



COLORADO
MUNICIPAL
LEAGUE

CML Virtual Special Conference

Sept. 30 - Oct. 1, 2021

Using Your Best Tools to Drive Performance - Your Employees



Introduction

Do you want to:

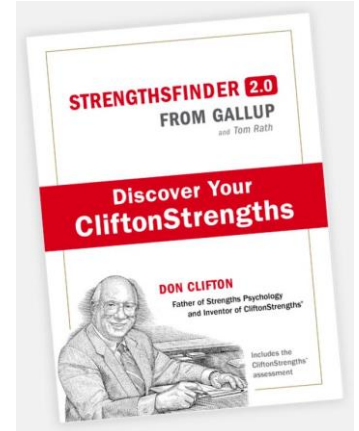


- **Increase productivity?**
- **Improve customer service and service delivery?**
- **Have more success with projects?**
- **Retain high-performing employees?**

Two Programs that Make a Difference

- **Clifton Strengths Finder®**
- **Q12® Engagement Model**

Clifton Strengths Finder®



What is the Clifton StrengthsFinder®?

Gallup's Clifton StrengthsFinder is an online measure of personal talent that identifies areas where an individual's greatest potential for building strengths exists

What is the Clifton StrengthsFinder®?

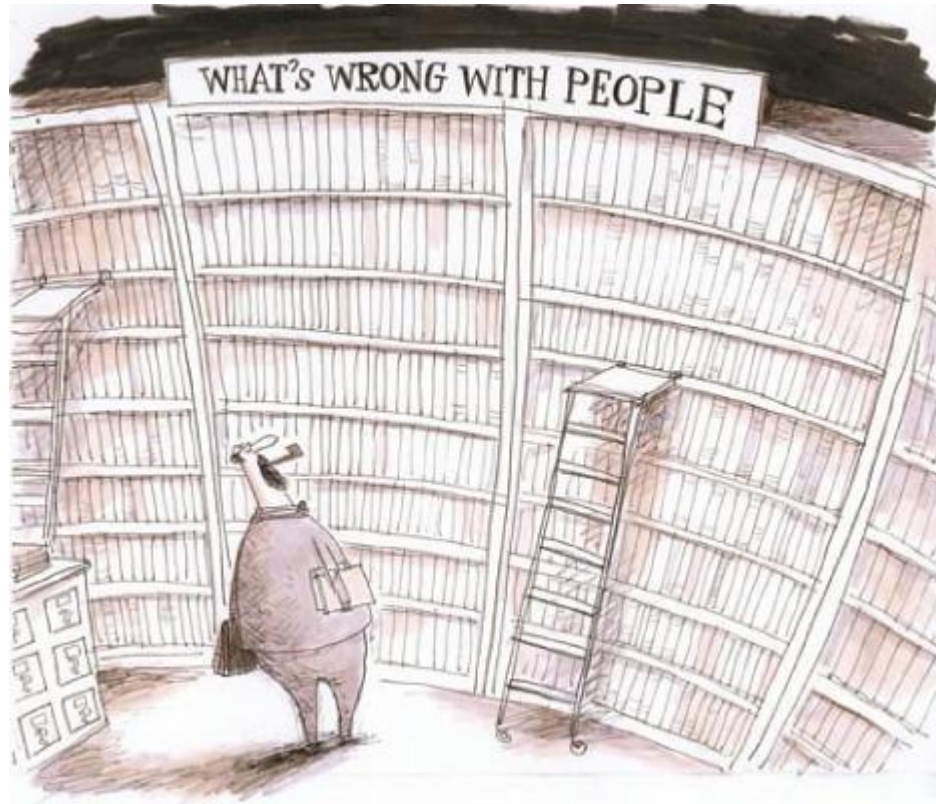
- 26+ million people have taken the CSF
- The CSF is available in 25 languages
- Applicable across all types of organizations
- Over 50 years of research

Benefits of Managing to Strengths

- Applies to all individuals
- Helps people discover and understand their greatest talents
- Strengths-based development empowers your people for greater performance!



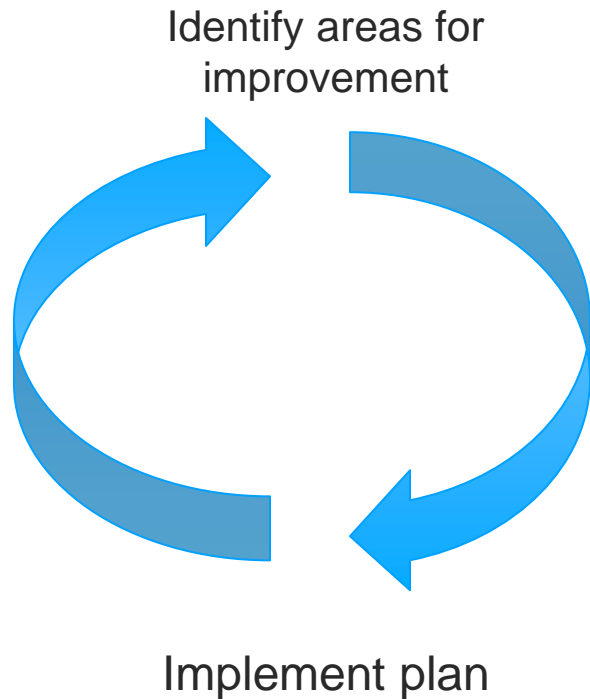
Our Social Norms



Negative versus positive topics in psychology journals 1887-2001

9,760	on anger	1,021	on joy
65,531	on anxiety	4,129	on life satisfaction
79,154	on depression	3,522	on happiness
20,868	on fear	781	on courage
207,110	on treatment	31,019	on prevention
<hr/>		<hr/>	
382,423		40,472	

The Developmental Cycle



Assumptions:

- Most behaviors can be learned
- People reach a successful result the same way
- Weaknesses can be fixed



You can be
anything you
want to be if you
just try hard
enough...

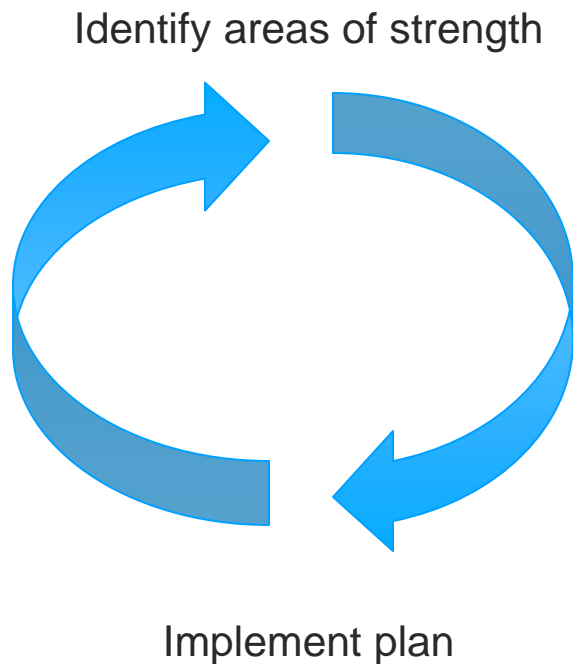
The Switch to Positive Psychology



Donald O. Clifton, Ph.D.
psychologist and business
executive
(1924-2003)

“What will happen when we think about what is **right** with people rather than **fixating** on what is **wrong** with them?”

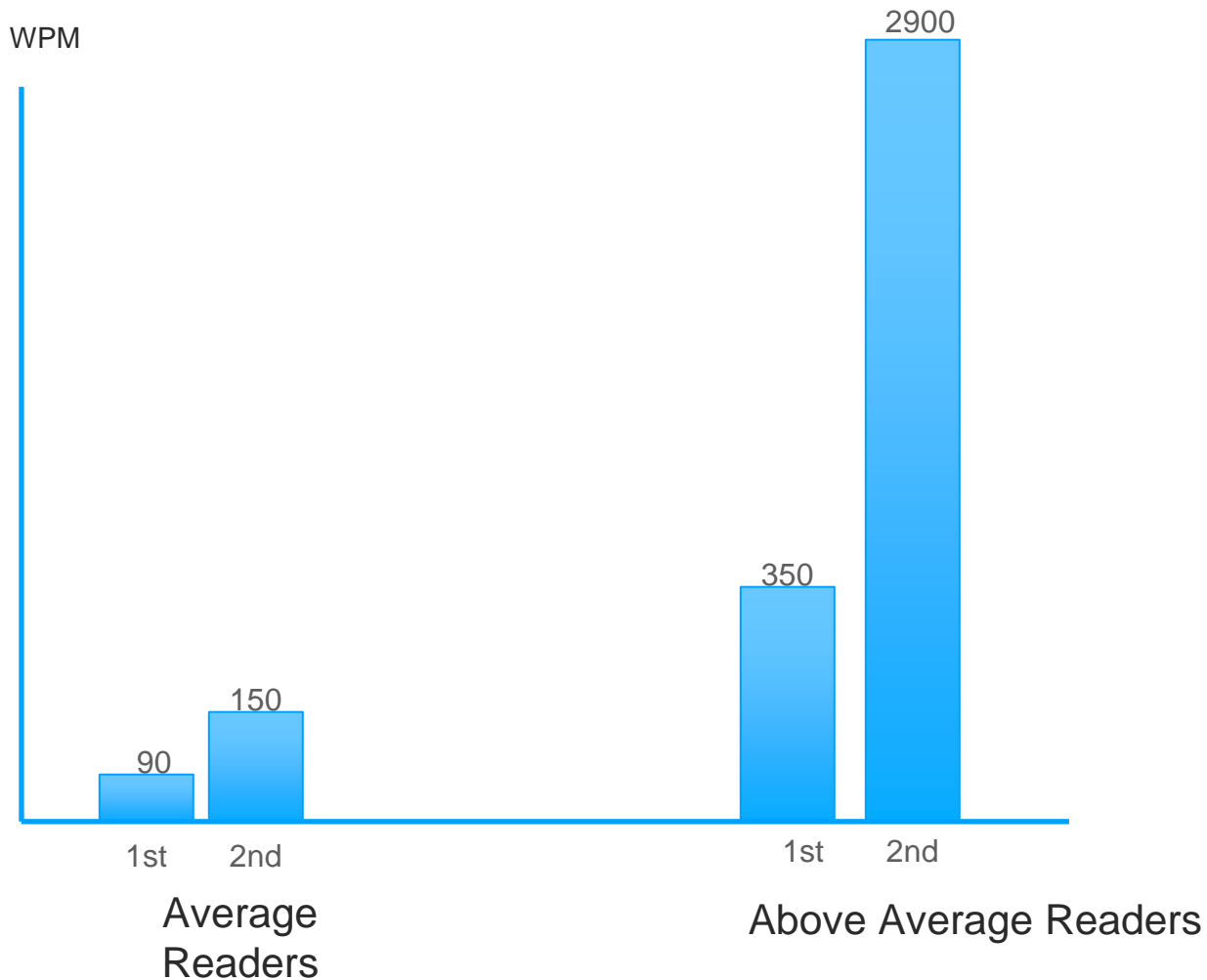
The Strengths Cycle



Assumptions:

- Talents are innate and can be cultivated into strengths
- People get to a successful result in different ways
- Address weaknesses to avoid “derailers”

A focus on weaknesses prevents failure. A focus on strengths, leads to excellence



I have the
opportunity to
do what I do
best every
day



Knowledge and Skills



Knowledge

- Facts and lessons learned
 - Factual knowledge – knowing product features or protocols, etc.
 - Experiential knowledge – learned through experience

Skills

- The steps of an activity
- Skills bring structure to experiential knowledge.

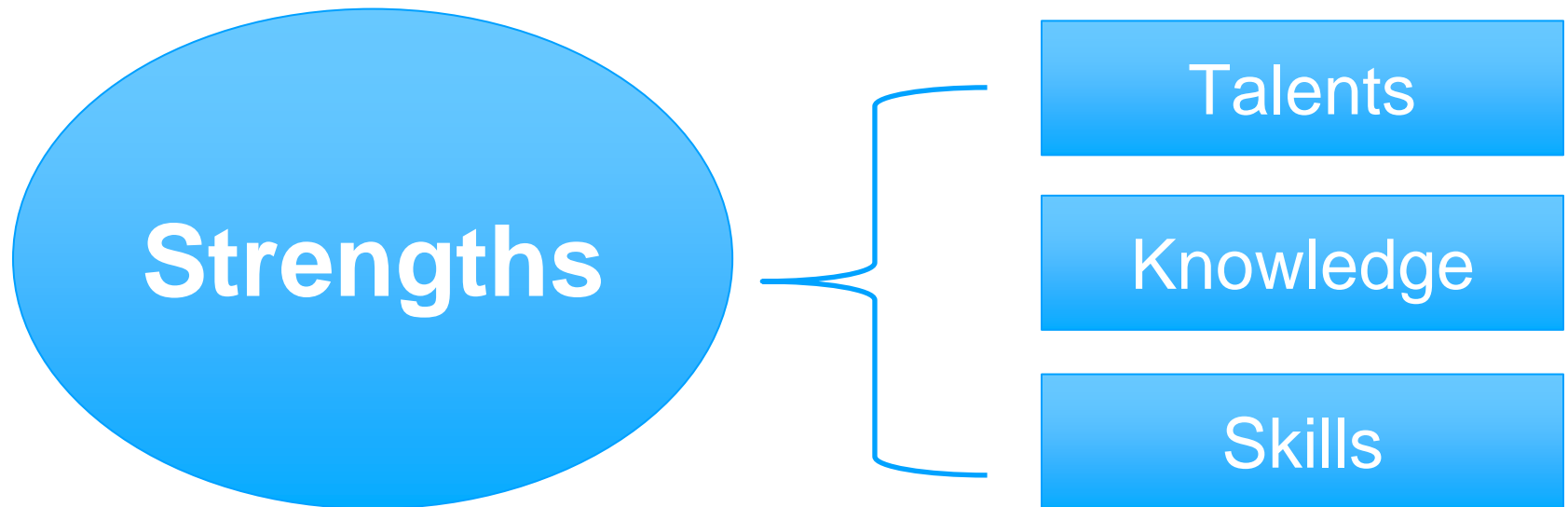
Talents



- Talents
 - Naturally recurring patterns of thought, feeling or behavior that can be applied repeatedly in a consistent, near perfect performance
 - Talents can't be taught
 - Knowledge & skills can be transferred and taught

The Investment in Strengths

Strengths are a combination of your talents, knowledge and skills, reinforced by practice



The 34 Themes[®]

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

Stars Have Points!



The most effective managers resist the drift toward human well-roundedness

People Working in the Strengths Zone...

- look forward to going to work
- have more positive than negative interactions with coworkers
- treat customers better
- tell their friends they work for a great organization
- achieve more on a daily basis
- have more positive, creative, and innovative moments

People Who Focus on Using Their Strengths...

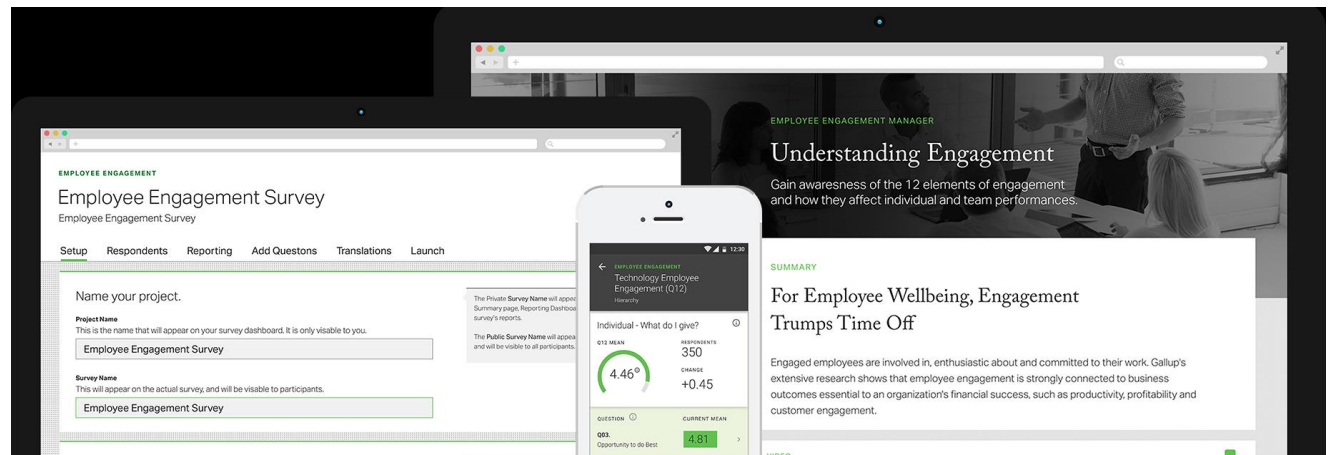


are **three TIMES** as likely to report
having an excellent quality of life



are **six TIMES** as likely to
be engaged in their jobs

Gallup Q 12[®]



What About Engagement?

Maximize potential of our employees and increase performance by creating a work environment where employees are fully engaged



Definition

Engaged employees are those who are **involved** in, **enthusiastic** about, and **committed** to their work and who **contribute** to their organization in a positive manner.

Engagement versus Satisfaction

Satisfied

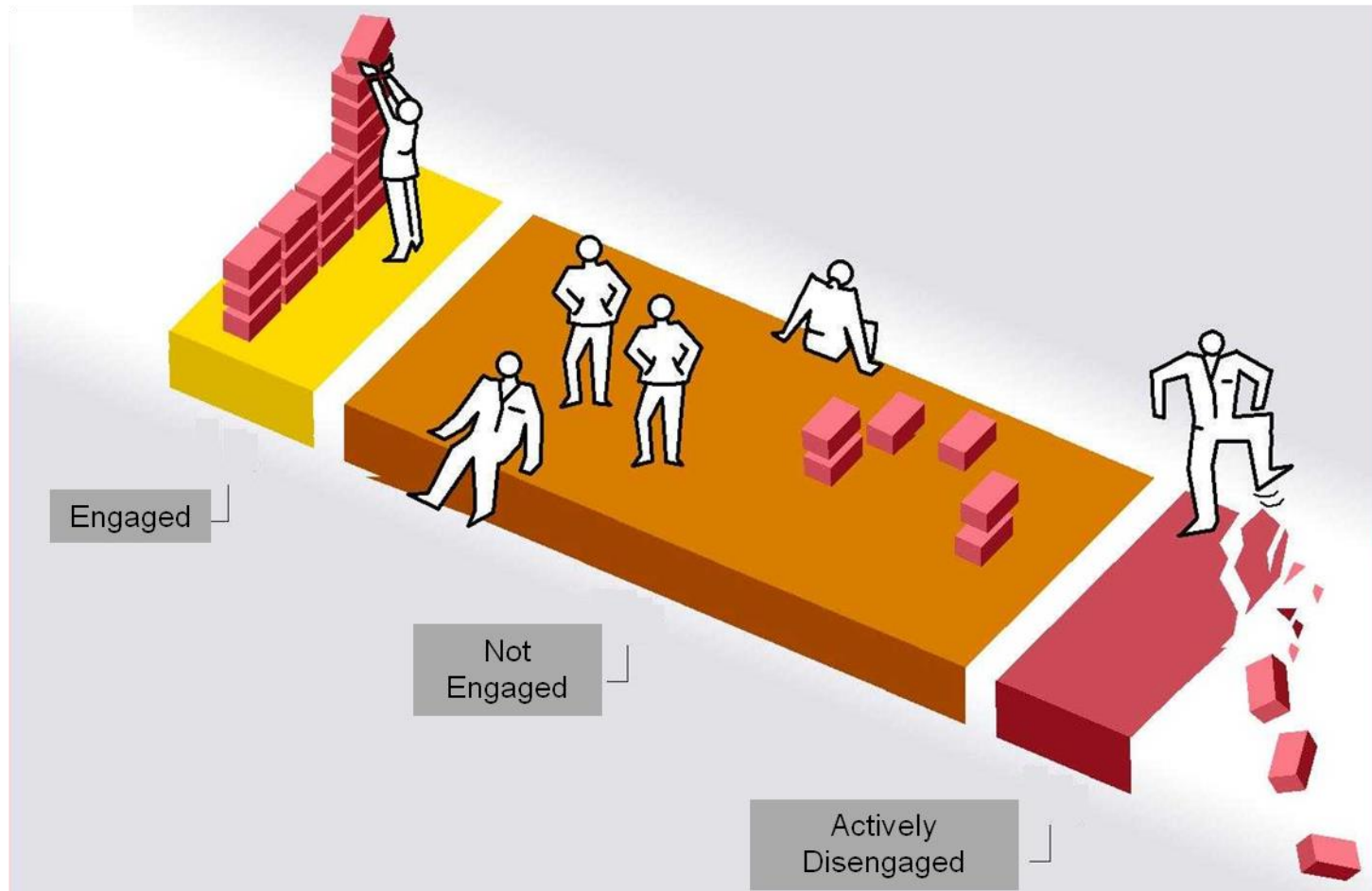
- May or may not be productive
- Put their time but not necessarily their energy into their work
- Take a wait-and-see attitude towards their job



Engaged

- Work with passion
- Perform at consistently high levels
- Drive innovation and move their organization forward

Three Types of Employees



Validation



Gallup's Q12[®] employee engagement metrics are:

- Backed by rigorous science
- Linked to nine integral performance outcomes such as safety, productivity, turnover, quality and financial outcomes

Findings

Business/work units scoring in the top half of employee engagement essentially **double** their odds of success in comparison to those in the bottom half

The Business Case for Strengths

- Increased NPS (Net Promoter Scores)
(City Clerk's Office)
- Decreased employee turnover
(Finance)
- Decreasing processing times for arraignments
(Municipal Court)
- Permit processing time
(Community Development)

The Q 12[®]

Q01 I know what is expected of me at work.

Q02 I have the materials and equipment I need to do my work right.

Q03 At work, I have the opportunity to do what I do best every day.

Q04 In the last seven days, I have received recognition or praise for good work.

Q05 My supervisor, or someone at work, seems to care about me as a person.

Q06 There is someone at work who encourages my development.

Q07 At work, my opinions seem to count.

Q08 The mission or purpose of my company makes me feel my job is important.

Q09 My fellow employees are committed to doing quality work.

Q10 I have a best friend at work.

Q11 In the last six months, someone at work has talked with me about my progress.

Q12 This last year, I have had opportunities at work to learn and grow.

The Survey Process

- Conduct survey
- Train managers
- Distribute results
- Conduct team debrief and action planning meetings



Managers are the Critical Link

- Lead using a **strengths-based** approach
- Focus on the **engagement** of their employees and teams
- Demand increased levels of **performance** and results
- Transform Managers into **Coaches**

Focus on Engagement

Managers have the greatest influence on an organization's success!

A focus on engagement

- Helps drive and sustain high levels of performance
- Gains the commitment and aspirations of employees
- Makes the manager's job easier and more fulfilling



Focus on Engagement

2014 City of Centennial Employee Engagement Survey | Overall

Range within Gallup Database ■ < 33 | ■ < 33-66 | ■ > 66
*Item data not shown if respondents <4. Workgroup data not shown to protect confidentiality

CITY OF CENTENNIAL, COLORADO



	Score(Respondents)	Gallup Database Percentile Rank
Q00 Overall Satisfaction How satisfied are you with City of Centennial, Colorado as a place to work?	3.73 (64)	23 ■
Q01 Know What's Expected I know what is expected of me at work.	4.20 (64)	21 ■
Q02 Materials and Equipment I have the materials and equipment I need to do my work right.	4.00 (43)	56 ■
Q03 Opportunity to do Best At work, I have the opportunity to do what I do best every day.	3.77 (64)	24 ■
Q04 Recognition In the last seven days, I have received recognition or praise for doing good work.	4.09 (64)	94 ■
Q05 Cares About Me My supervisor, or someone at work, seems to care about me as a person.	4.39 (64)	92 ■
Q06 Development There is someone at work who encourages my development.	4.05 (64)	80 ■
Q07 Opinions Count At work, my opinions seem to count.	3.64 (64)	48 ■
Q08 Mission/Purpose The mission or purpose of my company makes me feel my job is important.	3.77 (43)	19 ■
Q09 Committed to Quality My associates are committed to doing quality work.	4.30 (64)	86 ■
Q10 Best Friend I have a best friend at work.	3.58 (40)	36 ■
Q11 Progress In the last six months, someone at work has talked to me about my progress.	4.27 (64)	87 ■
Q12 Learn and Grow This last year, I have had opportunities at work to learn and grow.	4.16 (64)	78 ■

Focus on Engagement

2016 City of Centennial Employee Engagement Survey | Overall

Percentile range in Gallup Database ■ < 33 | ■ 33-66 | ■ > 66
*Item data not shown if sample size is less than 4. Workgroup data not shown to protect confidentiality.

ENGAGEMENT INDEX

■ Engaged

Past



Current



Percent Engaged available when N = 30.
All categories available when N = 100.

PAST



CURRENT



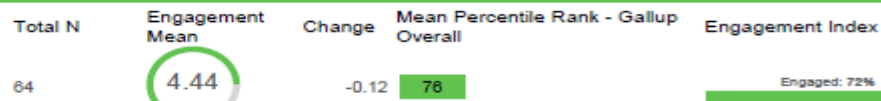
		Past Score (Respondents)	Change	Current Score (Respondents)	Gallup Database Percentile Rank
Q00	Overall Satisfaction How satisfied are you with your organization as a place to work?	4.35 (49)	▲	4.58 (57)	98
Q01	Know What's Expected I know what is expected of me at work.	4.61 (49)	▼	4.60 (58)	92
Q02	Materials and Equipment I have the materials and equipment I need to do my work right.	4.33 (49)	▲	4.66 (58)	99
Q03	Opportunity to do Best At work, I have the opportunity to do what I do best every day.	4.44 (48)	▲	4.59 (58)	99
Q04	Recognition In the last seven days, I have received recognition or praise for doing good work.	4.35 (48)	▲	4.61 (57)	99
Q05	Cares About Me My supervisor, or someone at work, seems to care about me as a person.	4.80 (49)	▼	4.79 (58)	99
Q06	Development There is someone at work who encourages my development.	4.65 (49)	▲	4.77 (57)	99
Q07	Opinions Count At work, my opinions seem to count.	4.37 (49)	▲	4.55 (58)	99
Q08	Mission/Purpose The mission or purpose of my organization makes me feel my job is important.	4.43 (47)	▲	4.55 (58)	96
Q09	Committed to Quality My coworkers are committed to doing quality work.	4.67 (48)	▲	4.82 (57)	99
Q10	Best Friend I have a best friend at work.	3.86 (49)	▲	4.26 (57)	95
Q11	Progress In the last six months, someone at work has talked to me about my progress.	4.79 (48)	▼	4.74 (57)	99
Q12	Learn and Grow This last year, I have had opportunities at work to learn and grow.	4.73 (49)	▲	4.79 (58)	99

Focus on Engagement

EMPLOYEE ENGAGEMENT REPORT | EMPLOYEE ENGAGEMENT Q12 - 7-7-2021-7-20-2021 - WHOLE ORGANIZATION 6-3-2021-9:26:23
ALL - ALL | JUL 07, 2021 - JUL 21, 2021

Q12 Mean

The Gallup Q¹² score represents the average of the scores of 12 items that Gallup has consistently found to measure employee engagement as linked to business outcomes.



	Total N	Current Mean	Last Mean	Change	Mean Percentile Rank - Gallup Overall	Company Overall Current Mean
Q00: On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your organization as a place to work?	64	4.34	4.44	-0.10	66	4.34
Q01: I know what is expected of me at work.	64	4.38	4.47	-0.09	38	4.38
Q02: I have the materials and equipment I need to do my work right.	64	4.64	4.75	-0.11	80	4.64
Q03: At work, I have the opportunity to do what I do best every day.	64	4.41	4.31	0.10	66	4.41
Q04: In the last seven days, I have received recognition or praise for doing good work.	64	4.28	4.50	-0.22	74	4.28
Q05: My manager, or someone at work, seems to care about me as a person.	64	4.72	4.78	-0.06	77	4.72
Q06: There is someone at work who encourages my development.	63	4.46	4.42	0.04	72	4.46
Q07: At work, my opinions seem to count.	62	4.26	4.34	-0.08	69	4.26
Q08: The mission or purpose of my organization makes me feel my job is important.	63	4.41	4.53	-0.12	65	4.41
Q09: My coworkers are committed to doing quality work.	64	4.45	4.66	-0.21	68	4.45
Q10: I have a best friend at work.	62	4.31	4.57	-0.26	76	4.31
Q11: In the last six months, someone at work has talked to me about my progress.	64	4.45	4.65	-0.20	68	4.45
Q12: This last year, I have had opportunities at work to learn and grow.	64	4.55	4.70	-0.15	73	4.55



Five-Time Winner
2017-2021

Managers are the Critical Link

“Great managers are an organization’s glue. They create and hold together scores of folks who power high performing companies.”

- *Tom Peters*

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MUNICIPAL
LEAGUE



20 | CML VIRTUAL
21 | SPECIAL CONFERENCE
SEPT. 30-OCT 1