



AUTODESK UNIVERSITY 2015

IT10703

Becoming an Awesome CAD/BIM/Tech Manager

Mark Kiker

CADDManager.com – BIMManager.com – IT Director for SIATech Inc.

Learning Objectives

- Discover 19 key character traits that all managers must develop
- Learn 7 crucial skills that move you forward
- Discover your areas of strength and learn how to build on them
- Learn how to make the best of your position with the firm

Description

All tech managers, CAD or BIM or IT, need to have a baseline of character and skills that drive their progress forward. We will discuss 19 key character traits that a manager needs and 7 crucial skills that will propel you to success. Learn about how your approach and demeanor can energize others. Find practical skills that you need to hone so that your team is working at peak speed. Identify and build on your strengths.

90 minute format.

Your AU Experts

Mark has more than 25 years of hands-on experience with technology. He is editor of caddmanager.com and bimmanager.com. He is fully versed in every area of Management from deployment planning, installation and configuration to training and strategic planning. As an internationally known speaker and writer, he is a returning speaker at Autodesk University since 1996.

He writes the monthly "CAD Manager" column for AUGI World magazine. He served for 6 years on the AUGI Board of Directors, served as AUGI President for 3 years and also as AUGI Executive Director. Mark is currently serving as Director of Information Technology for SIATech, a nationwide public charter high school focused on dropout recovery.

Awesome doesn't come from a Can

AWESOME: adjective

causing or inducing awe; inspiring an overwhelming feeling of reverence, admiration, or fear

We hope you are not looking to engender feelings of fear, but rather admiration.

19 Key Character Traits that are Key to Success

1. **Customer Service** – A focus on people with respect, tactfulness, patience, graciousness and a desire to serve. Never be annoyed by end user problems. Keeping the end users productivity in mind and not your own ease. Listens well.
2. **Communication** – Ability to discuss CAD/BIM areas at high levels with Support Staff and at understandable levels for non-CAD/BIM staff. Keeps end users advised of progress when troubleshooting a problem. Reports to management when solutions are in place. Let's others know what is happening and what is coming next.
3. **Sharing Knowledge** – A willingness to tell others what caused a problem, how it was fixed and how to avoid it in the future. Does not withhold technical information from other support staff. Constantly looks for opportunities to share what they know with all users. Passes out tips and tricks to everyone they come in contact with. Always offers more information.
4. **Initiative** – Constantly looking for areas to improve. Does not wait for others to assign tasks. Looks for ways to assist others. Researches troubles on their own to find solutions. When they see something that needs to be fixed – they fix it. When they know what needs to be done, they do it – before something breaks – before someone else assigns it to them.
5. **Proactive** – Looks for ways to prevent problems from happening. Looks into new areas before others ask about it. Searches for information when something new comes along. Looks for new technology even when what is in place works well. Reviews all areas on a regular basis to verify functionality and productivity.
6. **Organized** – Keeps track of tasks and deadlines. Knows how to prioritize. Is aware of others priorities and how they impact their own. Uses tools and methods that help themselves stay organized and lets others know that structures are in place. Generates structure where none exists.
7. **Planner** – Investigates, develops options, selects best option, breaks down large processes into smaller steps, and verifies/shares plans with others. Ability to prioritize efforts as projects move along. Knows what needs to be worked on next. Seeks to help others plan their work. Shares plans with others.
8. **Quality Driven** – Takes pride in work product. Works beyond “good enough”. Tests and verifies solutions. Strives for best outcome. Stays with a task or problem until the end user is satisfied. Avoids “do overs”. Does not have an attitude of “I can just fix it/finish it later”.



9. **Documentation** – Documents and shares processes, procedures, access and controls. Understands that everything that is done in a shared environment of support needs to be documented and stored in a shared location, secured as needed. Creates documentation that non-support staff can also use as applicable. Develops “cheat sheets” to help end users.
10. **Reporting** – Notifies stakeholders of progress, problems and completion. Keeps stakeholders informed as the project progresses. Notifies all about delays and roadblocks. Understands that a job is not done until all stakeholders know that it is completed. Knows that fixes must be reported so others can then move forward on cascading efforts that were held up.
11. **Having a Plan B** – Defines back out strategy as part of planning. Quickly develops options if things derail. Is not overly optimistic to the point of not thinking about things going wrong. Knows when to put plan B into action.
12. **Team Player** – Works well with others, hands off work, delegates, delivers on time, reports progress. Teamwork can be defined in many ways – here is something I wrote on it a while back – What is Teamwork? <http://www.caddmanager.com/CMB/2011/04/what-is-teamwork/>
13. **Innovation** – Thinks about new tools and methods that might improve the organization. Combines existing processes and methods into new approaches. Refines existing procedures to make them work even better. Questions the status quo. Asks “Why?”
14. **Dedication** – Completes tasks and projects 100%. Strive to not have to do things twice or return to a problem that was left uncompleted. Stays focused on a problem or task until it is done. Sets aside other tasks when needed to work on critical items. Ability and willingness to go the extra mile, put in more hours when needed.
15. **Flexibility** – This is closely tied to Dedication but presents itself as the ability to change direction on short notice. It also includes the understanding that work on routine Tech support issues cannot be ignored. Not annoyed by interruptions from users.
16. **Passion** – A love for technology in general and CAD and BIM efforts. Not annoyed by mundane and repetitive tasks. Not begrudgingly done. Approaching every aspect of your work with vigor and optimism.
17. **Productivity** – Looks for ways to increase output, avoid unneeded steps, reduce time wasted for themselves and others. Puts productivity of others above their own. Seeks to make others tasks easier even if it makes their own a little harder.
18. **Humility** – Admits mistakes, take responsibility for errors, shares success, avoids prideful boasting. Stands confident on their own abilities without making others feel inferior.
19. **Teachability** – Willingness to learn from others, modify behavior as needed, admit and address shortcomings. Knows that they do not know everything. Never stops learning.
20. **Deadline Driven** - Sets realistic delivery dates and meets/exceeds the deadline. Notifies stakeholders if a deadline is going to slip as soon as they become aware of it.



Build your own List:

Look at the chart below

- Select 19 traits that you think are key to success and make your own list.
- Don't just pick the ones you are good at
- Select 5 that you need to improve on

Here is the master list: (developed from Forbes, Inc, Franklin Covey, HBR, Entrepreneur, Marriott)

Your Success Brand – What do you Want to be Known For?

Problem Solver	Industry Knowledge	Excellent Networker	Decision Maker
Business Acumen	Trustworthy	Giving others credit	Shrewd
Creative	Customer Focused	Responsible	Visionary
Practical	Organized	Reader	Strategic Thinker
Candid Feedback	Gets Results	Embraces Change	Authentic
Perseverance	Integrity/Ethics	Visionary	Delegator
Perspective	Wisdom	Intuitive	Innovator
Learner	Priority Setter	Unstoppable	People Developer
Values Diversity	Self-Aware	Resourceful	Teacher
Talent Assessor	Action Oriented	Flexible	Listener
Punctual/time aware	Collaborative	Curious	Charismatic
Passionate	Calm	Teachable	Solid Judgment
Mentor	Politically Savvy	Purposeful	Compromising/Negotiating
Approachable	Inspiring	Honest	Patient
High Standards	Coaching	Dignified	Respectful
Insightful	Humorous/Fun Loving	Generous with Time	Fair
Accountable	Relationship Builder	Dependable	Cares for Others
Motivator	Compassionate	Faithful	Team Builder
Empowering	Optimistic	Driven to Win	Work/Life in Balance
Courageous	Communicator	Mission driven	Forgiving
Understanding	Available	Easy to work with	Decisive
Cheerful	Committed	Admits Mistakes	Confident
Self-Controlled	Humble	Taking blame for the team	Team Player



Learn 7 Crucial Skills that move you Forward

Moving to the Skills area now. It differs from the Character portion of this presentation. Character is who you are, Skills are what you do. I am not going to list a long march of skills that define every last thing that a Tech Manager does, but rather a shorter list of the skills that I think make the most differences between a competent Tech Manager and an awesome one.

Some of these slop over from the Character list, like Communication, Sharing Knowledge, Reporting, Documenting and many more. These Character traits that motive you internally also drive the outward efforts that each encourages. A desire to share knowledge and communicate will spill out as effective interactions with others. Character traits have to generate outward expressions – or you start wondering if they are internally driven at all.

So if the internal Characteristics of a Tech Manager drive the outward Skills, what would those skills look like?

Tech Skills – one giant bucket – this one covers every area and is the entry fee for moving from Tech User to Tech Manager. I lump everything together under Tech Skills because these have to be in place and rock solid. So what are some tech skills that are not directly linked to the character traits we discussed before?

Programming – An ability to increase productivity by using the embedded tools inside the software to increase speed, accuracy and consistency. The API's that many start with include AutoLISP, VBA, Object ARX, Macros and more. Other more advanced tools also present themselves.

Customization – Using the Autodesk interface tools like templates, keyboard shortcuts, ToolBars, right-click customization, block creation, menu CUI, View Templates and so much more.

Staff Management – The prowess to work well with others. Gathering, organizing and moving teams forward. Knowing how to motivate individuals in a team effort.

Financial Skills – Knowing how to create and manage a budget. Knowing when to adjust and refocus funds toward strategic goals. Knowing the processes your firm uses to approve spending beyond just asking your boss.

Prioritizing – One of the most valuable, and least used skills that I think a Tech Manager needs. Always rethinking what to do next. Always taking the time to look up and around to see what is going on at your firm and with your tools and then change focus and direction as needed.

Troubleshooting – knowing how to dissect a problem, no matter how big, into bite size correctable tasks. Being able to follow clues and leads, weigh evidence, look for patterns and make a judgment call on how to get things fixed.

Constant Thirst for Change – not just embracing change. Certainly not just tolerating change, but actually creating change.



Your Demeanor

When interacting with others, your demeanor is showing all the time.

Merriam-Webster defines “demeanor” as

Demeanor: a person’s appearance and behavior: the way someone seems to be to other people

Notice the word “seems” – it may or may not be reality. The way you appear to others may not be obvious to you, but it can impact your ability to encourage, support, converse and approach others.

There are so many subtle indicators that others notice when talking with you that if you tried to focus on them all, you would lose track of the conversation. But I wanted to run a few past you that I think may help when addressed. I fail at many of these from time to time, but always strive to improve.

Connecting with People

You have to connect with people when interacting – it all starts with some body language.

Make direct eye contact when talking

This is pivotal in connecting with the other person. Some may be more reserved and avoid direct eye contact and it is taken as not listening. I remind myself of this one all the time. It is not so much that I avoid eye contact, just that I find myself averting my eyes when I ponder something that someone says. I just look away and start thinking about what was just mentioned. Others take that as disregarding the very words that I am actually focusing on. My bad. I often tell others that I am sorry for looking away and that I was thinking hard on their words. At any rate, my focus looks to others like disregard.

When speaking with others, look directly in their eyes. Do not stare for too long, a glance away every so often cuts the awkwardness that some might feel by intense staring. But make sure that you look at the person speaking and turn your body and shoulders to face them directly. Do not glance at them from the side.

Turn your full focus and body toward them.

In a support role, many people will come to you to ask questions while you are doing other things. Stop what you are doing, turn toward them and look them in the eye. Do not keep typing and focusing on what you were doing. Allow yourself to be interrupted. And when interrupted, stop what you are doing.

If you are sitting at your desk, stop typing and lean back away from your computer. Do not leave your hands on the keyboard as if you will go back to your work the minute they pause. Push your chair away from your desk, turn your shoulders toward the person speaking and listen. Better yet, get out of your chair so that you are at eye level with them.

Don’t build walls

Make sure your gestures and body language do not put people off. I often find myself crossing my arms when in a relaxed position. Body language experts say that this is a defensive posture. It is not for me, but I find that others may think it is. So I make an effort to not fold my arms across my chest and leave them at my side.

Be aware of your facial expressions. A furrowed brow or a raised eyebrow might be taken by others as a negative thought in your head. I find myself chuckling under my breath at someone’s words not in disbelief but actually in agreement. When they mention their troubles and I share the same history, I actually smile because I have been through it myself. When I see them flinch, I verbally explain my giggles and smiles so



there is no misunderstanding. Laughter can be shared and not seen as dismissive.

Other telltale signs of being bored that others might catch... fidgeting with objects or your hands, straightening papers, looking around, checking your watch or mobile phone and more. All of these might signal to others that you are done listening. If you find yourself doing these things... refresh your desire to listen again.

I do not overly focus on body language, but there is some truth in all of the writings of others. Do an internet search – there is tons of advice on body language.

Be Positive

Besides B+ being my blood type... I am generally a positive person.

Tech Managers need to stay positive when interacting with others. No scowling and frowning allowed. Do not let your first words of reply have a negative slant.

Positive attitudes should pervade all interactions. Looking for the bright side of things takes effort. Complimenting others may not come easy, but it needs to be done. Strive to have positive comments. Make them your typical reply.

When responding to others ideas, start with a positive slant. “That’s a good idea” or “That is creative thinking”. You can then refine the conversation if you see the need by asking “Have you thought about...”. Even a generic “Let’s discuss this a little more” is better than “Thank will not work” or “We tried that before”.

There may be times when a negative stance may be needed, but negative comments are few and couched in kindness. You may never say anything like “That is stupid”, but you may deliver negative feedback that is too blunt and direct. I find that couching negative feelings in kindness works well. The message still gets across, but the other person is not totally offended. Using terms such as “it appears” and “there might be” prior to delivering a negative comment might make it easier to take.

Listens well with a desire to understand

Active listening skills take work. Franklin Covey Habits training tells us to listen first to understand, then to be understood. Two aspects of that training call for us to repeat what was said and the restate what was said. Without falling into a pattern that people will soon be annoyed by, you should every so often restate what someone has said. “Are you saying that...” and then rephrase what they said, in your own words or repeating theirs at some level.

This helps to clarify and define what they are saying and also lets them know that you actually heard them. Ask questions that clarify, make statements that re-emphasize.

I have found that writing things down also helps in the listening process. Actively taking notes as someone talks slows me down and let’s me make sure that I have it right. My note taking is often scribbles that only I can decipher because I am writing so fast (and sometimes I can’t even figure it out). These notes help me stay tuned to their words.

Staying connected as a listener will go far in showing respect to the other people in the conversation and it will help you to get the entire idea before you start answering them.

My bad habit is to interrupt. Especially when I am in information gathering mode. I abruptly ask a question that might derail the person’s thoughts. I think I am making sure that the message is clear in my head, but



some times I just annoy the other person. I need to work on that.

Speaking Ability

Tech Managers have to communicate well.

You need to have balanced interactions with others. Not talking too much, and not too little. Your words must convey your ideas, values and goals in clear and concise wording. You need to provide as much background info as needed, but stop when it seems like others do not care to keep listening. You need to also watch their expressions for signs of understanding and that they get the point. I often stop after three to four sentences and ask if it make sense to them.

You need to adjust the technical content of your words to the understanding level of the listener. Don't throw jargon and a barrage of tech terms into a conversation with someone who is not looking for it. On the flip side, provide tech specifics to others who can understand.

You need to be complete and truthful, providing direct answers to direct questions. Don't side step the question, but provide a clear and understandable answer. I tend to provide bottom line information up front and then fill in the needed details. If someone wants to know when a task will be complete, I give him or her a date and a little info to back it up. Then I stop to see if they need more info.

Be honest, with full disclosure, not lacking, not covering up so that others feel you have given more than is needed. Be forthright, sharing the entire story and information so that others do not think you are holding anything back.

By gauging your audience and adjusting to the needs, you can become an even more effective communicator.

Calmness – Inside and Out

Rudyard Kipling may have said it best... way back in 1895... in his poem "If". Was he thinking of Tech Managers?

*If you can keep your head when all about you
Are losing theirs and blaming it on you;*

<http://en.wikipedia.org/wiki/If-> – read more

Sound familiar? I am sure that it does to most of you. There are times when everyone seems to think that the entire systems is falling apart and that you should have prevented it. There are times when everything that others try to do to fix things, just makes them worse.

Then you arrive... bringing calmness when things get tough.

A CAD/BIM Manager has to remain calm and reduce the stress level of everyone involved. How do you project calmness?

First you have to actually be calm. Internally you are confident that you can fix the problem, or get people back on track quickly. You know how to dissect troubles and find the root cause. You can make things better. If you are not the calm type... work on that first. Start researching ways that you can remain cool as others heat up.

Then you have to have the outward expressions of calmness. Here are a few:

You take on relaxed mannerisms – not tensed up. You are not grabbing things from people or nudging them out of the way. Your shoulders are relaxed. Your breathing remains regular.

You use methodical approach – not just random trial and error. You plan your researching steps and march



through the plan. You quickly triage the problem and define possible solutions. You do not overlook the obvious (“is it plugged in?”).

You provide options. You let others know that they can do other things while you work on the problem. You define the largest looming deadline and work out a method to meet the deadline in other ways. (try another machine, send the plots to another plotter, etc.)

You defuse negative talk that travels down the “what if” path. Not letting long-term conclusions be drawn from the current short-term situation. (“if we miss this deadline...”). You calmly refocus conversations back to productive processes.

You don’t jump to conclusions. The methodical approach you are taking will get you through. Just stay the course.

You keep people informed. Let others know what you are going to do. If you leave the scene, let people know you are going to check on something and when you expect to be back. (“I need to check the server, I will be back in 5 minutes”). If you are gone longer, let people know or send someone back to the trouble spot to let them know. Texting works great for this nowadays.

You make sure folks know that you have a Plan B. (“I am going to try restarting the service on the server. It will take 10 minutes. If that does not work, I am going to restart the entire server and contact IT about the issue to get them involved.”)

You let them know you are making progress. And if you make small gains, let them know that the whole process is not fully restored yet, but that they can start using specific portions. This is a measured restoration that allows progress while you are working on a full restore.

By remaining calm and projecting a calm exterior, you will comfort everyone that is ramping up the stress levels. Stay cool.

Bring Energy and Enthusiasm

When you take on tasks and projects, do it with gusto. Truly enjoy your work. Make your efforts in some way... fun. We all like to do the things that we naturally have talent in. We love the things that fill us with pride and accomplishments. Getting things done is enjoyable. Enjoying things while you get them done may not always be easy.

When working with others, make sure that you are not putting out negative vibes that bring everyone down. Not every task is exciting, but every task can be done with some measure of vigor. And when you approach each task with a positive outlook, it is contagious. People will like working with you.

Working on exciting new projects gets everyone invigorated to do their best. It is not hard to get people involved in the fun, new and exciting efforts. A Tech Manager needs to move every project forward in such a manner as to make them inviting to others.

No one likes to slog through boring tasks, but you can find ways to make them more enjoyable. Not every task expands your horizons. Not every project is a ground-breaking effort. Here are a few tips that might help make boring into a blast and routine into rambunctious:

Make each step a success. Even when you have a large amount of redundant work, you can celebrate the milestones of getting 10% done. Then shoot for 25%. Then make the next 25% get done quicker.

Find ways to automate. Look for ways to make something that is drudgery into dynamics by automating some portion of the work. See how much you can script out or program into the software. See who can



come up with the best idea for making things run faster.

Start conversations about the future. When you get this job done, what can you do next? What is this fix or modification going to open the doors to? Can what you are working on actually boost your technology curve by opening other doors to high tech?

Transfer the knowledge. Define lessons learned and see how you might apply them to other areas of your work. Document the best of the best. Tell others what you are finding that might improve processes elsewhere.

Know Your Strengths

Talent + Knowledge + Skill + Practice = Strength

Subject matter expertise is not strength – knowing AutoCAD is not a strength, it is an acquired skill.

Strength – *The ability to consistently provide near-perfect performance*

Competency – *the ability to provide acceptable performance most of the time*

Weakness – *the ability to provide tolerable performance some of the time*

Failure – *an inability to perform*

Ignore your Weaknesses? No. Improve them so they become competencies or eliminate them. You should not tolerate some weaknesses in others or yourself... such as dishonesty; blame shifting, prejudice, sloth... and your weaknesses that are part of your job need to not outweigh your strengths. Focus on strength as long as your weakness is not impacting yourself, others or your firm.

My Weakness – interrupting. I do it all the time and continue to work on it. I will always work on it. It might never be gone because it is a byproduct of my strength – logical and analytical thinking. I need data and I need it now. I cannot work in my strength effectively if I am putting people off by interrupting.

Action Step: Focus on one of your negative traits that you'd like to improve. Work on that one thing and take pleasure in every small success until you've turned it from a weakness into an acceptable competency.

Building on Your Strength

Identify your strengths – you might be aware of them or need to identify them. Get feedback from peers, family or managers. Take personality tests such as StrengthsFinder 2.0, Belbin, WorkUno.com, Myers Briggs and so on. At this point, weaknesses will emerge as well, giving you a balanced picture.



Strength Finder 2.0 – Tom Rath © Gallup-Clifton

Relating	Influencing	Executing	Thinking
Adaptability	Activator	Achiever	Analytical
Connectedness	Command	Arranger	Context
Developer	Communication	Belief	Futuristic
Empathy	Competition	Consistency/Fairness	Ideation
Harmony	Maximizer	Deliberative	Input
Includer	Self-Assurance	Discipline	Intellection
Individualization	Significance	Focus	Learner
Positivity	Woo	Responsibility	Strategic
Relator		Restorative	

The list with explanations:

Achiever®	People strong in the Achiever theme have a great deal of stamina and work hard. They take great satisfaction from being busy and productive.
Activator®	People strong in the Activator theme can make things happen by turning thoughts into action. They are often impatient.
Adaptability®	People strong 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 strong 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 strong in the Arranger theme can organize, but they also have a flexibility that complements this ability. They like to figure out how all of the pieces and resources can be arranged for maximum productivity.
Belief®	People strong in the Belief theme have certain core values that are unchanging. Out of these values emerges a defined purpose for their life.
Command®	People strong in the Command theme have presence. They can take control of a situation and make decisions.
Communication®	People strong in the Communication theme generally find it easy to put their thoughts into words. They are good conversationalists and presenters.
Competition®	People strong in the Competition theme measure their progress against the performance of others. They strive to win first place and revel in contests.
Connectedness®	People strong in the Connectedness theme have faith in the links between all things. They believe there are few coincidences and that almost every event has a reason.
Consistency® / Fairness™	People strong in the Consistency theme (also called Fairness in the first StrengthsFinder assessment) are keenly aware of the need to treat people the same. They try to treat everyone in the world fairly by setting up clear rules and adhering to them.
Context®	People strong in the Context theme enjoy thinking about the past. They understand the present by researching its history.



Deliberative®	People strong in the Deliberative theme are best described by the serious care they take in making decisions or choices. They anticipate the obstacles.
Developer®	People strong in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and derive satisfaction from these improvements.
Discipline™	People strong in the Discipline theme enjoy routine and structure. Their world is best described by the order they create.
Empathy™	People strong in the Empathy theme can sense the feelings of other people by imagining themselves in others' lives or others' situations.
Focus™	People strong 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 strong in the Futuristic theme are inspired by the future and what could be. They inspire others with their visions of the future.
Harmony®	People strong in the Harmony theme look for consensus. They don't enjoy conflict; rather, they seek areas of agreement.
Ideation®	People strong in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.
Inclusiveness® / Includer®	People strong in the Inclusiveness theme are accepting of others. They show awareness of those who feel left out, and make an effort to include them.
Individualization®	People strong in the Individualization theme are intrigued with the unique qualities of each person. They have a gift for figuring out how people who are different can work together productively.
Input®	People strong in the Input theme have a craving to know more. Often they like to collect and archive all kinds of information.
Intellection®	People strong in the Intellection theme are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions.
Learner®	People strong in the Learner theme have a great desire to learn and want to continuously improve. In particular, the process of learning, rather than the outcome, excites them.
Maximizer®	People strong 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 strong in the Positivity theme have an enthusiasm that is contagious. They are upbeat and can get others excited about what they are going to do.
Relator®	People who are strong in the Relator theme enjoy close relationships with others. They find deep satisfaction in working hard with friends to achieve a goal.
Responsibility®	People strong 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 strong 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 strong 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 strong in the Significance theme want to be very important in the eyes of others. They are independent and want to be recognized.
Strategic™	People strong 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 strong 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 another person.



Relate to Now – do your strengths help or hinder your current performance? How can you use your strengths in the role or situation you are currently in? Do you have any weaknesses to address?

Set Goals – set goals for yourself and then plan backwards to establish how you can achieve them. If you want to do more planning in the future, then define some areas to focus on.

Spend time learning – create a learning path with some stretch goals. Set aside time to make it happen. Put it on your calendar. Capture your drive time by listening to Podcasts. Read whenever you can.

Measure and review – make time to review what you have done and the progress you have made. Have others provide input.

Conclusion:

Your success at becoming Awesome is based on combining your character traits and skills and then apply your strengths to your work efforts. I have not done all the work for you. You need to do the research on what your strengths might be and how to encourage and use those strengths. Time to make something happen.

Become Awesome.

