



StrengthsFinder 2.0 Report

Strengths Insight and Action-Planning Guide

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Your Top 5 Themes

Strategic
Individualization
Adaptability
Activator
Maximizer

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

[Section III: Achievement](#)

- 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

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?

It's very likely that you can design innovative plans. You probably raise issues and identify recurring obstacles as you generate tactical options. Problems and possible solutions become apparent to you. Once you outline action steps, you quickly execute them one by one. You refuse to waste time questioning your ideas after everything has been set into motion. By nature, you select the right combination of words to convey your ideas or feelings. In the middle of discussions, your vocabulary provides you with precise phrases and terminology. You probably express yourself with ease and grace. Instinctively, you customarily pinpoint the core problems and identify the best solutions. You artfully and skillfully eliminate distractions. This helps people gain a clear understanding of what is happening and why it is happening. You frequently identify ways to transform an obstacle into an opportunity. Because of your strengths, you notice that multiple solutions to nagging problems automatically pop into your mind. You usually study each option from many different angles. After carefully evaluating the entire situation, you likely choose the alternative that makes the most sense. Why? You habitually aim to outscore or outperform most of your rivals most of the time. Chances are good that you can reconfigure factual information or data in ways that reveal trends, raise issues, identify opportunities, or offer solutions. You bring an added dimension to discussions. You make sense out of seemingly unrelated information. You are likely to generate multiple action plans before you choose the best one.

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?

It's very likely that you sometimes like to assist people. Why? Maybe failure to act violates one of your core values. You may hope your actions or good examples will make the world a little bit better tomorrow than it is today. Driven by your talents, you may be willing to juggle multiple tasks at the same time when it helps a person or a group handle a complicated project. Perhaps individuals who do their best work when they can concentrate on one activity appreciate having you as a partner. Chances are good that you have quick and ready insights into how each human being is unique and distinct from everyone else. Diversity intrigues you. You are apt to be open to individuals who possess talents, skills, and knowledge that vastly differ from your own. Because of your strengths, you might enjoy working by yourself for hours, days, weeks, or even months on tasks that benefit others. Occasionally you prefer solitude when you have a job to finish. By nature, you now and then are called upon by your coworkers, teammates, classmates, or family members to help them do things differently. Perhaps they count on you to generate ideas for novel tasks, unusual assignments, out-of-the-ordinary trips, or original entertainment.

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?

Adaptability

Shared Theme Description

People who are especially 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.

Your Personalized Strengths Insights

What makes you stand out?

Driven by your talents, you may appreciate people who are not worrywarts. You might work better with individuals who avoid fretting over unimportant details. These people might approach everyday situations or crises with an inner calmness that frees you to modify plans, rules, processes, or assignments. Because of your strengths, you react to situations as they occur. You rely on your intuition to make the right choices. By nature, you picture yourself handling situations and issues that could arise in the coming months, years, or decades. You mentally rehearse what you plan to do in various worst-case and best-case scenarios. Your forethought prepares you to deal with whatever happens. You are a flexible person. You are not easily flustered by unexpected events, problems, or opportunities. Chances are good that you allow your life to unfold naturally. You trust you will find your path as it evolves. You resist being tied to predetermined plans and standardized systems. You prefer to experience life in the moment. You are eager to see where it takes you. Instinctively, you make plans as you move into and through your day. Not being bound to a strict timeline or action plan frees you to deal with problems or take advantage of opportunities at the moment they arise.

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?

Activator

Shared Theme Description

People who are especially talented in the Activator theme can make things happen by turning thoughts into action. They are often impatient.

Your Personalized Strengths Insights

What makes you stand out?

It's very likely that you often scare people by comparing your performance to theirs. They probably grow quite edgy as your drive to be the best becomes more evident to them. You typically take advantage of your rivals' timidity — that is, lack of boldness and determination. By doing so, you likely earn the best scores, ratings, or rankings. Chances are good that you realize that individuals can be easily threatened by your proficiency with various topics or skills. You intentionally use your authority and mastery to convey a sense of urgency. This prompts certain people to comply with your wishes. Simply put: You have a way of taking charge and moving others to action. Instinctively, you rely on your upbeat attitude to help people feel enthusiastic about life. You regularly direct their attention to what is good, beautiful, delightful, right, or possible. Others usually notice it is difficult to feel downcast — that is, in low spirits or dejected — when in your presence. Driven by your talents, you purposely interject highly technical language into your conversations — language that may be understood by a limited number of people. Your vocabulary, in and of itself, tends to alert listeners that your ideas and opinions carry extra weight. Simply put: Your air of authority causes individuals to take quite seriously whatever you tell them. By nature, you want to be in charge. As soon as you have made up your mind, you are eager to get started. People who interfere with your progress probably irritate 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?

Maximizer

Shared Theme Description

People who are especially 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.

Your Personalized Strengths Insights

What makes you stand out?

Because of your strengths, you apply your expertise, knowledge, or skills to opportunities that offer you the greatest potential for personal or professional advancement. You optimize — that is, make the most of — your talents by intentionally using them on a daily basis. It's very likely that you intentionally build your vocabulary to include theoretical, intricate, technical, or difficult-to-understand words. For you, this is an ongoing process. Understandably, you prefer to spend time with people who recognize and appreciate your mastery of language. These individuals value the sophisticated terminology you use with ease. They are likely to ask you what a word or phrase means. These inquiries spotlight your specialized or extensive vocabulary. Instinctively, you are aware of what you do naturally and well. You prefer to leverage your talents rather than spend time trying to overcome your shortcomings. You expect excellence from yourself and others. Being average at best and mediocre at worst is unacceptable to you. Chances are good that you recognize your ability to involve different sorts of individuals in your life. Many people recall that you were the first person to welcome them with open arms, an open heart, or an open mind. Driven by your talents, you often accommodate the unique talents of people. Characteristically you accept human beings just as they are. You argue that excellent outcomes are produced by people who have ample opportunities each day to do what they do well.

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

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.

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.

Adaptability

Ideas for Action:

- Cultivate your reputation as a calm and reassuring person when others become upset by daily events.
- Avoid roles that demand structure and predictability. These roles will quickly frustrate you, make you feel inadequate, and stifle your independence.
- When the pressure is on, help your hesitant friends, colleagues, and clients find ways to collect themselves and take control of the situation. Explain that adaptability is about more than simply rolling with the punches; it is about calmly, intelligently, and readily responding to circumstances.
- Don't let others abuse your inherent flexibility. Though your Adaptability talents serve you well, don't compromise your long-term success by bending to every whim, desire, and demand of others. Use smart guidelines to help you decide when to flex and when to stand firm.
- Seek roles in which success depends on responding to constantly changing circumstances. Consider career areas such as journalism, live television production, emergency healthcare, and customer service. In these roles, the best react the fastest and stay levelheaded.
- Fine-tune your responsiveness. For example, if your job demands unanticipated travel, learn how to pack and leave in 30 minutes. If your work pressure comes in unpredictable spurts, practice the first three moves you will always make when the pressure hits.
- Look to others for planning. People who have strong Focus, Strategic, or Belief talents can help you shape your long-term goals, leaving you to excel at dealing with the day-to-day variations.
- Your Adaptability talents give you an even-keel mindset that lets you ride the ups and downs without becoming an emotional volcano. Your "don't cry over spilled milk" approach will help you quickly recover from setbacks. Recognize this aspect of your nature, and help your friends and colleagues understand that it is productive flexibility rather than an "I don't care" attitude.
- Avoid tasks that are too structured and stifle your need for variety. If given a list of tasks to complete, try to indulge your desire for flexibility by making a game of that list. See if you can be creative or make the tasks more fun in some way.
- Openly use your reassuring demeanor to soothe disgruntled friends or coworkers. Think about the approach you used, and remember to apply it again when the situation presents itself.

Questions

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Activator

Ideas for Action:

- Seek work in which you can make your own decisions and act on them. In particular, look for start-up or turnaround situations.
- At work, make sure that your manager judges you on measurable outcomes rather than your process. Your process is not always pretty.
- You can transform innovative ideas into immediate action. Look for creative and original thinkers, and help them move their ideas from conceptual theory to concrete practice.
- Look for areas that are bogged down by discussion or blocked by barriers. End the stalemate by creating a plan to get things moving and spur others into action.
- You learn more from real experience than from theoretical discussions. To grow, consciously expose yourself to challenging experiences that will test your talents, skills, and knowledge.
- Remember that although your tenacity is powerful, it may intimidate some. Your Activator talents will be most effective when you have first earned others' trust and loyalty.
- Identify the most influential decision makers in your organization. Make it a point to have lunch with each of them at least once a quarter to share your ideas. They can support you in your activation and provide critical resources to make your ideas happen.
- You can easily energize the plans and ideas of others. Consider partnering with focused, futuristic, strategic, or analytical people who will lend their direction and planning to your activation, thereby creating an opportunity to build consensus and get others behind the plan. By doing this, you complement each other.
- Give the reasons why your requests for action must be granted. Otherwise, others might dismiss you as impatient and label you a 'ready, fire, aim' person.
- You possess an ability to create motion and momentum in others. Be strategic and wise in the use of your Activator talents. When is the best time, where is the best place, and who are the best people with whom to leverage your valuable influence?

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.

Maximizer

Ideas for Action:

- Once you have identified your own greatest talents, stay focused on them. Refine your skills. Acquire new knowledge. Practice. Keep working toward strength in a few areas.
- Develop a plan to use your most powerful talents outside of work. In doing so, consider how your talents relate to the mission in your life and how they might benefit your family or the community.
- Problem solving might drain your energy and enthusiasm. Look for a restorative partner who can be your chief troubleshooter and problem solver. Let that person know how important your partnership is to your success.
- Study success. Deliberately spend time with people who have discovered their strengths. The more you understand how marshaling strengths leads to success, the more likely you will be to create success in your own life.
- Explain to others why you spend more time building on great talent rather than fixing weaknesses. Initially, they might confuse what you are doing with complacency.
- Don't let your Maximizer talents be stifled by conventional wisdom, which says you should find what is broken and fix it. Identify and invest in the parts of your organization or community that are working. Make sure that most of your resources are spent in the build-up and build-out of these pockets of excellence.
- Keep your focus on long-term relationships and goals. Many make a career out of picking the low-hanging fruit of short-term success, but your Maximizer talents will be most energized and effective as you turn top potential into true and lasting greatness.
- See if you can make some of your weaknesses irrelevant. For example, find a partner, devise a support system, or use one of your stronger talents to compensate for one of your weaker ones.
- Seek roles in which you are helping people succeed. In coaching, managing, mentoring, or teaching roles, your focus on strengths will prove particularly beneficial to others. Because most people find it difficult to describe what they do best, start by arming them with vivid descriptions.
- Devise ways to measure your performance and the performance of others. These measures will help you spot strengths, because the best way to identify a strength is to look for sustained levels of excellent performance.

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.

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.”

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.”

Adaptability sounds like this:

Marie T., television producer: “I love live TV because you never know what is going to happen. One minute, I might be putting together a segment on the best teenage holiday gifts, and the next, I will be doing the pre-interview for a presidential candidate. I guess I have always been this way. I live in the moment. If someone asks me, ‘What are you doing tomorrow?’ my answer is always, ‘I don’t know. Depends what I’m in the mood for.’ I drive my boyfriend crazy because he’ll plan for us to go to the antique market on Sunday afternoon, and then right at the last minute, I’ll change my mind and say, ‘Nah, let’s go home and read the Sunday papers.’ Annoying, right? Yeah, but on the positive side, it does mean that I’m up for anything.”

Linda G., project manager: “Where I work, I am the calmest person I know. When someone comes in and says, ‘We didn’t plan right. We need this turned around by tomorrow,’ my colleagues seem to tense up and freeze. Somehow that doesn’t happen to me. I like that pressure, that need for instant response. It makes me feel alive.”

Peter F., corporate trainer: “I think I deal with life better than most people. Last week, I found that my car window had been smashed and the stereo stolen. I was annoyed, of course, but it didn’t throw me off my day one bit. I just cleared it, mentally moved on, and went right on with the other things I had to get done that day.”

Activator sounds like this:

Jane C., Benedictine nun: “When I was prioress in the 1970s, we were hit by the energy shortage, and costs skyrocketed. We had a hundred and forty acres, and I walked the acreage every day pondering what we should do about this energy shortage. Suddenly I decided that if we had that much land, we should be drilling our own gas well, and so we did. We spent one hundred thousand dollars to drill a gas well. If you have never drilled a gas well, you probably don’t realize what I didn’t realize: namely, that you have to spend seventy thousand dollars just to drill to see if you have any gas on your property at all. So they dug down with some kind of vibratory camera thing, and they told me that I had a gas pool. But they didn’t know how large the pool was, and they didn’t know if there was enough pressure to bring it up. ‘If you pay another thirty thousand dollars, we will try to release the well,’ they said. ‘If you don’t want us to, we’ll just cap the well, take your seventy thousand, and go home.’ So I gave them the final thirty thousand and, fortunately, up it came. That was twenty years ago, and it is still pumping.”

Jim L., entrepreneur: “Some people see my impatience as not wanting to listen to the traps, the potential roadblocks. What I keep repeating is, ‘I want to know when I am going to hit the wall, and I need you to tell me how much it is going to hurt. But if I choose to bump into the wall anyway, then don’t worry — you’ve done your job. I just had to experience it for myself.’”

Maximizer sounds like this:

Gavin T., flight attendant: "I taught aerobics for ten years, and I made a point of asking people to focus on what they liked about themselves. We all have parts of our body that we would like to change or that we would like to see differently, but to focus on that can be so destructive. It becomes a vicious cycle. So I would say, 'Look, you don't need to be doing that. Instead, let's focus on the attribute you like about yourself, and then we'll all feel better about expending all of this energy.'"

Amy T., magazine editor: "There is nothing I hate more than having to fix a poorly written piece. If I have given the writer a clear focus and she comes back with a piece that is completely off the mark, I almost can't bring myself to write comments on it. I'm more inclined to just hand it back to her and say, 'Just please start again.' On the other hand, what I love to do is take a piece that is so close and then refine it to make it perfect. You know, just the right word here, a little cut there, and suddenly it's a brilliant piece."

Marshall G., marketing executive: "I am really good at setting a focus for people and then building a sense of team spirit as we all march forward. But I am not so good at strategic thinking. Fortunately, I have a boss who understands that about me. We have been working together for quite a few years. He has found people who play the strategic role, and at the same time, stretches me to be even better at the focus and team-building role. I'm so lucky to have a boss who thinks this way. It's made me more secure and made me charge ahead much faster, knowing that my boss knows what I am good at and what I'm not good at; he doesn't bother me with the latter."

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?