



STRENGTHS FINDER 2.0

StrengthsFinder 2.0 Report

Bud

Your Top 5 Themes

Achiever
Responsibility
Intellection
Input
Strategic

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

Achiever

Shared Theme Description

People who are especially talented in the Achiever theme have a great deal of stamina and work hard. They take great satisfaction from being busy and productive.

Your Personalized Strengths Insights

What makes you stand out?

By nature, you approach your work-related or academic assignments with a great deal of intensity. You are known for putting in long hours and working hard. Instinctively, you might read certain books, journals, files, correspondence, or Internet sites to prepare yourself for new assignments. Once in a while, you gather specific information, facts, data, or insiders' perspectives about an upcoming project. This newfound knowledge might lessen your trepidation — that is, anxiety and fear — about doing something for the first time. Chances are good that you can sometimes concentrate for hours at a time, especially to deepen your understanding or generate unique ideas by examining new information. The zest this adds to your life may explain why you are determined to acquire additional knowledge or skills at each opportunity. Driven by your talents, you might go through life gleaning bits of information to add to your storehouse of knowledge. Perhaps this partially satisfies your need to expand your thinking as well as broaden your skills. Rarely a stranger to hard work and long hours, you attempt to reinforce your grasp of a subject by reading, studying, discussing, or writing about it. From time to time, you may practice honing — that is, sharpening — a particular ability. Because of your strengths, you can be scholarly if you have a desirable goal to reach. Perhaps you are willing to examine certain topics for extended periods of time. This might satisfy your need for knowledge or your desire to make measurable progress.

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?

Responsibility

Shared Theme Description

People who are especially talented 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.

Your Personalized Strengths Insights

What makes you stand out?

By nature, you sometimes choose to work independently. Perhaps you give exceptionally mature consideration to each step of your plan before you launch projects or begin assignments. Maybe you set out to do everything right. Because of your strengths, you may want people to regard you as trustworthy, dependable, or reliable. Perhaps this yearning motivates you to do whatever you said you would do. Instinctively, you might find it difficult to extinguish your impulse to work hard. Your feelings of personal accountability might impel you to set few limits for yourself. Instead of watching the clock, you might lose track of time if immersed in simple or complex projects. Disregarding your official work schedule, you may stay late or arrive early to finish assignments. Perhaps you sense that you will somehow accomplish whatever you said you would do. It's very likely that you are sometimes driven from within to reach your goals as an individual performer. You might push yourself to excel by recalling the obligations you accepted or the promises you made. Chances are good that you try to finish the tasks you agreed to do. Perhaps you even overcome some unexpected problems. Occasionally you work longer hours when it is necessary. Maybe you do whatever you can to avoid breaking the promises you made to people.

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?

Intellection

Shared Theme Description

People who are especially talented in the Intellection theme are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions.

Your Personalized Strengths Insights

What makes you stand out?

Instinctively, you may relish conversations with specific people whose vocabularies are as sophisticated as their thinking. Discussing certain philosophies, theories, or concepts with them might prove to be exhilarating. Perhaps you do not have to translate this or that word or explain the basic points of a complex thought. You might like to ask questions and be readily understood. Occasionally you pull together insights so you can use some of this knowledge later. Driven by your talents, you may pay close attention to specific categories of current events. Some people merely recount what they heard, saw, or read. Perhaps you dive deeper into the topic. You might generate a few theories, concepts, or philosophies to explain some of the reasoning behind certain newsmakers' decisions. Sometimes you can gather information about events, policy statements, people, or crises. Your fresh insights might draw equally engaged thinkers into the conversation. By nature, you periodically look forward to attending certain presentations or seminars. While particular people grumble about having to participate, perhaps you know you will acquire a bit of new information. You may have a tendency to forge linkages between some of the speaker's statements and a few of your own concepts, philosophies, or theories. You might expand your knowledge base by engaging in lively discussions. Because of your strengths, you might notice that you choose to spend time with intelligent adults. Besides enjoying their company and mature thinking, perhaps you welcome the opportunity to engage in sophisticated, knowledgeable, and thoughtful conversation. You may amass ideas, theories, or concepts from some of these encounters. A few of the insights you gain may prove to be useful days, weeks, months, or even years later. It's very likely that you may treasure certain books or publications because they seem to provide you with the information you desire. You might regard the printed word as the gateway to a vast world of new ideas. Perhaps your quest to interpret events, grasp facts, or understand concepts is limitless. Sometimes you read to broaden your perspective on very familiar as well as altogether unfamiliar topics.

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?

Input

Shared Theme Description

People who are especially talented in the Input theme have a craving to know more. Often they like to collect and archive all kinds of information.

Your Personalized Strengths Insights

What makes you stand out?

By nature, you may want to acquire additional knowledge or gain new skills. Why? Perhaps you are naturally curious. Now and then, you work alone to help yourself commit information to memory. You might have a solitary place where you can practice a particular art, craft, sport, or science. Because of your strengths, you may feel an attachment to certain individuals you meet. Perhaps you take time to become better acquainted with some people. Occasionally you listen to their stories, ask them questions, and pay attention to their answers. In some instances, you might go out of your way to find common interests. Maybe each discovery gives you another reason to invite specific newcomers into your circle of friends, family, associates, teammates, or students. Instinctively, you may aspire to hold the topmost position, particularly in a big organization. This lofty goal occasionally motivates you to broaden your knowledge base, enhance skills you already possess, or acquire new ones. When opportunities to advance your career present themselves, you might be determined to be the best prepared and most knowledgeable candidate interviewed. You may welcome the chance to vie with certain people for important positions. Driven by your talents, you sometimes know what has gone wrong. You try to uncover facts. Perhaps you are not intimidated by an overwhelming amount of information. Like a detective, you might sort through it, attempting to identify pieces of evidence. Following a few leads, you might begin to see the big picture. Maybe you generate schemes for solving the problem. You might choose the best option after considering some of the prevailing circumstances, available resources, or desired outcomes. Chances are good that you now and then speak up when you feel you have something of value to contribute to a discussion. Perhaps you help others understand complicated ideas, procedures, policies, rules, plans, or systems by outlining them step by step.

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?

Strategic

Shared Theme Description

People who are especially talented in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.

Your Personalized Strengths Insights

What makes you stand out?

Chances are good that you may see solutions before other people know there is a problem. You might start formulating answers before your teammates, coworkers, or classmates understand the question. Sometimes you generate numerous ideas before sorting to the one that makes the most sense in a particular situation. By nature, you might appease — that is, calm — some people by using logic to reduce a task, process, program, routine, recipe, or machine to its simplest parts. Perhaps people appreciate your ability to explain why something that confuses them actually is easy to understand. Maybe you enliven your presentations by drawing diagrams, telling stories, or giving examples to illustrate your key points. It's very likely that you occasionally opt to work by yourself. Perhaps you trust your talents, knowledge, and skills in identifying problems. You might consider numerous solutions before you pinpoint an appropriate course of action. Sometimes questions and answers materialize without much effort on your part. Driven by your talents, you might acknowledge your ability to detect specific configurations in events, data, or people's behavior. Perhaps you identify trends or potential problems before anyone else notices them. Sometimes you help people examine the consequences of taking action or failing to take action. Instinctively, you might spot some emerging trends or problems others fail to notice. You sometimes generate innovative ideas before selecting the best option. Perhaps your proposals, coupled with your optimism, ignite people's enthusiasm for certain endeavors.

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

Achiever

Ideas for Action:

- ☐ Select jobs that allow you to have the leeway to work as hard as you want and in which you are encouraged to measure your own productivity. You will feel challenged and alive in these environments.
- ☐ As an achiever, you relish the feeling of being busy, yet you also need to know when you are “done.” Attach timelines and measurement to goals so that effort leads to defined progress and tangible outcomes.
- ☐ Remember to build celebration and recognition into your life. Achievers tend to move on to the next challenge without acknowledging their successes. Counter this impulse by creating regular opportunities to enjoy your progress and accomplishments.
- ☐ Your drive for action might cause you to find meetings a bit boring. If that’s the case, appeal to your Achiever talents by learning the objectives of each meeting ahead of time and by taking notes about progress toward those objectives during the meeting. You can help ensure that meetings are productive and efficient.
- ☐ Continue your education by attaining certifications in your area or specialty in addition to attending conferences and other programs. This will give you even more goals to achieve and will push your existing boundaries of accomplishment.
- ☐ You do not require much motivation from others. Take advantage of your self-motivation by setting challenging goals. Set a more demanding goal every time you finish a project.
- ☐ Partner with other hard workers. Share your goals with them so they can help you to get more done.
- ☐ Count personal achievements in your scoring “system.” This will help you direct your Achiever talents toward family and friends as well as toward work.
- ☐ More work excites you. The prospect of what lies ahead is infinitely more motivating than what has been completed. Launch initiatives and new projects. Your seemingly endless reserve of energy will create enthusiasm and momentum.
- ☐ Make sure that in your eagerness to do more at work, you do not skimp on quality. Create measurable outcome standards to guarantee that increased productivity is matched by enhanced quality.

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.

Responsibility

Ideas for Action:

- ☐ Emphasize your sense of responsibility when job hunting. During interviews, describe your desire to be held fully accountable for the success or failure of projects, your intense dislike of unfinished work, and your need to “make it right” if a commitment is not met.
- ☐ Keep volunteering for more responsibility than your experience seems to warrant. You thrive on responsibility, and you can deal with it very effectively.
- ☐ Align yourself with others who share your sense of responsibility. You will flourish when working with people who share your determination to get things done.
- ☐ Tell your manager that you work best when given the freedom to follow through on your commitments — that you don’t need to check in during a project, just at the end. You can be trusted to get it done.
- ☐ Push yourself to say no. Because you are instinctively responsible, it might sometimes be difficult to refuse opportunities. For this reason, you must be selective. Ask for more responsibility in only the areas that matter most to you.
- ☐ You naturally take ownership of every project you are involved in. Make sure that your capacity to own does not keep you from sharing responsibility. Allow others the opportunity to experience the challenges of ownership. In doing so, you will contribute to their growth and development.
- ☐ Learn to manage your Responsibility talents by considering whether you really are the person who should be handling a particular issue. Defer to your existing responsibilities and goals before undertaking additional burdens, as you may end up skimping on quality if you have too many tasks or competing demands.
- ☐ Partner with someone especially talented in Discipline or Focus. This person can help you stay on track and prevent you from becoming overloaded.
- ☐ Working with a like-minded, responsible colleague is satisfying for you. Be sure to clarify expectations and boundaries so that each person can feel ownership for his or her particular tasks — without stepping on each other’s toes.
- ☐ Responsible individuals like to know they have “delivered” on their commitments, so create metrics and goals to gauge how effectively you meet your obligations. Also, make sure you have explicit and concrete expectations so that there is no question regarding quality outcomes and so that you can hit the mark as promised.

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.

Intellection

Ideas for Action:

- ☐ Consider beginning or continuing your studies in philosophy, literature, or psychology. You will always enjoy subjects that stimulate your thinking.
- ☐ List your ideas in a log or diary. These ideas will serve as grist for your mental mill, and they might yield valuable insights.
- ☐ Deliberately build relationships with people you consider to be “big thinkers.” Their example will inspire you to focus your own thinking.
- ☐ People may think you are aloof or disengaged when you close your door or spend time alone. Help them understand that this is simply a reflection of your thinking style, and that it results not from a disregard for relationships, but from a desire to bring the most you can to those relationships.
- ☐ You are at your best when you have the time to follow an intellectual trail and see where it leads. Get involved on the front end of projects and initiatives, rather than jumping in at the execution stage. If you join in the latter stages, you may derail what has already been decided, and your insights may come too late.
- ☐ Engaging people in intellectual and philosophical debate is one way that you make sense of things. This is not the case for everyone. Be sure to channel your provocative questions to those who similarly enjoy the give and take of debate.
- ☐ Schedule time for thinking; it can be energizing for you. Use these occasions to muse and reflect.
- ☐ Take time to write. Writing might be the best way for you to crystallize and integrate your thoughts.
- ☐ Find people who like to talk about the same issues you do. Organize a discussion group that addresses your subjects of interest.
- ☐ Encourage people around you to use their full intellectual capital by reframing questions for them and by engaging them in dialogue. At the same time, realize that there will be some who find this intimidating and who need time to reflect before being put on the spot.

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.

Input

Ideas for Action:

- ☐ Look for jobs in which you are charged with acquiring new information each day, such as teaching, research, or journalism.
- ☐ Devise a system to store and easily locate information. This can be as simple as a file for all the articles you have clipped or as sophisticated as a computer database.
- ☐ Partner with someone with dominant Focus or Discipline talents. This person will help you stay on track when your inquisitiveness leads you down intriguing but distracting avenues.
- ☐ Your mind is open and absorbent. You naturally soak up information in the same way that a sponge soaks up water. But just as the primary purpose of the sponge is not to permanently contain what it absorbs, neither should your mind simply store information. Input without output can lead to stagnation. As you gather and absorb information, be aware of the individuals and groups that can most benefit from your knowledge, and be intentional about sharing with them.
- ☐ You might naturally be an exceptional repository of facts, data, and ideas. If that's the case, don't be afraid to position yourself as an expert. By simply following your Input talents, you could become known as the authority in your field.
- ☐ Remember that you must be more than just a collector of information. At some point, you'll need to leverage this knowledge and turn it into action. Make a point of identifying the facts and data that would be most valuable to others, and use this information to their advantage.
- ☐ Identify your areas of specialization, and actively seek more information about them.
- ☐ Schedule time to read books and articles that stimulate you.
- ☐ Deliberately increase your vocabulary. Collect new words, and learn the meaning of each of them.
- ☐ Identify situations in which you can share the information you have collected with other people. Also make sure to let your friends and colleagues know that you enjoy answering their questions.

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.

Strategic

Ideas for Action:

- ☐ Take the time to fully reflect or muse about a goal that you want to achieve until the related patterns and issues emerge for you. Remember that this musing time is essential to strategic thinking.
- ☐ You can see repercussions more clearly than others can. Take advantage of this ability by planning your range of responses in detail. There is little point in knowing where events will lead if you are not ready when you get there.
- ☐ Find a group that you think does important work, and contribute your strategic thinking. You can be a leader with your ideas.
- ☐ Your strategic thinking will be necessary to keep a vivid vision from deteriorating into an ordinary pipe dream. Fully consider all possible paths toward making the vision a reality. Wise forethought can remove obstacles before they appear.
- ☐ Make yourself known as a resource for consultation with those who are stumped by a particular problem or hindered by a particular obstacle or barrier. By naturally seeing a way when others are convinced there is no way, you will lead them to success.
- ☐ You are likely to anticipate potential issues more easily than others. Though your awareness of possible danger might be viewed as negativity by some, you must share your insights if you are going to avoid these pitfalls. To prevent misperception of your intent, point out not only the future obstacle, but also a way to prevent or overcome it. Trust your insights, and use them to ensure the success of your efforts.
- ☐ Help others understand that your strategic thinking is not an attempt to belittle their ideas, but is instead a natural propensity to consider all the facets of a plan objectively. Rather than being a naysayer, you are actually trying to examine ways to ensure that the goal is accomplished, come what may. Your talents will allow you to consider others' perspectives while keeping your end goal in sight.
- ☐ Trust your intuitive insights as often as possible. Even though you might not be able to explain them rationally, your intuitions are created by a brain that instinctively anticipates and projects. Have confidence in these perceptions.
- ☐ Partner with someone with strong Activator talents. With this person's need for action and your need for anticipation, you can forge a powerful partnership.
- ☐ Make sure that you are involved in the front end of new initiatives or enterprises. Your innovative yet procedural approach will be critical to the genesis of a new venture because it will keep its creators from developing deadly tunnel vision.

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.

Achiever sounds like this:

Melanie K., ER nurse: “I have to rack up points every day to feel successful. Today I’ve been here only half an hour, but I’ve probably racked up thirty points already. I ordered equipment for the ER, I had equipment repaired, I had a meeting with my charge nurse, and I brainstormed with my secretary about improving our computerized logbook. So on my list of ninety things, I have thirty done already. I’m feeling pretty good about myself right now.”

Ted S., salesperson: “Last year I was salesperson of the year out of my company’s three hundred salespeople. It felt good for a day, but sure enough, later that week, it was as if it never happened. I was back at zero again. Sometimes I wish I wasn’t an achiever because it can lead me away from a balanced life and toward obsession. I used to think I could change myself, but now I know I am just wired this way. This theme is truly a double-edged sword. It helps me achieve my goals, but on the other hand, I wish I could just turn it off and on at will. But, hey, I can’t. I can manage it and avoid work obsession by focusing on achieving in all parts of my life, not just work.”

Sara L., writer: “This theme is a weird one. First, it’s good because you live in pursuit of the perpetual challenge. But in the second place, you never feel as though you’ve reached your goal. It can keep you running uphill at seventy miles an hour for your whole life. You never rest because there’s always more to do. But, on balance, I think I would rather have it than not. I call it my ‘divine restlessness,’ and if it makes me feel as if I owe the present everything I have, then so be it. I can live with that.”

Responsibility sounds like this:

Nigel T., sales executive: “I used to think that there was a piece of metal in my hand and a magnet on the ceiling. I would just volunteer for everything. I have had to learn how to manage that because not only would I end up with too much on my plate, but I would also wind up thinking that everything was my fault. I realize now that I can’t be responsible for everything in the world — that’s God’s job.”

Kelly G., operations manager: “The country manager in Sweden called me in November and said, ‘Kelly, could you please not ship my inventory until January 1.’ I said, ‘Sure. Sounds like a good plan.’ I told my people about the plan and thought I had all the bases covered. On December 31, however, when I was checking my messages while on a ski slope, making sure everything was hunky-dory, I saw that his order had already been shipped and invoiced. I had to call immediately and tell him what happened. He’s a nice man, so he didn’t use any four-letter words, but he was very angry and very disappointed. I felt terrible. An apology wasn’t enough. I needed to fix it. I called our controller from the chalet, and that afternoon we figured out a way to put the value of his inventory back on our books and clean it off his. It took most of the weekend, but it was the right thing to do.”

Harry B., outplacement consultant: “I was just a young bank manager in one of the branches when the president of the company decided that he wanted to foreclose on a property. I said, ‘That’s fine, but we have a responsibility to give the people full value for their property.’ He didn’t see it that way. He wanted to sell the property to a friend of his for what was owed, and he said my problem was that I couldn’t separate my business ethics from my personal ethics. I told him that was correct. I couldn’t because I didn’t believe — and still don’t believe — that you can have two standards. So I quit the firm and went back to earning five dollars an hour working for the forestry service picking up trash. Since my wife and I were trying to support our two kids and make ends meet, it was a hard decision for me to make. But looking back, on one level, it really wasn’t hard at all. I simply couldn’t function in an organization with those kinds of ethics.”

Intellection sounds like this:

Lauren H., project manager: “I suppose that most people who meet me in passing presume that I am a flaming extrovert. I do not deny the fact that I love people, but they would be amazed to know how much time alone, how much solitude, I need in order to function in public. I really love my own company. I love solitude because it gives me a chance to allow my diffused focus to simmer with something else. That’s where my best ideas come from. My ideas need to simmer and ‘perk.’ I used this phrase even when I was younger: ‘I have put my ideas in, and now I have to wait for them to perk.’”

Michael P., marketing executive: “It’s strange, but I find that I need to have noise around me or I can’t concentrate. I need to have parts of my brain occupied; otherwise, it goes so fast in so many directions that I don’t get anything done. If I can occupy my brain with the TV or my kids running around, then I find I concentrate even better.”

Jorge H., factory manager and former political prisoner: “We used to get put into solitary confinement as a punishment, but I never hated it as much as the others did. You might think that you would get lonely, but I never did. I used the time to reflect on my life and sort out the kind of man I was and what was really important to me: my family, my values. In a weird way, solitary actually calmed me down and made me stronger.”

Input sounds like this:

Ellen K., writer: “Even as a child, I found myself wanting to know everything. I would make a game of my questions. ‘What is my question today?’ I would think up these outrageous questions, and then I would go looking for the books that would answer them. I often got in way over my head, deep into books that I didn’t have a clue about, but I read them because they had my answer someplace. My questions became my tool for leading me from one piece of information to another.”

John F., human resources executive: “I’m one of those people who thinks that the Internet is the greatest thing since sliced bread. I used to feel so frustrated, but now if I want to know what the stock market is doing in a certain area or the rules of a certain game or what the GNP of Spain is or other different things, I just go to the computer, start looking, and eventually find it.”

Kevin F., salesperson: “I am amazed at some of the garbage that collects in my mind, and I love playing Jeopardy and Trivial Pursuit and anything like that. I don’t mind throwing things away as long as they’re material things, but I hate wasting knowledge or accumulated knowledge or not being able to read something fully if I enjoy it.”

Strategic sounds like this:

Liam C., manufacturing plant manager: “It seems as if I can always see the consequences before anyone else can. I have to say to people, ‘Lift up your eyes; look down the road a ways. Let’s talk about where we are going to be next year so that when we get to this time next year, we don’t have the same problems.’ It seems obvious to me, but some people are just too focused on this month’s numbers, and everything is driven by that.”

Vivian T., television producer: “I used to love logic problems when I was a kid — you know, the ones where ‘if A implies B, and B equals C, does A equal C?’ Still today, I am always playing out repercussions, seeing where things lead. I think it makes me a great interviewer. I know that nothing is an accident; every sign, every word, every tone of voice has significance. So I watch for these clues and play them out in my head, see where they lead, and then plan my questions to take advantage of what I have seen in my head.”

Simon T., human resources executive: “We really needed to take the union on at some stage, and I saw an opportunity — a very good issue to take them on. I could see that they were going in a direction that would lead them into all kinds of trouble if they continued following it. Lo and behold, they did continue following it, and when they arrived, there I was, ready and waiting. I suppose it just comes naturally to me to predict what someone else is going to do. And then when that person reacts, I can respond immediately because I have sat down and said, ‘Okay, if they do this, we’ll do this. If they do that, then we’ll do this other thing.’ It’s like when you tack in a sailboat. You head in one direction, but you jinx one way, then another, planning and reacting, planning and reacting.”

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?