

Announcer (5s):

Welcome to the Maximize Business Value Podcast. This podcast is brought to you by Mastery Partners, where our mission is to equip business owners to maximize business value so they can transition their business on their terms. Our mission was born from the lessons we've learned from over 100 business transactions, which fuel our desire to share our experiences and wisdom so you can succeed. Now, here's your host CEO of Mastery Partners, Tom Bronson.

Tom Bronson (36s):

Hi, this is Tom Bronson and welcome to maximize business value. A podcast for business owners who are passionate about building long term sustainable value in your business. This episode is part of our series on the value of assessment tools for any organization, you probably have heard about various assessments and chances are pretty good that you've had some exposure to one or more assessments during your career. Well, this series explores the best ways to use these assessments to improve your business. And that's what we're all about here at maximized business value. Today, we're going to explore the Clifton strength assessment, and I'd like to welcome our guest Brandy shade, a strength leadership consultant.

Tom Bronson (1m 23s):

Brandy helps businesses by improving people, processes and performance, and helps people reach their full potential by leveraging their strengths. People who have fun and do what they love are six times as likely to be engaged in their jobs and high levels of employee engagement, increase profitability and productivity by over 20%. I first met Brandy a few weeks ago when she presented strength to an accountability group that I'm in. Yes, I also need an accountability group. I was so fascinated with the results I knew we had to have her on to talk about Clifton strengths and strength.

Tom Bronson (2m 8s):

So welcome to maximize business value. Brandy,

Brandy Schade (2m 12s):

Thank you very much. I'm very happy to be here, Tom. Thank you for having me on the show.

Tom Bronson (2m 16s):

Tell us a little bit about your background and how you got into this line of work.

Brandy Schade (2m 22s):

Yeah, so my background is not typical for this line of work. I actually got a degree in actuarial science, which is the mathematics of insurance. And I spent a lot of my, the first half of my career in the technical side of the business. I eventually moved into process improvement, which is where I discovered that in order to improve processes effectively, you had to know how to work with people really well. And you had to understand how they were motivated. And you also had to understand how to get them to accept the changes that were coming. My brother, Trevor shade, who runs a real estate team in Omaha, Nebraska called the exclusive

listings group.

Brandy Schade (3m 3s):

He's the one who first initially introduced me to Gallup Clifton strengths assessment and said, you know, he, by the way, he is a maximizer and an individualization, you know, from the Gallup Clifton strengths, he has those two strengths. And so he has a talent for seeing what people would really enjoy and, and love doing and knows how to help maximize those people. So he introduced me to the assessment. I took it out to all my friends and family. I started studying everybody and then I ended up creating an entire process around how to facilitate this with groups of people while I was at Sabre, a travel technology company. And eventually I created my own platform, so that not only could I use my process that I built, but other coaches and managers could also use that process.

Tom Bronson (3m 52s):

And it is slick. I will have to tell you, I, I really enjoy it. I've been back to it several times. In fact, we're gonna talk about mine a little bit later on. Well, let's talk a little bit about Clifton's strengths assessment. What is Clifton's strengths? And tell us a little bit of the background on kinda how it came into existence.

Brandy Schade (4m 11s):

Yep. So there's a guy named Don Clifton. Who's no longer with us, but he was fascinated with people's strengths and how to help people do what they do best every single day. And he was a professor at the university of Nebraska. So over 40 years ago, they just did a ton of research to figure out, well, what behaviors are people actually exuding? And they found that there were 34 behaviors or personality traits or talents that people seem to generally have. And so once they established what those were, they said, okay, now we just need to figure out how to, you know, have people take a survey so that they can then know what is the particular order of these strengths that they have.

Brandy Schade (4m 52s):

And the way that you guys can think about this is think about a neural pathway that is formed in your brain by the age of 14 years old. So at the very top of this Clifton strength, when you get your number 1, 2, 3, 4, 5 strength, these are neural pathways that are huge interstates in your brain where there's lots of traffic flowing, where the bottom ones are like little tiny back roads that we barely ever access. You know, there might be a subtle car, you know, of thought flowing on that once in a while, if we really try really hard, we can tap into that. So my, you know, my path is not to determine how you got there, but is to go, okay, this is what you got.

Brandy Schade (5m 35s):

This is what we're working with. So how do we make the best of that? How do we put you in an environment that allows you to be at your best, with your gifts that you have cultivated? And so, yeah, the, the assessments about a 45 minute assessment, it puts those strengths in order, and then you get the results of,

okay, this is where I'm at my best. And the, you know, this is where I'm not, when you get the full 34 strength assessment

Tom Bronson (5m 60s):

Now. So I didn't hear you say this about what year, what timeframe are we talking about when this was over

Brandy Schade (6m 5s):

40, over 40 years ago.

Tom Bronson (6m 7s):

Okay. All right. So over 40 years ago, and, and if I understand correctly, then these neuro pathways that are established kind of by the time you're 14 years old, does that mean that if I took the assessment when I was 15, and if I took it again, now that I'm 58, that it would be approximately the same thing.

Brandy Schade (6m 25s):

So it really depends on how you take the assessment because it is a self assessment. So anybody could change their results and get different results if they wanted to. However, if you are very authentic and you're being true to self your results should relatively not change. You may have a few shifts because for example, when you are in college, you're spending most of your time as an academic. And so you're, you're just gonna be flexing and working some of your more academic muscles while you're in college, where when you get into management or you get a career, that's, that's doing something completely different. Those other strengths that you have are gonna get a little stronger. So what I normally see is that people's top 10 strengths may shift around a little bit, but most of the time, anything below 10 strengths does not hop up to, you know, number one, number two, number three, for example.

Brandy Schade (7m 17s):

And it's, it's, it's just, you never see anybody's bottom strengths, you know, 30, 30, 1 30, 2 33 34, jump up into a top 10 capacity, right?

Tom Bronson (7m 28s):

No, that, that makes perfectly good sense. And so I guess, like any other test, if you're, if you're not on it, because all the, I think all of the assessments that we're talking about in this whole series are self-assessments. And so in, in that regard, you have to be honest, right?

Brandy Schade (7m 47s):

Yeah. And some people aren't being dishonest on purpose, they just don't know themselves well. And these assessments really test that. How well do you actually know yourself? And are you acting consistently at home with who you're acting like at work versus some other environment? What we're trying to get at is to create that consistency across all your environments. So you can just be, you, you are highly accepted and

you're placing yourself in environments that need what you have to bring to the table.

Tom Bronson (8m 16s):

Awesome. Awesome. Well, so we learned a couple weeks ago with when we interviewed Dr. Jenny Gray to kick off this series, that there are different types of assessments, personality, work, style, and cognitive with the three names that, that she put on it, you know, personality sometimes can be predictive or not predictive as we learned with, with our interview on disk. And, and, but so, but predictive assessments are typically used for pre-employment and work style or productivity assessments are typically used to improve team and individual performance. What type of assessment is Clifton strengths?

Brandy Schade (8m 53s):

So you will typically see this assessment used after you get hired somewhere, right? A lot of people want to use it before the hiring process, but there can be some mistakes made with that. If you're only using the assessment results to hire somebody, for example, you might not get the actual skills that you need when you hire that person. But what you are assessing when you get these assessment results back is what is somebody's capabilities? What is their propensity? What is their brain naturally doing? So what are they most likely going to enjoy? And once you get 'em into the company, you can use it and say, okay, so who are you really?

Brandy Schade (9m 34s):

How do I need to talk to you to engage you? How do I need to interact with you in a way that works for you? Are you actually in the right department and the place in this company? We know you're a great person. We know you're gonna be a great employee. We know you're for this company, but let's make sure that we get you doing what you do best every single day at a very granular level, because this assessment has 34 categories. That's far larger than most of the assessments that you see out there today, which also means it adds a layer of complexity. Because if you thoroughly want to be good at using this assessment, you gotta know 34 categories. But once you actually understand them and understand who it is on the other end of this table, that you are speaking with, working with interacting with, you can really get them doing what they do best every single day and drop the stuff that isn't natural to them, or is hard or, or, or, you know, it, it just takes a lot of energy or effort to get there for them.

Brandy Schade (10m 29s):

And it's not that they can't do that thing. It's just how much energy does it take to be able to do the thing that you're asking them to do,

Tom Bronson (10m 38s):

Right? Yeah. Cuz if you're trying to do something that's unnatural, it just takes so much more energy.

Brandy Schade (10m 43s):

Yeah. Try writing with your other hand.

Tom Bronson (10m 46s):

Oh man, I killed brain cells right then. Right.

Brandy Schade (10m 49s):

You can do it. It just takes it's painful. You're not impressed with your,

Tom Bronson (10m 57s):

So a fun, little fun fact about that. For me, I'm not ambidextrous by any stretch of the imagination, but I can do my signature in a perfect mirror. Ah, so my left hand is the way I would normally write this way, but I can write it backwards and my right hand writing it forwards. And it's almost a perfect mirror. So, so that's kind of fun party trick sometimes. So, so when you have two people and you're looking at their results kind of side by side, can you tell by looking at their strengths, whether or not they're going to get along?

Brandy Schade (11m 32s):

No, You cannot. And people think you should be able to. So this is an assessment, there are 250 plus assessments out there. As you all know, you guys have been studying them. An assessment gives you one perspective and it gives you an a door to open that conversation, to have with that person about their strengths. But what it doesn't show you is the maturity of that person. It doesn't show you what they've actually done with their strengths or haven't done with their strengths. So you really don't know for sure if two people are gonna get along or not get along, what you can see is their connectors where they're going to connect and you can see where they're going to disconnect.

Brandy Schade (12m 21s):

Then you can assess how many connectors do they have? How many disconnects do they have? How hard is it going to be to get along? So if two people are completely different on their own opposite ends of the spectrums, they don't understand each other at all. And they're not gonna take the time to understand. Then they're not gonna get along. But if they're on complete opposite ends of the spectrums, they're very different, but they wanna know how to understand each other and how to work with each other and how to leverage each other's talents. They could have a really interesting partnership because they both have something very significant to offer one another. So you can see where people are really gonna connect and where they're gonna disconnect and maybe how much of that, but you cannot predict if they are going to get along or not get along.

Tom Bronson (13m 8s):

So is we learned when we talked with, with Julie chance about disc, that you may have two different people in the exact same role who are very different personality types, who are both successful. Would you say the same thing than with Clifton strengths? Is it possible to have, have one role that two people hold in, let's call

it a bigger company where they basically are doing the same thing, that they can have different strengths in it and they both can be successful in that job.

Brandy Schade (13m 42s):

Absolutely. So I'll give you two examples. One is, let's say we have a call center, everybody's picking up the phone and everybody's answering the phone calls and everybody's hanging up to serve the customer. One person might be doing that from a relationship building approach. Another person might be doing that from a speed approach. How fast can I get through this call and hang up the phone. Another person might be super high quality assurance wanting to give 'em all the information. So everybody's approach is different and depending on what that environment really needs, someone might be more successful than another person, but in general, everybody can be somewhat successful in that environment unless they just decide not to pick up the phone.

Tom Bronson (14m 26s):

Okay. Yep. Okay. That, that makes perfectly good sense. You mentioned in the prior question that there were layers of strength and maturity, so are there various layers that, of strength, maturity that people typically go through?

Brandy Schade (14m 42s):

Yes. And, and let me give a little more color around that before I answer that question. Exactly. So I want you to think about what if a five year old has your strengths, Tom, 1, 2, 3, 4, and five in that order, are you, or the five year old, more mature?

Tom Bronson (14m 58s):

Oh, definitely the five year old. Right?

Brandy Schade (14m 60s):

Who knows their strengths?

Tom Bronson (15m 4s):

They're mature and there's yes.

Brandy Schade (15m 8s):

You're hoping, you're hoping that you, Tom kind of know yourself a little better. You've had some experiences that allow you to understand where your strengths have been successful, where they haven't been successful. We're expecting you to have a little more maturity around your emotional response to your strengths. So, so that's what I mean when I say strength maturity is that you could have, by the way, it's very highly unlikely that you have two people with the exact same strengths in the same order. But if you did then age and experience and maturity matters.

Tom Bronson (15m 44s):

So that spurs a question for me. I don't know if we're asking a later on, I didn't, I didn't look ahead, but there's 34 strengths. How many combinations are there?

Brandy Schade (15m 56s):

So if we, if we just focus on the top five strength only. So if we're just looking at top five, that's over 33 million combinations, which makes my job very interesting because everybody I meet is one and 33 million people.
If

Tom Bronson (16m 11s):

We, so they're only 10 people with the, with the top five strengths, there are only 10 people or theoretically, if there's let's call it 330 million, I think there's like 350 million people in the us. 330 million. There's only 10 people like me with my same strength on average.

Brandy Schade (16m 29s):

So if you have 7 billion people on the planet and you divide that by 33 million, there's around two hundred and fifteen, two hundred sixteen people on the planet like you today, just looking at your top five strengths only. And they're all different ages. So let's say we, we have one in each age group, one to 100, there's only two people in your age group. And you're one of 'em like you, that's the exact same age with the same top five strengths on the planet.

Tom Bronson (17m 4s):

Wow. Wow.

Brandy Schade (17m 7s):

And if, if we look at all 34 strengths, right, that that's 2.5, nine times 10 to the 30 something. Power of combinations.

Tom Bronson (17m 17s):

All right. I know you're a scientist. You already said that you were an actuarial scientist. I don't even understand what that means anymore. Really.

Brandy Schade (17m 26s):

I don't either. Cause it's astronomical. It's a star in the sky. And, and you know, if we all live to be a hundred years old, you take that number 2.5, nine times 10 to the 30th, something power divided by 100. That's the number of lifetimes you have to live to even remotely meet someone like you from a strengths perspective. Only not someone that's had your experiences, not someone that has your religion, not someone that's from the country, you're from not someone that's had your parents. So it's so incredible. How unique, truly unique

each person is on this planet.

Tom Bronson (17m 57s):

Good Lord now. All right. So, so let's just say that we've got two people with the same strength, order that somewhere in your system, you found two people that have that. Do we treat them exactly the same?

Brandy Schade (18m 12s):

Absolutely not. Because again, they're never going to be the same in the full 34. You might just be looking at the top five or the top 10, But also they're different people. They've had different experiences. They're at different ages and different maturities. They have different goals, they have different wishes. So this is just one element that we are using to open the door to for the conversation, to get to know them better. But we still have to ask all the questions of who are you, what do you care about? Where do you wanna go in this world? Where do you see yourself? All of that matters on top of just understanding how they're motivated and, and you know, what's gonna make, what's gonna work for them and what might not.

Tom Bronson (18m 51s):

And that's what, and that's what this is all about. And this is why we're doing this series. It's, it's about learning better, how to work with people and, and maximize productivity and things like that. And I'm just, I'm very excited about some of the things that I'm hearing here, because to me that knowledge is power, right? That if I know somebody's strengths and I know their weaknesses, if I know where they're not strong, right, then, then I can use that to my advantage as I'm growing my business. Right.

Brandy Schade (19m 23s):

And you can use that to their advantage. Yes. If you are helping them be at their best, every single day, they're never gonna leave the loyalty is through the roof, but you're also getting the best out of them for your business. It's a win, win, win for everybody.

Tom Bronson (19m 38s):

Yeah. And I'm a, and I'm a big fan. You know, I've always, I've always hired the best people I can. And, and, and I knew that when I hired them, that this was not the last time they were gonna accept a job, you know, that they were gonna eventually move on. And I, I don't know if you're a fan of Ted lasso. I, I really enjoyed that series short series on, on apple plus. But it was, there was a, a saying in there that said, good bosses, hope their people will grow and move on. Great bosses know they will. Absolutely. And so if you're helping someone really maximize their strengths, then you are really helping them in your career.

Tom Bronson (20m 19s):

And yes, they'll probably move on. But in the reality is, is at the time that you're helping them in your business, it's gonna improve your business immensely. And so, so, alright, alright. So someone is not like me. All right. How do I maintain? So I'm the boss and I, and I've looked at these strengths and I've got

people on my team that are not like me. And these are my direct reports. How do I maintain my authenticity of who I am and use my strengths while also accommodating their needs?

Brandy Schade (20m 51s):

Yeah. This is a great question. This is a hard one because maintaining sense of self, but also adjusting your behavior to help someone else be successful. Doesn't doesn't necessarily coincide with one another. So this is the conversation where you're saying, okay, this is what I'm like. This is who I am. This is who I need to be. I need you to help me, allow me to be myself. That's important, but then also saying, but I care about you and I care about your success. And I understand this is what you need. So how are we going to do this? And sometimes two people can actually do it together and they can maintain the balance of self and collaboration with someone else.

Brandy Schade (21m 38s):

Who's very different. Sometimes they need a third party. You know? So for example, if I'm a manager and I have a set of strengths that doesn't necessarily work well with others, I might put someone in between me that works really well with others who also works well with me, because then everybody gets what they need, but it doesn't have to be me. And I I'm jumping ahead a little bit to something that I know we were gonna talk about a little bit later in this podcast, but I think it's important to say now, one of the questions I get all the time is how, what strengths do I need to be a leader? Hmm.

Brandy Schade (22m 19s):

And the brilliant thing is to everyone listening is that the only thing you need to be a leader is to want to be a leader. Now, once you decide I wanna be a leader. If you are one in 33 million out there, no one can lead the way you lead. So that's the tricky thing, because we're listening to all these books, we're listening to all these podcasts. We're listening to all this feedback that we get from everybody. You know, all the advice we get from everybody as, as when we are a leader and we've gotta decide, who am I? What is for me? How am I gonna lead? That is maybe similar to some people around me, but is also different. That is unique to my own leadership style.

Brandy Schade (23m 1s):

And if, if I can do that and I can say, this is who I am, this is who, I'm not, I need to be this, but I also need to surround myself with other people who have other talents and strengths so that I can leverage those. Then you will be a fantastic leader. And so when I do Clifton strengths assessments with leaders and, and I have worked with thousands of people, every single leader leads differently. And the, the brilliant ones do not have a specific strength set. The brilliant ones know who they are. They know what they bring to the table and they know what they're not, and they know what they need to go get and surround themselves with the other brilliance.

Brandy Schade (23m 43s):

And they do it so that they have a full diverse team that is on full steam, full power, everybody using their top five strengths effectively.

Tom Bronson (23m 52s):

And that is how businesses scale, right? Yeah. I mean, that's, every leader has weaknesses. You know, one of my tenets of leadership in, in order to, I, I, I recently did a podcast and I've, and I've done numerous keynote talks on productivity and, and taking massive action and, and really improving your own personal output. And it's the key to me is what I call know thy self, right? It's understanding your own strengths and weaknesses, and being able to compensate for those separately. Right. And so no understanding your weaknesses.

Tom Bronson (24m 33s):

What do I need to go out to do to get that? So you said that absolutely brilliantly. Let me, let me ask you, by the way, it also validates what you just said here. Something that I've said for my entire career, when I'm considering people for a position and I'm interviewing for position, I will take desire over ability all day long. If somebody doesn't have the skillset that I'm looking for. And in this case, perhaps the strength, I will take the desire to do the thing far in advance of somebody who is, has already got a demonstrated capability.

Tom Bronson (25m 15s):

If someone, you

Brandy Schade (25m 16s):

Can train skill,

Tom Bronson (25m 17s):

Yes, you

Brandy Schade (25m 18s):

Can train skill. You can't train desirability,

Tom Bronson (25m 20s):

That's it, that's it. And so, so what you just said is you can be a leader if you want to be a leader. And that's, you know, if you want to be a leader, that means you're gonna do the things that you need to do in order to, to be a leader.

Brandy Schade (25m 32s):

And there's a wonderful book out there called the ideal team player by Patrick Lindsay who really describes the three things you really need to look for in a person that you are hiring in order for them to collaborate well with the team, to always be learning and, and be humble, and to also have the skills and the performance

needed. I like to layer that on top of the Clifton strengths, because so Gallup does not, you know, say that the Gallop Clifton strengths should be used for hiring because you can be biased, right? As you hire, however, you can ask lots of questions during the interview to really gauge what that person's top five strengths are.

Brandy Schade (26m 12s):

And so I like to ask the questions that, that help me understand what their strengths are, as well as asking questions that help me look for those three things at a Patrick Lencioni's book and put 'em together as I'm hiring a fleet of people and it has, it has been a very successful approach for me.

Tom Bronson (26m 31s):

Great. Yet another Patrick Lenni book that I need to add to my already full bookshelves, I will be doing that sounds like a great book. One last question, before we have to take a quick break. What happens when someone has two completely opposite strengths in their top five?

Brandy Schade (26m 50s):

Yeah. So I just had one of these the other day, a woman who works as a senior director at point B, she has both command and harmony.

Tom Bronson (27m 2s):

Yes, very different

Brandy Schade (27m 3s):

In her, in her top two or three. And she tries to keep the peace. She tries to keep the harmony. She tries to do things very collaboratively, but when she needs to put the hammer down, she comes in and really puts the hammer down. She has zero fear of conflict, although she does try to do things peacefully and accommodatingly, and she's a strong negotiator and she's a strong collaborator. So basically what I'm saying is that she just has both, she has this interesting balance of being able to be highly harmonic and collaborative and peaceful, but also has this strong ability and strength to be a strong negotiator, high command, you know, command the fleet, get everyone to follow her and, and very, very influential as well as a strong relationship builder.

Tom Bronson (27m 53s):

Wow. Well, so, so you do find that on occasion that people have, yes, you do. Yeah.

Brandy Schade (27m 59s):

You have these anomalies. It's not, it's not, it's very rare. You know, when, usually there's a trend of who has what and what's around it, but something like that is just a straight up anomaly, which are always the people I love speaking with about that. Right. How does that work for them? I've, I've spoken to her in lengths about

that. I'm gonna have her on one of my shows. I do a, a, a show that's open to the public every single Monday at noon. If anybody ever wants to join that, it's a, it's just a zoom. And it's, it's where you can ask a lot of questions. And, and I answer, and I've been going through all of the Gallup Clifton strengths for the, since last November, but starting in August, I'm gonna have people on that that have these types of anomalies and, and have interesting pairings, or have two people that have very similar strengths, but are different so that people can actually ask these questions and get to know these people and understand how these people see the strengths for themselves.

Brandy Schade (28m 54s):

Because I think that is one of the best ways to really understand how unique we are and how we effectively have to, how hard we have to work to effectively work with other people.

Tom Bronson (29m 3s):

Well, that's great. In the back half, we're gonna find out how folks can join up with that. We are talking with Brandy shade, let's take a quick break. We'll be back in 30 seconds.

Announcer (29m 15s):

Every business will eventually transition some internally to employees and managers and some externally to third party buyers, mastery partners, equips business owners to maximize business value so they can transition their businesses on their terms. Using our four step process. We start with a snapshot of where your business is today. Then we help you understand where you want to be and design a custom strategy to get you there. Next, we help you execute that strategy with the assistance of our amazing resource network. And ultimately you'll be able to transition your business on your terms. What are you waiting for more time, more revenue, if you want to maximize your business value, it takes time.

Announcer (29m 56s):

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Tom Bronson (30m 7s):

Today, we're back with Brandy shade, a strength leadership consultant. And we're talking about the Clifton strengths assessment and how to use it. Now we're gonna have a little bit of fun, Brandy. So as our audience already knows, I've taken all of the assessments that we're highlighting during this series. And, and so let's use me as a Guinea pig. And first, what insights can you share about my assessment with our audience?

Brandy Schade (30m 34s):

So the way that your assessment is unique, Tom, is that you have six of eight influential strengths in your top seven strengths.

Tom Bronson (30m 50s):

You might. So before you expand on that, I don't think we said in the first half kind of what are the categories of the strengths,

Brandy Schade (30m 58s):

Good point, influential relationship, building, strategic thinking, and executing.

Tom Bronson (31m 8s):

Okay. So there's four different categories that all the strengths,

Brandy Schade (31m 11s):

These are the Gallup categories. There's a lot of people take the Gallup Clifton strengths assessment results and put 'em into their own categories. But these are the Gallup specific categories. It's strategic thinking, influence, executing, and relationship building.

Tom Bronson (31m 25s):

Okay. So back to my question, and in that I have a, a very high mix of which one.

Brandy Schade (31m 32s):

So there are only eight strengths that have influence that are, that are, let me say this. It's not that they don't, they have influence, but they are naturally influencing strengths. You have six of the eight in your top seven strengths.

Tom Bronson (31m 50s):

Wow.

Brandy Schade (31m 51s):

So we know you're highly influential. We know you're gonna do great in sales. We know you're gonna do great marketing. We know you're gonna be a high communicator based on the strength set that you have. You also have one other one in there, and that's your number three strength. It's strategic. So you're not only influential, but you're highly strategically influential.

Tom Bronson (32m 14s):

Oh,

Brandy Schade (32m 15s):

Interesting. And when I, when I say influential, my definition is you think about all the time. I'm, I'm revealing your secrets here. You think about all the time, how to get people to do things that they would not have done otherwise without you.

Tom Bronson (32m 31s):

Yeah. I will tell you that, that my whole career I've, I've said that my secret, you know, one of my secret superpowers is the ability to get people to do things at, at a higher level than they even believe that they can themselves. That makes complete sense. Yeah. So, so it does make a perfect sense in this, you know, somehow I've got the ability to motivate people to do more than they think they can. And, and, and it's not a in, in this case, it's not, I mean, certainly you could probably use that as a manipulative quality. Right. But, but to me, it is proving people, proving that people can do more than they think they can do.

Tom Bronson (33m 15s):

And, and it always improves them as a person. Right. And so, and consequently, it improves my company. Right. And so,

Brandy Schade (33m 23s):

And, and this is exactly what we were talking about before someone with your strengths could be a highly manipulative snake getting, you know, everything they want out of life just for themselves. Or they could be someone who has principles and has great intent and really wants to see other people succeed. So the strengths themselves don't tell you exactly what kind of person you're getting. It just tells you what kind of abilities they have.

Tom Bronson (33m 48s):

Wow. So is there anything, so I've got the influential in there and I've got, is there anything else that's kind of high in my strengths, any of the other four? The three categories?

Brandy Schade (33m 58s):

Yeah. One of the unique things I wanna point out about you is you have one of the most rare strengths in your top five. You have the strength of significance, which is only found in a person's top five strength, capacity, five or 6% of the time. I think it's 6% of the time. That means 94% of the population does not have this as a top five strength. Wow. So there's, there's

Tom Bronson (34m 28s):

Pros. So what, what does that mean? What does that mean? Right.

Brandy Schade (34m 30s):

There's pros and cons because the pro is you bring something unique to the table to leverage, but the con is that no one gets you when it comes to this strength because they don't relate with it. They don't have it, they don't understand it. So what significance is is that you are not going to be successful in a, in a little cubby by yourself, where there's no visibility on you. You are gonna be at your best when the spotlight is on you. When you're highly visible, when you're, when the projects or initiatives are really high risk, there's a lot weighing

on it. But if you actually win at them, they're going to have a huge impact.

Brandy Schade (35m 12s):

And it just means you cannot, you physically cannot spend time on things that are not significant, that are not gonna have a significant impact on the world, on people's lives. You have to be a part of something that is majorly significant in order to be interested or engaged.

Tom Bronson (35m 27s):

That's surprising that, that, that is a rare strength, right? I would, I would think that more people would, would have that. Of course, that's the way I think. Right.

Brandy Schade (35m 37s):

Well, and think about the Olympics who on the Olympics gets on this, you know, publicized performance and actually beats their own record. They perform better when they are in front of the world than they do when they're by themselves, practicing those people have high significance because they're engaged and, and actually do their best work when all eyes are on them. When the world is watching.

Tom Bronson (36m 4s):

Oh yeah. That's so many people think that it's gift of gab or whatever. The fact that I do, a lot of public speaking, my long running joke is when someone asks me, if I can speak at a conference or somewhere, I'll say, absolutely, I've got three requirements. Number one, I need a topic. So that's very important, cuz I can talk about anything. I don't, you have to know anything about the topic. I need a, a microphone potentially depending on how large the hall is, but I can, I can speak comfortably to probably a crowd of 200 without a microphone. And then please, for goodness sakes, I need a time limit.

Tom Bronson (36m 43s):

That is very important. That is probably the most important of the three. So I don't care what I'm talking about. It's the three, but it's that whole, that significance I'm on stage. I am, I am in front of people. I thrive on that and that helps me understand why I thrive in that environment. It actually, it's one of these odd things, Brandy that when I'm on stage, it gives me energy that, that, that for a lot of people, if you're an extreme introvert, you know, and you hate being in a, in a public stage, it can suck. It can drain the energy out of you. It gives me energy. But when it's over, it's like this crash, right?

Tom Bronson (37m 24s):

I mean, you know, two hours after it's like I read a marathon.

Brandy Schade (37m 29s):

Yeah. Cuz you're giving so much energy and love and passion to that because it is so motivating to you and so energizing to you. You, you have a strength of communication, which loves to speak to crowds. You have

the strength of significance. You have the strength of command, which loves to command the room. So between those three, you're communicating, you're being significant. You're winning the crowd over with your Wu and you're competition. You're, you're probably sharing some very strategic and influential type approach to whatever it is you're talking about. And you're commanding that room. So you're, you're all your, your top seven strengths are just on full throttle during that time that, that you are on that stage.

Tom Bronson (38m 12s):

Yeah. Imagine how excited I was when I saw, when I, when I made a first glance at the list and I saw number eight, which is a ranger, which I originally misread as Avenger. I thought I'm gonna make a movie. I thought I'm an Avenger. Oh, okay. I'm an arrange. All right, I get that. But, but I wanted to point out something else that I thought thought was pretty significant here. I, I have ADHD and but my, my number 10 strength. Okay. Now listen, let this sink in to our audience. I have ADHD. My number 10 strength is focus.

Brandy Schade (38m 52s):

Let me ask you this. Which strength is the squirrel strength we have. There's two strengths. That kind of tend to be more like squirrel squirrel, squirrel, squirrel. Squirrel. Squirrel

Tom Bronson (39m 4s):

Is, wait a minute. Are they in mine? Are they is? Huh? One

Brandy Schade (39m 8s):

Of is. One of is

Tom Bronson (39m 10s):

A, let me, let me just look at my list here. Activator

Brandy Schade (39m 17s):

Is that

Tom Bronson (39m 18s):

That's right. Okay. That's a, and that's my number four.

Brandy Schade (39m 21s):

Great, good job. I'm so proud of you. Yeah. So that's the one that's like, let's go. Let's go. Let's go. Let's go. Let's go. Let's go. Let's go. Let's get going. Let's get started. Let's go. I'm impatient. Come on. Let's go. What are we doing? Let's go. And it doesn't care about the result. It cares about let's just get going. Let's activate myself. Let's activate others. If we just take the action, we'll learn from the action. So let's just take the action. Who cares about the result? We'll we'll see what that action actually produces and then we'll know what to do next. And so it's the one that can get caught up in, oh, there's this to act on. Oh, there's this to act

on. Oh, now there's this, now there's this. And it's like, oh, there's all these things to act on where you're never necessarily focusing or executing or finishing something.

Brandy Schade (40m 4s):

A lot of people with either activator or ideation experience the what did, what did you call it?

Tom Bronson (40m 13s):

The, the, the, the hyper you're talking about the squirrel or the, the

Brandy Schade (40m 18s):

ADHD.

Tom Bronson (40m 19s):

Oh, ADHD. Yes. ADHD. Yes. Yes.

Brandy Schade (40m 22s):

So, so people with high activator high ideation will, will, will tend to experience. I don't know what you call it. I'm sorry. I don't know if it's a syndrome or a

Tom Bronson (40m 33s):

Yeah. ADHD, you know,

Brandy Schade (40m 37s):

The label.

Tom Bronson (40m 39s):

Yeah. I just have a lot of energy. The

Brandy Schade (40m 40s):

Characteristics that go along with ADHD are they're very, are, are, you know, I find them a lot in people who have ideation or oh yeah. Activated now, now that's not, that's not to say that anybody who has that has that. I just see it more often in those people. Right.

Tom Bronson (40m 55s):

Right. Well, it's one of these things that, that I've told folks a lot. You know, we, we treat our school system, treats ADHD as a disease. You know, we tend to, to treat that in children.

Brandy Schade (41m 8s):

I don't agree with at all. I think it actually has its own set of gifts that people don't understand.

Tom Bronson (41m 13s):

Well, that's it. And, and I would love to see an experiment with, with a, with a teacher who would be brave enough to do this, to put all the ADHD students or the kids that have been diagnosed with ADHD in one classroom to teach them how to use their strengths. Right. And, and I, I will tell you that one of the strengths of someone who's properly trained to do this with ADHD is hyper focused. It's the ability to, I, I get the squirrel and the distractions, cuz I'm that way all the time. People who know me and work with me understand that. But I also have the ability to put the blinders on and be relentlessly focused for short bursts of time.

Tom Bronson (42m 0s):

I can't do it for eight hours. Right. But let

Brandy Schade (42m 3s):

Me, let me, let me completely flip this on its head really quick. If you are in a room of people and you're socializing and you're trying to win every, let's say conference, you're at a conference, you're trying to win everybody over. How long could you do that for?

Tom Bronson (42m 18s):

Oof.

Brandy Schade (42m 21s):

Could you do that for eight hours or 12 hours a day?

Tom Bronson (42m 25s):

You mean standing on a stage? No,

Brandy Schade (42m 27s):

Not standing on a stage, just in a room full of people where you're winning them over. You're talking to them, you're influencing them.

Tom Bronson (42m 34s):

Oh yeah. I could pro I could probably do that for 12 hours.

Brandy Schade (42m 37s):

So I can't do that for 12 hours. So now do I have ADHD because I can't do that 12 hours. That's my point is you have the ability to sit there and go from person to person, to person, to person, to person, to person, win them over, talk to them, get them doing something, influence them for 12 hours straight to me, that's a huge amount of focus that you have. It's just on a particular thing that isn't valued by the school system. So nobody wants you doing business development in a classroom all day long, every day. That's a pain for the

teachers, but that doesn't make you less than everybody else because you're not academic. Like everybody else, you just have different gifts.

Brandy Schade (43m 19s):

And those gifts that you have are not made for that academic environment.

Tom Bronson (43m 24s):

Wow. Wow. All right. So, so back to we've, we've talked through some of my specific strengths strengths, and, and we didn't really kind of go way deep on the list, but knowing my kind of top 10, my top five, and let's say I'm working for someone, a business owner, what can they learn from my top five strengths about how to work best with me?

Brandy Schade (43m 52s):

So there's a couple things. I mean, one, if I saw your strength profile say, okay, are you interested in sales? Are you interested in going to the conferences? Are you interested in, you know, things that have to do with public speaking or communicating to the clients or, or business development. So, number one, I could look at your strengths and go, these are things you most likely enjoy, but I need to, I still need to ask whether these are things that you would enjoy. Now, let's say yes, Brandy. You know, I would love to do some of these things. One of the things I can learn from you is, look, I don't have any of these. I mean, how do I, you know, improve my abilities to win people over or communicate or get people to do things or influence. If I have a learner, let's say, as in my top five strengths, I could learn from you.

Brandy Schade (44m 35s):

It might not be as natural to me, but I could certainly learn from you. So now I'm understanding what you need. I understand how I need to talk to you. So for example, if you're an activator, I know I need to get whatever I'm gonna say out quick. I don't need to spend a whole lengthy dissertation giving you information. I need to get it out quick and let's go, let's get moving. So I know how to interact with you. I know where you're gonna be at your best. And I can see, you know, how other people are gonna engage in and interact with you well or not. Well as, as well. So I might be able to start pairing and partnering you up with the right people.

Brandy Schade (45m 15s):

And, and, and hopefully in the end, what I'm doing is helping you be at your very best every single day, by engaging with you in a way that works by getting you doing what you do best every day, by looking at your bottom strengths and saying, oh, let's not have him do the engineering. Let's let's, let's have him in front of the crowd and the people let's and let's have him influencing and doing the sales for the engineers. Let's let's not have him in the dark room, plowing away through code for the next 12 hours.

Tom Bronson (45m 45s):

Let's not, let's not have him analyzing spreadsheets. Let's not have him. Let's not

Brandy Schade (45m 50s):

Put him doing

Tom Bronson (45m 51s):

That. Let's not make him the chief harmony officer.

Brandy Schade (45m 54s):

I mean, we have full confidence in you, Tom, that if you had to do that for your family and you had to make that work, you could, you could do it, but let's just not make you do that. It's just not a win-win, you're not gonna be happy. You're not gonna be engaged. It's gonna be like pulling teeth. You know, it's cost you energy. It costs us energy. It just doesn't make sense.

Tom Bronson (46m 16s):

I love that. And it's, and now in, is it typical in, in businesses where you engage that you're sharing, let's say working with a leadership team and my, my leadership team and my last company I had and the entire leadership team had maybe 12 or 14 people on it because we had different divisions running different things. And, and then we had, you know, corporate officers and whatnot. Is it typical that you would share the, the strength results, you know, publicly with this, with the team so that everybody can learn how to best communicate and work well together?

Brandy Schade (46m 57s):

So what I recommend on a leadership team specifically is for them to take the assessment and then meet with the coach one on one first, I think it's very important for them to feel comfortable in their strengths and, and feel like they're understood, you know, in, in a detailed way before taking it publicly. But I do think that once everyone has gotten there and they feel very comfortable and grounded with, yes, this is who I am. I'm comfortable sharing this with the rest of the team. It is hugely important to share for the rest of the team, because if I'm on the leadership team with you, Tom, I know what to come to you for. I know where to get your help. I know where to engage you in what I'm doing.

Brandy Schade (47m 38s):

I know what my strengths are, but I also know you are my teammate and you have these other lovely, wonderful gifts. And you can do this 10 times faster than me. So why don't I partner with you on these initiatives to get the job done a a as a leadership team. And if you get a whole team of people doing that together, you have a number one, a really effective leadership team, but number two, you're setting that example for the rest of your company to work together and collaborate and respect each other's differences and strengths and leverage them and engage one another, a company that is a strengths based company that is run like that cannot help but be successful.

Tom Bronson (48m 18s):

That's amazing. And, and it's part of just my nature, right? As I think about this, I wish that I had discovered this back when I had that my last team, there are owners out there that would wanna do this, just so that they're armed with information about how to work with their people. Right. That's great. But to me, it seems only natural to carry that out so that we all know how to work better together, because that benefits me in the long run. If my whole team works well together, because I've been guilty of hiring a bunch of kinda a personality types, right? I mean the hard driving and, and the hard charging folks, but just cuz you're an, a personality type doesn't mean that you have the same strengths.

Tom Bronson (49m 5s):

And if you can use an assessment like this to and push it as far down in the organization, as you can, to help other people learn how to work well together, I just think it's brilliant, right? It, it just improves that productivity. It, it makes teams function better together. So my urge here is for a business owner that is doing this assessment or any other assessment kind of use them, certainly get someone like Brandy, who is gonna coach you through this whole process, but, but also push that as far down in the organization so that it, you can really get the benefit of using these strengths.

Tom Bronson (49m 45s):

Am I saying that well enough for you?

Brandy Schade (49m 49s):

Yes. And I just want everyone on that's listening to imagine what it would be like to work for a company in any capacity that really respects and values one another as an individual and is always looking for your strengths and looking for how to help you use them and how to leverage them for their own teams so that you get to do what you do best every single day. And, and you then not only self perform, but now you've got this collaborative team where you're working really well with the people around you and how gratifying that is. Or if you, you are the manager or the leader who has the opportunity to lead one of these teams that is functioning so well of, you know, self performance, but also high collaboration or you're leading a department that has several high quality leaders and managers that are leading these high functioning teams, or if you're the CEO of, of that company where you have these really collaborative, high functioning directors and senior directors and VPs that are leading high functioning managers that are leading high functioning performers and collaborators like any one of us would, you know, be grateful to have a stint in our career where we got to be a part of that type of organization.

Brandy Schade (51m 13s):

And it is, it is actually easily possible for everybody that's listening to this to have that type of organization by just taking some, some pretty basic steps, a across the organization with your leaders and with your managers and with the individuals who, who work and, and put their time and effort, you know, into your

vision or, or the, or the company. So, so I think when we all envision that and we go, yes, I would be at my best there and I would want to help that company succeed. I think that's one of our employees that, that are at a particular company.

Tom Bronson (51m 56s):

Awesome. Awesome. I love that. Now, is there any type of specific types of businesses that Clifton strengths are better for, or will this work kind of across the board?

Brandy Schade (52m 8s):

I would like to share with you. I have a strengths based salon, beauty salon in Omaha, Nebraska called seven salon. I work with my brother's real estate team, exclusive listings group. I work with Microsoft who is a big tech company. I have worked with Liberty mutual, which is an insurance company. I could go on and on on Baylor, you know, I work with universities with students. Every single person on this planet can get something out of understanding who they are, where they should sit in this world, how to perform at their best within that space, how to collaborate and work well with others, anybody who has a partner who's married, who has a relationship, you know, anybody who wants, wants to lead there, there really isn't anybody that can't get something out of this assessment and, and, and it, and it could even be life changing.

Brandy Schade (53m 8s):

Really. I I've really helped some people change their lives for the better, because they can finally accept who they are for real. And now they understand what they need to do and where they need to sit in order to be at their best every single day.

Tom Bronson (53m 23s):

I think that that is a perfect lead in into, to sort of one of my last questions here. And that is before we go, let's give a shameless plug for your business. What sets strength apart from other assessment tools and how you work with your clients?

Brandy Schade (53m 39s):

So my goal for strength is today, suck in all these assessment results and then flip it and interpret it into, okay, now that you have your result, what do you do with it tangibly very practically. What do you need to do in order to produce outstanding results with who you are? What kind of environment do you need to place yourself in for you to get those outstanding results? What kind of people do you need to work with? What kind of company do you need to go work for in order for your brain to be fully engaging on so that you can give your best every single day? So the differentiator is yes, we have the results. Yes, we understand who you are, but how do you use that to actually create actionable, you know, an actionable to-do list to, to go achieve and produce good, tangible results for yourself.

Tom Bronson (54m 34s):

That's great advice. Don't, don't just rely on taking one of these tests and just looking at the results and interpreting it yourself. Find someone like Brandy, who can help you understand the implications and put together an action plan of things. I, I love that approach that you guys have and, and would recommend that one last business question. This podcast is all about maximizing business value. What's the one most important thing you recommend business owners do to build value in their business?

Brandy Schade (55m 5s):

The reason why I stepped up to take on an endeavor like this was because what I learned, what was most important throughout my career throughout my life were the relationships that I had built with other people, the partnerships that I had created with other people, I, I can't tell you how many other people out there help me be successful because of the relationship and the partnership I have with them. You know, when I am helping others be successful, they turn around and help you be successful. And this tool, in my opinion, enables everybody to be able to create those deep, long lasting relationships and partnerships with really good people and partners that will help your business thrive.

Brandy Schade (55m 56s):

So if there's one thing that I could just, you know, highly suggest to people is to really focus on the quality of the relationships and the partnerships and the clients that you are building and maintaining, because those will impact and affect your business long term.

Tom Bronson (56m 13s):

I love that. I love that. That's a, that's a unique answer that I have not heard before on this podcast in 120 episodes. So congratulations. So, but that doesn't let you off the hook. I have to ask you my favorite question. My bonus question is what personality trait has gotten you into the most trouble over the years, Brandy.

Brandy Schade (56m 36s):

So if I do not understand why we're doing, if, if we're just doing it to do it, because someone said, so I really struggle to do it. I am all about how do we very quickly deliver value, a high amount of value in a short amount of time. And so, and I'm a process person, but if the process doesn't make sense to me, I, I really struggle. And I question it and I kind of put up those, those breaks and I kind of become a little belligerent and, you know, it's, it's sort of like, I can't, Tom, I cannot make myself do that thing if it just doesn't make sense to me to, to do it because it's not driving a high amount of value in a short amount of time.

Brandy Schade (57m 26s):

So I think stubbornness is the answer you're looking for, but it is the, it is the one trait that has got me in the most trouble throughout my career.

Tom Bronson (57m 35s):

Yeah. I love that. I, in fact, that's the kind of thing that I would have been looking for on my leadership team. I was always looking for people who had different points of view and opinions, because I, I agree. We do things so many times that are just by rote we do them because we've always done them this way. Right. And I always look for ways to break and mix things up. And, and you know, my favorite saying in business, if it ain't broken break it because there's gotta be a better way to do everything. Right. And so

Brandy Schade (58m 8s):

That's your, that's your command coming in, pick that wrecking ball and crush it, crash it. So you have to pick up all those pieces and build it better.

Tom Bronson (58m 16s):

Yes. That's it. You just described it, you know, it's so funny. It's the assessment was awesome and, and it helped me understand some things about myself as well. So, so highly recommend folks do that. How can our viewers and listeners get in touch with you and how can they see your weekly zoom call?

Brandy Schade (58m 37s):

Yep. So you guys can find me on LinkedIn under Brandy shades strength. You can literally send me a one-on-one message. I love building one-on-one relationships with anybody who reaches out to me. I post my zoom calls fanatically on LinkedIn, so you can follow my posts and catch 'em there. And you can reach out to me through email, which is Brandy dot shade@strength.co not.com. It's dot co. I do have a business webpage. You can go to it's www dot strength, leadership consulting.com.

Brandy Schade (59m 19s):

But I also, if, if, if anybody's on, on this call, who's already taken the Gallup Clifton strengths assessment and wants to use the tool just to get the insights you can go to www.strength.co and, and sign up there, register and put your strengths in there to, to get some additional insights from a, from a web application

Tom Bronson (59m 39s):

That, that website's strength, leadership consulting.com.

Brandy Schade (59m 45s):

I think so, Tom, I gotta go.

Tom Bronson (59m 49s):

I know. Okay. I was just wondering if we could try and fit in a few more letters into that website name. Oh my gosh. I know it's, it's tough. It's tough these days, Brandy,

Brandy Schade (59m 58s):

And actually we're gonna be changing it all to the strength.co in the future. But now yes, it is [www strength](http://www.strength),

leadership, consulting.com, which is where you can see a lot of my, you know, podcasts and pricing and you know, just some of the things I've done, but the, the web application also is it's a different site right now. It's called www.strength.co.

Tom Bronson (1h 0m 21s):

Yep. Perfect. Don't go to that one. Thinking you're gonna find Brandy, you'll find her@thestrengthleadershipconsulting.com. Brandy. This has been so fun. Thank you for being our guest today.

Brandy Schade (1h 0m 33s):

Thank you so much for having me, Tom. I really appreciate it.

Tom Bronson (1h 0m 36s):

You can find Brandy shade and it's by the way, S C H a D E so S C Brandy shade at strength, leadership consulting.com. You can find her on LinkedIn, you know, be sure to jump in on one of these zoom calls on a Monday, if you can, and, and go learn more, of course you can always reach out to me and I will be happy to make a warm introduction to someone who is becoming a good and close friend of mine next week. We'll continue the series and we'll find out more stuff about me. You don't want to miss this. This is the maximized business value podcast, where we give practical advice to business owners on how to build long term sustainable value in your business.

Tom Bronson (1h 1m 21s):

Be sure to tune in each week and follow us wherever you found this podcast. And give us a comment or a suggestion. If there's something that you'd like to learn about in your business, let us know, and we'll be happy to host it on a podcast until next time. I'm Tom Bronson, reminding you to use assessments and use them wisely in your business while you maximize business value.

1 (1h 1m 50s):

Thank

Announcer (1h 1m 51s):

You for tuning into the maximized business value podcast with Tom Bronson. This podcast is brought to you by mastery partners, where our mission is to equip business owners to maximize business value so they can transition on their terms, learn more on how to build long term sustainable business value and get free value building tools by visiting our website, www.masterypartners.com that's master with a Y mastery partners.com.

5 (1h 2m 36s):

That was perfect. I wouldn't make any changes.