

Capitalizing on Your Strengths Profile and Leading with Authenticity

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Agenda

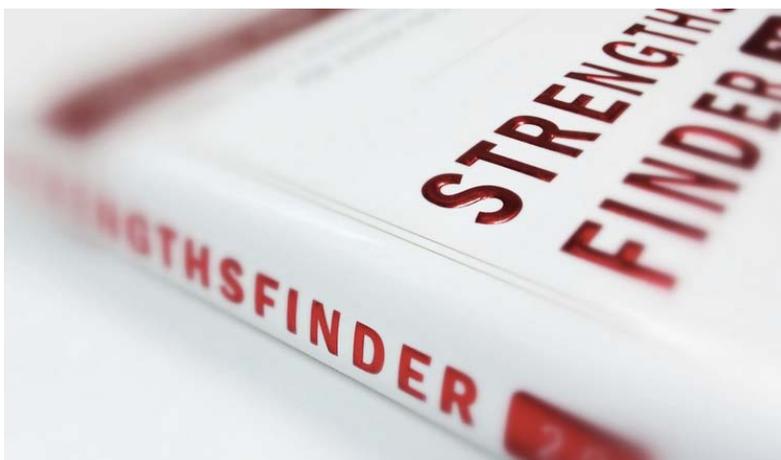
- Introduction to Strengths
 - Brief History
 - Overview of Strengths
 - Strengths vs. Talents
- Strengths, Ours and Yours
 - Team Strengths & Strengths Based Leadership
- Case Studies and Debrief
- Questions

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Why Focus on Strengths?



Strengths Finder



Why Not the Talents Finder?



The Four Domains of Leadership Strength

Executing

- Know how to make things happen; ability to “catch” an idea and make it a reality

Influencing

- Reach a broader audience; sell the team’s ideas inside and outside the organization

Relationship Building

- Glue that holds the team together; create groups and organizations that are much greater than the sum of their parts

Strategic Thinking

- Focused on what *could be*; absorb and analyze information to make better decisions

The Four Domains of Team Strength

Executing	Influencing	Relationship Building	Strategic-Thinking
Achiever	Activator	Adaptability	Analytical
Arranger	Command	Developer	Context
Belief	Communication	Connectedness	Futuristic
Consistency	Competition	Empathy	Ideation
Deliberative	Maximizer	Harmony	Input
Discipline	Self-Assurance	Includer	Intellection
Focus	Significance	Individualization	Learner
Responsibility	Woo	Positivity	Strategic
Restorative		Relator	

Our Strengths

Executing	Influencing	Relationship Building	Strategic-Thinking
Achiever – Kisha, Stacy	Activator – Stacy, Cybele	Adaptability - Kisha	Analytical
Arranger - Jennifer	Command	Developer	Context
Belief	Communication - Cybele	Connectedness - Jennifer	Futuristic
Consistency - Kisha	Competition	Empathy	Ideation
Deliberative	Maximizer	Harmony	Input
Discipline - Kisha	Self-Assurance	Includer	Intellection
Focus	Significance	Individualization – Jennifer, Cybele	Learner - Stacy
Responsibility – Kisha, Jennifer	Woo – Stacy, Cybele	Positivity	Strategic – Jennifer, Stacy
Restorative		Relator - Cybele	



Your Strengths



Guess What?

You're Unique

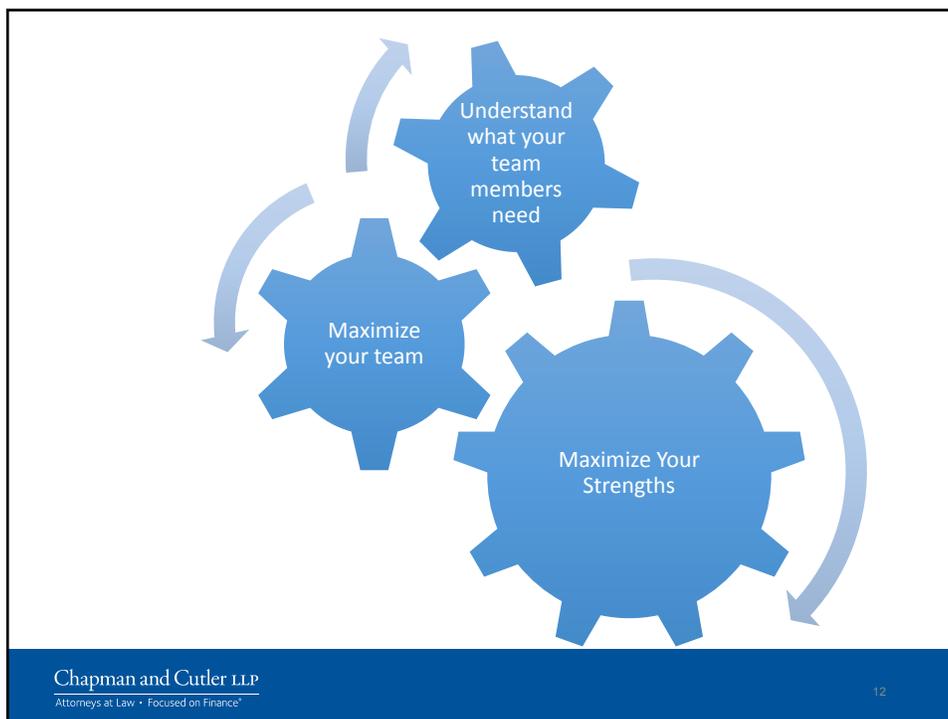
1 in 275,000 chance
of meeting someone
with the same **Top 5**
as you



1 in 33 million
chance of meeting
someone with the
same **Top 5** in the
same order as you

Application to our everyday jobs





Combining Strengths: Future Uses

- Team Meetings
- Staff Retreats
- Committees
- Connecting with students, search firms, outside organizations

Case Study 1 - City Group Exec Board

• Agenda:

- Status of upcoming program
- Update on website upgrade
- Planning for nominations process

• The Players:

- Rhonda (Command) – President
- Mitchell (Context) – Treasurer
- Tamika (Consistency) – At-Large Board Member
- Leah (Responsibility) – Vice-President
- Angelique (Adaptability) – At-Large Board Member
- Jonas (Strategic) – Secretary

Case Study 1 - Key Info

- There are just a few days before the group's annual city-wide conference and there are lots of details to discuss.
- Conference keynote speaker is sick and may not be able to make it and there is also a possibility that a deposition on a big case might displace the conference entirely.
- Having been on the board once before, Mitchell chimes in immediately to say "No worries, we'll figure this out!"
- Rhonda asks Mitchell to work with Leah (for whom Leah is silently thankful) to sort this situation out. She also asks Angelique to assist by taking over the logistics of getting name tags made, updating the attendee list and getting handouts copied. Finally, she asks that everyone provide updates on their progress by email.
- Moving on from the conference, Rhonda asks for an update on the website upgrade from Tamika and Jonas. After hearing from everyone, Rhonda says to the group, "I'm tired of the back and forth on this but even more, I hate how unsophisticated the site currently looks. I would like us to move forward with the upgrade as soon as we can, so I suggest that you combine efforts, to bring together themes and any outlier suggestions worthy of discussion in a proposal so we can discuss at our next call." Everyone was taken aback by Rhonda's frankness but ultimately agreed it was the right call.

Case Study 1 - Questions

- What characteristics about each team member's strengths brought about the solutions in this case study?
- How did Rhonda's leadership style enhance the strengths of the team members? How could it have hurt?

Case Study 2 - DC Law School Event

- | | |
|---|--|
| <ul style="list-style-type: none"> • Agenda: • Update on invite lists and venue • Admissions requesting to invite local applicants • Future collaboration ideas discussion | <ul style="list-style-type: none"> • The Players: • Max (Maximizer) – Advancement Director • Lucy (Arranger) – Director of CSO • Tammy (Activator) – Alumni Services • Andy (Analytical) – Fiscal Director • Rose (Restorative) – Recruiting Coordinator • Diane (Discipline) – Dean of Admissions |
|---|--|

Case Study 2 - Key Info

- Max has been putting off the DC event meeting because the Advancement Team has not replaced the annual giving position that was vacated a month ago. He is finally commencing the probably overdue get together. The law school holds an event for alumni every year and this year the career services and admissions folks are hoping to use the event to increase the visibility of their departments as well.
- Tammy is, as usual, early and prepared for the meeting and in the room as others enter. When she is hard at work she tends to zone out and seem to ignore everyone, much to their frustration.
- Andy arrives with budget documents ready to go and has checked and cross checked the numbers to ensure an efficient and fiscally sound program.
- Lucy is eager to share her research and thoughts. Diane sits down thinking about the next two incoming classes and how this event could play into the numbers.
- Rose has already started considering how to negotiate the potential land mines of the meeting and be supportive to her boss, Lucy.
- It's clear that before the group moves on to future projects, Max will have to weigh the proposed options. Max knows that happy law students make happy donors and he knows Andy and the budget won't allow for him to make all his colleagues happy.

Case Study 2 - Questions

- What was each team member thinking and feeling during the meeting?
- Based on each team member's strengths, what could Max have done differently during, or prior to the meeting, to play to those strengths?
- Even in functional groups sometimes strengths are not capitalized upon and can even become weaknesses. Did that happen here?

Case Study 3 – Recruiting Dept. Meeting

- **Agenda:**
 - Status of fall recruiting results
 - Update on the diversity efforts at target schools
 - Discussion on status of 2017 goals
- **The Players:**
 - Paula (Positivity) – Chief Talent Officer
 - Caitlin (Connectedness) – Director of Recruiting
 - Alice (Achiever) – Recruiting Manager
 - Emily (Empathy) – Diversity Coordinator
 - Cindy (Competition) – Recruiting Coordinator
 - Ida (Ideation) – Recruiting & Diversity Assistant

Case Study 3 - Key Info

- It is Monday morning at 9:00 a.m., and the weekly Recruiting Department meeting is starting. The meeting begins at 9:20 when Emily rushes in the door profusely apologizing. Alice and Cindy seem to be the only two who are somewhat irritated.
- Paula asks Caitlin to share the fall recruiting results. She reports they had an 18% acceptance rate this year under extreme competition. The merger announcement in July was a crushing blow to on campus recruitment. The firm doubled the number of callbacks this year as well as increased the number of on-campus schools by 25%.
- Alice chimes in saying, “I’ve been here every night late and have worked most weekends. The lawyers have no idea how hard we work. We got hammered this fall, and this department is going to take the blame. I get that the firm is watching the bottom line, but it’s crazy that Emily, Cindy and Ida couldn’t work overtime. Cindy and I are about to burn out.”
- Emily reports on the diversity efforts. She looks over to Alice and tells her that she appreciates her efforts and would have stayed late if she could have. The diversity report is almost as dismal as the overall recruiting results.
- Caitlin reports on the status of the 2017 goals, but she admits that she hasn’t had much time to prepare. She asks Alice to report on the three goals that she is leading. Alice pulls out her crossed off list of items and discusses everything that has been accomplished thus far. Ida interjects to share some additional ideas she has about the remaining goals and stands up to write her ideas on the white board. The meeting seems to go on and on, and Cindy can’t imagine why Paula doesn’t say something. It’s now 10:15, and the meeting was supposed to conclude at 10:00.

Case Study 3 - Questions

- What was each team member thinking and feeling during the meeting?
- Based on each team member's strengths, what could Paula have done differently in the meeting to play to those strengths?

When you get back to the office...

- Do some self-analysis, and read up on your strengths in the book
- Ask the people around you what their strengths are and think about how you can work with them differently
- Find someone who best compliments each of your strengths and fill in any gaps
- Mentally assign strengths to your "internal and external clients" and think about different ways to engage them

Questions?

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