



StrengthsFinder 2.0 Report

casey

Your Top 5 Themes

Empathy
Developer
Restorative
Includer
Individualization

What's in This Guide?

[Section I: Awareness](#)

- A brief Shared Theme Description for each of your top five themes
- Your Personalized Strengths Insights, which describe what makes you stand out from others with the same theme in their top five
- Questions for you to answer to increase your awareness of your talents

[Section II: Application](#)

- 10 Ideas for Action for each of your top five themes
- Questions for you to answer to help you apply your talents

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- Examples of what each of your top five themes "sounds like" -- real quotes from people who also have the theme in their top five
- Steps for you to take to help you leverage your talents for achievement

Section I: Awareness

Empathy

Shared Theme Description

People who are especially talented in the Empathy theme can sense the feelings of other people by imagining themselves in others' lives or others' situations.

Your Personalized Strengths Insights

What makes you stand out?

Driven by your talents, you push yourself to meet high standards and reach important goals. Your feelings of success or failure likely hinge on the way others judge your results. Your keen awareness of people's moods motivates you to work even harder. You want to please them. You want to earn their approval. You often just want to make them happy. Chances are good that you routinely tune in to individuals' subtle and not-so-subtle yearnings to be cheered up, supported, and motivated. You have a knack for inspiring people. They sense that you are aware of their feelings, thoughts, and needs. They probably feel better about themselves when you are with them. Instinctively, you may feel honored when specific individuals trust you enough to share their innermost thoughts and feelings. Perhaps you understand that the act of listening is both helpful and healing. By nature, you realize numerous individuals need your attention to feel valued or appreciated. Making someone feel special gives you a great deal of satisfaction. You can sense when someone's spirit needs to be lifted or his/her contributions need to be acknowledged. You know what to say and how to say it so your compliments or words of recognition sound truthful, genuine, and sincere. This is one way you nurture relationships with people. It's very likely that you are comfortable shedding tears at movies, weddings, funerals, or awards ceremonies. Your eyes can fill with tears when you are reading books, listening to speakers, or watching poignant — that is, emotionally touching and moving — news reports.

Questions

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
2. Out of all the talents in this insight, what would you like for others to see most in you?

Developer

Shared Theme Description

People who are especially talented 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.

Your Personalized Strengths Insights

What makes you stand out?

Instinctively, you place more importance on the purpose and value of what you do than on the monetary rewards that accompany success. Driven by your talents, you sometimes engage people in group conversations. You may choose to be an active participant, too. Your upbeat attitude and willingness to acknowledge the ideas of others might enliven and enrich the dialogue. Perhaps you reinforce the value of what they say, helping them feel less vulnerable when they reveal their thoughts or feelings. It's very likely that you understand there is more to life than the acquisition of material possessions. Typically you find purpose and meaning in the simple things money cannot buy. Because of your strengths, you sometimes enjoy offering your resources — including your knowledge and skills — to others. When you practice the art of giving, individuals might value your companionship and give back to you. By nature, you occasionally tell people what you know, what you have experienced, or what you can do. You might benefit when they provide you with information about their talents, knowledge, and skills.

Questions

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
2. Out of all the talents in this insight, what would you like for others to see most in you?

Restorative

Shared Theme Description

People who are especially talented in the Restorative theme are adept at dealing with problems. They are good at figuring out what is wrong and resolving it.

Your Personalized Strengths Insights

What makes you stand out?

Instinctively, you surround yourself with conscientious individuals who are driven to do important work. They probably motivate you to work even harder. You are on a quest to enhance your outcomes. You yearn to distinguish yourself from other strong performers. You continually strive to upgrade the quality of your results. Because of your strengths, you typically put forth much effort and energy to reach your goals. You aim to overcome your limitations and fix your mistakes. You attempt to compensate for your lack of knowledge, skills, and/or talent in various areas. You feel successful when you routinely meet the minimum requirements and regularly produce average results. Driven by your talents, you usually spend hours assessing the reasons why you failed or missed a goal. In other instances, you carefully examine why you were caught off guard by a crisis, stalled by a problem, or stymied by an obstacle. When you arm yourself with the right answers, you probably do things much better. You probably break through barriers and succeed. Chances are good that you might engage in self-improvement activities once you have identified things you need to know more about or do better. Perhaps you hope to minimize some of your shortcomings. It's very likely that you are inclined to finish whatever is assigned to you each day. You admit there are things you could do better. When you act on these ideas, you probably increase your chances of meeting the day-to-day expectations people place on you.

Questions

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
2. Out of all the talents in this insight, what would you like for others to see most in you?

Includer

Shared Theme Description

People who are especially talented in the Includer theme are accepting of others. They show awareness of those who feel left out, and make an effort to include them.

Your Personalized Strengths Insights

What makes you stand out?

Because of your strengths, you may seldom be at a loss for something to say to most people. Without hesitation, you sometimes dive into conversations with old friends, new acquaintances, or even total strangers. Chances are good that you normally enjoy working, playing, or studying with people whenever the opportunity arises. The company of others probably energizes you in ways that working alone cannot. Even so, you are apt to want everyone to use your step-by-step methods for performing repetitive tasks. You notice that when each individual handles details in a predictable and consistent manner, efficiency increases and mistakes decrease. Driven by your talents, you derive much joy from teaming with people to accomplish things. You view work, study, and play as opportunities to socialize and be productive. This explains why you need to interact with others on a regular basis. People probably energize you. Instinctively, you gravitate to situations where you will be in the company of others. You are much less inclined to be solitary or a loner. It's very likely that you may find some reason to befriend and include a number of group members in discussions or activities. Perhaps you reassign certain resources or revise some plans so more people can participate.

Questions

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
2. Out of all the talents in this insight, what would you like for others to see most in you?

Individualization

Shared Theme Description

People who are especially talented 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.

Your Personalized Strengths Insights

What makes you stand out?

Because of your strengths, you periodically contribute to people's ability to see things through to completion. You might convince them not to quit in the middle of certain work-related projects, academic assignments, diets, or exercise programs. Even when you work alone, you may exhibit steadfast perseverance in spite of obstacles, problems, or changes. Chances are good that you might be able to distinguish each person's unique contribution to a conversation. In some ways, you guide the exchange of information by drawing out the singular perspectives of individuals. Once in a while, you help others express their varied, peculiar, eccentric, quaint, or unusual viewpoints. Perhaps you enliven dialogues by honoring the value of each human being. By nature, you may update certain individuals about current events. Sometimes you are the person who obtains the latest information about school-related activities, changes in the organization, or breaking news from around the world. Instinctively, you may have an ability to watch people or determine with some degree of accuracy what makes one unique, distinct, or special. Perhaps certain talents, weaknesses, likes, dislikes, moods, or motivations attract your attention when you observe others' actions or listen to their words. It's very likely that you might offer assistance to people when the predicament in which they find themselves fascinates you. Maybe you come to the aid of others when they ask you to study an intriguing problem, unanswered question, or unfamiliar subject. Occasionally you are delighted to report back to them your discoveries and conclusions.

Questions

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
2. Out of all the talents in this insight, what would you like for others to see most in you?

Questions

1. How does this information help you better understand your unique talents?
2. How can you use this understanding to add value to your role?
3. How can you apply this knowledge to add value to your team, workgroup, department, or division?
4. How will this understanding help you add value to your organization?
5. What will you do differently tomorrow as a result of this report?

Section II: Application

Empathy

Ideas for Action:

- ☐ Help your friends and colleagues be more aware when one of your peers is having a difficult time. Remember, most people do not have your ability to pick up on sensitive situations.
- ☐ Act quickly and firmly when others behave in a way that is unhealthy for themselves or others. Understanding someone's emotional state does not mean that you must excuse this behavior. Be aware that when your empathy turns to sympathy, others might see you as a "bleeding heart."
- ☐ Partner with someone with strong Command or Activator talents. This person will help you take needed action, even though people's feelings might suffer as a result.
- ☐ Consider serving others as a confidante or mentor. Because trust is paramount to you, people are likely to feel comfortable approaching you with any need. Your discretion and desire to be genuinely helpful will be greatly valued.
- ☐ At times, your empathy for others may overwhelm you. Create some rituals that you can use at the end of your day to signal that work is over. This will help buffer your emotions and prevent burnout.
- ☐ Identify a friend who has strong Empathy talents, and check your observations with him or her.
- ☐ Sensitive to the feelings of others, you readily gauge the emotional tone of a room. Use your talents to forge a bridge of understanding and mutual support. Your empathy will be especially important during trying times because it will demonstrate your concern, thereby building loyalty.
- ☐ Witnessing the happiness of others brings you pleasure. Consequently, you are likely to be attuned to opportunities to underscore others' successes and positively reinforce their achievements. At each opportunity, deliver a kind word of appreciation or recognition. In doing so, you are likely to make a profound and engaging impression.
- ☐ Because you are observant of how others are feeling, you are likely to intuit what is about to happen before it becomes common knowledge. Although your intuitions may at times seem nothing more than 'hunches', take conscious note of them. They may turn out to be valuable assets.
- ☐ Sometimes empathy does not require words at all. A kind gesture may be all someone needs to be reassured. Use your Empathy talents to nonverbally comfort others with a glance, a smile, or a pat on the arm.

Questions

1. Which of these action items speak to you? Highlight the actions that you are most likely to take.

2. How will you commit to taking action? Write your own personalized action item that you will take in the next 30 days.

Developer

Ideas for Action:

- ☐ Make a list of the people you have helped learn and grow. Look at the list often, and remind yourself of the effect you have had on the world.
- ☐ Seek roles in which your primary responsibilities include facilitating growth. Teaching, coaching, or managing roles might prove especially satisfying for you.
- ☐ Notice when others succeed, and tell them. Be specific about what you saw. Your detailed observations of what led to their victory will enhance their growth.
- ☐ Identify the mentor or mentors who recognized something special inside you. Take the time to thank them for helping you develop, even if this means tracking down a former schoolteacher and sending him or her a letter.
- ☐ Partner with someone with strong Individualization talents. This person can help you see where each person's greatest talents lie. Without this help, your Developer instincts might lead you to encourage people to grow in areas in which they lack real talent.
- ☐ Carefully avoid supporting someone who is consistently struggling in his or her role. In such instances, the most developmental action you can take is to encourage him or her to find a different role — a role that fits.
- ☐ You will always be compelled to mentor more people than is possible. To fulfill this inner drive while maintaining a primary mentoring focus, consider the impact of being a “mentor for the moment.” Many of the most poignant and memorable developmental moments occur when the right words are delivered at the right time — words that clarify understanding, reignite a passion, open eyes to an opportunity, and change a life course.
- ☐ Don't over-invest in losing causes. Your natural inclination to see the best in people and situations can create a blind spot that will keep you from moving on to more opportune situations.
- ☐ Your Developer talents might lead you to become so invested in the growth of others that you ignore your own development. Remember that you cannot give what you do not have. If you want to have a bigger impact on the well-being and growth of others, you need to keep growing yourself. Find a mentor or coach who can invest in you.
- ☐ Make a list of the people you would like to help develop. Write what you would consider to be each person's strengths. Schedule time to meet with each of them regularly — even if for only 15 minutes — and make a point of discussing their goals and their strengths.

Questions

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2. How will you commit to taking action? Write your own personalized action item that you will take in the next 30 days.

Restorative

Ideas for Action:

- ☐ Seek roles in which you are paid to solve problems or in which your success depends on your ability to restore and resolve. You might particularly enjoy roles in medicine, consulting, computer programming, or customer service.
- ☐ Don't be afraid to let others know that you enjoy fixing problems. It comes naturally to you, but many people shy away from problems. You can help.
- ☐ Give yourself a break. Your Restorative talents might lead you to be overly self-critical. Try to redirect this either toward things about yourself that can be fixed, such as knowledge or skill deficits, or toward external, tangible problems.
- ☐ Let other people solve their own problems. You might want to rush in and solve things for them, but by doing that, you might hinder their learning. Watch out for this, particularly if you are in a manager, coach, teacher, or parent role.
- ☐ Turnaround situations activate your natural forté. Use your Restorative talents to devise a plan of attack to revitalize a flagging project, organization, business, or team.
- ☐ Leverage your Restorative talents not only to tackle existing problems, but also to anticipate and prevent problems before they occur. Share your foresight and your solutions with others, and you will prove yourself a valuable partner.
- ☐ Study your chosen subject closely to become adept at identifying what causes certain problems to recur. This sort of expertise will lead you to the solution that much faster.
- ☐ Think about ways you can improve your skills and knowledge. Identify any gaps you have and the courses you can take to fill them.
- ☐ Constant improvement is one of your hallmarks. Seek opportunities to enhance your abilities through a demanding field, activity, or endeavor that requires exceptional skill and/or knowledge.
- ☐ Use your Restorative talents to think of ways to “problem proof” your work. Identify existing and potential issues, and design systems or processes to prevent errors in the future.

Questions

1. Which of these action items speak to you? Highlight the actions that you are most likely to take.
2. How will you commit to taking action? Write your own personalized action item that you will take in the next 30 days.

Includer

Ideas for Action:

- ☐ Consider roles in which you can take responsibility for representing voices that are not usually heard. You will derive a great deal of satisfaction from being a spokesperson for these people.
- ☐ Look for opportunities to bring together people of diverse cultures and backgrounds. You can be a leader in this area.
- ☐ Help those who are new to an organization or group get to know other people. You will always be adept at quickly making people feel accepted and involved.
- ☐ An anti-elitist, you may clash with those who feel they have earned the right to perks and power. Rather than disputing their claim, use your Includer insights to help everyone find common ground and value in their contributions.
- ☐ Acknowledge the dissonance you feel when you must be the bearer of bad news. Look for partners who can help you justify your position so you don't apologize or soften the message too much.
- ☐ Not every person is lovable or even likeable. While many of your friends or colleagues may be put off by difficult people, you have a natural capacity to truly care for all people. Let others know that if they ever come to the end of their rope with a problematic individual, they can call on you to step in.
- ☐ Choose roles in which you are continuously working and interacting with people. You will enjoy the challenge of making everyone feel important.
- ☐ Partner with someone who has dominant Activator or Command talents. This person can help you when you have to deliver news that might hurt someone's feelings.
- ☐ Realize that people will relate to each other through you. You are a conduit for information. You can interact with all parts and all people in a group and keep them effectively connected to each other.
- ☐ Explain what we all have in common. Help others understand that to respect the differences among us (our diversity), we must begin by appreciating what we all share (our similarity).

Questions

1. Which of these action items speak to you? Highlight the actions that you are most likely to take.
2. How will you commit to taking action? Write your own personalized action item that you will take in the next 30 days.

Individualization

Ideas for Action:

- ☐ Select a vocation in which your Individualization talents can be both used and appreciated, such as counseling, supervising, teaching, writing human interest articles, or selling. Your ability to see people as unique individuals is a special talent.
- ☐ Become an expert in describing your own strengths and style. For example, answer questions such as: What is the best praise you ever received? How often do you like to check in with your manager? What is your best method for building relationships? How do you learn best? Then ask your colleagues and friends these same questions. Help them plan their future by starting with their strengths, then designing a future based on what they do best.
- ☐ Help others understand that true diversity can be found in the subtle differences between each individual — regardless of race, sex, or nationality.
- ☐ Explain that it is appropriate, just, and effective to treat each person differently. Those without strong Individualization talents might not see the differences among individuals and might insist that individualization is unequal and therefore unfair. You will need to describe your perspective in detail to be persuasive.
- ☐ Figure out what every person on your team does best. Then help them capitalize on their talents, skills, and knowledge. You may need to explain your rationale and your philosophy so people understand that you have their best interests in mind.
- ☐ You have an awareness and appreciation of others' likes and dislikes and an ability to personalize. This puts you in a unique position. Use your Individualization talents to help identify areas where one size does not fit all.
- ☐ Make your colleagues and friends aware of each person's unique needs. Soon people will look to you to explain other people's motivations and actions.
- ☐ Your presentations and speaking opportunities will be most engaging when you relate your topic to the experiences of individuals in the audience. Use your Individualization talents to gather and share real-life stories that will make your points much better than would generic information or theories.
- ☐ You move comfortably among a broad range of styles and cultures, and you intuitively personalize your interactions. Consciously and proactively make full use of these talents by leading diversity and community efforts.
- ☐ Your Individualization talents can help you take a different approach to interpreting data. While others are looking for similarities, make a point of identifying distinctiveness. Your interpretations will add a valuable perspective.

Questions

1. Which of these action items speak to you? Highlight the actions that you are most likely to take.

2. How will you commit to taking action? Write your own personalized action item that you will take in the next 30 days.

Section III: Achievement

Look for signs of achievement as you read these real quotes from people who share your top five themes.

Empathy sounds like this:

Alyce J., administrator: “Recently, I was in a meeting of trustees where one of the individuals was presenting a new idea that was critical to her and to the life of this group. When she was finished, no one heard her opinion, no one really heard her. It was a powerfully demoralizing moment for her. I could see it in her face, and she wasn’t herself for a day or two afterward. I finally raised the issue with her and used words that helped describe how she was feeling. I said, ‘Something’s wrong,’ and she started to talk. I said, ‘I really understand. I know how important this was for you, and you don’t seem like yourself,’ and so on. And she finally gave words to what was going on inside her. She said, ‘You’re the only one who heard me and who has said one word to me about it.’”

Brian H., administrator: “When my team is making decisions, what I like to do is say, ‘Okay, what will this person say about this? What will that person say about it?’ In other words, put yourself in their position. Let’s think about the arguments from their perspective so that we can all be more persuasive.”

Janet P., schoolteacher: “I never played basketball because they didn’t have it for women when I was a kid, but I believe I can tell at a basketball game when the momentum is changing, and I want to go to the coach and say, ‘Get them revved up. You are losing them.’ Empathy also works in large groups; you can feel the crowd.”

Developer sounds like this:

Marilyn K., college president: “At graduation time when a nursing student walks across the stage and gets her diploma, and about 18 rows back some little kid is standing on a chair with a group yelling, ‘Yeah, Mom!’ — I love that. I cry every time.”

John M., advertising executive: “I’m not a lawyer, doctor, or candlestick maker. My skills are of a different type. They have to do with understanding people and motives, and the pleasure I get is from watching people discover themselves in ways they never thought possible and from finding people who bring to the table talents that I don’t have.”

Anna G., nurse: “I had a patient, a young woman, with lung damage so bad that she will have to be on oxygen forever. She will never have the energy or the strength to live a normal life, and I walk in and she’s desperate. She doesn’t know if she is short of breath because she is anxious or anxious because she is short of breath. And she’s talking suicide because she can’t work, can’t support her husband. So I got her thinking about what she could do rather than what she couldn’t. It turns out that she is very creative with arts and crafts, so I told her, ‘Look, there are things you can do, and if those things bring you pleasure, then do them. It’s a place to start.’ And she cried and said, ‘I have the energy to wash only one bowl.’ I said, ‘That’s today. Tomorrow you can wash two.’ And by Christmas, she was making all kinds of things and selling them too.”

Restorative sounds like this:

Nigel L., software designer: “I have these vivid memories of my childhood woodworking bench with hammers and nails and wood. I used to love fixing things and putting things together and making everything just so. And now with computer programs, it’s the same thing. You write the program, and if it doesn’t work, you have to go back and redo it and fix it until it works.”

Jan K., internist: “This theme plays in my life in so many ways. For example, my first love was surgery. I love trauma, love being in the OR, love sewing. I just love fixing things in the OR. Then again, some of my best moments have been sitting at the bedside of a dying patient, just talking together. It is incredibly rewarding to watch someone make the transition from anger to acceptance about grief, to tie up loose ends with family members, and to pass with dignity. And then with my kids, this theme fires every day. When I see my three-year-old buttoning her sweater for the first time and she buttons it crooked, I feel this powerful urge to walk up and rebutton the sweater. I have to resist, of course, because she has to learn, but, boy, it’s really hard.”

Marie T., television producer: “Producing a morning TV program is a fundamentally clumsy process. If I didn’t like solving problems, this job would drive me up the wall. Every day, something serious goes wrong, and I have to find the problem, fix it, and move on to the next one. If I can do that well, I feel rejuvenated. On the other hand, if I go home and a problem remains unsolved, then I feel the opposite. I feel defeated.”

Includer sounds like this:

Harry B., outplacement consultant: “Even as a child, although I was very shy, I always made sure that I was the one inviting others to play. When picking teams or sides in school, I never wanted anyone not to participate with us. In fact, I can remember when I was ten or eleven, I had a friend who was not a member of our church. We were at a church banquet, and he showed up at the door because typically we had our youth activity at the church on that night. Immediately, I got up, brought him over to our family, and sat him down at the table.”

Jeremy B., defense lawyer: “When I first started this job, I met people and became fast, furious friends with them almost on day one, only to find out later that, you know, this person’s got a lot of issues, and I’ve already included them in dinner parties and our social circle. My partner, Mark, is like, ‘What is it exactly that made you want to include this person?’ And then it’s a matter of figuring out what pushed my buttons when I first met them, what made me enjoy them so much. And, you know, making sure that this is the aspect of them that Mark and I focus on . . . because once I include someone in my circle, I don’t dump them.”

Giles D., corporate trainer: “In class, I seem to be able to sense when someone is disengaging from the group discussion, and I immediately draw them back into the conversation. Last week, we got into a lengthy discussion about performance appraisals, and one woman wasn’t talking at all. So I just said, ‘Monica, you’ve had performance appraisals. Any thoughts on the subject?’ I really think this has helped me as a teacher because when I don’t know the answer to something, very often it is the person I pull in who supplies the answer for me.”

Individualization sounds like this:

Les T., hospitality manager: “Carl is one of our best performers, but he still has to see me every week. He just wants a little encouragement and to check in, and he gets fired up a little bit after that meeting. Greg doesn’t like to meet very often, so there’s no need for me to bother him. And when we do meet, it’s really for me, not for him.”

Marsha D., publishing executive: “Sometimes I would walk out of my office and — you know how cartoon characters have those balloons over their head? I would see these little balloons over everyone’s head telling me what was in their minds. It sounds weird, doesn’t it? But it happens all the time.”

Andrea H., interior designer: “When you ask people what their style is, they find it hard to describe, so I just ask them, ‘What is your favorite spot in the house?’ And when I ask that, their faces light up, and they know just where to take me. From that one spot, I can begin to piece together the kind of people they are and what their style is.”

Questions

1. Talk to friends or coworkers to hear how they have used their talents to achieve.
2. How will you use your talents to achieve?