

Transition to an Interdependent Team

As a doctoral student, I am occasionally asked to advise college administrators on team development and leadership issues. Recently, I was asked to advise an administrator. Several of his staff had complained that their division seemed to be drifting and that they were not accomplishing much or meeting their goals.

The entire staff took the StrengthsFinder assessment. During our next meeting, I led a short seminar on *Engage Your Strengths* and how it could be used to build strong effective teams. I also discussed their goals and what their clients expected of them and their services. I showed them an Excel printout of their team's talent themes. Upon viewing them and discussing how their strengths were clustered, they came to the realization that, while they had a lot of strategic thinkers on their team, only a few of them were executors and, therefore, little was being accomplished.

They also took note that the administrator, while a nice guy, was a researcher whose top signature theme was Ideation. It was a struggle for him to lead his team. He had been comfortable in his role as the assistant leader for some time and now found it a challenge to be the team leader. His promotion, given because he had been around for a long time, had not gone well. His current assistant, however, had Command as his top signature theme. He also had Achiever as a dominant theme and was obviously frustrated.

Soon after this consultation, the administrator retired. His former assistant became the Director. His team was soon achieving its goals and was no longer drifting. Several team members were promoted or resigned, and the new director replaced them with others who complimented his strengths. The team now relies on each other to get work done. Team members are positioned to do what he or she does best. The team has moved to be a Strengths Based Team with each team member understanding his/her role. The division now meets the needs of its clients.

Professor Brian Shore
Gallup Faith Practice Strengths Performance Coach
Strategic | Activator | Futuristic | Ideation | Maximizer