

Clifton StrengthsFinder® THEMES

ACHIEVER®	People exceptionally talented in the Achiever theme work hard and possess a great deal of stamina. They take immense satisfaction in being busy and productive.
ACTIVATOR®	People exceptionally talented in the Activator theme can make things happen by turning thoughts into action. They are often impatient.
ADAPTABILITY®	People exceptionally talented in the Adaptability theme prefer to go with the flow. They tend to be “now” people who take things as they come and discover the future one day at a time.
ANALYTICAL®	People exceptionally talented in the Analytical theme search for reasons and causes. They have the ability to think about all the factors that might affect a situation.
ARRANGER®	People exceptionally talented in the Arranger theme can organize, but they also have a flexibility that complements this ability. They like to determine how all of the pieces and resources can be arranged for maximum productivity.
BELIEF®	People exceptionally talented in the Belief theme have certain core values that are unchanging. Out of these values emerges a defined purpose for their lives.
COMMAND®	People exceptionally talented in the Command theme have presence. They can take control of a situation and make decisions.
COMMUNICATION®	People exceptionally talented in the Communication theme generally find it easy to put their thoughts into words. They are good conversationalists and presenters.
COMPETITION®	People exceptionally talented in the Competition theme measure their progress against the performance of others. They strive to win first place and revel in contests.
CONNECTEDNESS®	People exceptionally talented in the Connectedness theme have faith in the links among all things. They believe there are few coincidences and that almost every event has meaning.
CONSISTENCY™	People exceptionally talented in the Consistency theme are keenly aware of the need to treat people the same. They try to treat everyone with equality by setting up clear rules and adhering to them.
CONTEXT®	People exceptionally talented in the Context theme enjoy thinking about the past. They understand the present by researching its history.
DELIBERATIVE™	People exceptionally talented in the Deliberative theme are best described by the serious care they take in making decisions or choices. They anticipate obstacles.
DEVELOPER®	People exceptionally talented in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and derive satisfaction from evidence of progress.
DISCIPLINE™	People exceptionally talented in the Discipline theme enjoy routine and structure. Their world is best described by the order they create.
EMPATHY™	People exceptionally talented in the Empathy theme can sense other people’s feelings by imagining themselves in others’ lives or situations.
FOCUS™	People exceptionally talented in the Focus theme can take a direction, follow through, and make the corrections necessary to stay on track. They prioritize, then act.

FUTURISTIC®	People exceptionally talented in the Futuristic theme are inspired by the future and what could be. They energize others with their visions of the future.
HARMONY®	People exceptionally talented in the Harmony theme look for consensus. They don't enjoy conflict; rather, they seek areas of agreement.
IDEATION®	People exceptionally talented in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.
INCLUDER®	People exceptionally talented in the Includer theme accept others. They show awareness of those who feel left out and make an effort to include them.
INDIVIDUALIZATION®	People exceptionally talented in the Individualization theme are intrigued with the unique qualities of each person. They have a gift for figuring out how different people can work together productively.
INPUT®	People exceptionally talented in the Input theme have a craving to know more. Often they like to collect and archive all kinds of information.
INTELLECTION®	People exceptionally talented in the Intellection theme are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions.
LEARNER®	People exceptionally talented in the Learner theme have a great desire to learn and want to continuously improve. The process of learning, rather than the outcome, excites them.
MAXIMIZER®	People exceptionally talented in the Maximizer theme focus on strengths as a way to stimulate personal and group excellence. They seek to transform something strong into something superb.
POSITIVITY®	People exceptionally talented in the Positivity theme have contagious enthusiasm. They are upbeat and can get others excited about what they are going to do.
RELATOR®	People exceptionally talented in the Relator theme enjoy close relationships with others. They find deep satisfaction in working hard with friends to achieve a goal.
RESPONSIBILITY®	People exceptionally talented in the Responsibility theme take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty.
RESTORATIVE™	People exceptionally talented in the Restorative theme are adept at dealing with problems. They are good at figuring out what is wrong and resolving it.
SELF-ASSURANCE®	People exceptionally talented in the Self-Assurance theme feel confident in their ability to manage their own lives. They possess an inner compass that gives them confidence that their decisions are right.
SIGNIFICANCE™	People exceptionally talented in the Significance theme want to be very important in others' eyes. They are independent and want to be recognized.
STRATEGIC™	People exceptionally talented in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.
WOO™	People exceptionally talented in the Woo theme love the challenge of meeting new people and winning them over. They derive satisfaction from breaking the ice and making a connection with someone.

Cultivating Natural Talent to Develop Inclusive Leaders

by Chelsi K. Hayden

Lawyers are leaders—community leaders, government leaders, corporate leaders, and leaders within the legal profession and their personal lives. Leaders must move people, teams, organizations, and ideas forward. The best leaders appreciate each person's unique talents and capitalize on them to maximize individual potential.

At Nebraska Law, our mission is to “develop inclusive leaders who advance justice, solve problems, and serve with integrity.”¹ Inclusive leaders value differing viewpoints, perspectives, and backgrounds. The law college develops inclusive leaders by cultivating an environment that focuses on what our students, faculty, and staff do well and where we honor each other's differences. We do this because developing what people naturally do well sharpens their ability to lead themselves and others. Simply put, people perform better and are happier when they can be their authentic selves. This is true whether you are a law student or a practicing attorney.

The traditional hierarchical structure of law firms often implies that if you want to be a successful attorney, you should

approach law practice like other successful attorneys. If the task is to file a brief, you research, develop arguments, and write the brief, probably without much thought about how you plan to approach each step. But that approach ignores our natural, innate talent.

We all have natural talent that is unique to us. It shows up when we do something well without even thinking about it; it is the way we instinctively approach the world. In fact, it can be so instinctive that we don't realize it is unique to us—that others don't approach the world the same way. Sometimes we recognize our talent, sometimes we use it productively, and sometimes we overlook it.

For example, if the task is to file a brief, we can discover our natural talent by determining our motivation to complete the brief. We can ask ourselves questions like why we are undertaking this task, what excites us about it, or what we enjoy about it. The answer could be a variety of stimuli, like helping someone in need, advancing justice, or learning something new. Many attorneys are likely motivated by all three, but what makes each person unique is the degree to which they find these stimuli motivating and in what situations. The presence and intensity of our motivation is a clue about the natural talent we can apply to the situation.

Using our natural talent in a specific circumstance allows us to improve our performance in that situation. Eventually, with practice, we can extrapolate our natural talent to excel in other situations. When we use our natural talents, we can better lead ourselves and others.

At Nebraska Law, our leadership journey begins with the CliftonStrengths paradigm. Its proven nomenclature and tools for development support our students, faculty, and staff as they

Chelsi K. Hayden



Chelsi Hayden is an Associate Professor of Law and Director of Legal Analysis, Writing, & Research at the University of Nebraska College of Law. She is a Gallup Certified Strengths Coach and helps lead the Nebraska Law's Strengths initiatives.



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embark on a life-long journey of discovering and developing their innate talents to maximize their leadership potential.²

The CliftonStrengths Paradigm³

CliftonStrengths is a psychometric instrument developed and refined over decades. A widely recognized tool for discovering and developing individual natural talents, it has been completed by more than 30 million people worldwide in 25 different languages and has been used by 90% of Fortune 500 Companies. It is a tool for self-awareness with the purpose of facilitating personal development and conversations with managers, mentors, and colleagues.

Aligned with positive psychology, CliftonStrengths departs from traditional personal development tools that focus on “fixing” people. Instead, it recognizes that top achievers build on what they do well. Embracing the philosophy that “[t]o produce excellence, you must study excellence,” its creators spent over three decades looking at what people did well. They explored naturally recurring characteristics that people use to excel. After identifying hundreds of positive characteristics and recognizing that many had commonalities, the creators distilled these characteristics into 34 Talent Themes that create a framework for discovering Talent and turning it into Strength. In the CliftonStrengths paradigm, Talent, Talent Themes, and Strengths have precise meanings, creating a nomenclature for growth and development:

Talent is a naturally recurring pattern of thought, feeling, or behavior that can be productively applied.

Talent Theme is a label for the commonalities among Talents—there are 34 CliftonStrengths Talent Themes.

Strength is the ability to consistently provide near-perfect performance in a specific task.

CliftonStrengths emphasizes people’s unique characteristics and uses those characteristics to maximize achievement. The goal is to discover Talent, appreciate Talent, and turn Talent into Strength.

Discovering Talent

Developing individual Strengths begins with discovering Talents. The CliftonStrengths Assessment (CSA) is a 30-minute assessment that presents paired self-description statements on polar ends of a continuum. The respondent has 20 seconds to choose the statement that best describes them and the extent to which it does so. This process measures the presence and intensity of the respondent’s natural patterns of thinking, feeling, and behaving, matching them to corresponding Talent Themes. Upon completion of the CSA, the respondent receives their top 5 Talent Themes ranked in order of their

most dominant natural talents—the Talents that correlate with their highest intensity scores. This Talent profile is unique to each individual; the likelihood that two people share the Top 5 Talents in the same order is one in 33 million.

The CliftonStrengths Talent Themes give shape to our natural talents, and as these shapes take hold, we can capitalize on our Talent by appreciating and investing in it.

Appreciating Talent⁴

CliftonStrengths provides multiple custom reports that explain a person’s specific Talent profile. The reports include a general description of the Talent Theme and personalized insights based on the respondent’s specific profile and assessment answers. They shed light on how our Talents appear throughout our lives and when they help us succeed. Once we recognize when we are using our Talents and when we are not, we can begin to appreciate our unique Talents and see when we are using them productively. We can also see how we approach similar situations differently than others and appreciate their unique approach.

In the above example of filing a brief, someone who appreciates their Talent will see that their recurring, intense desire to help others—the Empathy theme—motivates them to write a strong brief, while someone who is excited by opportunities to learn new things—the Learner theme—will recognize that they enjoy the brief project because they get to learn something new. And someone who feels a deep sense of advancing justice—the Belief theme—will draw on that motivation to complete the project. When we recognize how our Talent provides personal motivation for completing a project, we gain insight into how we can capitalize on our Talent to maximize success.

If we let it, recognizing Talent can help us understand ourselves and others and how we can be our best and develop others to be their best. Investing in this knowledge increases personal and collective satisfaction and productivity.

Turning Talent into Strength⁵

Talent is most powerful when it is purposefully used to accomplish a task, project, or goal. In other words, when we turn Talent into Strength, we go from “being” to “doing.” Turning Talent into Strength requires investment—time spent developing skills and building knowledge.

$$\text{Talent} \times \text{Investment} = \text{Strength}^6$$



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As we gain experience, we gain knowledge and skills that we can combine with our Talent to purposefully accomplish our goals. This takes practice and hard work. We have to invest time into figuring out how to strategically apply our Talents in specific situations. The CliftonStrengths reports provide specific action items for maximizing our Talent potential. Certified coaches work with individuals, partners, and teams to develop action plans and strategies for applying Talent in predictable, strategic ways. The more we purposely apply a Talent, the stronger it becomes.

When we face a challenge or a new task, we can intentionally apply our strongest Talents to productively achieve success by evaluating which Talents best connect to and what specific actions are needed to meet the challenge. Using our Talent in this way makes it a Strength. In the example below, two attorneys successfully meet the challenge of filing a brief, but they approach it differently, using their individual Talents as Strengths to maximize their productivity.

Example

Attorney A's Talent Profile: Responsibility, Learner, Belief, Achiever

Attorney B's Talent Profile: Competition, Deliberative, Empathy, and Input

Challenge	Actions	Attorney A	Attorney B
File a Brief	Research the issue	Learner & Achiever	Input & Deliberative
	Develop persuasive arguments	Responsibility & Belief	Competition & Empathy

Attorney A uses her need for new information—her Learner talent—and immense satisfaction with being busy and productive—her Achiever talent—to thoroughly research the issue. Attorney B approaches the task with his desire to accumulate knowledge—his Input talent—and to be thorough and conscientious—his Deliberative talent. Similarly, Attorney A is motivated by her core values and purpose—her Belief talent—and her sense of being dependable—her Responsibility talent—to develop persuasive arguments while Attorney B’s motivation stems from his drive to win—his Competition talent—and his understanding of his client’s needs and emotions—his Empathy talent.

By strategically and intentionally approaching the same challenge in their own unique ways, these attorneys will increase their individual efficiency and level of engagement.

When we invest in our own Talent and the Talent of others, we increase personal satisfaction and workplace performance.

Leadership Domains⁷

The 34 Talent Themes fall into four broad categories of leadership known as the Domains of Leadership Strength: Executing, Influencing, Relationship Building, and Strategic Thinking.⁸ The Leadership Domains provide insight into how people contribute to groups, work with others, and get work done.

People who lead with Executing Themes make things happen, implement solutions, and turn ideas into reality. People who lead with Influencing Themes broaden the reach of ideas, take charge, speak up, and make sure people are heard. People who lead with Relationship Building themes bring and hold people together. People who lead with Strategic Thinking stay focused on the goal and absorb and analyze information that helps make better decisions.

The Leadership Domains help us understand how we influence people, build relationships, and work with information. The Domains are particularly beneficial when we collaborate with others. They can help us assign work, build productive teams, and organize projects. We can leverage the Leadership Domains to drive personal and organizational growth.

In the example above, Attorney A has dominant Executing Themes: Responsibility, Belief, and Achiever. As a leader, she will see that things get done. When partnered with someone who leads with Strategic Thinking, they can absorb and analyze information for better decision making while Attorney A can implement the solutions and keep the project moving forward. Together they will be more productive, and their work will be stronger.

Using the Leadership Domains can facilitate an inclusive, collaborative workplace that leads to greater collective success.

Leading with Strengths

Lawyers must be able to lead themselves and others to thrive in the profession. Nebraska Law recognizes we all have unique Talents we can capitalize on to lead effectively. Over the past 10 years, we have built a Strengths-based culture with a common language, shared experiences, and developmental tools to help our students lead themselves and lead and influence others.

A Nebraska Law student’s leadership journey begins with successfully leading themselves through the 1L year. Students are introduced to CliftonStrengths as they begin their legal studies. Over the summer, incoming law students complete the CSA and receive their Top 5 Strengths profile and multiple Strengths-based reports to discover and learn about their natural Talents. During first-year orientation, students have small-group discussions focused on appreciating their Talents and learning how to turn them into Strengths. These conversa-



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tions continue during the year in our first-year curriculum and 1L Practice Groups. Over the semester break, every first-year student receives one-on-one Strengths coaching with one of our Strengths Advocates, Strengths-trained faculty and staff, to develop action plans and strategies for applying their Talents in predictable, strategic ways. Our upper-level students expand their leadership journey to learn how to lead and influence others. In Clinic, students are taught the Power of Strengths-based Partnerships and encouraged to use the Leadership Domains as they work with fellow students, practicing attorneys, and clients. We also incorporate Strengths-based leadership in our Career and Student Development programs and our new Inclusive Leadership Fellows program.

But we do more than teach our students to lead with their Strengths; we lead with our Strengths. We use CliftonStrengths to lead ourselves, our colleagues, and our students. We have three Certified Strength Coaches at the law college and contract with a Strengths consultant. Faculty and staff have access to one-on-one Strengths coaching, Team Strengths sessions, and Power-of-Two conversations that provide strategies for applying Talent in strategic ways. We created our own Strengths Advocates Course, a 7 ½ hour course to train faculty and staff to lead Strength-based conversations, and use a Strength-based framework for staff meetings and annual reviews. We recently created multiple Strengths Development Series to facilitate being a Strengths-based organization and teaching with our Strengths. Our Strengths leadership extends beyond the law college to collaborations with the College of Business. At its recent Clifton Strengths Institute Conference, Dean Moberly gave a keynote address and faculty and staff presented on building a Strength-based college. Developing our Strength-based culture has been an inclusive, collaborative effort from top to bottom and has facilitated leadership of self and others throughout the law college.

While CliftonStrengths has facilitated our leadership initiatives, leading isn't about knowing a particular nomenclature; it's about knowing people. You can begin a strengths-based leadership journey that maximizes your natural talents and the natural talents of others by simply having conversations about who people are, their motivations and preferences, and what makes them successful. As you do, a common language will emerge that you can use to create shared experiences and developmental tools for turning natural talents into strengths.

You can start with conversations about what makes people unique. Ask questions like: When you were little, what came naturally to you? What were you known for when you were a kid? What are you known for at work? What do you like? What do you prefer? How were you different than your peers or siblings? How did you respond differently than others? Who do you want to know about your successes? When was a time when you felt like your work really mattered? What is your personal mission?

You can show appreciation for people's natural talents by being mindful of how people naturally excel:

- Be aware of how individuals naturally approach a task.
- Recognize when people's natural approach leads to success.
- Embrace what people do well instead of focusing on their weaknesses.
- Acknowledge the contribution each person's natural approach makes to the firm's success.
- Consider how the natural approaches of others can combine with your natural approach to increase productivity.

Below is the oath of admission, which is read aloud and repeated by attorneys when they are being sworn in.

Though the oath is short in length, it carries with it the tremendous responsibility that we as attorneys share. The NSBA reprints this oath as a reminder of the importance it carries and of the promises made by all Nebraska attorneys, starting with their first day in practice.

“

I do solemnly swear that I will support the Constitution of the United States, and the Constitution of this state, and that I will faithfully discharge the duties of an attorney and counselor, according to the best of my ability.

”

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You can invest in people's natural talents by centering and rewarding work around their innate, unique approaches:

- Provide feedback on the use of their natural approach.
- Encourage goal setting based on people's natural approach.
- Create multiple options for how success can be demonstrated.
- Build teams based on the natural approaches of each member.
- Encourage people to apply their natural approaches in new ways.
- Allow people to select an approach that resonates with their authentic selves.
- Make efforts to personalize the work experience using people's natural approach.
- Intentionally employ the natural approach of each person to create more effective teams.
- Evaluate people on the role of their natural approaches in successfully pursuing goals.
- Reward individuals' unique, natural approach to work that makes the firm's pursuits more successful.

An attorney can lead themselves by embracing what they do best, investing in their natural talents, and using those talents as strengths to consistently perform at their best. An attorney can lead others by honoring individual differences and developing the natural talents of others, empowering others to perform at their best. You can lead this journey by creating a common language, shared experiences, and developmental tools that maximize everyone's potential. Whether you are leading or following, being part of a strengths-based culture is a collaborative, inclusive adventure. 

Endnotes

- ¹ Nebraska Law Mission Statement and Strategic Plan 2019-2025 (<https://law.unl.edu/documents/Nebraska-Law-Strategic-Plan.pdf>).
- ² <https://law.unl.edu/inclusive-leaders/>; We Are Nebraska Law Viewbook 2022-2023 at 11 (<https://law.unl.edu/Viewbook2022-23.pdf>).
- ³ <https://www.gallup.com/cliftonstrengths/en/home.aspx>.
- ⁴ Rath, Tom. 2007. StrengthsFinder 2.0. Omaha, NE: Gallup Press.
- ⁵ *Id.*
- ⁶ <https://www.gallup.com/cliftonstrengths/en/402029/how-to-develop-improve-strengths.aspx#:~:text=Strength%20is%20the%20ability%20to,performance%20in%20a%20specific%20task>.
- ⁷ Rath, T. & Conchie, B. (2008). Strengths-Based Leadership: Great Leaders, Teams, and Why People Follow. Gallup Press.
- ⁸ *Id.*

2024 NSBA Election Notices

Nominations for NSBA President-Elect Designate

The nominee for President-Elect Designate for 2026-2027 will be selected from the members who reside in Douglas or Sarpy Counties. If you are interested in serving, please send your name and a short statement of interest (300 words) to Liz Neeley, NSBA Executive Director, at lneeley@nebar.com, no later than April 1, 2024.

The Executive Council will meet in April to nominate one individual for the position of President-Elect Designate. When the nominee has been selected by the Executive Council, an announcement will be disseminated to all active members of the NSBA. Any member from the designated counties may submit a petition (signed by 25 active bar members) to run against the nominee of the Executive Council. If no petition is filed within 30 days of the announcement of the nominee, he or she is declared as President-Elect Designate for 2026-2027. If a petition is filed, electronic ballots will be sent. This is a four-year term. The President-Elect Designate automatically succeeds to the position of President-elect, and then President. They then serve on the Executive Council for a year as Past President.

NSBA Executive Council – 5th and 6th Districts

Notifications and petitions will be sent to the 5th and 6th Supreme Court District on April 22, 2024 for the Executive Council vacancies. The deadline for returning a petition will be May 31, 2024. Executive Council terms are four years.

Electronic Elections

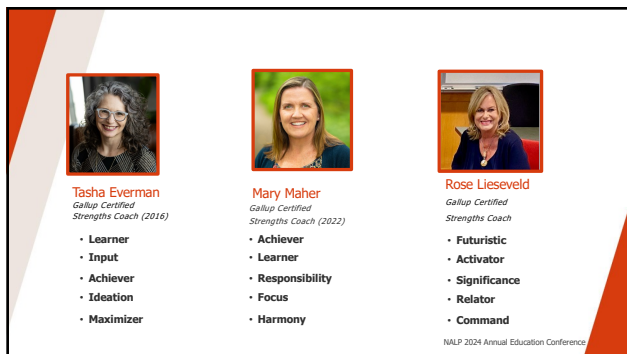
In October of 2016, the NSBA's House of Delegates amended the NSBA By-Laws to allow for electronic elections. **The 2024 elections for President-Elect Designate and Executive Council will be conducted electronically.** Electronic ballots will be disseminated on July 8, 2024.



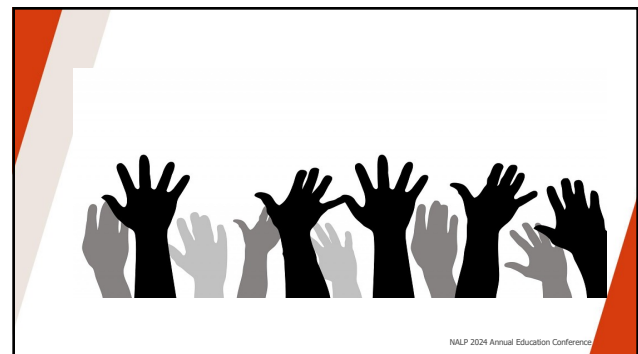
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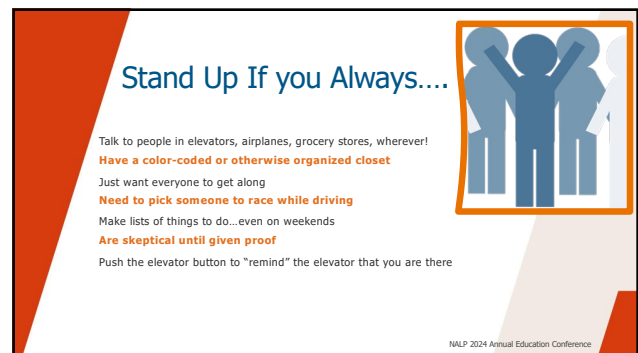
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5



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TALENT:

Naturally recurring pattern of
thought, feelings, or behavior
that can be *productively applied*

- **Talent** is the **natural capacity** for excellence.
- **Talent** reflects how you're **hard-wired**.
- Knowledge and skills *can be learned*, but **talent** is **enduring**.

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"WHAT will
HAPPEN
when we think about
what is **RIGHT**
with people rather than
FIXATING
on what is **WRONG**
with them?"
Donald O. Clifton



Clifton Strengths Assessment

34

Grouped talents
into 34 talent
themes

Talent x Investment = Strength



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Contrasting Developmental Approaches

Conventional Approach

- Most, if not all, behaviors can be learned
- The best *in a role* display the same behaviors
- Weakness fixing leads to success

Strengths-Based Approach

- Only some behaviors can be learned (skills and knowledge)
- The best *in a role* deliver the same outcomes using different behaviors
- Weakness fixing only prevents failure; strengths building leads to success

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Why Should I Invest in Strengths?



- Widely Adopted**
- Over **30 million** individuals have taken
 - Clifton Strengths in **25+** languages



- Talents Are Unique!**
- 1:**350k** (same Top 5)
 - 1:**33 million** (same order)



- Fortune 500**
- 90% of Fortune 500 companies have used Clifton Strengths



- Results**
- 6x as likely to be engaged
 - 3x as likely to report a high quality of life

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Legal Industry Challenges

Headlines: **'A Huge Concern': Big Law Leaders Grappling With Attorney Disengagement**

- Lawyers are less committed and less fulfilled by their work
- Associates not taking ownership, not displaying a client service attitude, and unwilling to work beyond billable hour requirements
- Many younger attorneys impacted by COVID hybrid and remote work in key formative years
- Lawyers reporting high levels of burn out, more than half thinking about leaving the profession
- Lawyers have high levels of depression, anxiety, alcohol and drug use

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Law School Challenges

- **Imposter Syndrome** (Lack of belonging | I'm different and that is not good)
- **Lack of Self Direction** – Many Ss follow path of least resistance (adopt someone else's definition of success - don't self assess think critically)
- **Mental Health Issues** (42% reported needing help –only 1/2 sought it)
- **Depression** (rates raise from 8% pre-law to 40% after 3 years)
- **Suicidal Ideation** (11% reported thoughts of suicide in the last year)
- **Stress** (96% face significant stress compared with 70% for Med School)
- **Substance Abuse**
 - Alcoholism** (2021 study of 39 schools - 27% at risk for alcoholism)
 - Binge Drinking** (33% had binged in last two weeks; 16% twice)

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How does a strengths-based organization differ from others?

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**Purpose vs.
Paycheck**

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Belief in Talent

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**Focus on Excellence.
Study Success.**

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A Recent Success

~~failure~~
success

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**Invest in
Development
1:1 Relationships**

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Development

Power of Investment



Who were your developers?

- 3 – 5 people
- Most impact
- Characteristics
- In a group or 1:1

"Relationships help us to define who we are and what we can become. Most of us can trace our successes to pivotal relationships."
— [Donald O. Clifton](#)

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Measurement Improves Performance

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Recognition

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BECOMING a Strengths-Based Law School

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Strengths-Based Law School

History of Integrating Strengths at Nebraska Law

Stage One (2011-2014)	Pitch for Funding Choice of Assessment Used Outside Experts
Stage Two (2015-2019)	Leadership "Buy-In" * 2 Coaching Certificates Hired Consultant
Stage Three (2020-2021)	Creation of internal training course * 1:1 coaching for all 1Ls 3rd Certified Coach – 1st Faculty member Hirings & Reviews
Stage Four (2022–)	Training Adjuncts Incorporation in 1L Legal Writing Course Regular Recognition of Staff/Admin Development of Ss Recognition

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Strengths-Based Law School

N Mission Statement:
We develop **inclusive** leaders who advance justice, solve problems, and serve with integrity.







Dean Everman
CDO

Dean Brummond
SDO

Professor Hayden
LAWR Program

Rose Liesveld
Strengths Consultant

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Strengths-Based Law School

NEBRASKA LAW USES A STRENGTHS-BASED APPROACH TO...

- Help us **fulfill our mission**
- Provide a **common language** to celebrate differences
- Make people feel **"seen, valued, and heard"**
- Include everyone - **not** just for students
- Incorporate recognition **at all levels**

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BECOMING a Strengths-Based Law Firm

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Strengths-Based Law Firms

How to start?

- Train an internal Strengths Coach
- External coaches/consultants also available
- Individual assessments (offered on Gallup site)

Strengths Coach's Role

- Help individuals understand their individual reports
- Utilize Strengths as framework to assist in performance and wellbeing challenges
- Facilitate group Strengths programs and workshops

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Strategic Options for Law Firms

Several ways to move forward:

- Seek buy-in from the top
- Make the case for value
- Roll out in stages
- Choose key cohorts

Challenges:

- Significant follow up required
- Need to reach a critical

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4 Leadership Domains

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
People with dominant Executing themes make things happen. They take action and work tirelessly to implement solutions.	People with dominant Influencing themes take charge, speak up and make sure the team is heard. They are always selling the team's ideas to different audiences.	People with dominant Relationship Building themes build strong relationships that hold a team together. They have the ability to make a team much greater than the sum of its parts.	People with dominant Strategic Thinking themes keep a team focused on what could be. They constantly absorb and analyze information, help the team make better decisions and create a vision for the future.
Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative	Activator Command Communication Competition Maximizer Self-Assurance Significance Woo	Adaptability Connectiveness Developer Empathy Harmony Includer Individualization Positivity Revisor	Analytical Context Futureistic Ideation Input Intuition Learner Strategic
Make things happen	Influence others	Build relationships	Work with information

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Sample Strengths Workshops

Senior Associate Training

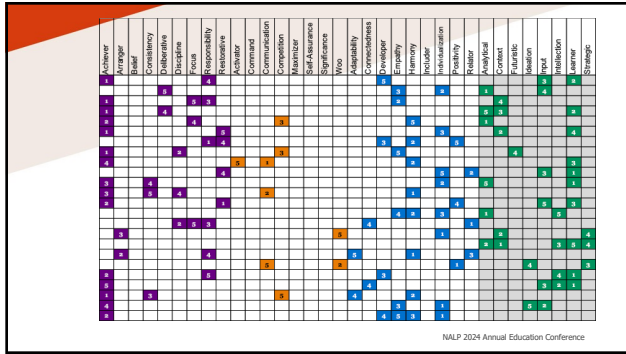
- Strengths workshops make a great introductory session to start a learning and development program for a group that don't necessarily know each other
- Gallup provides some workshop materials for introducing Strengths to a group. These can be adapted for your audience and firm
- Add in a leadership component
- Add in some law-firm specific interactivity

Practice Group Strengths Workshop

- Work with a practice group to give all members (partners and associates) the Strengths assessment
- Debrief with partners, share their Strengths with each other, discuss the whole team Strengths grid and key common strengths
- Conduct a workshop discussing the teams' strengths and how that informs future interactions, communication and team distribution

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Deeper dive on the group members strengths

1. Achiever (63%)
2. Learner (42%)
3. Individualization (33%)
4. Harmony (33%)
5. Responsibility (25%)
6. Analytical (25%)
7. Input (25%)
8. Empathy (25%)

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Sample Workshop – Strengths Pitch

- The client is Gallup
- Your table is a team of lawyers invited to pitch for Gallup's general legal work
- Before they hear a pitch on your legal capabilities, they want you to pitch on your Clifton Strengths
- You will have 20 minutes to prepare and then each team will give a 5-minute pitch on your individual and team Strengths

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Our **talents** are an instinctive and intuitive source of wisdom and power.

When we begin to intentionally tap into this power,

we gain the ability to transform our world –

every moment, every interaction, and every day.

Questions?

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Contact Information

• **Tasha A. Everman**
Assistant Dean &
Director of Career Development
Certified Strengths Coach
University of Nebraska College of Law
(402)472-5525
everman@unl.edu

• **Mary Maher**
Manager, Alumni Relations and Career
Strategy
Certified Strengths Coach
Jenner & Block LLP
(312)840-7263
mmaher@jenner.com

• **Rose Liesveld**
Owner
Certified Executive Strengths Coach
Liesveld Strengths
(402)570-6678
roseliesveld@gmail.com

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RESOURCES

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