

Approved on 9/22/22

## Administrative Council Meeting Minutes

Friday, September 9, 2022

President's Office 1:00 p.m.

(Highlight in blue assignments that need to be completed)

### PRESENT

Dr. Doug Darling- President

Lloyd Halvorson- Vice President for Academic/Student Affairs

Joann Kitchens - Vice President for Administrative Affairs

Dan Driessen- Assistant Vice President for Student Affairs

Melissa Moser-Faculty Senate Representative

Erin Wood, College Relations Director

Bobbi Lunday- Recorder

### Guests

Strengths Coach Karin Weigel

### 1) CALL TO ORDER/REVIEW MINUTES

#### a) Call to Order

i) The meeting was called to order at 1:03 p.m.

#### b) Review of August 26, 2022, Minutes

i) The minutes of the previous meeting were reviewed, updated, and approved.

### 2) OLD BUSINESS

#### a) Ottertail Power Electrical Upgrade (President)

i) President Darling received communication from Ottertail that they are updating the city of Devils Lake electric grid so LRSC will have to upgrade 6 transformers. The cost estimate for transformer parts we will need to perform the upgrade is \$150,000 which does not include labor. NDUS Director of Facilities Planning Rick Tonder is working with the engineers for the Wind Turbine to see what we will need to do to upgrade the metering equipment to navigate this upgrade. Stay tuned.

#### b) 2020-2025 Strategic Plan (College Relations)

i) A Campus Planning Team meeting has been scheduled from 1:00-3:30 p.m. on Thursday, September 22, 2022. [Tabled until Campus Planning meeting in September.](#)

#### c) Campus Committees (President)

i) Added the Retention committee to the committee list. The document will be updated and sent to the campus listserv. ([Attached](#))

#### d) Reactivate LRSC Welding Program (Academic/Student Affairs)

i) VP Halvorson will reach out to Director Brodina to see if Lake Area Career and Technology Center would like to share an instructor. 15 credits would be what we need for a certificate program. [VP Halvorson report back at the September 22nd meeting.](#)

#### e) Signage (College Relations)

i) [Awaiting response from call in to Curt Twete about removing old signage.](#)

ii) [New sign for North entrance: Director Wood is working to get concepts and prices.](#)

#### f) Wind Turbine Repairs (President)

i) President Darling reported RENEW Energy will begin repairing the turbine on September 12, 2022.

Discussion about deferred maintenance funding vs. reserves. [VP Kitchens will work with Vice Chancellor for Administrative Affairs/Chief Financial Officer Dave Krebsbach to determine funding details.](#)

### 3) NEW BUSINESS

- a) **NDUS Academic Calendars** (Academic/Student Affairs)
- i) VP Halvorson reported the ND Student Association is asking for a fall break. Currently students go 48 straight days from Labor Day through Veteran's Day without a day off.
  - ii) Options under consideration are:
    - (1) Two days off week 9, either Mon/Tues or Thurs/Fri.
    - (2) The entire week 9 off.
  - iii) Concerns are:
    - (1) Loss of instructional days: currently there are 80 in fall, 81 in spring. A full week off in the fall would drop fall to 75 days (still within HLC requirements)
    - (2) Homecoming festivities are happening for some institutions around this time
    - (3) K-12 is off Thurs/Fri week 9 for teacher in service and teacher association conference-NDCEL
      - (a) Some institutions use these two days for campus visits for students/parents and said having an empty campus during tours is not advantageous also no instructors to meet with students.
      - (b) These are also days where faculty who are parents of young children have to find care because colleges are open, but K-12 is closed (so colleges being closed these days works well for them).
  - iv) Spring Break is currently set by policy for the Monday after the 40<sup>th</sup> class day
    - (1) There is a request to move spring break back one week to week 9 so that it falls between the two 8-week terms. Currently it falls during week 2 of the second 8 weeks.
  - v) There is also a proposed edit to SBHE policy 406.1 that received no opposition at AAC. It would allow certain courses/programs to extend instruction through term breaks, including semester break at the discretion of the institution.
  - vi) This break, like other non-instructional days, would not be extended to staff and administration. The NDCC dictates all non-faculty full-time work and benefit expectations (2080 hours over 12 months, annual and sick leave provided, and the number of observed holidays). Doing anything different would violate the anti-gifting clause of the NDCC. The first NDUS Academic Calendar this would affect would be 2024-2025. [VP Halvorson will ask for input from Student Senate and Faculty Senate and provide the information to Staff Senate and administration. He will communicate LRSC's formal position at the 10/5/22 AAC meeting.](#)
- b) **Safety and Security meeting** (Academic/Student Affairs)
- i) VP Halvorson reported the Safety and Security meeting was held on September 8, 2022. A tabletop exercise is scheduled for April 17, 2023.
- c) **DLPD MOU** (Academic/Student Affairs)
- i) The MOU between the Devils Lake Police Department and LRSC has been updated and signed. **(Attached)**
- d) **Day After Thanksgiving** (President)
- i) Council discussed a repeat of last year when taking leave was easy as long as phones are covered staffing can be at a minimum. Council agreed this would be fine.
- e) **400.37 Cell Phone Policy Change**
- i) The only change to this policy was to the list of positions that get a phone. Our counselor would like to give out contact number but not a personal cell number. VP Halvorson is concerned that there would be too much demand on her personal time when there are crisis lines. [Discussion was tabled.](#)
- f) **Suggestion Box- 2 unsigned requests**
- i) A request to open the window in the Welcome Center was discussed. Council would honor this request, but LRSC would have to staff the window. The design issues eliminate confidentiality for the President's Assistant who sits with back and computer screens to the opening. The same note also requested all mail deliveries be moved to a central location and deliveries through the front door be halted as it is damaging the Welcome Center floor. [Council will consider alternatives for delivery locations.](#)
  - ii) Another suggestion was to remove the liquid waste container at the dishwashing station and to eliminate sample plates. [VP Kitchens was going to work on a solution.](#)
- g) **1500.15.01 CDL Drug & Alcohol Testing** (Administrative Affairs)
- i) State policy says LRSC must have a policy. The attached policy is what we currently have been doing. Administrative Council reviewed and approved the policy. **(Attached below)**

#### h) **Discussion**

- i) Karin Weigel, Strengths Coach Q&A: Building trust, compassion, stability, and hope only brings more productivity. Have the conversations that are difficult. If someone seems unhappy in their position find out what is the cause. Help them navigate using their strengths. Discussions about balconies and basements and keeping people out of their basements. Karin's response, everyone's greatest power is also their greatest weakness when it is not managed properly. Recognizing and understanding our personal strengths as well as others personal strengths helps us all navigate using our strengths. How you manage your power may depend upon who is in the room with you. Knowing others is important.
    - (1) **Next steps: Benign ways to create a strengths-based culture are by displaying your strengths in your email signature, displaying them in your offices, bring them to meetings. Have a 10-minute discussion about your strengths before meetings. How to deal with pricklier problems: Identify obstacles. Any time you meet with someone and can discuss both of your strengths do so. Incorporate in evaluations. Listing strengths and discuss how you work from them.**
  - ii) VP Kitchens provided answers to the hiring questions council had at the previous meeting. Q: Do we have to post veterans preference for student hires? A: Yes, but not for work-study.
- i) **Update on Open Positions**
- i) Ag Programs Director (Preston Sundeen):
  - ii) Powerskills/International Advisor position (Casey Zehrer): Has been advertised internally.
  - iii) VP Kitchens announced that she has received Bookstore Director Karen Anderson's resignation.

#### 4) **ADJOURNMENT**

##### a) **Adjournment**

- i) The meeting was adjourned at 3:30 p.m.

##### b) **Upcoming Scheduled Council Meetings**

- i) The next meetings of the Administrative Council will be **F-Sept 9@1p, Th-Sept 22@9a, Th-Oct 6@10a, M-Oct 17@1p, F-Oct 28@10a, Th-Nov 10@9a, Tu-Nov 22@1p**

## LRSC Faculty Senate Officers and Committee Assignments 2022-2023 Academic Year

### Curriculum and Academic Standards

**Meet: second Wednesday of month 12 Noon**

- \*Kim Brown: Chair
- \*Michelle Murphy
- \*Tracy Bina

Stevan Waddell  
Heidi Schneider  
\*\*Dan Johnson  
\*\*Lloyd Halvorson  
\*\*John Cowger  
Student:  
Student:

### Professional Growth

**Meet: as needed**

- \*Darren Wilcox Chair
- Jenna Brooks
- \*John Maritato
- Randy Fixen
- \*\*Lloyd Halvorson

### Tenure (Must be Tenured, 5-year Term)

**Meet: second Monday of month**

Jay Johnson (2018-2023)  
Randy Olson (2019-2024)  
Kory Boehmer (2020-2025)  
Lisa Ginther (2021-2026)  
Cindy Brown (2022-2027)

### Faculty Welfare

**Meet: First Tuesday of the month**

- \*Greg LaHaise
- Megan Sylling
- Betsy Banner Chair
- Jason Fewell
- \*\*Joann Kitchens

### Faculty Rights (Must be Tenured)

**Meet: As Needed**

- \*Karen Clementich
- Rick McAllister: Chair
- Shaun Prince

### Nominations

**Meet: as needed**

- \*Loretta Wangler
- \*Cheri Weisz Chair
- James Remer
- ~~Bayarbat Badarch~~

### Library Media

**Meet: second Wed. of month**

- \*April Hubbard
- Ashlie Varilek
- April Duchscher
- Marilyn Buresh Chair
- \*\*Librarian Jolie Johnston
- Student:
- Student:

### Outreach Learning

**Meet: first Monday of month**

- \*Amber Solheim
- \*Scott Sandy
- \*Richard Drury
- Dick Olson
- ~~Oybek Turayev~~
- \*\*Dan Driessen (Ex-Officio)
- \*\*Lloyd Halvorson

### Council of College Faculties (3-year Term)

- \*Jessica Santini-Levenhagen (2020-2023)

### Foundation Representative (2-year Term)

Tammy Riggan

**President** – Melissa Moser

**President Elect** – Kristi Kienast Hernandez

**Secretary** – Donna Weigel

### Faculty Senate Special Committee:

#### Excellence in Education

**Meet:**

Teresa Tande (through 2023)  
Preston Sundeen (through 2024)  
Deb Carlson (through 2025)  
Dick Olson (through 2026)  
New Faculty (through 2027)  
Student Senate President  
(Staff Rep from Online Coordinator, TRiO Director,  
Director of Counseling)

[SEE NEXT 3 PAGES FOR CAMPUS COMMITTEE LIST](#)

## LRSC Campus Committee Assignments 2022-2023 Academic Year

### SCHOLARSHIP & AWARDS

Elonda Nord, C  
Jared Marshall  
Dan Driessen  
Joann Kitchens  
Kelsey Walters  
Shaun Prince  
Erin Wood

#### **Students:**

### STAFF SENATE

Brandi Nelson-President (2023)  
Erin Wood-Treasurer/Secretary (2023)  
Rick Drury (2024)  
Sandi Lillehaugen (2024)  
Casey Zehrer (2025)  
Alyson Beckman (2025)  
~~Cathleen Ruch-Past President~~  
Joann Kitchen, Council Representative  
Jessica Dimitch-Alternate  
Meghan Dimmler-Alternate

### ASSESSMENT COMMITTEE

Tammy Rigglin-C  
Betsy Bannier  
Cindy Brown  
April Duchscher  
Randy Fixen  
Lloyd Halvorson  
Jade Erickstad

### ADMINISTRATIVE COUNCIL

Doug Darling-President  
Lloyd Halvorson-VP Academic/Student Affairs  
Joann Kitchens-VP Administrative Affairs  
Faculty Senate President-Melissa Moser  
College Relations Director-Erin Wood  
Dan Driessen-Assistant VP Student Affairs

### CAMPUS ACCESS CONTROL OFFICER (CACO)

**Finance:** Brandi Nelson, Primary  
Joann Kitchens, Alternate  
Gary Haugland, Alternate  
Dan Johnson, Alternate

**HRMS:** Brandi Nelson, Primary  
Joann Kitchens, Alternate  
Dan Johnson, Alternate  
Gary Haugland, Alternate

**CS:** Dan Johnson, Primary  
Brandi Nelson, Alternate  
Gary Haugland, Alternate

### DIVERSITY

Scott Dunbar, C & Statewide Committee Rep  
Jenna Brooks  
Doug Darling  
Jessica Dimitch  
Richard Drury  
Freddie Griffin  
Jared Marshall  
Dick Olson  
Erin Wood  
Casey Zehrer

#### **Student:**

### PERSONNEL REVIEW BOARD

Bridget Hanlan  
Dan Driessen  
Dave Steffen

### SAFETY/LOSS CONTROL

Sandi Lillehaugen, C  
Chad Estenson  
John Maritato  
Bobbi Lunday  
Brandi Nelson  
Rick McAllister  
Gary Haugland  
Scott Dunbar

#### *Subcommittees*

*EMERGENCY PREPAREDNESS*  
*RISK MANAGEMENT*

### TECHNOLOGY COMMITTEE

Gary Haugland –C  
Lloyd Halvorson/Dan Driessen  
Jared Marshall  
Randy Olson  
Kristi Kienast-Hernandez  
Erin Wood  
Elonda Nord

#### **Students:**

### CONTINUATION OF OPERATION COMMITTEE

Gary Haugland  
Sandi Lillehaugen, C  
Chad Estenson  
Lloyd Halvorson

### COMPLIANCE CHAMPION

Brandi Nelson  
Point of contact for auditors

## Campus Committee Assignments continued 2021-2022 Academic Year

### RETENTION COMMITTEE

Casey Zehrer, C  
Andy Wakeford, Co-C  
Ashlee Collison  
Dana Walford  
Jessica Dimitch  
Jade Erickstad  
Erin Wood  
Jared Marshall  
Scott Sandy  
Jolie Johnston  
Cindy Brown

### LRSC Cares

\* Threat Assessment Committee  
Sandi Lillehaugen\*  
Randy Fixen\*  
Dan Driessen\*  
Casey Zehrer  
Jessica Dimitch  
Scott Dunbar

### COLLEGE PLANNING COMMITTEE

President  
VP Academic/Student Affairs  
VP Administrative Affairs  
Assistant VP Student Affairs  
Executive Director CCF  
Faculty Senate President  
Faculty Senate Curriculum & Academic Standards  
Committee Chair(s)  
Faculty Senate Professional Growth Chair  
Staff Senate Committee Chair  
Physical Plant Director  
Athletic Director  
Librarian  
I.T. Director  
Community College Foundation President  
College Relations Director  
TrainND Director  
Campus Store Director  
Community Representatives  
Academic Affairs Director  
Student Senate President  
Student Senate Vice President  
Grand Forks Air Force Base Outreach Director

### ONLINE TASK FORCE

Dan Driessen, C  
Dick Olson  
Jessica Santini-Levenhagen  
Cindy Brown  
Tammy Riggan  
Gary Haugland  
Andy Wakeford  
Karleen Estenson  
Randy Fixen

### **AD HOC COMMITTEE LIST**

#### FOOD SERVICE ADVISORY COMMITTEE

Rose Seibel C  
Joann Kitchens  
Scott Dunbar  
Casey Zehrer  
Randy Olson  
**2 Students** -1 Athlete -1-Student Senate rep  
**Students have their own committee called Food & Facilities that meets bi-weekly, and they provide feedback directly to Food Service and Physical Plant Directors**

#### FINANCIAL AID COMMITTEE

VP Academic/Student Affairs  
Registrar  
Campus Counselor  
VP Administrative Affairs  
Financial Aid Director  
*This committee will assist the director of Financial Aid in interpreting and implementing regulations regarding the Federal Financial Aid program and review student satisfactory academic progress appeals*

#### SUGGESTION BOX COMMITTEE

Administrative Council

**MEMORANDUM OF UNDERSTANDING**

This Memorandum of Understanding ("Agreement") is entered into by and between Lake Region State College (LRSC) through Lake Region State College Police Department (LRPD), and the City of Devils Lake through the Devils Lake Police Department (DLPD).

**WHEREAS**, LRSC is an institution of higher education in the ND University System, governed by the State Board of Higher Education, with its primary "home" campus in Devils Lake, ND;

**WHEREAS**, the City of Devils Lake operates the DLPD which has jurisdiction within the city limits and for a distance of one and one-half miles outside the city limits of the City of Devils Lake, as provided in section 40-20-05(1) of the North Dakota Century Code;

**WHEREAS**, LRSC is located within the city limits of the City of Devils Lake;

**WHEREAS**, LRSC operates the Lake Region State College Police Department, as provided in section 15-10-17(2) of the North Dakota Century Code, which employs licensed peace officers with the authority to arrest and the responsibility to respond in an emergency; and

**WHEREAS**, LRPD and DLPD have determined that their collective responsibilities to provide for the safety and security of the LRSC campus are served by an agreement outlining the responsibilities between them.

**NOW, THEREFORE**, the parties agree as follows:

**1. Jurisdiction: DLPD**

- A. DLPD agrees to provide all patrol and investigative services, including responding to calls of an emergency and non-emergency nature, and the investigation of motor vehicle accidents and other traffic related matters on the LRSC campus.
- B. DLPD agrees to assume jurisdiction for all criminal investigations including infractions, misdemeanors, and felonies on the LRSC campus.

**2. Jurisdiction: LRSC**

- A. Licensed and sworn peace officers of LRSC will respond to a crime in progress that threatens the safety and/or security of persons or property.
- B. LRPD peace officers shall relinquish investigative authority and jurisdiction to the DLPD upon their arrival to campus.



- C. LRPD peace officers shall assist DLPD as requested by DLPD during any investigation.
- D. In any instance where an LRPD peace officer makes a criminal arrest or responds to a crime in progress or other emergency, they will notify DLPD in a timely manner.
- E. LRPD peace officers will provide a written narrative to the DLPD whenever they take official action as a peace officer, recover evidence, or otherwise have information that needs to be included in a DLPD police report.

**3. Review and Amendment**

- A. Representatives from DLPD and LRPD agree to participate in at least one safety meeting each year to discuss campus security.
- B. Amendments to this agreement can be recommended by DLPD or LRPD at any time. Any amendment to this agreement must be in writing and signed by the parties.

**4. Term**

This Agreement becomes effective upon the date of last signature and remains in effect until terminated by either party upon written notice to the other.

**5. Liability**

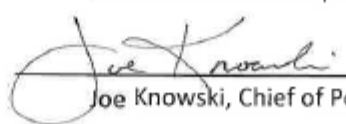
Each party shall be responsible for claims, losses, damages, and expenses proximately caused by the negligent or wrongful acts or omissions of its employees acting within the scope of their employment in the performance of this Agreement. LRPD's tort liability is governed by chapter 32-12.2 of the North Dakota Century Code and is subject to the conditions and limitations contained therein. DLPD's tort liability is governed by chapter 32-12.1 of the North Dakota Century Code and is subject to the conditions and limitations contained therein. Nothing herein shall preclude either party from asserting against third parties any defenses to liability it may have under the law or be construed to create a basis for a claim or suit when none would otherwise exist.

Lake Region State College

  
\_\_\_\_\_  
Lloyd Halvorson, Chief of Police

Date: 9/8/22

Devils Lake Police Department

  
\_\_\_\_\_  
Joe Knowski, Chief of Police

Date: 9/8/22





**POLICY AND PROCEDURE MANUAL  
CHANGE REQUEST FORM**

NAME OF POLICY, PROCEDURE OR FORM	CHAPTER NUMBER	ARTICLE NUMBER
CDL DRUG AND ALCOHOL TESTING	1500	15.01

REQUESTED ACTION:     CHANGE     ADD     REMOVE

**Text of Requested Change: (Continue on other side or attach a separate document.)**

LRSC is required by HR Policy 3 to have a drug and alcohol testing policy for CDL drivers. This is the protocol that we are currently doing but it is not written in policy.

HAS THIS CHANGE BEEN REVIEWED FOR CONSISTENCY WITH NDUS POLICY?	Reviewer Initials
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	SJL

NAME OF LRSC GROUP SUBMITTING CHANGE REQUEST	DATE
Human Resources / Risk Management	9/9/22
SIGNATURE & TITLE OF SUBMITTER	DATE
Sandi Lillehaugen <small>Digitally signed by Sandi Lillehaugen Date: 2022.09.09 10:49:59 -05'00'</small>	

**ADMINISTRATIVE COUNCIL ACTION:**

- REQUEST APPROVED                       REQUEST TABLED FOR FURTHER REVIEW  
Date: \_\_\_\_\_  
 REQUEST NOT APPROVED                 REQUEST APPROVED WITH REVISIONS  
Date: \_\_\_\_\_

LRSC PRESIDENT'S SIGNATURE	DATE
	9/9/22

*The official original copy of the Change Request will be filed in the President's Office and copies distributed to the:*

- Faculty Senate President                      • Staff Senate President

*Final printed versions of the change will be distributed to the following for placement in paper manuals:*

- Library Director    • Administrative Affairs    • Academic and Student Affairs
- CCF / Advancement

**SECTION 1500.15.01  
CDL DRUG AND ALCOHOL TESTING**

Lake Region State College requires that all employees who are approved drivers with CDL status meet the requirements set out in Federal Motor Carrier Safety Administration ("FMCSA") Drug/Alcohol Policy in compliance with 49 CFR, Part 382. It is the policy of LRSC to require all approved drivers with CDL status to submit to drug and alcohol screening. The screening involves pre-employment, random, post-accident, reasonable suspicion, and return-to-duty testing requirements. Testing will be conducted by a third-party administrator with Lake Region State College drivers added to a consortium maintained and administered by the third-party for purposes of random testing.

Current employees in positions that require a Commercial Driver's License (CDL) will be required to undergo drug and alcohol testing under the following circumstances:

1. Pre-employment
2. A random testing program
3. Post-accident
  - a. Accident involved the loss of human life
  - b. A person is injured and receives medical attention away from the scene
  - c. One or more vehicles received disabling damage as a result of the accident
4. Reasonable suspicion
5. Return-to duty following a violation of DOT drug/alcohol testing regulations
6. Follow-up testing as directed by a Substance Abuse Professional (SAP) from the faculty and staff assistance program

Employees who do not pass the test, or those who refuse to test, are subject to disciplinary action up to and including termination.

LRSC's drug and alcohol testing policy is given to applicants and employees in positions that require a Commercial Driver's License. Receipt of this document must be acknowledged in writing by the applicant or employee.

**NORTH DAKOTA  
STATE BOARD OF HIGHER EDUCATION  
Human Resources Policy Manual**

**Policy: 3 Qualifications for Employment**

**Effective: April 6, 2011**

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1. The institution shall employ persons on the basis of merit without unlawful discrimination due to race, religion, color, national origin, age, gender, physical or mental disability, status with regard to marriage or public assistance, sexual orientation, participation in lawful activity off the employer's premises during nonworking hours or information which is protected by the Genetic Information Nondiscrimination Act ("GINA").
2. Appropriate tests may be required to evaluate qualifications of an applicant for a position.
3. After a conditional offer of employment, an applicant may be required to complete a medical statement form and may be required to have a physical examination. All such examinations shall be job related and consistent with operational necessity. Examinations will be provided at the expense of the institution. Failure to meet the physical requirements for a position may disqualify the applicant.
  - a. After a conditional offer of employment, applicants for positions that require a commercial driver's license or a pilot's license will be required to take a drug and alcohol test. These tests will be conducted in the manner prescribed by the Department of Transportation (DOT) or the Federal Aviation Administration (FAA), respectively. In addition, applicants must sign a written agreement authorizing former employers to release to the institution all information on the applicant's alcohol tests with a concentration result of 0.04 or greater, positive controlled substances test results, and refusals to be tested within the preceding two years. Failure to pass this test or sign the written authorization will result in a withdrawal of the offer of employment.
  - b. Current employees in positions that require a commercial driver's license (CDL) or a pilot's license will be required to undergo drug and alcohol testing under the following circumstances:
    - i. reasonable suspicion;
    - ii. post-accident;
    - iii. return-to-duty following a violation of DOT or FAA drug/alcohol testing regulations;
    - iv. follow-up testing as directed by a Substance Abuse Professional (SAP);
    - v. a random testing program.

Employees who do not pass the test, or those who refuse to test, are subject to disciplinary action up to and including termination.
  - c. Each institution must develop a full drug and alcohol testing policy as prescribed by the DOT or FAA and distribute it to applicants for, and current employees in, positions that require a commercial driver's license or a pilot's license. Receipt of  
  
this document must be acknowledged in writing by the applicant or employee.
4. Candidates who have not reached the age of eighteen are ineligible for regular employment.
5. Each person recommended for regular appointment must have an application for employment on file.

Strengths Finder Information attached below:

**4 NEEDS OF FOLLOWERS:** All in a leadership position should ask themselves these questions.

**COMMUNICATION STYLES:** According to individual strengths.



**Strengths-based Leadership  
4 Needs of Followers**

**TRUST**

**Trust increases speed and efficiency.**

- ★ Is the information I share credible?
- ★ Do I involve experts in my decision making?
- ★ How can I only commit to things I am absolutely certain I can follow-through on?

**COMPASSION**

**Compassion converts to performance**

- ★ How do I show colleagues I care about them as people not just co-workers?
- ★ How do I show people in our organization that they matter?
- ★ How can I be better at collaborating than directing?

**STABILITY**

**Stability is the foundation of engagement.**

- ★ How am I creating clarity for my team?
- ★ Are my conversations two way?
- ★ How can I start to treat people as partners?

**HOPE**

**Hope helps people move forward in uncertain times.**

- ★ How am I helping others see the hope in the future for our team/organization?
- ★ How am I providing an opportunity for people to share their positive vision/hope for the future?
- ★ How am I helping people stay hopeful and optimistic in difficult times?

# CliftonStrengths® **COMMUNICATION STYLE**

<b>ACHIEVER®</b>	I like conversations to be focused on end results and will try to direct the conversation towards the goal.
<b>ACTIVATOR®</b>	I like action oriented discussions, once we have decided on something I don't see the point in continuing to discuss it. I'm usually the one who says 'lets do it'.
<b>ADAPTABILITY®</b>	Often I like to communicate on the fly with no preparation as you never know what will change last minute.
<b>ANALYTICAL®</b>	I like to go into details and enjoy communicating when I have detailed graphs and reports to back up what I say.
<b>ARRANGER®</b>	I excel at communicating to others how all the different pieces fit together. I like to coordinate people for maximum productivity.
<b>BELIEF®</b>	When others communicate to me, I pick up on what is important to them and whether their own values fit with mine. I communicate at my best when the topic is in line with my values.
<b>COMMAND®</b>	When I communicate, others listen. I express myself with authority and my words usually have great impact.
<b>COMMUNICATION®</b>	It is important to me to communicate clearly. I always seek the right combination of words, whether written or verbal.
<b>COMPETITION®</b>	Communication helps keep me and others on track of how we are doing in relation to each other and the competition. I love updates about team performance and always let others know about our wins.
<b>CONNECTEDNESS®</b>	In my communications, I always seek to express the links between things. Events rarely happen in isolation so I help others to see the impact in different areas.
<b>CONSISTENCY™</b>	It is important to be fair and equal in communications. If I share something with one person I will consider who else needs to know and deliver them the same message.
<b>CONTEXT®</b>	A communication cannot be taken in isolation. I will always seek to understand what has gone before and get the full picture of a situation before drawing my conclusions.
<b>DELIBERATIVE™</b>	I like it when we take our time to discuss all the relevant pros and cons of an idea before we proceed.
<b>DEVELOPER®</b>	I enjoy communications about how I can help others to grow and shine. I always take time to discuss learning opportunities for others.
<b>DISCIPLINE™</b>	I like order and structure in my communications. I like to plan how I will deliver my message and have a tried and tested routine that I usually use.
<b>EMPATHY™</b>	I am always picking up signals of emotions when I communicate with others. I prefer face to face communications so I can read body language and facial expressions.
<b>FOCUS™</b>	I like to keep conversations on topic. It frustrates me when people come with irrelevant topics and we get distracted. I try to keep discussions focused.



# Clifton Strengths® **COMMUNICATION STYLE**

<b>FUTURISTIC®</b>	I have a clear idea about the future and love communications where we can envisage, imagine and brainstorm. I like to talk about what could be and inspire others with my vision.
<b>HARMONY®</b>	In communications I am the one who helps others see what unites us, rather than what divides us. I bring disparate people and ideas together.
<b>IDEATION®</b>	Communication is a way for me to share my ideas with others. I love a brainstorming session where we can explore all ideas amongst the team.
<b>INCLUDER®</b>	I seek to include the right people in communications. If someone is excluded I will fill them in and ensure they are in the next meeting.
<b>INDIVIDUALIZATION®</b>	I always consider the needs of the person I am communicating with and adapt my words accordingly.
<b>INPUT®</b>	Before an important conversation I like to ensure I have all the relevant resources and information that we might need.
<b>INTELLECTION®</b>	I like to think deeply about things and I communicate best when I have that thinking time. For that reason I like to receive information in advance of important communications so I can read and prepare ideas.
<b>LEARNER®</b>	I enjoy discussing about things I have learned and seek ways to improve my communication skills.
<b>MAXIMIZER®</b>	I seek excellence and enjoy discussions about how we can improve things.
<b>POSITIVITY®</b>	I bring an infectious energy to discussions. I help others to look on the bright side and not become clouded with negativity.
<b>RELATOR®</b>	I love it when I get the opportunity to communicate with my close colleagues and friends. That is when I feel most comfortable expressing myself.
<b>RESPONSIBILITY®</b>	Once I have verbalized a commitment, I ensure I follow through. Others know that they can take me at my word.
<b>RESTORATIVE™</b>	I love discussions where we can explore what has gone wrong and how we can fix it. I don't mind getting into the details and analyzing the root cause of problems.
<b>SELF-ASSURANCE®</b>	I have an inner confidence when I speak that gives others reassurance. I believe what I say and as a result, others believe me.
<b>SIGNIFICANCE™</b>	I like conversations where myself or the team are recognized for our success. I seek ways to emphasize the importance of the work we do.
<b>STRATEGIC™</b>	I am at my best in communications when I get to discuss the available options and discover how we will get from A to B. I like to make sure we have a back-up in case the first plan doesn't work.
<b>WOO™</b>	I love talking to new people and winning them over. I like to engage others through stories and can usually gain the attention of a room.