

The Strengths-Based Approach

Fad, Fashion, or Best Practice?

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Strengths-based movement:

An easy (and quick?) answer to a difficult problem

But this movement/approach ignores several legitimate concerns

- Strengths can be overplayed (McCall & Lombardo)
- Tendency for senior execs to clone (Hambrick, Peterson)
- What got you to this level will no longer be as important (Jaques, White & DeVries, Petigo et al.)
- It's an issue of both/and: versatility matters (Kaplan & Kaiser)
- Strengths necessary for strategic success change as the marketplace changes (Eichinger)
- Strengths may be idiosyncratic—based on time and place (McCall & Hollenbeck)

But this movement/approach ignores several legitimate concerns

- And the number 1 reason the strengths-based approach is potentially flawed...

Effective leaders

learn, grow and change