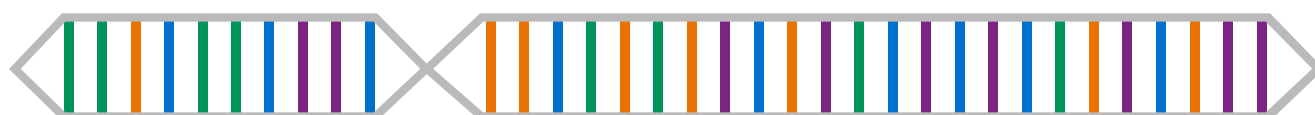


# Your CliftonStrengths 34 Results

You are uniquely powerful. Your distinct CliftonStrengths 34 profile sets you apart from everyone else. This is your talent DNA, shown in rank order based on your responses to the assessment.

Use this report to make the most of your strongest CliftonStrengths themes, navigate the rest and maximize your infinite potential:

- **Read and reflect on your results** to understand what you naturally do best.
- **Learn how to apply** your strongest CliftonStrengths every day.
- **Share your results with others** to create stronger relationships and improve teamwork.



## STRENGTHEN

- |     |                      |
|-----|----------------------|
| 1.  | <b>Strategic</b>     |
| 2.  | <b>Ideation</b>      |
| 3.  | <b>Communication</b> |
| 4.  | <b>Positivity</b>    |
| 5.  | <b>Learner</b>       |
| 6.  | Input                |
| 7.  | Empathy              |
| 8.  | Achiever             |
| 9.  | Arranger             |
| 10. | Developer            |

## NAVIGATE

- |     |                   |
|-----|-------------------|
| 11. | Activator         |
| 12. | Maximizer         |
| 13. | Connectedness     |
| 14. | Intellection      |
| 15. | Self-Assurance    |
| 16. | Context           |
| 17. | Woo               |
| 18. | Belief            |
| 19. | Individualization |
| 20. | Competition       |
| 21. | Consistency       |
| 22. | Futuristic        |
| 23. | Relator           |
| 24. | Responsibility    |
| 25. | Adaptability      |
| 26. | Discipline        |
| 27. | Includer          |
| 28. | Analytical        |
| 29. | Significance      |
| 30. | Focus             |
| 31. | Harmony           |
| 32. | Command           |
| 33. | Restorative       |
| 34. | Deliberative      |

You lead with **Strategic Thinking** CliftonStrengths themes.

■ **EXECUTING** themes help you make things happen.

■ **INFLUENCING** themes help you take charge, speak up and make sure others are heard.

■ **RELATIONSHIP BUILDING** themes help you build strong relationships that hold a team together.

■ **STRATEGIC THINKING** themes help you absorb and analyze information that informs better decisions.

READ "IDENTIFY YOUR UNIQUE CONTRIBUTION: THE CLIFTONSTRENGTHS DOMAINS" SECTION TO [LEARN MORE](#)

# Unleash Your Infinite Potential: Your Strongest CliftonStrengths



- 1. **Strategic**
- 2. **Ideation**
- 3. **Communication**
- 4. **Positivity**
- 5. **Learner**
- 6. **Input**
- 7. **Empathy**
- 8. **Achiever**
- 9. **Arranger**
- 10. **Developer**

## **The CliftonStrengths at the top of your profile are the most powerful.**

These themes represent how you are uniquely talented. They are the starting point for living your strongest life possible.

## **Develop these CliftonStrengths to maximize your potential**

Your greatest chance to succeed — at work or anywhere else — lies in strengthening what you naturally do best and doing more of it.

## **Start with your top five.**

They are your most powerful natural talents.

1. **Read everything about your top CliftonStrengths.** To make the most of your talents, you first need to understand them and how to describe them to others.
2. **Reflect on who you are.** Think about your experiences, your motivations and how you see yourself. Then, consider how your CliftonStrengths shape you: what you do, how you do it and why.
3. **Use these CliftonStrengths every day.** Start with the suggestions in this report for applying your most powerful CliftonStrengths.
4. **Watch out for blind spots.** Sometimes how you exhibit your strongest CliftonStrengths can cause unintended negative misperceptions. Read the "What Is a Weakness?" section to learn more about preventing your strongest CliftonStrengths from getting in your way.

## **Then focus on your CliftonStrengths 6-10.**

Apply the same strategies to make the most of your next five CliftonStrengths. You will excel and become the absolute best version of yourself when you take a strengths-based approach to your life. Do more of what you do best, and you'll feel more engaged, empowered and energized.

**STRATEGIC THINKING**

# 1. Strategic

**HOW YOU CAN THRIVE**

You create alternative ways to proceed. Faced with any given scenario, you can quickly spot the relevant patterns and issues.

**WHY YOUR STRATEGIC IS UNIQUE**

*These personalized Strengths Insights are specific to your CliftonStrengths results.*

Instinctively, you usually feel satisfied with life when your innovative thinking style is appreciated. You automatically pinpoint trends, notice problems, or identify opportunities many people overlook. Armed with this knowledge, you usually devise alternative courses of action. By evaluating the circumstances, available resources, and/or the potential consequences of each plan, you can select the best option.

Because of your strengths, you feel wonderful when people value your innovative and original ideas. You are likely to help them envision what can be accomplished in the coming months, years, or decades.

Driven by your talents, you long to know more so you remain on the cutting edge of your field or areas of interest. Your inventive mind usually generates more possibilities than you can handle or fund. Nonetheless, you are committed to acquiring knowledge and/or skills. You study everything involved in a situation and conceive entirely new ways of seeing or doing things. What you already know prompts you to ask questions and delve even deeper into a subject or problem.

Chances are good that you work diligently to invent alternative courses of action. You notice new as well as unusual configurations in facts, evidence, or data. Others, however, can see only separate, unrelated bits of information. You are fascinated by problems that puzzle, confound, or frustrate most people.

It's very likely that you probably feel very good about yourself and life in general when you know the exact words to express an idea or a feeling. Language has fascinated you since childhood. Your ever-expanding vocabulary often earns you compliments.

**WHY YOU SUCCEED USING STRATEGIC**

You quickly weigh alternative paths and determine the best one. Your natural ability to anticipate, play out different scenarios and plan ahead makes you an agile decision-maker.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Always have at least three options in mind so you can adapt if circumstances change.*

- Strengthen the groups you belong to by using your talent to discover the best path to success. Because you can do this quickly, it may look as if you are “winging it,” so explain yourself along the way to help others understand what you see.
- Schedule time each day to think about your goals and strategies. Time alone might be the best way for you to evaluate all your options and to find the right course of action for each goal.
- Trust your insights. Because you consider options so naturally and easily, you might not realize how you came up with a strategy. But because of your exceptional talents, it will likely be successful.
- Find a group that does important work, and contribute your strategic thinking. Your ideas and expert planning can make you a strong leader in any group.
- Be prepared to explain your thought process; sometimes people can misinterpret your Strategic talents as criticism of their ideas. Help them understand that, instead, you are considering what is already working well and what others have already done.

**WATCH OUT FOR BLIND SPOTS**

- When working with others, sometimes they may misinterpret your strong Strategic talents as criticism. Be mindful of what is already working well and what others have accomplished.
- Because you evaluate patterns and pathways so quickly, others might find it difficult to follow or understand your thought process. Be aware that sometimes, you might have to backtrack to explain how you got to where you are.

**STRATEGIC THINKING**

## 2. Ideation

**HOW YOU CAN THRIVE**

You are fascinated by ideas. You are able to find connections between seemingly disparate phenomena.

**WHY YOUR IDEATION IS UNIQUE**

*These personalized Strengths Insights are specific to your CliftonStrengths results.*

Because of your strengths, you are ecstatic — that is, thrilled — when you read about a novel concept or an original theory. Probably, the hope of discovering a new way of thinking motivates you to read a lot. You enjoy collecting a variety of information. You sense that one day you will find a proper use for it.

Driven by your talents, you contribute many innovative ideas to the group during brainstorming sessions. You tend to be highly imaginative when proposals are fully heard and any criticism is reserved for a later time.

Chances are good that you favor conversations where information, facts, or data are considered objectively — that is, emotions do not distort the truth. You pose questions, evaluate answers, and figure out how things work. Reducing an idea, theory, or process to its most basic parts provides you with many insights. You are likely to archive — that is, preserve — your discoveries so you can use them later.

It's very likely that you may be delighted when you can generate new and innovative ideas for doing certain tasks or projects. Perhaps you lose enthusiasm or become bored when you are forced to follow standard operating procedures. Periodically you wonder if you are in the right job or course of study when your creativity is stifled. Maybe you are frustrated by people who conclude that your inventive suggestions are forms of criticism or insubordination — that is, refusal to submit to authority.

Instinctively, you probably decide life is grand when you have more ideas to offer the group than anyone else. When you are excited about the details of an original thought, you are likely to insist people give you their undivided attention. Often your assertiveness surprises you as well as others.

**WHY YOU SUCCEED USING IDEATION**

You are fascinated by ideas. Because you enjoy looking at the world from different perspectives and are always searching for connections, you are a powerful and creative brainstorming partner.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Refine your creativity to inspire and energize yourself and others.*

- Make small changes in your work or home routines. Experiment. Play mental games with yourself. You likely get bored quickly, so these adjustments can keep you engaged.
- Take time to read, explore and think. Others' ideas and experiences can energize you and help you form new ideas.
- Understand the fuel for your Ideation talents. When do you get your best ideas? When you're talking with people? When you're reading? When you're simply listening or observing? Identify the circumstances when you get your best ideas so you can recreate them.
- Think through your ideas before you communicate them. Not everyone will be able to "connect the dots" of an interesting but incomplete idea and might dismiss it.
- Discuss your ideas with others. Because you have so many to share, you make brainstorming sessions exciting and productive. Their feedback will help you refine your thoughts.

**WATCH OUT FOR BLIND SPOTS**

- Your limitless thoughts and ideas can sometimes overwhelm and confuse people. Consider refining your ideas and sharing only the best so others won't reject them simply because they cannot follow your abstract thinking.
- You might struggle to follow through on the ideas you generate. Think about collaborating with someone who can help you turn your best ideas into real results.

**INFLUENCING**

## 3. Communication

**HOW YOU CAN THRIVE**

You generally find it easy to put your thoughts into words. You are a good conversationalist and presenter.

**WHY YOUR COMMUNICATION IS UNIQUE**

*These personalized Strengths Insights are specific to your CliftonStrengths results.*

It's very likely that you welcome the opportunity to regale people with your stories. Witty and engaging, your verbal exchanges generate excitement. You frequently capture and keep your audience's attention.

Chances are good that you feel a lot better about yourself and your life in general when you can talk with old friends, new acquaintances, or even total strangers. Your finesse — that is, talent and diplomacy — with language allows you to enliven stories, fine-tune examples, or describe amusing incidents. Many people are fascinated by your command of the spoken word. This explains why they enjoy your company.

By nature, you derive much personal pleasure from reading. Because you continually fill your mind with fresh ideas, you probably can enliven formal discussions or season casual conversations with many interesting facts or stories.

Driven by your talents, you have a knack for talking to others. You know how to engage people in discussions. You encourage them to share their stories, ideas, and feelings. You have much to contribute to the dialogue. You look for opportunities to express yourself as often as possible. You routinely acknowledge and affirm each person's comments.

Because of your strengths, you hope just about every person you encounter greets you warmly, thinks well of you, and chooses to spend more time with you. You truly enjoy the company of others. You trust they feel the same way.

**WHY YOU SUCCEED USING COMMUNICATION**

You are good at capturing people's attention by what you say and how you say it. Your ability to find words for your own and others' thoughts and feelings highlights important messages and helps you make meaningful connections.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Use your gift for stimulating conversation to connect with and inspire others.*

- Monitor your audience. Carefully watch how they react to what you say and what engages them. Identify the words and phrases that caught their attention. Refine your upcoming presentations, conversations and speeches to focus on these highlights.
- Keep getting smarter about the words you use. They are a critical currency for you. Spend them wisely, and monitor their impact.
- Take your Communication talents to the level of strength by developing your knowledge and expertise in specific areas. You can be highly effective and influential when your message has substance.
- Keep your best stories top of mind, and practice telling them so you get better each time. You excel at capturing people's attention.
- Use your talents to build consensus among your peers. Get them talking, and help them put their ideas or feelings into words.

**WATCH OUT FOR BLIND SPOTS**

- Because you are naturally verbal and instinctively share your thoughts, you may not realize when you are monopolizing a discussion. Try to be mindful of when other people have something to say, and consider pausing so they can say it.
- Remember that your words are not always enough to motivate others. Take time to listen and pay attention to what others are saying — and not saying.



**RELATIONSHIP BUILDING**

## 4. Positivity

**HOW YOU CAN THRIVE**

You have contagious enthusiasm. You are upbeat and can get others excited about what they are going to do.

**WHY YOUR POSITIVITY IS UNIQUE**

*These personalized Strengths Insights are specific to your CliftonStrengths results.*

It's very likely that you read for relaxation and pleasure. Your carefree, cheerful, and easygoing approach to life is apt to be reflected in the types of books or publications you regularly peruse — that is, examine studiously. Whenever you can pull together lots of information, ideas, or facts for later use, you feel quite content.

Driven by your talents, you typically are more cheerful when you have an audience who appreciates the stories you tell. Attentive listeners actually bolster your confidence and give you the energy you need to keep talking.

Instinctively, you view your life much more favorably when you can say, "I gave that project my best effort, and I am pleased about the things I did right."

Chances are good that you are guileless — that is, candid and frank — about what you think and feel. With ease, you reveal many details regarding your past, your present circumstances, and your future prospects. Many individuals appreciate your plainspoken and open style. You spend little, if any, time pretending you can do or be something you know you cannot. You often win lots of new friends by being completely open about yourself.

By nature, you realize the quality of your life dramatically improves when you are surrounded by the loveliness of nature and enthralled — that is, held spellbound — by the artistry of human beings.

**WHY YOU SUCCEED USING POSITIVITY**

You have an infectious energy and enthusiasm. As someone who offers genuine encouragement and an optimistic outlook on life, you have the power to make people feel better when you are around.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Help others see the humor and positive side of life.*

- Encourage others to keep their eyes on the positive by helping them see what's going well for them.
- Arm yourself with good stories, jokes and sayings to lighten the mood. Never underestimate the effect that you can have on others. Many people likely rely on your optimism to help them rise above their daily frustrations.
- Celebrate. Whether it's a holiday, an event or someone's success, be the one to plan the party. Turn small achievements into big events, or host regular celebrations that others can look forward to.
- Get involved in activities where you can inject drama, excitement and humor.
- Avoid negative people who bring you down. Instead, spend time with people who find the same humor in the world that you do. You will energize each other.

**WATCH OUT FOR BLIND SPOTS**

- Sometimes your optimism and generosity with praise might come off as superficial, naïve or insincere. Make sure your positivity and admiration are always genuine; you can do more damage with false praise than with criticism.
- Be careful not to point out the positive side of a bad situation before others have the chance to fully vent. Acknowledge that sometimes people are not ready to hear the bright side and just need you to listen.

**STRATEGIC THINKING**

## 5. Learner

**HOW YOU CAN THRIVE**

You have a great desire to learn and want to continuously improve. The process of learning, rather than the outcome, excites you.

**WHY YOUR LEARNER IS UNIQUE**

*These personalized Strengths Insights are specific to your CliftonStrengths results.*

Because of your strengths, you usually equate education — formal and informal — with understanding more about something today than you understood about it yesterday.

It's very likely that you are grateful when your questions are answered, your studies yield new information, or your knowledge increases. You routinely deepen your understanding through conversations, the media, the Internet, books, or classes. You resist spending the majority of your time on topics that are not in line with your natural abilities. Instead, you choose to take advantage of your talents — and by doing so, you consistently produce topnotch results.

Chances are good that you are a history buff — that is, someone ardently devoted to studying the past. You are especially drawn to firsthand accounts of global conflicts. You link people to events and trace timelines. You are likely to examine major battles from the perspective of foes and allies as well as neutral parties. The sum of your findings probably allows you to determine what started and eventually ended each war.

Driven by your talents, you may feel life is wonderful when you can channel your mental or physical energy into things that intrigue you. Perhaps your interest is piqued — that is, awakened or aroused — by certain activities, ideas, problems, opportunities, or people.

By nature, you might register for high level courses or honors classes. Why? Perhaps you are attracted to subjects that are not easy to comprehend. Occasionally you trust yourself enough to test your mental endurance and agility.

**WHY YOU SUCCEED USING LEARNER**

You love to learn, and you intuitively know how you learn best. Your natural ability to pick up and absorb information quickly and to challenge yourself to continually learn more keeps you on the cutting edge.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Use your passion for learning to add value to your own and others' lives.*

- Become an early adopter of new technology, and keep your coworkers, friends and family informed. You learn quickly, and others will appreciate when you share and explain cutting-edge developments to them.
- Respect your desire to learn. Take advantage of educational opportunities in your community or at work. Discipline yourself to sign up for at least one new course or class each year.
- Find opportunities to expand your knowledge. Take on increasingly difficult topics, courses or projects. You love the challenge of a steep learning curve, so beware of learning plateaus.
- Be a catalyst for change. New rules, skills or circumstances might intimidate others. Your willingness to absorb new and different factors can calm their fears.
- Keep track of your learning progress. If a skill or topic has distinct levels or stages of learning, celebrate your progression from one level to the next. If not, create them for yourself. For example, set a goal of reading five books on a new subject.

**WATCH OUT FOR BLIND SPOTS**

- You place a high value on learning and studying, and you may tend to impose this value on others. Be sure to respect others' motivations, and resist pushing them toward learning for learning's sake.
- You love the process of learning so much that the outcome might not matter to you. Be careful not to let the process of knowledge acquisition get in the way of your results and productivity.

**STRATEGIC THINKING**

## 6. Input

**HOW YOU CAN THRIVE**

You have a need to collect and archive. You may accumulate information, ideas, artifacts or even relationships.

**WHY YOU SUCCEED USING INPUT**

You seek and store information. Your pursuit of mastery and access to knowledge empowers you to make credible and well-informed decisions.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Keep exploring; always be curious.*

- Find out more about areas you want to specialize in. Consider jobs or volunteer opportunities where you can acquire and share information every day, such as teaching, journalism or research work.
- Regularly read books and articles that motivate you. Increase your vocabulary by collecting new words and learning their meaning.
- Devise a system to store and easily locate information you have found so you can access it quickly. Use whatever approach works best for you — a file for articles you have saved, a database or spreadsheet, or a list of your favorite websites.

**WATCH OUT FOR BLIND SPOTS**

- Unrestrained input can lead to intellectual or physical clutter. Consider occasionally taking inventory and purging what you don't need so that your surroundings — and your mind — don't become overloaded.
- You might have a tendency to give people so much information or so many resources that you can overload and overwhelm them. Before you share your discoveries with others, consider sorting out what is most meaningful so they don't lose interest.

**RELATIONSHIP BUILDING**

## 7. Empathy

**HOW YOU CAN THRIVE**

You can sense other people's feelings by imagining yourself in others' lives or situations.

**WHY YOU SUCCEED USING EMPATHY**

You have great emotional depth. Your awareness of the expression, value and implications of others' emotions makes them feel like you understand them.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Appreciate and refine your gift for understanding others' thoughts and feelings.*

- Create a list of great questions that help others describe their emotions and experiences. Experiment using these questions with friends. Refine your list by keeping the questions that best help others express their thoughts and feelings.
- Practice refining the words you use to name your own feelings as well as those you observe in others. Try this: Journal your emotions for one week. Stop throughout the day to capture what you are feeling. Try to use different words to describe your experience each time.
- Be sure to decompress at the end of each day. Develop a routine that allows you to unwind and relax. If you don't, at times, the depth of your emotions might overwhelm or drain you.

**WATCH OUT FOR BLIND SPOTS**

- Pay attention to your energy levels. Constantly experiencing others' emotions can be draining, so try to occasionally disconnect from all the emotions so you don't get burned out.
- Because you are so sensitive to others' emotions, some people might think you are prying or overinvolved in their lives. Be careful not to overstep when others prefer to keep their feelings to themselves.

**EXECUTING**

## 8. Achiever

**HOW YOU CAN THRIVE**

You work hard and possess a great deal of stamina. You take immense satisfaction in being busy and productive.

**WHY YOU SUCCEED USING ACHIEVER**

You love to complete tasks, and your accomplishments fulfill you. You have a strong inner drive — an innate source of intensity, energy and power that motivates you to work hard to get things done.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Bring intensity and effort to the most important areas of your life.*

- Set challenging goals. Take advantage of your self-motivation with a more ambitious goal every time you finish a project.
- Take time to celebrate each success before moving on to your next item or task, even for just a few minutes.
- Limit your commitments to projects or assignments that align with your highest priorities as much as you can.

**WATCH OUT FOR BLIND SPOTS**

- You might get frustrated when others don't work as hard as you do, and they might see you as too demanding. Remember that not everyone has the same high expectations for themselves or is driven to work as hard as you are.
- Your pressing need to get things done might cause you to take on projects or agree to deadlines before you know everything that's involved. Before you commit to something, make sure you have the time and resources you need to do it right.

**EXECUTING**

## 9. Arranger

**HOW YOU CAN THRIVE**

You can organize, but you also have a flexibility that complements this ability. You like to determine how all of the pieces and resources can be arranged for maximum productivity.

**WHY YOU SUCCEED USING ARRANGER**

You have a natural ability to coordinate people and resources for maximum effectiveness.  
Your creative flexibility in complex situations leads to greater efficiency.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Improve effectiveness and efficiency by reorganizing resources.*

- Volunteer your talent to organize. You enjoy being part of a team, and you can keep a group project moving toward its goal when you make suggestions for improving your work environment.
- Look for opportunities where you can multitask. Because of your expertise at juggling schedules and people, you will enjoy managing all the moving parts.
- Explain to others that your flexibility doesn't mean your priorities are constantly changing. You are simply looking for better ways to implement them.

**WATCH OUT FOR BLIND SPOTS**

- Your tendency to continually reorganize tasks, projects and people might confuse others. Take time to explain your approach and how it can work better.
- People with dominant Arranger talents tend to claim responsibility for and take personal ownership of projects, processes and people. Be aware that when you assume control without asking, you might irritate others or discourage them from taking responsibility.



**RELATIONSHIP BUILDING**

## 10. Developer

**HOW YOU CAN THRIVE**

You recognize and cultivate the potential in others. You spot the signs of each small improvement and derive satisfaction from evidence of progress.

**WHY YOU SUCCEED USING DEVELOPER**

You see the raw potential in people and even small signs of progress as you actively invest in their development. Your encouragement helps others learn, grow and improve.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

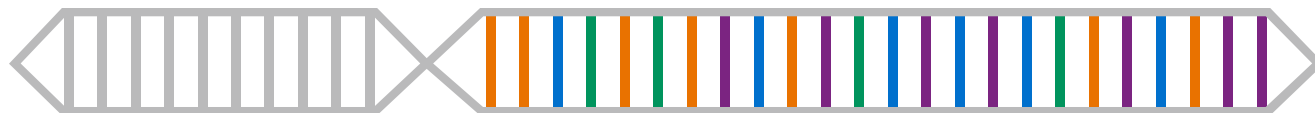
*Recognize and cultivate the potential in others.*

- Make a list of people you would like to coach or mentor — people whose potential, signs of growth and strengths you have noticed. Offer to meet with them regularly, even if only for a few minutes, to discuss their goals and strengths.
- Call, text or email people who need your encouragement the most. Your natural ability to nurture and inspire might be just what they need to hear.
- Try not to spend all your time encouraging people who are consistently struggling in their role. Sometimes the best developmental action is to help them find a different role — one that fits.

**WATCH OUT FOR BLIND SPOTS**

- You may become overinvested in someone's development and feel personally responsible if they are struggling. Accept that sometimes, the best option is for them to find their own path forward.
- Be careful not to devote so much time to other people that you forget to invest in your own development. Remember that you can't help others if you don't take time to work on yourself.

# Navigate the Rest of Your CliftonStrengths



- 11. Activator
- 12. Maximizer
- 13. Connectedness
- 14. Intellection
- 15. Self-Assurance
- 16. Context
- 17. Woo
- 18. Belief
- 19. Individualization
- 20. Competition
- 21. Consistency
- 22. Futuristic
- 23. Relator
- 24. Responsibility
- 25. Adaptability
- 26. Discipline
- 27. Includer
- 28. Analytical
- 29. Significance
- 30. Focus
- 31. Harmony
- 32. Command
- 33. Restorative
- 34. Deliberative

Your greatest opportunity to reach your full potential is developing and using your strongest CliftonStrengths. But it is also important to understand all 34 of your CliftonStrengths themes.

## Your unique CliftonStrengths 34 profile

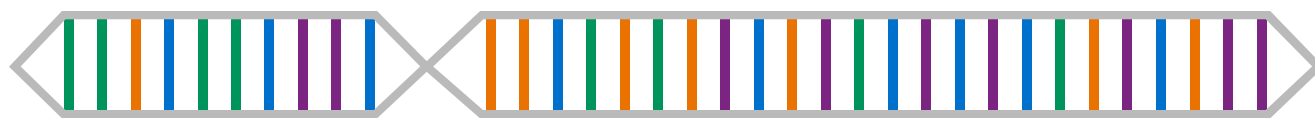
The themes toward the top of your CliftonStrengths 34 profile might show up regularly in your life, and the ones closer to the bottom might not show up at all.

To fully understand your talent DNA, consider how all your CliftonStrengths themes, separately or in combination, influence your work and personal life. In addition to concentrating on your top 10 themes:

- **Navigate the middle.** You might notice these CliftonStrengths themes in your behaviors from time to time. And you may need to rely on them in certain situations. Think of these themes as a support system you can use when you need to.
- **Manage the bottom.** Just as your top CliftonStrengths show you who you are, those at the bottom may tell you who you are not. They aren't necessarily weaknesses, but they are your least powerful themes. If you don't manage them properly, they could prevent you from maximizing your potential.
- **Identify weaknesses.** To determine if any themes are getting in your way, review the "What Is a Weakness?" section on the next page, and find out how to overcome potential obstacles to your success.

To learn more about your entire CliftonStrengths profile, see the "Your CliftonStrengths 34 Theme Sequence" section at the end of the report.

# What Is a Weakness?



1. Strategic
2. Ideation
3. Communication
4. Positivity
5. Learner
6. Input
7. Empathy
8. Achiever
9. Arranger
10. Developer
11. Activator
12. Maximizer
13. Connectedness
14. Intellection
15. Self-Assurance
16. Context
17. Woo
18. Belief
19. Individualization
20. Competition
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32. Command
33. Restorative
34. Deliberative

Focusing on your CliftonStrengths doesn't mean you can ignore your weaknesses.

## **Gallup defines a weakness as anything that gets in the way of your success.**

While the CliftonStrengths assessment does not mathematically quantify weaknesses, you can use your profile to understand how *any* of your CliftonStrengths themes might prevent you from maximizing your potential.

Your strongest CliftonStrengths are your best opportunity for success. But in some situations and with some people, these same themes can hinder your effectiveness and become blind spots.

The themes at the bottom of your profile can also get in the way of your success. They aren't necessarily weaknesses, but they likely do not come naturally to you.

## **To identify potential weaknesses, ask yourself:**

- Does this theme ever undermine my success?
- Have I ever received negative feedback related to this theme?
- Does my role require me to use this theme, but I feel drained when I do?

If you answered yes to any of these questions, you may be discovering areas of weakness. Don't ignore your weaknesses. Instead, focus on your strengths, and work to manage the areas that get in your way.

## **How do I manage my weaknesses?**

- Claim them: Know your weaknesses and how they get in your way
- Collaborate: Ask partners for support
- Apply a strength: Use a different theme to achieve a better outcome
- Just do it: Lean in and do your best

# Identify Your Unique Contribution: The CliftonStrengths Domains

While your CliftonStrengths 34 profile helps you understand *who* you are, there is also power in knowing *how* you make things happen, influence others, build relationships and process information. The framework of the four CliftonStrengths domains — Executing, Influencing, Relationship Building and Strategic Thinking — is another way to think about your CliftonStrengths and how you contribute when you join, create or lead a team.

The best teams are made up of individuals who understand their own — and others' — unique contribution to the team. This awareness and appreciation empowers the team to be more cohesive, versatile, productive and engaged.

However, be careful not to let the four domains limit your thinking. If you don't have any top themes in a particular domain, don't worry. That doesn't mean you can't think strategically or build relationships, for example. Everyone accomplishes tasks, influences others, builds relationships and processes information. You just use your stronger themes in different domains to get to the same outcome.

The next page shows you how your unique CliftonStrengths profile sorts into the four domains. Knowing which domain you lead with can help you understand your most powerful contribution.

## The CliftonStrengths Domains

### EXECUTING

**People with dominant Executing themes make things happen.**

### INFLUENCING

**People with dominant Influencing themes take charge, speak up and make sure others are heard.**

### RELATIONSHIP BUILDING

**People with dominant Relationship Building themes build strong relationships that hold a team together and make it greater than the sum of its parts.**

### STRATEGIC THINKING

**People with dominant Strategic Thinking themes absorb and analyze information that informs better decisions.**

# You lead with **Strategic Thinking** CliftonStrengths themes.

You know how to help individuals absorb and analyze information that can inform better decisions.



This chart shows the relative distribution of your unique CliftonStrengths 34 results across the four domains. These categories are a good starting point for you to examine where you have the most potential to perform with excellence and how you can best contribute to a team.

See chart below for more detail about your CliftonStrengths by domain.

## Your CliftonStrengths by Domain

EXECUTING		INFLUENCING		RELATIONSHIP BUILDING		STRATEGIC THINKING	
8 Achiever	26 Discipline	11 Activator	12 Maximizer	25 Adaptability	27 Includer	28 Analytical	6 Input
9 Arranger	30 Focus	32 Command	15 Self-Assurance	13 Connectedness	19 Individualization	16 Context	14 Intellection
18 Belief	24 Responsibility	3 Communication	29 Significance	10 Developer	4 Positivity	22 Futuristic	5 Learner
21 Consistency	33 Restorative	20 Competition	17 Woo	7 Empathy	23 Relator	2 Ideation	1 Strategic
34 Deliberative				31 Harmony			

# Take Action

Discovering your CliftonStrengths is only the beginning. Achieving excellence depends on your ability to develop and apply your CliftonStrengths and maximize your potential.

Now, take the next steps:

- **Share your CliftonStrengths with others.** Conversations with those closest to you can accelerate your CliftonStrengths development.
- **Find a Gallup-Certified Strengths Coach.** A coach can help you learn to productively apply your CliftonStrengths regardless of the situation.
- **Apply your strongest CliftonStrengths every day.** Read the suggestions in your report, and use the following statements to guide you.

## HOW YOU CAN THRIVE WITH YOUR TOP CLIFTONSTRENGTHS

### Strategic

Always have at least three options in mind so you can adapt if circumstances change.

### Ideation

Refine your creativity to inspire and energize yourself and others.

### Communication

Use your gift for stimulating conversation to connect with and inspire others.

### Positivity

Help others see the humor and positive side of life.

### Learner

Use your passion for learning to add value to your own and others' lives.

### Input

Keep exploring; always be curious.

### Empathy

Appreciate and refine your gift for understanding others' thoughts and feelings.

### Achiever

Bring intensity and effort to the most important areas of your life.

### Arranger

Improve effectiveness and efficiency by reorganizing resources.

### Developer

Recognize and cultivate the potential in others.

# Your CliftonStrengths 34 Theme Sequence

## 1. Strategic

### STRATEGIC THINKING

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

## 2. Ideation

### STRATEGIC THINKING

People exceptionally talented in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.

## 3. Communication

### INFLUENCING

People exceptionally talented in the Communication theme generally find it easy to put their thoughts into words. They are good conversationalists and presenters.

## 4. Positivity

### RELATIONSHIP BUILDING

People exceptionally talented in the Positivity theme have contagious enthusiasm. They are upbeat and can get others excited about what they are going to do.

## 5. Learner

### STRATEGIC THINKING

People exceptionally talented in the Learner theme have a great desire to learn and want to continuously improve. The process of learning, rather than the outcome, excites them.

## 6. Input

### STRATEGIC THINKING

People exceptionally talented in the Input theme have a need to collect and archive. They may accumulate information, ideas, artifacts or even relationships.

## 7. Empathy

### RELATIONSHIP BUILDING

People exceptionally talented in the Empathy theme can sense other people's feelings by imagining themselves in others' lives or situations.

## 8. Achiever

### EXECUTING

People exceptionally talented in the Achiever theme work hard and possess a great deal of stamina. They take immense satisfaction in being busy and productive.

## 9. Arranger

### EXECUTING

People exceptionally talented in the Arranger theme can organize, but they also have a flexibility that complements this ability. They like to determine how all of the pieces and resources can be arranged for maximum productivity.

## 10. Developer

### RELATIONSHIP BUILDING

People exceptionally talented in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and derive satisfaction from evidence of progress.

## 11. Activator

### INFLUENCING

People exceptionally talented in the Activator theme can make things happen by turning thoughts into action. They want to do things now, rather than simply talk about them.

## 12. Maximizer

### INFLUENCING

People exceptionally talented 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.

## 13. Connectedness

### RELATIONSHIP BUILDING

People exceptionally talented in the Connectedness theme have faith in the links among all things. They believe there are few coincidences and that almost every event has meaning.

## 14. Intellection

### STRATEGIC THINKING

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

## 15. Self-Assurance

### INFLUENCING

People exceptionally talented in the Self-Assurance theme feel confident in their ability to take risks and manage their own lives. They have an inner compass that gives them certainty in their decisions.

## 16. Context

### STRATEGIC THINKING

People exceptionally talented in the Context theme enjoy thinking about the past. They understand the present by researching its history.

## 17. Woo

### INFLUENCING

People exceptionally talented 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 someone.

## 18. Belief

### EXECUTING

People exceptionally talented in the Belief theme have certain core values that are unchanging. Out of these values emerges a defined purpose for their lives.

## 19. Individualization

### RELATIONSHIP BUILDING

People exceptionally talented in the Individualization theme are intrigued with the unique qualities of each person. They have a gift for figuring out how different people can work together productively.

## 20. Competition

### INFLUENCING

People exceptionally talented in the Competition theme measure their progress against the performance of others. They strive to win first place and revel in contests.

## 21. Consistency

### EXECUTING

People exceptionally talented in the Consistency theme are keenly aware of the need to treat people the same. They crave stable routines and clear rules and procedures that everyone can follow.

## 22. Futuristic

### STRATEGIC THINKING

People exceptionally talented in the Futuristic theme are inspired by the future and what could be. They energize others with their visions of the future.

## 23. Relator

### RELATIONSHIP BUILDING

People exceptionally talented in the Relator theme enjoy close relationships with others. They find deep satisfaction in working hard with friends to achieve a goal.

## 24. Responsibility

### EXECUTING

People exceptionally 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.

## 25. Adaptability

### RELATIONSHIP BUILDING

People exceptionally talented 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.

## 26. Discipline

### EXECUTING

People exceptionally talented in the Discipline theme enjoy routine and structure. Their world is best described by the order they create.

## 27. Includer

### RELATIONSHIP BUILDING

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

## 28. Analytical

### STRATEGIC THINKING

People exceptionally talented in the Analytical theme search for reasons and causes. They have the ability to think about all of the factors that might affect a situation.



## 29. Significance

### INFLUENCING

People exceptionally talented in the Significance theme want to make a big impact. They are independent and prioritize projects based on how much influence they will have on their organization or people around them.

## 30. Focus

### EXECUTING

People exceptionally talented in the Focus theme can take a direction, follow through and make the corrections necessary to stay on track. They prioritize, then act.

## 31. Harmony

### RELATIONSHIP BUILDING

People exceptionally talented in the Harmony theme look for consensus. They don't enjoy conflict; rather, they seek areas of agreement.

## 32. Command

### INFLUENCING

People exceptionally talented in the Command theme have presence. They can take control of a situation and make decisions.

## 33. Restorative

### EXECUTING

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

## 34. Deliberative

### EXECUTING

People exceptionally talented in the Deliberative theme are best described by the serious care they take in making decisions or choices. They anticipate obstacles.