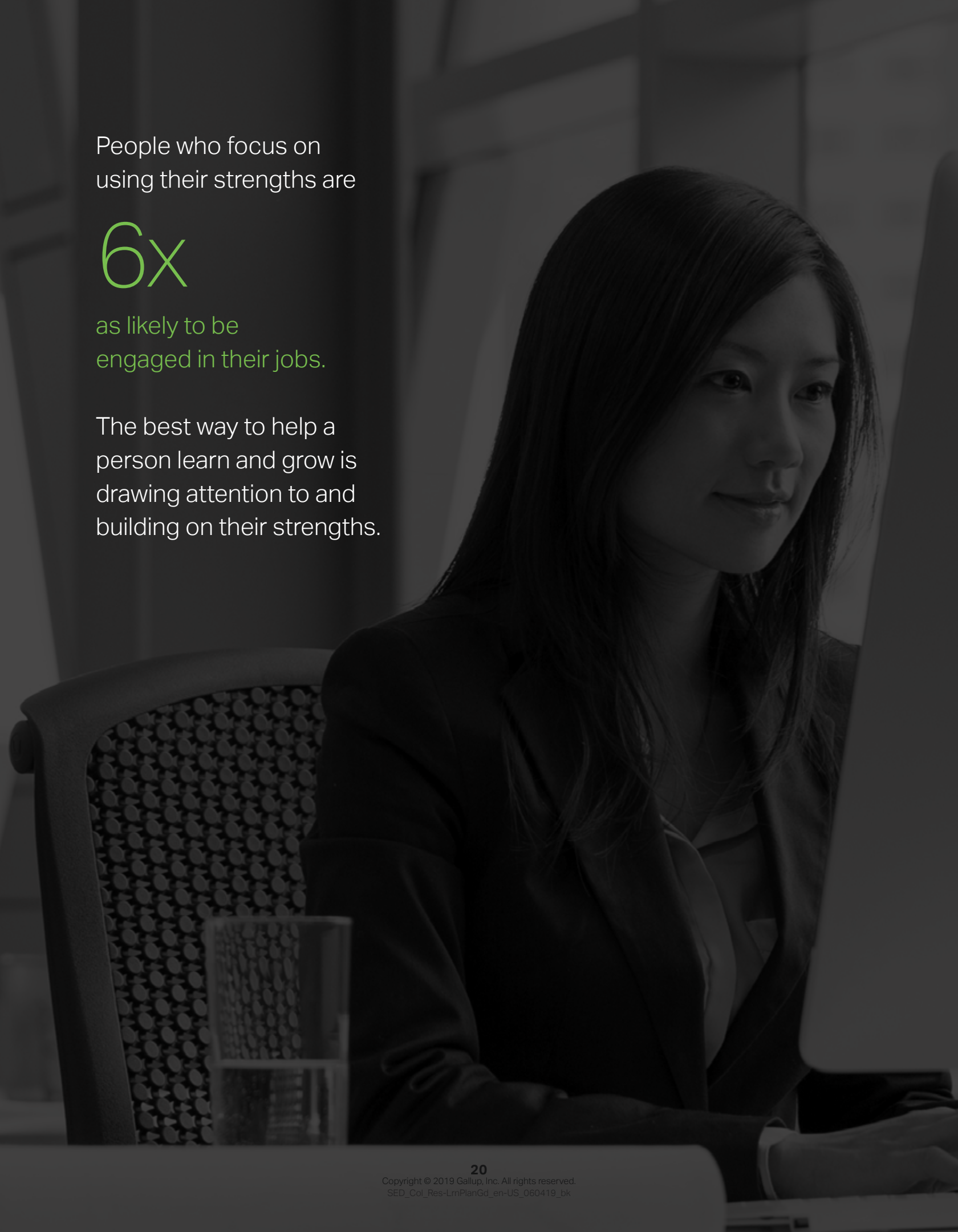
Prerequisite:

- CliftonStrengths Discovery: Your Unique Strengths

**Anticipated Impact:** Individuals get new strategies to help them apply their talents to increase their effectiveness in their work and life. Individuals will:

- learn how to navigate and manage themes at the bottom of their strengths profile
- develop an understanding of how their dominant CliftonStrengths themes work together
- develop strategies to help them use their strongest CliftonStrengths to accomplish specific targets, goals and aspirations
- think about how they can combine their talents with others' to achieve greater success





People who focus on  
using their strengths are

6x

as likely to be  
engaged in their jobs.

The best way to help a  
person learn and grow is  
drawing attention to and  
building on their strengths.



## ONLINE BLENDED LEARNING

Online blended learning includes four self-paced modules and two live instructor-led webinars (60 minutes each) via Gallup's Learning Management System. Individuals complete these courses entirely online and leave with the tools and practical experience they need to maximize their potential by using their CliftonStrengths.

### ■ CliftonStrengths Discovery: Your Unique Strengths

*Online Blended Learning Course  
Half-Day*

**Anticipated Impact:** This unique online learning course has six modules: Modules One through Five include three engaging self-paced modules and two highly interactive live sessions. Module Six is a self-paced module that includes practical activities to help participants continue their strengths journey after the course. Participants will:

- discover their natural talents
- learn how to focus on their strongest talents
- explore strategies and techniques to begin developing their talents into strengths

### ■ CliftonStrengths Discovery: Strategies for Your Success

*Online Blended Learning Course  
Half-Day*

Prerequisite:

- CliftonStrengths Discovery: Your Unique Strengths

**Anticipated Impact:** This unique online learning course has five modules: four engaging self-paced modules and one highly interactive live session. Participants will:

- learn to navigate and manage the themes at the bottom of their strengths profile
- develop an understanding of how their dominant CliftonStrengths themes work together
- develop strategies to help them use their strongest CliftonStrengths to accomplish specific targets, goals and aspirations
- think about how they can combine their talents with others' to achieve greater success

## T

# Learning for Teams

Strengths gives teams a common language to talk about how they can collaborate and perform effectively. Awareness is just the beginning. A strengths-based measurement approach is designed primarily to improve constructive communication and development.

With Gallup's learning for teams, teams get the knowledge and practical tools they need to understand, value and use each team member's unique talents and strengths for greater team engagement, better team performance and improved business outcomes.

## IN-PERSON, INSTRUCTOR-LED TRAINING

### ■ CliftonStrengths for Teams: Understanding and Using a Team's Strengths

*Instructor-Led Course  
Half-Day or One-Day*

**Anticipated Impact:** Remarkable things happen when teams connect what everyone naturally does best with clear performance expectations. This type of employee and team performance mapping can't happen unless team members answer the following questions:

- What are my talents and strengths?
- What unique contribution do I make to the team?
- How do we best work together using our strengths?

This course helps teams answer these questions and provides them with insights and practical tools they can use to build a strengths-based team.

The course materials include seven brief, structured activities that will help team members understand how they can best work together to achieve the following goals:

- Build Relationships
- Communicate Clearly
- Create Accountability
- Develop People
- Inspire Others
- Lead Change
- Think Critically

The team can lead these activities on their own, or a Gallup performance consultant can lead and support them.

## CliftonStrengths® Team Activities Guide

Helping Teams Learn, Appreciate and  
Use Their Talents and Strengths



*Featured Product: CliftonStrengths Team Activities Guide*

*AVAILABLE IN BOTH PRINT AND DIGITAL FORMAT*

*The CliftonStrengths Team Activities Guide provides team leaders and strengths coaches with 40 engaging and interactive activities they can implement with teams of all sizes and functions.*

SC

# Learning for Strengths Coaches

Real improvement happens when coaches help people develop — not just discover — their talents. Internal strengths coaches give managers practical strengths insights and tools. They serve as internal consultants who can advise managers and provide ongoing support.

## IN-PERSON, INSTRUCTOR-LED TRAINING

**Accelerated Strengths Coaching**

*Instructor-Led Course  
Four-and-a-Half-Day*

**Anticipated Impact:** Coaches get the advanced strategies, solutions and instruction they need to help others understand and apply their CliftonStrengths results to improve performance. Coaches will learn how to use the techniques and tools from the course to help managers maximize team performance using a strengths-based approach. They will also learn how to facilitate small-group sessions to help team members use their strengths for better team engagement and performance as well as improved business outcomes.

## Course Overview

| Day One                                                                                                                                                          | Day Two                                                                                                                                                                                                            | Day Three                                                                                                                                                                                                                                                                                                                       | Day Four                                                                                                                                                                                                                                   | Day Five                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What Is Strengths-Based Coaching?<br><br>Coaching Conversation One: Establish the Relationship<br><br>Coaching Conversation Two: Understanding Strengths Profile | Coaching Conversation Three: Help Your Client Gain Appreciation for Their Talents <ul style="list-style-type: none"><li>• Theme Insights</li><li>• Theme Dynamics</li><li>• Coaching With Theme Dynamics</li></ul> | Coaching Conversation Four: Help Clients Invest in Talents <ul style="list-style-type: none"><li>• Performance Management and Strengths</li><li>• Individual Development Plan</li></ul> Practice Coaching <ul style="list-style-type: none"><li>• Coaching for Performance Achievement</li><li>• Situational Coaching</li></ul> | Coaching Managers: Three Coaching Conversations With Managers <ul style="list-style-type: none"><li>• The Strengths of the Manager</li><li>• The Individual Strengths of the Team</li><li>• The Collective Strengths of the Team</li></ul> | Coaching Teams: Four Team Strengths Coaching Conversations <ul style="list-style-type: none"><li>• Start With Talent; Finish With Strength</li><li>• The Power of Strengths-Based Partnerships</li><li>• The DNA of the Team</li><li>• The Best of Us</li></ul> |

## IN-PERSON, INSTRUCTOR-LED TRAINING

### Successful Strengths Coaching

*Instructor-Led Course  
Two-Day*

**Anticipated Impact:** Coaches get the strategies, solutions and instruction they need to help others understand, apply and integrate their CliftonStrengths results into their lives and roles.

During this program, coaches will learn how to integrate the principles of strengths-based development to improve their coaching by:

- valuing the CliftonStrengths assessment as an effective instrument for measuring talent
- identifying, learning and expanding their understanding of the 34 CliftonStrengths themes
- understanding and applying the principles of strengths-based development
- helping their clients understand their talents and how to use them every day

### Coaching Individuals, Managers and Teams

*Instructor-Led Course  
Three-Day*

Prerequisite:

- Successful Strengths Coaching

**Anticipated Impact:** Coaches get advanced strategies, techniques and tools to enhance their effectiveness and help their clients understand how to apply their greatest talents and strengths to maximize performance. Coaches can also help the managers and teams they work with incorporate strengths-based principles for greater engagement and performance.

During this program, coaches will learn how to advance their techniques and effectiveness by:

- helping managers understand how the CliftonStrengths themes emerge in the workplace
- assisting managers with building and understanding a team strengths profile and helping them incorporate strengths-based development into their management style
- facilitating team conversations about the team's collective talents and strengths — helping team members use their talents to achieve specific performance objectives



IN-PERSON, INSTRUCTOR-LED TRAINING

■ **Advanced Strengths Coaching**

*Instructor-Led Course*

*Two-Day*

Prerequisite:

- Accelerated Strengths Coaching
- or
- Successful Strengths Coaching and Coaching Individuals, Managers and Teams

**Anticipated Impact:** This advanced course builds on the tools and techniques in Gallup’s strengths coaching curriculum to help coaches learn about Gallup’s most up-to-date strengths research and incorporate current coaching best practices into their coaching repertoire. During the course, participants receive the latest insights, strategies and coaching techniques that help strengths coaches worldwide succeed.

Gallup has identified seven strengths developmental milestones that guide a person to strengths mastery. By working with these milestones, coaches will better recognize how people learn about and evolve in their understanding of their talents and strengths, watch for potential challenges to help clients manage them, and put their greatest talents to work.

■ **CliftonStrengths Discovery: Your Unique Strengths Train-the-Trainer Course**

*Instructor-Led Course*

*Three-Day*

Prerequisite:

- Accelerated Strengths Coaching
- or
- Successful Strengths Coaching

**Anticipated Impact:** Coaches learn how to create a transformative learning experience using adult-learning principles and discover how to help people apply the principles of strengths-based development.

## SELF-DIRECTED STRENGTHS COACHING KITS AND RESOURCES

Gallup's strengths coaching kits provide the materials and resources needed to help others understand, apply and integrate CliftonStrengths into their lives.

Use these kits when self-paced learning is the best option for participants.

### ■ CliftonStrengths Coaching Starter Kit

*Available in print and digital format*

Used by Gallup-Certified Strengths Coaches everywhere, the CliftonStrengths Coaching Starter Kit will help you:

- get a deeper understanding of strengths-based development
- discover how to apply your own strengths to help others succeed
- conduct fundamental coaching conversations that lead to improved performance, regardless of the role
- achieve greater comprehension of all 34 themes

### ■ Strengths-Based Coaching for Managers and Teams Kit

*Available in print and digital format*

The Strengths-Based Coaching for Managers and Teams Kit will help you:

- coach managers to achieve their goals using their strengths
- support managers in using strengths-based strategies to overcome team-related challenges
- foster greater engagement by helping teams discover, develop and use their talents
- teach team members to use their individual and collective strengths to improve productivity and performance

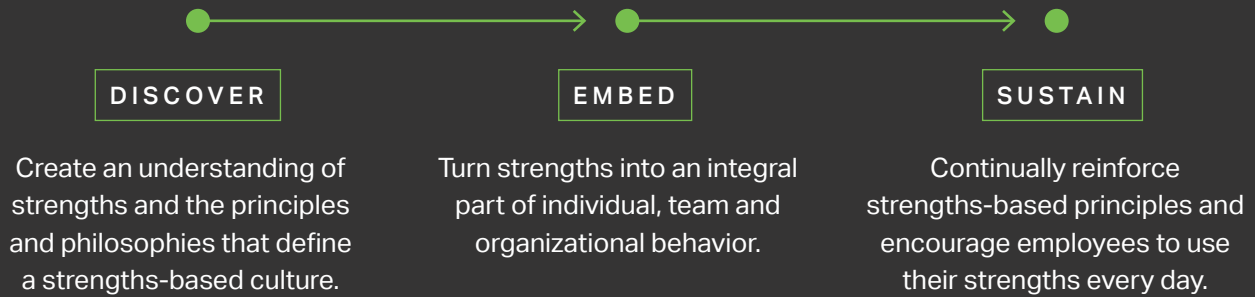


Featured Product: CliftonStrengths Coaching Starter Kit

NOTES

# Example Approaches

The best organizations don't make strengths an event — strengths becomes embedded in the culture.



# Building a Strengths-Based Culture Requires a Phased Approach

**Create a strengths-based development plan for leaders, managers, teams, individual contributors and coaches.**

|                                                                                                                       |                                                                                                                              |                                                                                                                                                |                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| <br><b>Executive Leaders</b>         | CliftonStrengths Assessment<br><i>(CliftonStrengths 34)</i>                                                                  | CliftonStrengths: Your Introduction<br>CliftonStrengths: Your Leadership<br>CliftonStrengths: Your Teams<br><i>(On-Demand Online Learning)</i> | Leader Coaching<br><i>(CliftonStrengths Feedback Sessions for Leaders by Gallup Executive Coaches)</i>         |
| <br><b>Managers and Team Leaders</b> | CliftonStrengths Assessment<br><i>(CliftonStrengths 34)</i>                                                                  | CliftonStrengths: Your Introduction<br>CliftonStrengths: Your Leadership<br>CliftonStrengths: Your Teams<br><i>(On-Demand Online Learning)</i> | CliftonStrengths Discovery: Your Unique Strengths<br><i>(Instructor-Led Course or Online Blended Learning)</i> |
| <br><b>Individual Contributors</b> | CliftonStrengths Assessment<br><i>(CliftonStrengths 34)</i>                                                                  | CliftonStrengths: Your Introduction<br><i>(On-Demand Online Learning)</i>                                                                      | Getting Started With CliftonStrengths Webinar<br><i>(Instructor-Led Webinar)</i>                               |
| <br><b>Teams</b>                   | CliftonStrengths for Teams: Understanding and Using a Team's Strengths<br><i>(Half-Day or One-Day Instructor-Led Course)</i> | CliftonStrengths Team Activities Guide<br><i>(Self-Paced Resource of Activities)</i>                                                           |                                                                                                                |
| <br><b>Strengths Coaches</b>       | Successful Strengths Coaching<br><i>(Instructor-Led Course)</i>                                                              | Coaching Individuals, Managers and Teams<br><i>(Instructor-Led Course)</i>                                                                     | Advanced Strengths Coaching<br><i>(Instructor-Led Course)</i>                                                  |
|                                                                                                                       | <hr/> Accelerated Strengths Coaching<br><i>(Instructor-Led Course)</i>                                                       |                                                                                                                                                |                                                                                                                |

|                                                                                                                            |                                                                                                                                  |                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| <div>Strengths-Based Executive Leadership for Teams<br/><i>(Instructor-Led Course for Executive Teams)</i></div>           |                                                                                                                                  |                                                                                                              |
| <div>Leading High-Performance Teams<br/><i>(Instructor-Led Course or On-Demand Online Learning)</i></div>                  | <div>CliftonStrengths for Managers: Leading With Your Strengths<br/><i>(Instructor-Led Course)</i></div>                         | <div>CliftonStrengths for Managers: Building a Strengths-Based Team<br/><i>(Instructor-Led Course)</i></div> |
| <div>CliftonStrengths Discovery: Your Unique Strengths<br/><i>(Instructor-Led Course or Online Blended Learning)</i></div> | <div>CliftonStrengths Discovery: Strategies for Your Success<br/><i>(Instructor-Led Course or Online Blended Learning)</i></div> |                                                                                                              |

|                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------|
| <div>CliftonStrengths Discovery: Your Unique Strengths Train-the-Trainer Course<br/><i>(Instructor-Led Course)</i></div> |
|--------------------------------------------------------------------------------------------------------------------------|

# Example Approaches

## EXAMPLE ONE: DEVELOP STRENGTHS COACHES TO IMPROVE PRODUCTIVITY

### Investment Brokerage | 18,000 Employees | 375 Offices Nationally

#### Goals:

- Accelerate engagement by giving team members a common language and experience through CliftonStrengths.
- Capitalize on the high levels of engagement found in teams that have already taken the CliftonStrengths assessment.

#### Strategy: Make a Big Splash

- trained and certified internal strengths coaches to support executive coaching
- trained internal strengths coaches to lead CliftonStrengths Discovery sessions with employees
- introduced CliftonStrengths to all 18,000 employees
- used CliftonStrengths themes for employee engagement priorities

### Learning Components and Rollout Plan

| Year One                                                                                                                                                                                                                                                                                                                                                   | Year Two                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strengths Coaches</b> <ul style="list-style-type: none"> <li>• Accelerated Strengths Coaching (<i>Instructor-Led Course</i>)</li> <li>• CliftonStrengths Discovery: Your Unique Strengths Train-the-Trainer Course (<i>Instructor-Led Course</i>)</li> <li>• Internal Strengths Coaches Roll Out CliftonStrengths Discovery to All Employees</li> </ul> | <b>Strengths Coaches</b> <ul style="list-style-type: none"> <li>• Advanced Strengths Coaching (<i>Instructor-Led Course</i>)</li> </ul>                                                                                                                                |
| <b>Managers and Team Leaders</b> <ul style="list-style-type: none"> <li>• CliftonStrengths: Your Introduction (<i>On-Demand Online Learning</i>)</li> <li>• CliftonStrengths: Your Leadership (<i>On-Demand Online Learning</i>)</li> <li>• CliftonStrengths: Your Teams (<i>On-Demand Online Learning</i>)</li> </ul>                                     | <b>Managers</b> <ul style="list-style-type: none"> <li>• CliftonStrengths for Managers: Leading With Your Strengths (<i>Instructor-Led Course</i>)</li> <li>• CliftonStrengths for Managers: Building a Strengths-Based Team (<i>Instructor-Led Course</i>)</li> </ul> |
| <b>Individual Contributors</b> <ul style="list-style-type: none"> <li>• CliftonStrengths: Your Introduction (<i>On-Demand Online Learning</i>)</li> </ul>                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                        |

**EXAMPLE TWO: BEGIN WITH LEADERS AND MANAGERS****National Airline | 5,000 Employees****Goal:**

- Move from a fragmented culture of “new” versus “old” to a new culture of “better together” by:
  - making development intentional
  - delivering on a set of promised experiences communicated as part of the employee value proposition
  - aligning all leaders and managers in the company
  - providing a consistent development experience for all employees

**Strategy: Leaders and Managers**

- introduced CliftonStrengths to all 5,000 employees
- required every leader and manager to participate in Gallup’s two-day Leading High-Performance Teams course
- trained and certified internal strengths coaches to sustain development transformation
- evolved engagement to be a development program versus a survey program
- used strengths tools to onboard new leaders throughout the organization

**Learning Components and Rollout Plan**

| Years One and Two                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Year Three                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Executive Leaders</b> <ul style="list-style-type: none"> <li>• CliftonStrengths: Your Introduction (<i>On-Demand Online Learning</i>)</li> <li>• CliftonStrengths: Your Leadership (<i>On-Demand Online Learning</i>)</li> <li>• CliftonStrengths: Your Teams (<i>On-Demand Online Learning</i>)</li> <li>• Leading High-Performance Teams (<i>Instructor-Led Course or On-Demand Online Learning</i>)</li> <li>• CliftonStrengths Discovery: Your Unique Strengths Train-the-Trainer Course (<i>Instructor-Led Course</i>)</li> </ul> | <b>Managers and Team Leaders</b> <ul style="list-style-type: none"> <li>• CliftonStrengths for Managers: Leading With Your Strengths (<i>Instructor-Led Course</i>)</li> <li>• CliftonStrengths for Managers: Building a Strengths-Based Team (<i>Instructor-Led Course</i>)</li> </ul> |
| <b>Managers and Team Leaders</b> <ul style="list-style-type: none"> <li>• CliftonStrengths: Your Introduction (<i>On-Demand Online Learning</i>)</li> <li>• CliftonStrengths: Your Leadership (<i>On-Demand Online Learning</i>)</li> <li>• CliftonStrengths: Your Teams (<i>On-Demand Online Learning</i>)</li> <li>• Leading High-Performance Teams (<i>Instructor-Led Course or On-Demand Online Learning</i>)</li> </ul>                                                                                                              |                                                                                                                                                                                                                                                                                         |
| <b>Strengths Coaches</b> <ul style="list-style-type: none"> <li>• Accelerated Strengths Coaching (<i>Instructor-Led Course</i>)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                         |
| <b>Individual Contributors</b> <ul style="list-style-type: none"> <li>• CliftonStrengths: Your Introduction (<i>On-Demand Online Learning</i>)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                         |

**EXAMPLE THREE: TAKE IT ENTERPRISEWIDE****Global Professional Services Organization | 375,000 Employees | Offices in 55 Countries****Goals:**

- Revolutionize the organization's mindset about performance — focusing on achieving versus managing performance — to maximize individual and team performance.
- Help individuals and teams:
  - bring the best of who they are to what they do
  - focus on a few vital priorities
  - create engagement in and among teams
  - give feedback in the moment
  - take action to grow

**Strategy: One-by-One**

- introduced CliftonStrengths to all 375,000 employees
- provided one-on-one coaching to all employees
- partnered with Gallup to coach executives and executive teams
- offered intensive training for all managers on how to have the right ongoing conversations that use strengths for individual performance development
- trained and certified select internal strengths coaches to support individuals and teams

**Learning Components and Rollout Plan****Years One and Two****Executive Leaders**

- CliftonStrengths: Your Introduction (*On-Demand Online Learning*)
- CliftonStrengths: Your Leadership (*On-Demand Online Learning*)
- CliftonStrengths: Your Teams (*On-Demand Online Learning*)
- Strengths-Based Executive Leadership for Teams (*Instructor-Led Course for Executive Teams*)

**Managers and Team Leaders**

- CliftonStrengths: Your Introduction (*On-Demand Online Learning*)
- CliftonStrengths: Your Leadership (*On-Demand Online Learning*)
- CliftonStrengths: Your Teams (*On-Demand Online Learning*)
- Leading High-Performance Teams (*Instructor-Led Course or On-Demand Online Learning*)

**Strengths Coaches**

- Accelerated Strengths Coaching (*Instructor-Led Course*)

**Individual Contributors**

- CliftonStrengths: Your Introduction (*On-Demand Online Learning*)

EXAMPLE FOUR: FOCUS ON FRONT-LINE MANAGERS AND TEAMS

Manufacturing Organization | 300 Employees

Goal:

- Boost employee engagement and prevent further spikes in employee attrition by helping managers and individuals incorporate strengths into performance discussions.

Strategy: Team-Based

- introduced CliftonStrengths to all employees as part of their onboarding experience
- provided strengths coaching to support employees' understanding of strengths
- required all employees to participate in a CliftonStrengths Discovery session within their first 90 days of employment; included a certificate and jersey that all employees wear on Fridays
- built strengths as a common topic on the production floor, beginning with a meeting on how to tackle the day's tasks using strengths
- integrated strengths into conflict resolution, project management and collaboration

Learning Components and Rollout Plan

| Year One                                                                                                                                                                                                                                                                                                                                                                                                                | Year Two                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Managers and Team Leaders</b> <ul style="list-style-type: none"><li>• CliftonStrengths: Your Introduction (<i>On-Demand Online Learning</i>)</li><li>• CliftonStrengths: Your Leadership (<i>On-Demand Online Learning</i>)</li><li>• CliftonStrengths: Your Teams (<i>On-Demand Online Learning</i>)</li><li>• Leading High-Performance Teams (<i>Instructor-Led Course or On-Demand Online Learning</i>)</li></ul> | <b>Strengths Coaches</b> <ul style="list-style-type: none"><li>• CliftonStrengths Discovery: Your Unique Strengths Train-the-Trainer Course (<i>Instructor-Led Course</i>)</li><li>• Internal Strengths Coaches Roll Out CliftonStrengths Discovery to All New Employees</li></ul> |
| <b>Strengths Coaches</b> <ul style="list-style-type: none"><li>• Accelerated Strengths Coaching (<i>Instructor-Led Course</i>)</li></ul>                                                                                                                                                                                                                                                                                | <b>Teams</b> <ul style="list-style-type: none"><li>• CliftonStrengths for Teams: Understanding and Using a Team's Strengths (<i>Instructor-Led Course</i>)</li></ul>                                                                                                               |
| <b>Individual Contributors</b> <ul style="list-style-type: none"><li>• CliftonStrengths: Your Introduction (<i>On-Demand Online Learning</i>)</li><li>• CliftonStrengths Discovery: Your Unique Strengths (<i>Instructor-Led Course</i>)</li></ul>                                                                                                                                                                      |                                                                                                                                                                                                                                                                                    |

NOTES

# Curriculum Summary

# Components Summary

| Audience                                                                                                              | Component                                                              | Mode                                                                           |
|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| <br><b>Executive Leaders</b>         | Strengths-Based Executive Leadership for Teams                         | Instructor-Led Course for Executive Teams                                      |
| <br><b>Managers and Team Leaders</b> | CliftonStrengths: Your Introduction                                    | On-Demand Online Learning                                                      |
|                                                                                                                       | CliftonStrengths: Your Leadership                                      | On-Demand Online Learning                                                      |
|                                                                                                                       | CliftonStrengths: Your Teams                                           | On-Demand Online Learning                                                      |
|                                                                                                                       | CliftonStrengths for Managers: Leading With Your Strengths             | Instructor-Led Course                                                          |
|                                                                                                                       | CliftonStrengths for Managers: Building a Strengths-Based Team         | Instructor-Led Course                                                          |
|                                                                                                                       | Leading High-Performance Teams                                         | Instructor-Led Course or On-Demand Online Learning                             |
|                                                                                                                       | CliftonStrengths Resource Guide for Managers                           | Self-Paced Resource Guide (Available in Both Print and Digital Format)         |
| <br><b>Individual Contributors</b> | CliftonStrengths: Your Introduction                                    | On-Demand Online Learning                                                      |
|                                                                                                                       | Getting Started With CliftonStrengths Webinar                          | Instructor-Led Webinar                                                         |
|                                                                                                                       | CliftonStrengths Discovery: Your Unique Strengths                      | Instructor-Led Course or Online Blended Learning                               |
|                                                                                                                       | CliftonStrengths Discovery: Strategies for Your Success                | Instructor-Led Course or Online Blended Learning                               |
| <br><b>Teams</b>                   | CliftonStrengths for Teams: Understanding and Using a Team's Strengths | Instructor-Led Course                                                          |
|                                                                                                                       | CliftonStrengths Team Activities Guide                                 | Self-Paced Resource of Activities (Available in Both Print and Digital Format) |

| Audience                                   | Component                                                                  | Mode                                       |
|--------------------------------------------|----------------------------------------------------------------------------|--------------------------------------------|
| <div>SC</div> <div>Strengths Coaches</div> | Accelerated Strengths Coaching                                             | Instructor-Led Course                      |
|                                            | Successful Strengths Coaching                                              | Instructor-Led Course                      |
|                                            | Coaching Individuals, Managers and Teams                                   | Instructor-Led Course                      |
|                                            | Advanced Strengths Coaching                                                | Instructor-Led Course                      |
|                                            | CliftonStrengths Discovery: Your Unique Strengths Train-the-Trainer Course | Instructor-Led Course                      |
|                                            | CliftonStrengths Coaching Starter Kit                                      | Self-Directed Strengths Coaching Resources |
|                                            | Strengths-Based Coaching for Managers and Teams Kit                        | Self-Directed Strengths Coaching Resources |

NOTES



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