



# Unpacking MBM

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This month we're unpacking...

## Discovering and Developing Your Gift(s)

Part 1 (of 4)



It's the time of year when many of us set goals. So this month, we are exploring how to discover and develop your gifts—an important ingredient to personal growth, self-actualization, and organizational success!

### Why should you care about your gifts?

*"...people, by and large, are neither smart nor stupid. We are all both, at the same time: smart in some ways, stupid in others. We are the smartest when we discover, develop, and apply our unique strengths – whatever they may be – and dumbest when we don't."*

Charles Koch, *Believe in People*, P. 32

When we discover and leverage our gifts, we make life better for ourselves and for others. Psychologist Abraham Maslow called it synergy – where work becomes a source of pleasure and fulfillment. While there are aspects of any job that aren't much fun, when you are doing work that leverages your gift(s), generally...

- work is energizing rather than draining
- you are optimistic, rather than doubtful, about your ability to achieve superior results
- you learn from failures rather than being discouraged by them



### Consider:

It's important to do things that leverage your gifts—and learning from others can help you on your personal journey.

Talk with someone who is further along in their career about how they ended up doing the work they do.

- How was your journey different from what you imagined when you first started working?
- How did you learn about your current role?
- When was a time you learned from failure? How did it help you?

Check out this [Play.Pause.Advance](#) with your team.



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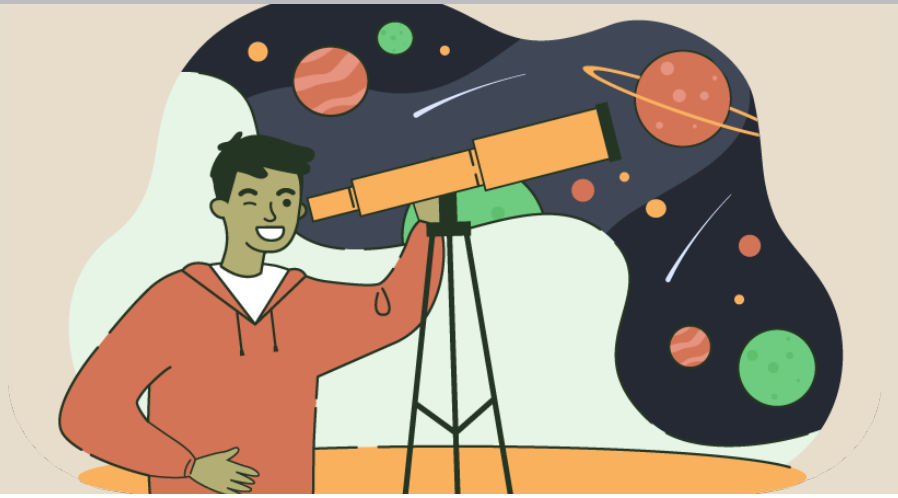
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This month we're unpacking...

## Discovering and Developing Your Gift(s)

Part 2 (of 4)



*"The path for each of us is unique, but the elements are the same – discover and develop our unique gifts and use them to contribute to the betterment of others and ourselves."*

*Believe in People, P. 39*

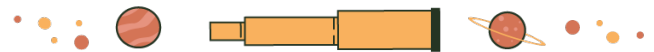
### Developing your gifts is win-win!

At Koch companies, we believe discovering, developing, and using your gift(s) is essential and mutually beneficial! It's good for you because you can use your talents in a way that is meaningful and fulfilling, and it's good for the company because employees using their gifts allows us to create more value for customers and society.

Below are some resources and ideas for action to help you continue discovering your gifts.

- MBM Go Part 2: [Personal Reflection Worksheet](#) prompts you to reflect on your work and life experiences. This can spark insights about your natural abilities, strengths and limitations. Consider discussing this with your supervisor.

- CliftonStrengths (formerly StrengthsFinder) – This online, third-party assessment (purchase required) can give you a sense of talents you might develop into strengths. (We do not recommend using this tool as the basis for workshops or mandated training.)
- [Journey of a Lifetime](#) provides a system of resources to support you as you advance along your personal self-actualization journey.



### Actions and Questions for Consideration:

- Talk with friends, family, and coworkers about their perspective on your gifts and aptitudes. Be open to their observations and feedback.
- Reflect: What internal barriers might be preventing you from exploring and discovering your gifts?
- What are some things you're interested in or drawn to, even though you may not have tried them yet? Talk to your supervisor about how you might explore these areas of interest.



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This month we're unpacking...

## Discovering and Developing Your Gift(s)

Part 3 (of 4)



### Your feedback can help others discover their gifts

Gifts are innate abilities or aptitudes that can be developed into valuable skills. Because people sometimes overlook or undervalue their own gifts, it's especially important and valuable to tell your coworkers about the gifts you see in them. This is especially true when their gifts don't fall into traditionally recognized categories (like subjects taught in school).

For example: if you notice that a coworker naturally networks with and connects people, sharing that observation could prompt her to think more deeply about the underlying gift or innate ability. This could then lead her to developing and using that gift in other ways.

Your feedback can help others understand what they are good at... and what they're not good at. And both are essential for a person to discover their gifts.

*Feedback can help others discover their strengths and limitations, develop skills, and apply them in ways that increase their contribution. You must be willing to provide good quality feedback to your co-workers (including your supervisor) on an on-going basis, not just "at the end of the year." [\(Why We Give Feedback\)](#)*



### Ideas for action:

- Think about someone you work with closely. What strengths have you observed in that person? Share your observations – provide specific examples and explain why you think this gift is valuable.
- Is there helpful feedback you need to provide to someone? Make time to do it!



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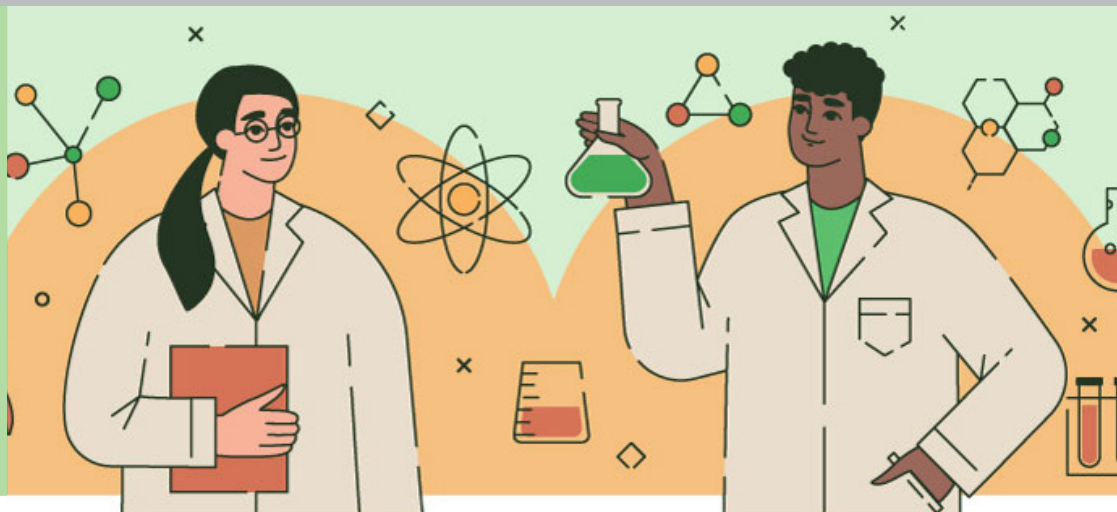
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This month we're unpacking...

## Discovering and Developing Your Gift(s)

Part 4 (of 4)



### Matching Your RREs and Your Gift(s)

*"Pre-existing 'job descriptions' waste an organization's resources by trying to fit square pegs into round holes and vice versa. Koch is able to create more value for customers and society, and offer more fulfillment, by developing individualized roles, responsibilities, and expectations that value and fully utilize employees' natural abilities."*

*Good Profit, P. 136*

During the RR&E process, supervisors strive to arrange responsibilities among team members to maximize value creation and help each employee increasingly self-actualize. This means each team member's gifts must be part of the consideration. One way you can help your supervisor is by sharing what you think your gifts are and how you are (or could be) using them in your work.



### Questions for you and your supervisor to discuss:

- Which of your gifts do you feel you can use even more in the coming year?
- Are there gifts you don't feel you're using? How might they fit into the work the team needs to accomplish?
- Is there something you're responsible for that doesn't match up with your gift(s)? Why?
- Are there any expectations that could be "stretch goals" to help you further discover or develop a gift?

### Resources:

- [Roles, Responsibilities & Expectations](#)
- [Unpacking MBM January 2021: RR&Es](#)