

**STRENGTHS** BASED CULTURE

# USING THE JOHARI WINDOW TO SPOT TALENT

ACCORDING TO GALLUP, TEAMS THAT FOCUS ON STRENGTHS EVERY DAY HAVE 12.5% GREATER PRODUCTIVITY. THEIR RESEARCH ALSO SHOWS THAT EMPLOYEES WHO RECEIVE STRENGTHS FEEDBACK FROM THEIR MANAGERS HAVE TURNOVER RATES THAT ARE 14.9% LOWER THAN STATS FOR EMPLOYEES WHO DO NOT RECEIVE STRENGTHS FEEDBACK. USE THIS TOOL TO HELP YOU UNCOVER HIDDEN POTENTIAL IN YOUR TEAM MEMBERS.

**LEAD  
THROUGH  
STRENGTHS**

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request a topic at [lisa@leadthroughstrengths.com](mailto:lisa@leadthroughstrengths.com)

# POSITIVE PEEKS

## SELF

### KNOWN TO SELF

### UNKNOWN TO SELF

## KNOWN TO OTHERS

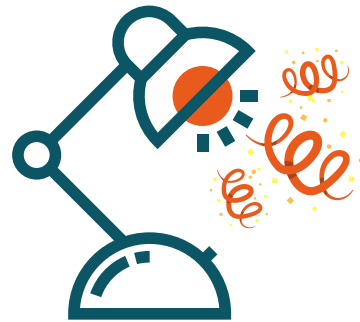
#### SUPERPOWER

These are key elements of your personal brand. These are things everyone knows about you. These are easy strengths to spot. The more you claim these factors, the more they will support your performance.



#### MOOD LIGHTING

These are things other people notice about you, yet you can't see them. On the negative side, they're called blind spots. On the positive side, it's the tone and impact you have on a room that you can amplify once you can see them.

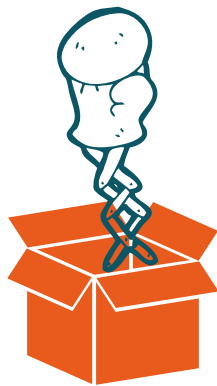


## OTHERS

## UNKNOWN TO OTHERS

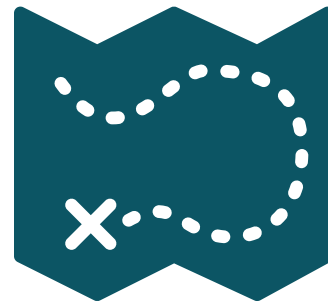
#### JACK IN THE BOX

These are elements of your natural thoughts, feelings, and behaviors that you don't show to others. Often it's because you don't think they'll serve the situation or the work culture, so you keep them hidden.



#### BURIED TREASURE

These elements are not yet seen by you or other people. They represent your hidden potential. Often you find clues to them by nurturing elements in other boxes. It takes deep self awareness and authenticity to find & nurture these.



# POSITIVE PEEKS

## SELF

### KNOWN TO SELF

### UNKNOWN TO SELF

## OTHERS KNOWN TO OTHERS

#### SUPERPOWER

- Ask the person about "best of" situations like best job, biggest accomplishment, and things he or she is most proud of.
- Get ideas from others. Do an "appreciative 360" - whether that's formal or informal version. Ask trusted advisors and colleagues what three things they appreciate about how he or she works.
- If you manage the person, ask how you can build more on his or her strengths in day-to-day work assignments.
- Have each person on the team write a list of every other person's top 3 strengths. Compare the lists. Look for trends and for areas to further unleash strengths.

#### MOOD LIGHTING

- Next time this person presents in front of a room or delivers work, notice something specific about their thumbprint on that deliverable, no matter how small.
- Ask teammates and stakeholders about this person's gifts. For example, "what does [name] do well, yet he or she doesn't even know it?"
- Ask: "When you think over your career, what work team or project has most closely aligned with your values?"
- Ask: "When you're on fire and you lose track of time, what are you working on?"
- Ask: "Think of your last few jobs. What made you want to work on that team?"

## OTHERS UNKNOWN TO OTHERS

#### JACK IN THE BOX

- Ask: "What's something about you that you hold back because you think it wouldn't be valued here?"
- Probe into how you can better support him or her in nurturing his or her natural talents at work.
- For a team activity, ask people to identify something they've received negative feedback on in the last year that might be overused or misapplied talents rather than something missing.
- Ask each team member about something they adjust in order to conform to the work culture. Discuss ideas for authentically and productively showing that preference to the world.

#### BURIED TREASURE

- As a team activity, share a time when someone took a chance on you. Discuss how it made you feel and what you learned about yourself.
- Ask: "What are your favorite hobbies or activities that put you in flow?" Look for trends.
- Ask about the "if money were no issue" type of role - how would he or she spend time? This will give you clues about deepest yearnings and motivators.
- In a 1x1, ask the person to bring an example of when someone told her that she was great at something.
- In a 1x1 (or team meeting if you have the rapport), share a passion from childhood you've lost touch with.

## MEET THE COACH



*Lisa Cummings*

CHIEF STRENGTHS SLEUTH

Lisa has delivered to over 9,000 people in 14 countries. She helps leaders and top performers tap into their natural talents. Then they nurture these talents to turn them into strengths that improve productivity at work. You can see her featured in places like Harvard Business Publishing, Training Magazine, and Forbes. She also hosts a popular podcast show, Lead Through Strengths.

If you've ever felt like you're Shaquille O'Neal training as an out-of-place horse racing jockey, it's time to use your natural talents instead. Although that example sounds obvious, this misfit dynamic exists on most corporate teams today. As you work with Lisa, you'll learn how the weakness zone contributes to the 87% of employees who are not fully engaged at work (source: Gallup).

Lisa is a Gallup Certified Strengths Performance Coach. With 20 years of leadership development experience and an MBA, the most persistent trend she has seen is a lopsided focus on hard skills in the workplace. She'll help you invest in natural talents so that HOW you get things done boosts performance as much as WHAT you get done. She'll help you leverage your talents to become a stronger performer at work.