

Tough at the Top

Resource #6



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The power of people playing to their strengths. Chapter 6: The Carousel

Learning about our people is interesting. Adam is on a steep learning curve. He doesn't recognise the potential and strengths of his people until they smack him in the face whilst he is studying the accounts. He didn't have a clue what the Anne was capable of:



“Oh for God’s sake,” said Adam crossly, and turned the page. A loose sheet of paper fluttered to the floor, and he bent to pick it up. Then he caught his breath in astonishment.

The white dragon poured across the paper in a flowing elegant sinuous curve, its huge head with its wise golden eyes peering back over its shoulder; blue mane and silver whiskers streaming...



Let's start with you. What can you do that your team members have no idea about? What are your strengths and hidden talents? People who use their strengths every day are six times more likely to be engaged on the job, and teams that focus on their strengths are 12.5% more productive. But in the average workplace, we devote more time to fixing our shortcomings than developing our strengths.

Drucker, the management guru, has said we should waste as little effort as possible on improving areas of low competence. "It takes far more energy and work to improve from incompetence to satisfactory than it does from competence to excellence – and yet most people in most organisations concentrate on making incompetent performers into mediocre ones. Energy, resources and time should go instead to making a competent person into a star performer."

So what do you know about your people's strengths? If you're unsure, how will you find out?

Are your people being utilised in the best possible way? Would they agree?

What strengths or skills might people have that they could utilise more for better engagement?

How will you deploy these strengths of skills to make sure they're using all of their strengths (and none of their weaknesses)?